TOTAL QUALITY MANAGEMENT THROUGH HUMAN RESOURCES DEVELOPMENT IN PUBLIC SECTORS OF BAHRAIN AND KUWAIT.

BY

YOUSIF A. FATHALLA

October, 1996

UNIVERSITY OF BAHRAIN

COLLEGE OF BUSINESS ADMINISTRATION

DEPARTMENT OF BUSINESS & MANAGEMENT

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SUBMITTED BY
YOUSUF A. FATHALLA
OCTOBER 1996

THIS PROJECT IS SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE MASTER DEGREE IN BUSINESS ADMINISTRATION

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COLLEGE OF BUSINESS ADMINISTRATION
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DEPARTMENT OF BUSINESS & MANAGEMENT

DEDICATION TO

MY FIRST TEACHER , MY MOTHER

AND TO

ALL MY OTHER RESPECTED TEACHERS .

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	Table of contents	Page
	List of tables.	VIII
	List of figures.	IX
(I)	**Chapter One : Introduction:**	
1-1	Introduction.	1
1-2	Significance and scope of the study.	3
1-3	The purpose of the study.	4
1-4	The research limitations.	7
1-5	Organization of the study.	8
1-6	Definitions.	8
1-7	Summary.	13
(II)	**Chapter Two : Review of Related Literature:**	
2-1	Introduction	14
2-2	Islam and quality management.	15
2-3	Quality concept and approaches in management	36
2-4	Total quality management in public sector.	59
2-5	Productivity and quality.	79
2-6	Cost and revenues of quality	95
2-7	Quality through people	100
2-8	The importance of job design ,work simplification and measurement for TQM.	112
2-9	Japanese management style.	121
2-10	Organizational culture and processes	126
2-11	Summary	136
(III)	**Chapter Three : SUPPORTIVE FACTORS AND BARRIERS FACING THE APPLICATION OF TQM IN STATE OF BAHRAIN AND STATE OF KUWAIT:**	
3-1	Introduction	138
3-2	Supportive factors and barriers facing the application of TQM in State of Kuwait.	145
3-3	Supportive factors and barriers facing the application of TQM in State of Bahrain	165
3-4	Developing Public service quality through Charter Mark award in UK "live lesson to be learned	174
3-5	Summary	185

	Table of contents	Page
(IV)	**Chapter Four: The research model , hypotheses and Methodology:**	
4 -1	Introduction	187
4 - 2	The research methodology .	188
4 -3	The research model.	192
4 -4	The research questionnaires & Hypotheses	199
4 -5	Sampling	200
4 -6	Data gathering	201
4 -7	Statistcal procedure	203
4 -8	Summary	205
(V)	**Chapter Five: Data presentation , analysis and findings:**	
5-1	Introduction	207
5-2	Data presentation	208
5-3	Data analysis	209
5-4	Findings	247
5-5	Summary	257
(VI)	**Chapter six: Conclusions , recommendations and recommendations for Future studies:**	
6-1	Introduction	258
6-2	Conclusions.	259
6-3	Recommendations.	267
6-4	Implication of research findings.	280
6-5	Recommendations for future studies.	281
6-6	Summary	283
6-7	Important glossary for TQM	287
	References.	292
	Appendixes.	295

LIST OF TABLES

TABLE NO	CONTENTS	PAGE NO
1	Overview of diffrent schools management	92
2	Using Herzberg's two -factor theory of motivation	114
3	Two way contingency table	189
4	Responses according to organization type , and responses rates	202
B1	Public sector employees responses in State of Bahrain on (q2- 32 & 55)	300
B2	Public sector employees responses in State of Bahrain on(q2- 58 & 109)	305
B3	Public sector employees responses in State of Bahrain on(q2 - 17 & 117)	310
B4	Public sector employees responses in State of Bahrain on (q1- 5 & 21)	315
K1	Public sector employees responses in State of Kuwait on (q2 - 32 & 55)	320
K2	Public sector employees responses in State of Kuwait on (q2 - 109 & 58)	325
K3	Public sector employees responses in State of Kuwait on (q2 - 17 & 117)	330
K4	Public sector employees responses in State of Kuwait on (q1- 5 & 21)	335
BK1	Public sectors employees responses in State of Bahrain & State of Kuwait on (q2-32 & 55)	340
BK2	Public sectors employees responses in State of Bahrain & State of Kuwait on (q2-58 & 109)	344
BK3	Public sectors employees responses in State of Bahrain & State of Kuwait on (q2-17 & 117)	348
BK4	Public sectors employees responses in State of Bahrain & State of Kuwait on (q1 - 5 & 21)	352

LIST OF FIGURES

FIGURE NO	CONTENTS	PAGE NO
1	The TQM triangle	38
2	The Joiner triangle	42
3	Examples of Three Elements of Service Quality	53
4	A Model of Service Quality	55
5	Some Problem Approaches to Service Quality	55
6	Service Classification Schemes	56
7	Important factors for effective quality improvement	356
8	Important service for service Total Quality Management	357
9	Elements that be managed simultaneously in an effective TQM effort	62
10	Elements of a Service Strategy	62
11	Planning for customers requirments and satisfication	66
12	How quality contribite to customer satisfication	67
13	Links between productivity and quality and education	82
14	Relationships between quality and productivity	86
15	Suggested structure of civil service coucil	153
16	Distribution curve	190
17	Visual research model of service Total Quality Management (TQM) in public sector - 1996	194
18	Elements used to measure TQM system application	196
19	Effective steps for Total Quality Management (TQM)	198
20	Distribution curve	211
21	TQM implementation plan	286
A	Organization chart of Civil Service Commission in State of Kuwait for 1996	358
B	Suggested organization chart of Civil Service Commission in State of Kuwait for 1996	359
C	Organization chart of Civil Service Bureau in State of Kuwait for 1996	360
D	Suggested organization chart of Civil Service Bureau in State of Kuwait for 1996	361

CHAPTER ONE

INTRODUCTION

CHAPTER I

INTRODUCTION

1- 1 Introduction

Currently there is considerable interest in quality and customer service in both business and government, as total quality management philosophy and practices (1- Deming, 1982; Scherkenback,1986)have become widespread in the private sector and are making substantial inroads in the public sector (Krone, 1991; Milakovich, 1992; Hyde, 1992) With respect to the public sector, however, the move toward quality comes at a low point in the popular impression of the efficacy of government and the public service. There are widely heralded reports, and voiced alarming concern with public perceptions of corruption, waste, and ineffectiveness in government (I. E Volcker commission).The commission warned that this general distrust undermines the public service and in the long run could jeopardize the political process itself (national commission on the public service 1989, p p.12- 13) Indeed, conventional wisdom seems to take for granted that the private sector is far superior to the public sector in terms of overall performance. Dowens and Lackey (1986) begin the preface to their tract on efficiency in government by stating ((If you are like most Americans you believe that governments are inherently inefficient, You believe that there should be less government and that what remains should be run as if it were a private business)). Although their subsequent analysis finds that governments are more efficient and businesses less efficient than popularly believed, and that public services are generally not highly regarded. It often appears that the perceived performance gap between the public and private sectors pertains to both quality and customer service as well as the efficiency of service delivery. Joseph Senenbrenner, a former mayor of Madison, Wisconsin says, " Increasingly, people don't believe that government knows how to help or wants to bother. They find concepts like " total quality " customer driven " and 'continuous improvement " foreign to everything they know about what government does and how it works "(Senenbrenner, p 199, 1991). Total Quality Management could be defined as organic systematic approach to minimize the defects to zero defect and maximize visible customer, groups, and society satisfaction.

The current emphasis on quality and customer service in the management and public administration literature, ratings of the quality afforded by a variety of commonly available service help put the issue in perspective. The conventional wisdom is that public services are inferior to those provided by the private sector, but that view is clearly not substantiated. citizens often hear in high visibility study committees, and attendant media publicity that government should be run more like a business. However, in the eyes of citizens evaluating everyday services, problems with quality are no more endemic to the public sector than the private sector. Research that develops more extensive comparisons can help clarify this perspective further.

Tying quality ratings to the operating characteristics of service delivery is required to explore the reasons why some services are consistently rated better than others. Another strategy would be to sample more broadly among cities and / or within areas on a selective basis in order to afford comparisons of perceived quality across different mixes and levels of public services. Alternatively, researchers could focus on a particular service, such as Education services, and compare citizen quality ratings between jurisdictions utilizing public versus private delivery systems.

Managers in both sectors have begun to get the message that quality and consumer satisfaction are important. Currently, many public administrators are experimenting with a variety of strategies to strengthen quality and customer service. It is hoped that further replications and extensions of the research reported here will help to move this agenda along and offer a way to tie quality improvement efforts to methods of assessing quality and customer satisfaction. There is a quality challenge facing all countries and governments.There is a new economic age, created by Japan and continuously affected not only by Japan but also by other Eastern countries such as Korea, Taiwan, Hong Kong , and Singapore (known as the gang of four), as well as by the United States. Many Eastern and American 'quality gurus' have emerged and have advocated principles and techniques that already have a major impact on the improvement process of the manufacturing and service industry of their countries. It is now the GCC states (Gulf Co-operation Council) turn. It is time to listen, to adapt, to (re)learn, to become comfortable with, to develop further. There is nothing wrong with this process. It has been working for years. It worked for the Japanese, it is working for Americans - there is no reason it should not work for GCC, Arab, and Muslims Countries. After all, there is nothing to be ashamed of. The continent of the GCC states is not just the cradle of the everlasting principles of democracy (Shore) and civilization itself; it is also the origin of many of the methodologies and philosophies which form the backbone of the recent advances in quality achieving techniques such as those of statistical analysis and experimental mathematical design, which the Japanese borrowed in the first place. Their usefulness and potential is now being rediscovered by GCC States.

The quality tools are returning to their cradle. The circle is complete. The GCC strategic position on the globe, the multiplicity, diversity and wealth of its cultures, its traditions, ancient histories and political systems, and the opportunities provided by the economic integration and the reemergence of the GCC States economies make the European and south Asian countries the ideal place for an enterprise to function and prosper. It is also the GCC States that make it a highly competitive and ruthless arena where one soon realizes that the law of survival of the fittest (nation, government and company) applies without exception. Moreover, GCC States are not immune to the universal truth of our times that, when it comes to quality, the consumer is no longer at the mercy of the producer; rather it is the other wayaround and awareness is on the increase. The economic 'threat', especially from Japan, West and East Countries has already made many GCC States government organizations aware of the need to improve the

quality and reliability of their products and services, to optimize their processes, increase their productivity develop and improve quality, and minimize their costs. Efforts to discover the Japanese secret of industrial success have revealed the management principles of Dr. W. Edward's Deeming, an American statistician to whom the Americans would not listen in the early post-war years. As a total quality approach is a necessity for every aspect of public and private business, it is sincerely hoped that this study will appeal to every individual in an organization, from the top manager to any employee who is in need of some guidelines for better management of his activities, whether in public service as health, education, civil service or any other. In an effort to help in the bridging of the existing gaps between theory and practice, between off-line and on-line quality control, between manufacturing and service industry applications, between the Japanese approach, Western standards and Islamic values, and most importantly, between management and workers, Islamic educational and cultural traditions, will attempt to make some sense of the different ideas, and perhaps, less modestly, to provide some recommendations for the quality future.

1-2 Significance and scope of the study :-

The United Kingdom Prime Minster, John Major (1992) stated that he aims to raise the standard of public services up and beyond the past and the present available and make them answer better to the needs of ordinary people.(see Internet,TQM agent of change in government operations, December,1992)

Bill Clinton president of U.S.A (1992) stated that TQM is an agent of change in government operations by putting people first, from this introduction we see that advanced countries are looking for TQM application as an agent for public service improvement and cost reduction. TQM system should be our agent for better public sector performance. (see Charter Mark Award, 1992)

Today's total quality management is not a choice left to the goodwill of top management. It must be a requirement of the economic system, a progress imposed on the organization as result of organizational growth, changing technology, and changing competitive environment in its broadest sense. The systematic quality development of managerial talent is one of the primary tasks of any organization for it's own survival in an increasingly changing environment. All Governments are trying to bring efficiency to their work forces through improving productivity. Meanwhile, citizens in many countries are demanding better - quality service.The vast majority of states are trying to initiate civil service reform that includes, veterans preference, worthless training reviews, and difficulties in firing people. Implementing efficient training in service firms and in the Government sector, training managers and supervisors is important to push down decision making. Training is one of most critical pit falls to total quality in government sector, it is an urgent need to improve quality in all functions and all levels of public services. Training is very important to eliminate poor quality costs, empower employees or respond effectively to citizen complaints about service quality, total quality management

(TQM) or continuous quality improvement (CQI) as means to increase efficiency, stimulate productivity, and better serve the citizenry, depend totally on effective training.

It is important to study the application of total quality management and human resource development training in the Government sector in the State of Bahrain and State of Kuwait as sample of GCC countries, in order to improve and develop public service quality to meet citizen needs and expectations. It is important to study total quality management in Government sectors in GCC states as State of Bahrain, State of Kuwait and other four countries Qatar, Oman, UAE, and Sudia Arabia. in order to improve and develop public sector service quality to meet citizen needs and rising expectations. Civil Service Bureaus in the State of Bahrain and State of Kuwait are a very important organizations among other government organizations. Civil Service Bureaus play very important roles in improving and developing public sector outputs quality and quantity.

1-3 Purposs of the study

The purposs of this study are : -

1) To identify some of TQM approaches in some public organizations operating in the State of Kuwait and State of Bahrain, compare the sample mean between them and test whether differentiation influences perception of the TQM.

2) To identify the application of (TQM) Total Quality Management as advanced managerial system in some public organization operating in State of Bahrain and State of Kuwait.

3) Study one vital role of Civil Service Bureaus which is the application of TQM in public sector to improve public sector service quantity and quality and variety.

4) Study the coordination between Civil Service Bureaus and other government agencies, in the application of TQM in public sector to improve their processes service quantity.

5) Study the actual impact of TQM on job performance and cost reduction in the public sectors in State of Bahrain and State of Kuwait. Measure the employees reaction toward the applications of TQM and it's outputs in terms of gained quality, productivity, variety skills, knowledge and attitudes.

6) Study human resource development through Total Quality Management in some public sectors agencies operating in the State of Kuwait and State of Bahrain. Study the impact of any application of total quality management through human resource development on the process of improvement of service productivity and quality.

7) Find out if how the GCC has supported and planned the application of TQM or any other advanced management methods in public sectors of GCC States through the sample of the

State of Kuwait and State of Bahrain and how far they succeded in coordinating the application of HRD + TQM in some GCC states public sectors.

8) Study the relationship between TQM factors in studied public sector organizations such as the Ministry of Education,Health, and Civil Service Bureau in the State of Bahrain and State of Kuwait.The following relations will be studied:
A-The relationship between the organization's high productivity and quality with the organization's fast response to customers requirements and need.
B-The relationship between the ability of the organization' to meet customers need of quality, quantity and variety with the organization's employeess career development.
C-The relationship between Civil Service Bureau help for public organizations in establishing TQM system with public sector employees satisfaction with provided service.
D-The relationship between the public sector bosses ways of handling their employees with the quality of provided service.

9) Find out and study any possible applications Deming's points and Crosbhy's steps for quality improvement.

10)Compare both public sectors in State of Bahrain and State of Kuwait in TQM application and service quality improvement.

The need for study :-

Efficiency and effectiveness of public organizations in developing nations is being viewed as the key to progress. People in the developing nations are their salvation in moving rapidly toward industrialization. The development of the human as well as the natural resources is a goal to achieve prosperity. The Arab states around the Arabian Gulf are moving in the direction of industrialization and specifically with petroleum and petrochemical industries. They are also reducing their budget deficits.One important fact about this region is that personnel in the public sector are well - established and have low productivity and quality. People come from all over the world to work in these states, to manage public organizations. To make them more efficient and effective requires a highly developed management system such as TQM. Research is a major instrument in the advancement and progress of any industry or nation. To this researcher's knowledge, no research has been made to study TQM as management systems in this area. Therefore, this will be a beginning and might invite more studies to come.

First : It is an attempt to integrate organizational theory with TQM studies and specifically to test the validity of some of the concepts proposed by the humanist theorists, namely Deming and Crosby. Utilization of management systems.

Second : It is toward contributing to the sciences of organization and management theory that this study is being undertaken. Researchers in administration and organization theory must consider the applicability of their propositions and concepts worldwide if their aims are to create

a science of organizational theory. Heady states this point as follows : "Those who are attempting to construct a science of administration recognize that this depends among other things, on success in establishing propositions about administrative behavior which transcend national boundaries". (2- Heady, 1966)

Third : It's important to identify the actual impact of TQM on job performance and cost reduction in studied organizations in public sectors in the State of Bahrain and State of Kuwait,measure the employees reaction toward the applications of TQM and it's outputs in terms of gained quality, productivity, skills, knowledge and attitudes.

Fourth :The study of human resource development effectiveness (HRD) through Total Quality Management (TQM) in some public sectors agencies operating effectiveness in the State of Bahrain and State of Kuwait.

Fifth :The impact of any application of total quality management through human resource development on the processes and outputs improvement of service productivity, quality and variety.

Sixth :Finally it is necessary to find out if the GCC has supported and planned the application of TQM through HRD in government sectors of the GCC States, specially in the State of Bahrain and State of Kuwait as a sample, and how far they succeeded in coordinating the application of HRD and TQM in the GCC States.

TQM in GCC States public sectors.

TQM is a very important management tool to develop the government employees to meet government sector needs, goals, enhance performance, improve the service quality and productivity, which effect directly and indirectly the private sector quality and productivity. In general these influences effect public sectors management efficiency and effectively, and the economic growth in the country as whole. This study is concerned with analyzing the effectiveness and efficiency of possible application TQM systems, which are prepared and implemented by some of main public sector agencies such as, Civil Service Bureaus, Ministry of Education and Ministry of Health in the State of Bahrain and State of Kuwait as a sample of GCC states. To know how far TQM could improve the employees knowledge, skills, attitudes performance quality in public sector. Crag states (Crag, p 302,1987) that the evaluation of the TQM effectiveness will be achieved through Four steps as following :-

Step (1) Reaction : How well did the employees like TQM ?

Step (2) Learning : What principles, facts and techniques were learned ? What attitudes were changed?

Step (3) Behavior : What changes in the job behavior resulted from the program?

Step (4) Results : What were the tangible results of the TQM in terms of reduced cost, improved quality, improved quantity, etc..

To achieve the aims of this research, the study of TQM application should concentrate on the following:-

A-The assessment of TQM the application of TQM through HRD methods.

B-The assessment of TQM objectives.

C-The assessment of TQM contents.

D-The assessment of the participants satisfaction.

E-The assessment of TQM performance.

To achieve the study goals three methods were used for this study as following :-

First : A questionnaire of **141** questions was designed (see questionnaire in appendixes) . The questionnaire was divided into two parts:
Questionnaire (1) consists of 21 questions. The source of the questionnaire is the industrial relations center and vocational psychology research, University of Minnesota, this questionnaire measures employees (internal customers, quality provider) satisfaction which is very important element for TQM, which aims for quality improvement.

Questionnaire (2) consists of 120 questions designed according to Deming's fourteen points for management and Crosby's fourteen steps for quality improvement. Other questions were designed to get the employees feedback about TQM, HRD and their organization's quality improvement.

Second : Observation of TQM application in public sector through visiting and evaluating the quality of studied public organizations.

Third : Interview some managers and employees in the public sector about TQM application and outputs in their organizations.

1- 4 The research limitations :-

For most educated people, there is no perfect research. Each research has its own strengths, weaknesses, difficulties, and limitations. Therefore the limitation of this research could be summarized as :-

A-Time Constraints :
The research should be submitted within limited academic period. This leads to time pressure on data gathering and analysis, especially when dealing with the public sector where there is a real bureaucracy and secrecy. On other hand, this study tries to cover seven main agencies in public sectors in the State of Bahrain and State of Kuwait. This which needs more time and effort.

B-The questionnaire design :
The questionnaire design may not cover all the necessary elements to study TQM application in studied public sector organizations. As known, there is no perfect questionnaire that can cover

all important elements or factors that effect the studied topic, and no questionnaire could give these elements their right weight of importance, which could effect the research results.

C- Weakness of formal information :
This study is concentrating on public sectors organizations which could give formal and calculated feedback .The information received is mostly formal information. Often, formal information reflects public policies rather then facts, especially when the study is dealing with public sector efficiency.

D-One short case study :
The study is one short case study which may not reflect the real effectiveness of TQM in the studied public sector agencies in the State of Bahrain and State of Kuwait.This condition bring up strongly the need for other deeper and more comprehensive studies to reach confident results.

1-5 Organization of the study :-

This study is organized into six chapters as follows :

Chapter one: Is the introduction and highlights the significant and the scope of the study, the research limitations, organization of the study, definitions and summary of the chapter.

***Chapter two*:** Reviews the most related literature in TQM and HRD , quality concepts, quality concepts for services,Islam and quality management, quality through people, total quality management, internet and public sector, cost and revenues of quality, the importance of human recourses development (HRD) for (TQM), the importance of job design, work, simplification and measurement for TQM, adapting TQM in government, Deming prize and Molcolm Bladrige prize for quality, creating objectives to organizational quality needs, Japanese management style, increased productivity and quality through management by values and summary of the chapter.

***Chapter three*:** UK and GCC States, the application of TQM in governmental sectors in State of Bahrain and State of Kuwait, the barriers facing the application of TQM in State of Bahrain and State of Kuwait, developing public service quality through charter mark award in UK and summary of the chapter.

***Chapter four*:** Discusses the research methodology,the research questionnaires and hypotheses, sampling, data gathering, statistical procedure and summary of the chapter.

***Chapter five*:** Data presentation and data analysis, findins and summary of the chapter .

***Chapter six*:** Presents research finding, conclusions, recommendations, implication of research findings and recommendations for future studies and summary of the chapter.

1-6 : Definitions :-

The Concept of Total Quality Management [TQM] could be defined as follow :-

Total Quality Management **:** is very important expression because it states that, there are comprehensive ways to deal with complex sets of interacting issues and involve everyone at every levels in meeting customers' (Agreed) of formal and informal requirements, at lowest cost, first time and every time within a process of getting things done through people, other resources and systems in the organization.Customers agreed requirements are all those which the organization supplies products, service and information to, within an ideal means to strive for, but it needs to be agreed by all parties concerned (public sector and citizens). requirements should be measurable in specifications which cover such things as durability, reliability, accuracy, speed, method of delivery and price. Formal and informal makes reference to agreements made both informal business - like manner, and to those informally established a lowest cost first time, every time. This mean that there should be no unnecessary loss or waste in manpower, time, effort or material in the production and delivery of product and service and within sets of ideal to carry out through a policy of **"No licenses to fail "** The organization will not accept standards on product or services that fall bellow those expectation. It is very important to build these parts on high and right values and goals".

Quality has been defined in variety of definitions as follows :

1. **Quality** is a predictable degree of uniformity and dependability, at low cost and suited to the market (Deming).
2. **Quality** is fitness for use (Juan) .
3. **Quality** is conformance to requirements (Crosbhy).
4. **Quality** is the minimum loss imparted by the product to society from the time the product is shipped (Taguchi).
5. **Quality** is in its essence a way of managing the organization (Feigenbaum).
6. **Quality** is correcting and preventing loss, not living with loss (Hashing).
7. **Quality** is the totality of features and characteristics of a product, service or process, which bear on its ability to satisfy a given need; from the customer's viewpoint (British Standard Definition).

Of course, there are as many definitions of quality as there are books. Each holds a strong but limited vision of quality. What is needed is a general appreciation that reflects the wealth of ideas. this is the immediate task.

A synthesis of ideas so far encountered is captured in the following statement about quality : Quality means meeting customers' (agreed) requirements, formal and informal, at lowest cost, first time every time. " Management " reflects the value of management responsibility for quality. this responsibility is everyone's as "Total " management responsibility does not necessarily refers to the organization managers,it is refer to everyone to be responsible for managing their own jobs. TQM portrays a whole systems views for quality management.

Quality management must ensure that horizontal and vertical integration through hierarchies is achieved.

The main principles of TQM can now be drawn out from the philosophy in place :

1. There must be agreed requirements, for both internal and external customers.
2. Customers requirement must be met first time, every time.
3. Quality improvement will reduce waste and total costs.
4. There must be a focus on the prevention of problems, rather than an acceptance to cope in a fire-fighting manner.
5. Quality improvement can only result from planned management action.
6. Every job must add value.
7. Everybody must be involved, from all levels and across all functions.
8. There must be an emphasis on measurement to help assess and to meet requirements and objectives.
9. A culture of continuous improvement must be established (continuous includes the desirability of dramatic leaps forward as well as steady improvement)
10. An emphasis should be placed on promoting creativity.

As seen, there are ten main principles. These provide a concise understanding of TQM as it stands today. A systemic, or whole system, understanding of TQM as it stands today has been put in place. The main philosophy and principles have been documented. Each principle, however, avoids as far as possible being interpreted and understood through management and organization theory. They remain relatively neutral .

There are many types of definitions for Education, Training and Development .To understand the difference between them the following definitions were selected :-

A- Education : Lard 1984, defined education as "activities which aim at developing the knowledge, skills, moral, values and understanding required in all aspects of life rather than a knowledge and skill relating to only a limited field of activity ". The purpose of education is to provide the conditions essential to young people and adults to develop an understanding of the traditions ideas influencing the society in which they live and to enable them to a contribution to it. It involves study of their own cultures and of laws of nature, as well as the acquisition of linguistic and other skills which are basic to learning, personal development, creativity and communication.

B- Training : as "a planned process to modify attitude, knowledge, skills and behavior through learning experience to achieve effective performance in an activity or range of activities of the individual and to satisfy the current and **future manpower needs** of the organizations ".

C- Development : as " the growth or realization of a person's ability, through conscious or unconscious learning. Development programmers usually include elements planned study and experience, and are frequently supported by a coaching or counseling facility ".

Both training and development are achieved by creating conditions in which the necessary attitude, skill and knowledge can be effectively acquired by a learner who, as a result, becomes more confident of his or her abilities, which are very important for quality implement.As (2-Bettignies 1975) defined :

Attitudes : Change in the motivational, emotional, or intellectual make-up of the participant which is likely to enhance the effectiveness of his response to a variety of environmental stimuli. Attitudes of openness towards himself and others, of tolerance to cultural differences, of trust and confidence in himself and others are examples (What the people need is quality attitudes)

Skills : As a change in the intellectual and interpersonal abilities of the participant which can enhance the effectiveness of person operation in local environments: listening, communicating, decision- making, motivating, and dealing with uncertainty are some of the abilities specifically useful when working abroad. (What the people need is highly quality skills)

Knowledge : As a change in the level of information that the manager can understand, process and utilize. As well as language, and knowledge about a culture, we think for instance, the understanding of the dynamics of the inter cultural process of communication or environmental analysis (What the people need is quality knowledge and culture).

Total Quality Management (TQM) :It is a continuous improvement which involves all operations at all levels, undertakes performance measurement, focuson leadership, teamwork and employee participation and motivation and takes a whole system perspective. It is an continuous improvement in management systems with concentration on internal customer (employees) and external customer, and establishing comprehensive system built on goals and operations, and eliminating variations and biases when goals are measured, and supports the authority and trust in employees and work team, with continuous effort to develop the organization.

Quality Improvement (QI) :It is the management's continuous effort to achieve comprehensive improvement for the organization and service outputs to meet internal and external customers needs and expectations by using necessary managerial and technical approach to manage the quality.

Statistical Process Control (SPC) :It is a statistic approach to control quality and ensure that parts and components meet specifications and regulations as they are being produced to manage the quality.

Quality Circles (QC) :Also known as quality control circles (QCC) are approach to participatory problem solving and work development. Quality circle is a group of volunteer employees from a unit of organization who meet on a regular basis, usually one per week or month, to solve problems that related to their job activities.

Organization Wide Quality Control (OWQC): It is the organization constant improvement and perfection to eliminate all waste through improvement of the organization, goals, basic principles, facilitating concepts, techniques and aids.

Managing Service Quality (MSQ) :It is a management continuous effort to improve the services provided for customers in a way that meets their needs and expectations.

public sector : It is organization where people from almost same cultural back ground work in an organized endeavor to produce a product or to provide service, management system, a pattern of practices, behavior, and beliefs, as perceived by organization members and expressed in terms of support, team building, goal emphasis, help with work communication flow, decision making practices, concern for people, influence on department, motivation and technological adequacy.

support : The degree to which superiors are friendly , pay attention to what subordinates say and listen to their problems.

team building : The degree to which superiors encourage subordinates to work as a team and encourage exchange of opinions and ideas.

TQM Goal Emphasis : The extent to which superiors encourage best efforts and maintain high quality standards.

Help With Work : Superiors show ways to do a better, quality job, help subordinates plan, organize, schedule, offer new ideas and solutions to problems.

Involvement : The extent to which a superior provides the members of a work group with information about decisions, asks for opinions and ideas, and meets with subordinates as a group to find solutions.

Communication flow: Subordinates know what is going on superiors are receptive and subordinates are given motivation to do the jobs well.

Decision - Making Practices : The degree to which coordinates are involved in setting goal, decisions are to be at levels of accurate information, persons affected by decisions are asked for their ideas and know- how of people at all levels is used.

Concern for Persons : The extent to which information organization is interested in the individual's welfare, tries to improve working conditions and organize work activities sensibly.

Influence on Department : The degree to which lower level supervisors and employees influence departmental policy.

Technological Adequancy: Improved methods are quickly adapted, and resources are well used.

Motivation: Differences and disagreements are accepted and worked through. People in an organization work hard for money, job satisfaction and to meet high expectations and are encouraged to do so by policies, working conditions and people.

Planning and Coordinating : the extent to which the organization employees and work group plans together and coordinates its efforts.

Sharing Information: the extent to which information about important events and situation is shared within the organization and work group.

Meeting Objective : the extent to which the organization employees and work group really wants to meet its objectives successfully.

Confident and Trust : the extent to which management and individual employees have confidence and trust in members of their group and organization.

Unusual Work Demand : the extent to which the organization employees and work group is able to respond positively to unusual work demands placed upon it.

1-7 Summary :-

The Goal of TQM is improving the quality of processes performance and outputs, it is important to know and have framework for looking at and understanding the relationship between TQM and performance. Understanding the organizations function is a key to analyzing individual and organization quality and performance and determining developing training needs. Effective management will make an effort to evaluate all the training activities. The success of the efforts depends to a large extent on a clear understanding of just what "Evaluation" means. This chapter attempted to accomplish these objectives :-

- Evaluate the effectiveness of TQM on the public sector employees.
- Evaluate the effect of the TQM on the performance, attitudes, skills and knowledge of employees.

In this chapter the definition of some [TQM] which mean Total Quality Management could be defined as organic and systematic approaches to minimize the defects to zero defect, and maximize visible customer, groups, and society satisfaction , [HRD] Human Resources Development which mean organic and systematic approaches to improve people groups, organization and society skill processes, outputs and increase their satisfaction. The organization of the study mentioned with the research limitations. The scope and significance of the study have explained with the purpose of the study which tries in general to evaluate the effectiveness of the application of TQM through HRD systems prepared and conducted by Civil Service Bureaus and other important agencies in the State of Bahrain and state of Kuwait.

CHAPTER TWO

REVIEW OF RELATED LITRERATURE

CHAPTER II

REVIEW OF RELATED LITERATURE

The purpose of this chapter is to provide the theoretical foundation of this study. **First,** it pinpoints the area of this study with respect to the discipline of Total Quality Management theory. **Second,** it presents TQM model of management systems and related studies. **Third,** it reviews the concept of TQM effectiveness. **Fourth**, it reviews studies of increasing productivity and quality through management by values.

2 - 1 Introduction

The search for Total Quality Management harmony between people and organization is a continuing and evolving process. It is not the purpose of this study to trace this evolving thought, but it is necessary to put the present study in perspective with regard to present literature in the field of managing for total quality. Most of people believe that quality methods started with Deming fourteen points for management, and Crosby's fourteen steps for quality improvements or other Western and Eastern introduced methods. In fact Arab states have the main foundation for total quality in their culture and religion. They have long history of quality business relation with West and East. The developmental TQM approach to management seems to be the most promising approach in the development public service quality. However, TQM principles are general in nature and subject to change and improvement when intensive research proves their inadequacies. Likert stated that, " General principles and models must be applied in ways to fit the expectations, skills, values and background of the labor force involved ". (3- See Likert, 1977).Increasing interdependency and cross - cultural exchange ; the recognition of the important role that Total Quality Management plays in economic development ; the trend worldwide that people want opportunity to determine their own fate which is translated in the need for more autonomy and self - actualization - all these and more are leading toward a convergence in total quality managerial philosophy and practices. The convergence is not toward more autocratic systems, but toward more developmental TQM systems.

2-2 Islam and quality management:

The scientific method (TQM) Total Quality Management Concept from the Islamic point of view explained by MR : Sa'ad Serbia (4-A February,1995) when he states that TQM system consist of three parts which are:-

MANAGEMENT

Management is a perfect use of available resources and invest them in the best method in order to get the best service by lowest cost. This goal could not be done without using the best production systems, people, methods, buildings, material time, and using the best investment, reducing wasted time, wasted effort, and wasted operation.(It gets rid off wrong or complicated operation systems, treats the people and time and buildings in better way). The means come from the goals and the goals come from means, and both are very important. Total Quality means the following :- _

QUALITY : Quality means providing best performance, products and service, that customers expect.

TOTAL :-

Total is a comprehensive activity of this principle to every thing in every area. It includes all employees managers or staff, all products, all parts or steps of service equipment's, building, all means, all operation system components and best use for time. The first teacher in Islam , Mohammed Ibn Abdulla (p.b.u.h.), wanted to teach us his care fullness on the principle of the performance quality and goodness at work by saying :- Allah (God) loves it when you execute any work with perfection. The follower, followed him by saying (4). The Laborer should work as Allah taught him, with perfection and goodness in purpose of producing benefits to creature of Allah and not working according to salary or wages but according to the work need of perfection. The prophet Mohammed (p.b.u.h)clearly stated that ALLAH ordered labor to improve work because Allah judged their work and recorded it,. Not doing work with goodness is disobedience and (5) Prophet (p.b.u.h.) said that Allah recorded Goodness and badness of everything. Performance, reviewing and accountability, are vital principle for quality achievement.Quality depends on performance reviewing and analyzing insufficient performance in order to achieve and provide means that help in reaching best performance.

Total quality management in Islam.

Islam is the first, complete and comprehensive source of total quality management as a modern concept : Islamic quality mean the follows :-

- Perfect values.
- Perfect work
- Perfect skillful
- Perfect performance
- Perfect use of time

- Perfect use of people.
- Perfect use of resources.
- Perfect work is always for yourself, that you will get Allah's reward.
- Participation in decision making.
- Perfect quality of products and service for people.
- Reduce cost, effort, resources and use of people and environment.

Islam is inviting people to perform work in the best and most skillful manner in order to get the highest quality. Islam organize best rewards for job perfection through many surahs of the Holy Qur'an such as :-

Allah said in Holy Qur'an Surahs 17 Al ISRA, 7, page 675 (4-B Abdullah,1989)

٧-﴿إِن أَحسَنتُم أحسنتُم لأَنفُسِكُم و إِن أَسَأتُم فَلَهَا﴾

7-if you did well, Ye did well for yourselves, If ye did evil, (Ye did it) against yourselves-2177

2177. This is a parenthetical sentence. If anyone follows Allah's Law, the benefit goes to himself : he does not bestow a favour on anyone else. Similarly evil brings its own recompense on the doer of evil. (Abdullah Yousuf Ali, 1989).

Allah say in Surah 83 AL Mutaffifin page 1616

١- ﴿ وَيلٌ لِلمُطَفِّفِين ﴾

1) Woe to those that deal in fraud - 6011

٢- ﴿الَذين إِذا اكتالوا عَلَى النَّاسِ يَستَوفُون﴾

2) Those who, when they have to receive by measure from men, exact full measure,

٣- ﴿وإذا كالوهم أو وَّزَنُوهم يُخسِرُونَ﴾

3) To give by measure or weight to men Give less than due.

٤—﴿ أَلا يَظُنُّ أُولَئِكَ أَنَهُم مَّبعُوثُونَ ﴾

4) Do they not think that they will be called to account?- 6012

٥- ﴿ لِيومٍ عَظِيم ﴾

5) On a Mighty Day,

٦- ﴿ يَومَ يَقُومُ النَّاسُ لِرَبِ العٰلَمِينَ ﴾

6) A Day when (all) mankind will stand before The Lord of the Worlds?

6011. " Fraud " must here be taken in a widely general sense. It covers giving short measure or short weight, but it covers much more than that.The next two verses make it clear that it is spirit of injustice that is condemned - giving too little and asking too much This may be shown in commercial dealings, where a man exacts a higher standard in his own favour than he is willing to concede as against him. In domestic or social matters an individual or similar circumstances. It is worse than one - sided selfishness : for it is double injustice. But it is worst of all in religion or spiritual life : with what face can a man ask for Mercy or Love from Allah when he is unwilling to give it to his fellow - men ? In one aspect this is a statement of the Golden Rule. ' Do as you would be done by '. But it is more completely expressed. You must give in full what

is due from you, whether you expect or wish to receive full consideration from the other side or not.

6012. Legal and social sanctions against Fraud depend for their efficacy on whether there is a chance of being found out. Moral and religious sanctions are of a different kind. ' Do you wish to degrade your own nature ? Do you not consider that there is a Day of Account before a Judge who knows all, and who safeguards all interests, for He is the Lord and Cherisher of the Worlds. Whether other people know anything about your wrong or not, you are guilty before Allah ;

Allah said in Surah 18. Al Kahf page 717

٣٠- ﴿ إِنَّ الَّذِينَ آمَنُوا وَعَمِلُوا الصَّالِحَاتِ إِنَّا لَا نُضِيعُ أَجْرَ مَنْ أَحْسَنَ عَمَلًا ﴾

30-As to those who believe and work righteousness, Verily we shall not suffer to perish the reward of any who do a (single) righteous deed.-2372

2372. The righteous will be rewarded, as has been said again and again, beyond their merits : 28 : 84 ; 30 : 39. Not a single good deed of theirs will lose its reward, and the mercy of Allah will blot out their sins.

Allah say in Surah 28 : Al Quasars page 982

٧٧- ﴿ وَابْتَغِ فِيمَا آتَاكَ اللَّهُ الدَّارَ الْآخِرَةَ وَلَا تَنْسَ نَصِيبَكَ مِنَ الدُّنْيَا وَأَحْسِنْ كَمَا أَحْسَنَ اللَّهُ إِلَيْكَ وَلَا تَبْغِ الْفَسَادَ فِي الْأَرْضِ إِنَّ اللَّهَ لَا يُحِبُّ الْمُفْسِدِينَ ﴾

77-" But seek, with the (wealth), Which Allah has bestowed on thee, The Home of the Hereafter, -3407- Nor forget thy portion in this word, but do thou good, As Allah has been good to thee, and seek not (Occasions for) mischief in the land: for Allah loves not those who do mischief.

3407. That is, 'spend your wealth in charity and good works. It is Allah who has given it to you, and you should spend it in Allah's cause. Nor should you forget the legitimate needs of this life, as misers do, and most people become misers who think too exclusively of their wealth. If wealth is not used properly, there are three evils that follow : (1) its possessor may be a miser and forget all claims due to himself and those about him ; (2) he may forget the higher needs of the poor and needy, or the good causes which require support ; and (3) he may even misspend on occasions and cause a great deal of harm and mischief ; Apparently Quern had all three vices.Allah said that Muslim goodness will return to him, his work performance quality and perfection will return to him firstly before others, as and there other Surahs, talking about the work perfection and people participation in the achievement This proves the vitality of time in Islam, not only it's importance Islam made using time as indication for faith and beliefs Allah ordered people not to waste free time, this fast expressed shows the importance of time in Islam not to concentrate on management of work time, but it extend it to free time, that Allah, ask us to utilize free time perfectly, that life is time, and wasting time is wasting life.

Time Hunting (Utilizing) in Islam :

If the time not filled by useful things, it will be fill by unuseful or wrong things and weak Performance. Prophet Mohammed P.B.U.H said,

" Get advantage of five before five:-

- **your health before your sickness,**
- **your free time before engaging time,**
- **your youth before your age,**
- **your richness before your poorness**". (5-Ahmed,1985)

And He said :- No slane foot will move until he asked about four :

About his lives how he expend, and About his education what he did by it,and about his money, from where he got and how he spend it, and about his body how he expended or expired.

The men who utilize their time, energy, education and money in the benefit of people will garantee the reward in the day of doom (Judgment day) in next life. Islam as the last and most important religion sent by Allah,(God) Islam is a religion of beliefs, faith, and practice or act. ISLAM is a complete way of quality life It is the guidance provided by Allah, the creator for the Universe, for all mankind. It covers all the things people do in their lifetime especially the quality of life. Islam tells us the purpose of our creation, our final destiny and our place among other creatures. It shows us the best way to conduct our private, social, political, managerial economic, moral and spiritual affairs. Islam is an Arabic word which means submission and obedience Submission is acceptance of Allah's commands. Allah is another Arabic word is the proper name of God.Muslims should use the word Allah rather than the word God. Obedience means putting Allah's commands into practice. Submission and obedience to Allah bring peace. messenger, that is why Islam also means peace. A person who accepts of life and acts upon it is a Muslim.Islam is the way of peace, quality and harmony. A superb harmony and perfect order are evident in the system of Nature. Day passes and night comes, so the process goes on. Everything has a set course and nothing can violate it. Have people ever noticed any violation of the Law of Allah by these objects of Nature ? No, of course not. Why ? Simply because they are made to obey Allah.They have no choice but to obey. This is why people find eternal peace in the system of Nature. But in the case of human beings, it is different. Allah has given us the knowledge and will to choose between right and wrong. Not only this, He has also sent messengers and books for their guidance. Yet, He does not force the people to obey Him. He has given us the will to either obey or disobey Him. Why is this so ? It is because He wants to test us. After this test there will be a day of reward and punishment. This is the Day of Judgement. Those people who have passed the test will be rewarded with permanent happiness and peace in Paradise. Those who have failed, will suffer a terrible punishment in Hell.The people can get this reward and escape punishment by obeying and worshipping Allah. The people already know that there is peace and harmony among other objects of Nature because those things never disobey Allah. So, if we follow the guidance

given to us through prophets and messengers, we are sure to have peace in the world we live in. All human beings, by their very nature, like good things and dislike bad ones as low quality. For instance, the people approve and like truthfulness and hate falsehood. Even a liar does not like to be called a liar. Why? Because telling lies is a bad thing. In the same way. helping others, showing kindness, politeness, respect for parents and teachers, honesty and all other forms of good conduct are always liked and appreciated But rudeness cruelty, falsehood, hurting someone, disobedience to parents supervisors, and teachers, using bad names and other bad conduct are despised by everyone. So, we can say that human nature likes the Right and dislikes the Wrong, likes high quality and dislikes low quality. Human nature also loves peace and hates disorder. Peace is the result of obedience to Allah's Law and disorder is the outcome of disobedience. Islam establishes this peace which is part of man's nature and hence, I called Islam the Religion of Nature. In order to achieve peace in society, Islam urges Muslims to work together towards what is right and quality, and away from what is evil or low quality.

Allah say in Surah 3 : Ali ' Imran, Section 20, Page 180

١٩٥- ﴿ فَاسْتَجَابَ لَهُمْ رَبُّهُمْ أَنِّي لَا أُضِيعُ عَمَلَ عَامِلٍ مِّنكُم مِّن ذَكَرٍ أَوْ أُنثَىٰ بَعْضُكُم مِّنْ بَعْضٍ ﴾

195-And their Lord hath accepted Of them, and answered them : " Never will I suffer to be lost The work of any of you, Be he male or female : Ye are members, one of another ; 500

500. In Islam the equal status of the sexes is not only recognised but insisted on. If sex distinction, which is a distinction in nature, does not count in spiritual matters, still less of course would artificial distinctions, such as rank, wealth, position, race, colour, birth, etc.

Allah say in Surah 8 : Al Anfal, Section 3. Page 419

٢٢- ﴿ إِنَّ شَرَّ الدَّوَابِّ عِندَ اللَّهِ الصُّمُّ الْبُكْمُ الَّذِينَ لَا يَعْقِلُونَ ﴾

22- For the worst of beasts in the sight of Allah are the deaf and the dumb - 1195- Those who understand not.

1195. cf 2:18

Allah say in Surah 59 : Al Hashr Section 3. page 1448

١٨- ﴿ يَا أَيُّهَا الَّذِينَ آمَنُوا اتَّقُوا اللَّهَ وَلْتَنظُرْ نَفْسٌ مَّا قَدَّمَتْ لِغَدٍ وَاتَّقُوا اللَّهَ إِنَّ اللَّهَ خَبِيرٌ بِمَا تَعْمَلُونَ ﴾

18- Who believe ! Fear Allah, -5394- And let every soul look To what (provision) he has -5395- Sent forth for the morrow.Yea, fear Allah : -5395-A For Allah is well - acquainted with (all) that ye do.

5394. The " fear of Allah " is akin to love ; for it means the fear of offending Him or doing anything wrong that will forfeit His Good Pleasure. This is Taqwa, which implies self -

restraint, guarding ourselves from all sin, wrong, and injustice, and the positive doing of good. See 2 ; 2 and n. 26.

5395. The positive side of Taqwa or " fear of Allah " (see last note) is here emphasised. It is not merely a feeling or an emotion : it is an act, a doing of thing which become a preparation and provision for the Hereafter - the next life which may be described as " the morrow " in relation to present Life, which is " today ".

5395 - A. The repetition emphasises both sides of Taqwa : " let your soul fear to do wrong and let it do every act of righteousness ; for Allah observes both your inner motives and your acts, and in His scheme of thing everything will have its due consequences. "

Allah say in Surah 94: Al Surah page 1666

7- Therefore, when thou art free (from thine immediate task), ٧- ﴿ فَإِذَا فَرَغْتَ فَانْصَبْ ﴾

Still labour hard, -6192

6192. When thou art free : or when thou art relieved. The words understood may be : from the immediate task, that of preaching to men, denouncing sin, and encouraging righteousness ; or, from the difficulties that confronted thee. when that happens, that does not finish the labours of the men of Allah. It is only one step to them. He has constantly and insistently to go on when there is rest from the task of instructing the world, the contact with the spiritual kingdom continues, and indeed becomes more intimate and concentrated.

Allah say in Surah 99. Al Zalzalah page 1681

6- On that Day will men Proceed in companies sorted out, - ٦- ﴿ يَوْمَئِذٍ يَصْدُرُ النَّاسُ أَشْتَاتًا لِيُرَوْا

6239- To be shown the Deeds that they (had done). أَعْمَالَهُمْ ﴾

6239. In this world good and evil are mixed together. But then they will be sorted out, and each grade of good and evil will be sorted out. So they will proceed in companies to receive judgement, And they will be shown the exact import of everything that they had thought, said, or done, in this life of probation, however they may have concealed or misinterpreted it in this life, Everything will be considered in taking the account, and the account will convince the person concerned themselves.The Holy Qur'an expresses the importance of work perfection from 1416 years as follows :-

Allah say in Surah 3 : Ali, Imran page 169

١٥٩- ﴿ فَبِمَا رَحْمَةٍ مِّنَ اللَّهِ لِنتَ لَهُمْ وَلَوْ كُنتَ فَظًّا غَلِيظَ الْقَلْبِ لَانفَضُّوا مِنْ حَوْلِكَ فَاعْفُ عَنْهُمْ وَاسْتَغْفِرْ لَهُمْ وَشَاوِرْهُمْ فِي الْأَمْرِ فَإِذَا عَزَمْتَ فَتَوَكَّلْ عَلَى اللَّهِ إِنَّ اللَّهَ يُحِبُّ الْمُتَوَكِّلِينَ ﴾

159- It is part of the Mercy Of Allah that thou dost deal gently with them.-471- Wert thou severe or harsh - hearted,they would have broken away from about thee : so pass over (Their faults), and ask for (Allah's) forgiveness for them ; and consult Them in affairs (of moment).Then, when thou hast taken a decision, put thy trust in Allah, for Allah loves those who put their trust (in Him)

471. The extremely gentle nature of Muhammad endeared him to all, and it is reckoned as one of the Mercies of Allah. One of the Prophet's titles is " A Mercy to all creation " At no time was this gentleness, this mercy, this long - suffering with human weaknesses, more valuable than after a disaster like that at Uhud. It is a God - like quality, which then, as always, bound and binds the souls of countless men to him.

Allah say in Surah 6 : Al An'am, Section 16 Page 332

١٣٢- ﴿ وَلِكُلٍّ دَرَجَاتٌ مِّمَّا عَمِلُوا وَمَا رَبُّكَ بِغَافِلٍ عَمَّا يَعْمَلُونَ ﴾

132- To all are degrees (or ranks) -954- According to their deeds : For thy Lord is not unmindful of anything that they do.

954. On good and evil there infinite degrees, in our deeds and motives : so will there be degrees in our spiritual position. For everything is known to Allah, better than it is to ourselves.

Allah said in Surah 7 :- Al A'raf Section 17 page 383

١٤٢-﴿ وَوَاعَدْنَا مُوسَىٰ ثَلَاثِينَ لَيْلَةً وَأَتْمَمْنَاهَا بِعَشْرٍ فَتَمَّ مِيقَاتُ رَبِّهِ أَرْبَعِينَ لَيْلَةً وَقَالَ مُوسَىٰ لِأَخِيهِ هَارُونَ اخْلُفْنِي فِي قَوْمِي وَأَصْلِحْ وَلَا تَتَّبِعْ سَبِيلَ الْمُفْسِدِينَ ﴾

142- Me appointed for Moses Thirty nights, and completed (The period) with ten (more) : Thus was completed the term (Of Communnion) with his Lord,-1100- Forty nights. And Moses had charged his brother Aaron (Before he went up) "Act for me amongst my people :Do right, and follow not the way of those who do mischief." -1101

1100. The forty night's communion of Moses with Allah on the Mount may be compared with the forty day fast of Jesus in the wilderness before he took up Ministry (Matt. iv. 2), and with forty years of Al Mustafas preparation in life before he took up his Ministry.In each case the Prophets lived alone apart from their people, before they came into the full blaze of the events of their Ministry.

1101. When for any reason the man of God is absent from his people, his duty of leadership (khilafah) should be taken up by his brother - not necessarily a blood - brother, but one of society or brotherhood. The deputy should discharge it is all humility, remembering three things

: (1) that he is only a deputy, and bound to follow the directions of his Principal, (2) that right and justice are the essence of power, and (3) that mischief gets its best change to raise its head in the absence of the Principal, and that the deputy should always guard against the traps laid for him in the Principal's absence.

Allah said in Surah 17 :- Al Isra' Section 4 Page 683 - 684

٣٥- ﴿ وَأَوْفُوا الْكَيْلَ إِذَا كِلْتُمْ وَزِنُوا بِالْقِسْطَاسِ الْمُسْتَقِيمِ ذَٰلِكَ خَيْرٌ وَأَحْسَنُ تَأْوِيلًا ﴾

35-Give full measure when ye Measure, and weigh with a balance that is straight :and the most advantageous in the final determination. -2221

٣٦- ﴿ وَلَا تَقْفُ مَا لَيْسَ لَكَ بِهِ عِلْمٌ إِنَّ السَّمْعَ وَالْبَصَرَ وَالْفُؤَادَ كُلُّ أُولَٰئِكَ كَانَ عَنْهُ مَسْئُولًا ﴾

36-And pursue not that of which thou hast-2222- No knowledge ; for every act of hearing, or of seeing, or of (feeling in) the heart will be enquired into (On the Day of Reckoning)

٣٧- ﴿ وَلَا تَمْشِ فِي الْأَرْضِ مَرَحًا إِنَّكَ لَن تَخْرِقَ الْأَرْضَ وَلَن تَبْلُغَ الْجِبَالَ طُولًا ﴾

37-Nor walk on the earth -2223-With insolence : for thou Canst not rend the earth asunder, nor reach the mountains in height

٣٨- ﴿ كُلُّ ذَٰلِكَ كَانَ سَيِّئُهُ عِندَ رَبِّكَ مَكْرُوهًا ﴾

38-Of all such things evil is hateful in the sight of thy Lord.

٣٩- ﴿ ذَٰلِكَ مِمَّا أَوْحَىٰ إِلَيْكَ رَبُّكَ مِنَ الْحِكْمَةِ وَلَا تَجْعَلْ مَعَ اللَّهِ إِلَٰهًا آخَرَ فَتُلْقَىٰ فِي جَهَنَّمَ مَلُومًا مَّدْحُورًا ﴾

39-These are among the (precepts Of) wisdom, which thy Lord Has revealed to thee -2224- Take not, with Allah,Another object of worship,Lest thou shouldst be thrown into Hell, blameworthy and rejected.-2225-

2221. Giving just measure and weight is not only right in itself but is ultimately to the best spiritual and material advantage of the person who give it.

2222. Idle curiosity may lead us to nose into evil, through our ignorance that it is evil. We must guard against every such danger. We must only hear the things that are known to us to be of good report, and see things that are good and instructive and entertain in our hearts feelings or in our minds ideas that we have reason to expect will be spiritually profitable to us. We shall be called to account for the exercise of every faculty that has been given to us. This goes a little farther than a famous sculpture on a Japanese temple in which three monkeys are shown as putting their hands to their ears, eyes, and mouths, respectively, to show that they were not prepared to hear any evil, see any evil, or speak any evil. Here idle curiosity is condemned. Futility is to be avoided even if it does not reach the degree of positive evil.

2223. Insolence, or arrogance, or undue elation at our powers or capacities, is the first step to many evils Besides, it is unjustified, All our gifts are from Allah.

2224. The moral law, as expounded in 17 :23 - 39 is far in advance of the bare Declogue in that it searches outmotives, and draws pointed attention to the weak and helpless if we are to reach any spiritual understanding of Allah It begins with a mention of the worship of Allah, the One True God and ends with a similar mention to close the argument, thus emphasizing the fact that the love of Allah embraces the love of man and practical help of our fellow - creatures. (R).

2225. " Blameworthy " carries us back by reminiscence to 17 : 29, between which and this verse is mention of crimes committed out of covetousness and a selfish disregard of other people's rights. " Rejected " carries back our reminiscence to 17 : 18, from which than the former. Note how subtly the two streams of thought are here conjoined.

Allah said in Surah 103 :Al ' Asr page 1693

In the name of Allah, Most Gracious, Most Merciful.

١- ﴿ وَالْعَصْرِ ﴾

1- By (the Token of) Time (through the Ages),- 6262

٢-﴿ إِنَّ الْإِنسَٰنَ لَفِى خُسْرٍ ﴾

2- Verily Man is in loss, -6263

٣- ﴿ إِلَّا الَّذِينَ ءَامَنُوا۟ وَعَمِلُوا۟ الصَّٰلِحَٰتِ وَتَوَاصَوْا۟ بِالْحَقِّ وَتَوَاصَوْا۟ بِالصَّبْرِ ﴾

3- Except such as have faith and do righteous deeds, -6264- And (join together) -6265- In the mutual teaching of truth, and of Patience and Constancy.

6262. Al' Asr may mean : (1) Time thought the Ages or long periods, in which case it comes near to the abstract idea of Time, Dahr, which was sometimes deified by the Arabs (see Introduction to s. 76.) (2) or the late afternoon from which the 'Asr canonical prayer takes its name (see n.271 to 2 :238) A mystic use of both these ideas misunderstood here. An appeal is made to Time as one of the creation of Allah, of which everyone knows something but of which no can fully explain the exact significance. Time searches out and destroys everything material. No one in secular literature has expressed the tyranny of " never resting Time " better than Shakespeare in his Sonnets. For example, see Sonnets 5 " never -resting Time ",12 " Nothing' giants Time's scythe can make defence "and 64 " when I have seen by Time's fell hand defaced, the rich proud cost of outworn buried age "If we merely run a race against Time, we shall lose. It is the spiritual part of us that conquers Time. See verse 3 below. Off the" afternoon " idea see next note.

6263. If life be considered under the metaphor of business bargain, man, by merely attending to his material gains,will lose. when he makes up his day's account in the afternoon, it will show a loss. It will only show profit if he has Faith, leads a good life, and contributes to social welfare by directing and encouraging other people on the Path of Truth and Constancy.

6264. Faith is his armour which wards off the wounds of the material world ; and his righteous life is his positive contribution to spiritual ascent

6265. If he lived only for himself, he would not fulfil his whole duty Whatever good he has, especially in more and spiritual life, he must spread among his brethren, so that they may see the Truth and stand by it in patient hope and unshaken constancy amidst all storm and stress of outer life. For he and they will then have attained Peace within.

Allah said in Surah 28 :- Al Qasas page 968

﴿ قَالَتْ إِحْدَاهُمَا يَا أَبَتِ اسْتَأْجِرْهُ إِنَّ خَيْرَ مَنِ اسْتَأْجَرْتَ الْقَوِيُّ الْأَمِينُ ﴾ -٢٦

26- Said one of the (damsels) : " O my (dear) father ! engage -
3355- Him on wages: truly the best of men for thee to employ is
the (man) who is strong and trusty" -3356

3355. A little time passes. A guest after all cannot stay forever. they all felt that it would be good to have him with them permanently. The girl who had given her heart to him had spoken their unspoken thoughts. Why not employ him to tend the flocks? The father was old, and a young man was wanted to look after the flocks, and there may be other possibilities.

3356. Strong and trusty : Moses had proved himself to be both, and these were the very qualities which a woman most admires in the man she loves.

From the Holy QUR'AN Surahs it is clear to understand that Islam is a religion, and the culture of quality that Allah asks people to be aware of :-

1- That God never loses the work of people, for that they should take care by their work, and people should always achieve their work perfectly.
2- That each one will be ranked according to their work. Good is good and, who do good will get reward (good)Bad is bad and, who do bad will get punishment (bad).
3- That people should do right work, and should not follow these who do mischief.
4- God swears by time (day and night), people should use their time perfectly.
5- God knows everything in proportion and this includes people work as intention, quality, and quantity.
6- That anyone who does well or perfectly, he is doing it for himself and bad thing or unperfected work will be for himself too.
7- God orders people to give a full measure when they measure and weight with a balance that is straight, which is the most fitting. This concept is a very important one for quality standards, and to avoid a variation in production to meet the required quality under God's order and knowing.
8- God has taken an account of everything and exactly, he warns people that he knows every small thing in people numbers, actions and talking.

9- It is important to, engage or recruit the strong people (in body, mind knowledge, skills performance - ext) and trusty (in values, behaviour, and attitudes)This factor is vital factor for quality improvement in any organisation or nation.

10- God warns people to look at what they are sending of work for the next life.

11- God orders people to use their free time perfectly, by using their free time in hard work towards lord attention, because people in next life will be reward according to their work.

12- God said that people are looser except such who have faith and do righteous work, and this means that people, especially employees do right things (Duties) From the mentioned surahs and other surhas in the Holy QUR'AN it's clear that Islam is the main resource for quality in work,production, time, process, relationships, performance and objectives. Islam provides the next life dimension for quality, for that anyone who studies the Islamic empire, culture, and civilisation will be surprised by the quality that is introduced and provided in the Muslim religion, empire and culture.

*** Imam Ibn Al Kayem Al Jawzeya said :-**

Time of mankind is his life, and is the material for his endless life in remain bliss and his life material in misery, and painful punishment, this time is moving like the clouds movement, and whom his time for Allah, and with Allah That is his life and living years, and what is else won't be Accounted as part of his life, and if he lives he will be living as animals, If he expends his life in false goals, negligence, and forget fullness and best spend for his time was unemployment and sleeping, it is better for this man, to be death than be alive.And best product or service. Here we find Islam is passed the others in achieving the principle of self control and accountability.(6- The muslim educational trust)

And Prophet Muhammed said " The clever man is whom account himself and work to what is after death and "Omer Bin Al Katab said " Account yourselves before you become under accountability".

<u>The Importance of time :-</u>

To show the importance of time, which is the main element for Quality, Allah sworen in his book (The Holy Qur'an) by time in many Surahs as :-

From these Surahs it is clear that :-

- Islam is the religion of perfection.
- Islam is a founder of TQM or Perfection in people's life.
- Islam asks believers to be perfect / excellent in their lives as individuals,groups nations, and human beings. Islam asks the believers to share good things between themselves in the way that reflects Islam especially in their responsibility and performance.
- Islam ask people to be perfect or excellent in their :-
  * Values beliefs, and goals.
  * Education.

* Behavior, skills, knowledge, attitudes.
* Production and consumption.
* Dealing with environment and others.
* Work performance.
* Way of living

Islam asks people to love for others what they love or want for themselves If they want high quality products and services from others, they should produce for others who are dealing with high quality products and services in their work. Islam does not like people ordering others to do good things without doing same things them selves for, Example :-
If they ask them to produce high quality products and services,improve their performance, which the are not doing the same Fnahiya uloom al diyn, vol.11.p 215, The Qur'an speaks of them thus:-
Do ye enjoy right conduct on the people, and forget (To practice it) yourselves.O ye who believe ! Why say ye that which ye do not ? Grievously odious is it in the sight of God that say that which ye do not.

There are strong cultures in Islam encouraging people for total quality management or perfection in their talking and actions toward themselves, others work,society, nation, human beings, and all environments.Islam dimension for perfection is wider than western or eastern philosophy for perfection, which is limited within high quality outputs for products and services.

Islam wants for people the follows :-

* Life satisfaction.
* Best working conditions.
* High growth and development.
* Suitable economic growth, ext.
* Job satisfaction.
* Best use for resources.
* Perfect performance.
* Good treatment for people.
*suitable and shared profit (not very high).

In Islam, individual, groups and nations work hard toward perfection or TQM not only for this life benefits, but they do that as important obligation or responsibility towards Allah (God) to get a high reward in next life.This belief gives very strong support and dimension for perfection or TQM in performing duties in all sectors especially public sector. For best improvement towards perfection Prophet Mohammed (P.B.U.H)says " One who witnesses the commitment of " Munkar " (wrong, forbidden action or talking) he should check it forcibly. Should he be unable to do so, he should condiment. If he is not capable he should feel that the act is wrong. "This last type of reaction to Munkar " is an indication of the fact that his faith is not firm. This is a perfect method for perfection or TQM It is the duty for everyone in the organization or outside the organization, dealing with it or not, As soon as he sees wrong in quality, process, delivery, losses, price or treatment, he should try to correct it and improve it For this Muslims always criticized the rulers as part of their performance of maroof wa munkar (good, wrong)In so.**Doing they never met with and opposition or resistance. Nor were they**

required to obtain the permission from the ruler as present approaches of advanced management It makes the point clearly, that this duty in not incumbent exclusively on the rulers and is to be performed both verbally and practically by all Muslims.

Shirah Al - Aaq Asid, vol.11. P / 80

It is clear from Islam diyn, Farz, and Shariah, that perfection or Total Quality Management is the Islamic way of life and the core culture of Islam Therefore, Islam is the mean source for perfection and TQM, There are very suitable environments for total quality management application in Muslim world.In fact,the west and east are returning as our product (TQM) in newspaper covers. To show the importance of perfection in Islam which invited people for perfect since 1416 years, It is important to read and understand the Holy QUR'AN and Prophet Mohammed Sonah (his saying, doing, and agreeing), and the Islamic culture and civilization.

Economic System of Islam :

Islam views life as a compact whole and does not divide it into many separate and conflicting parts. The economic aspect is one of the most important parts of our life, while not being the whole of it. The Islamic system is balanced and places everything in its right place. Islam has given detailed regulations for the conduct of our economic life which concerns mainly the earning and use of wealth. Man needs bread to live but he does not live for bread alone. This means that earning and spending money is essential for our living, but we do not live only for this. We have a greater purpose of life. We are Allah's agents *(Khalifah)* on earth. We not only have a body but we have a soul and a conscience as well. Without soul and conscience, we would be considered little more than animals. Everything in Islam is for the benefit and welfare of mankind. The economic principles of Islam aim at establishing a just society wherein every one will behave responsibly and honestly, and not as *'cunning fllxes' fighting* for getting as big a share of something without regard to honesty, truth, decency, trust and responsibility.The Islamic Economic System is based on the following fundamental principles:

1-Sovereignty of Allah

Sovereignty Means the source of power. In Islam, Allah is the source of all powers and laws *(3:154, 12:40, 25:2, 67:1).* It is Allah who knows what is good and what is bad for His servants. His say is final. All human beings untidy cannot change His Law quality of permanent Law The Qur'an says, "As for the thief -. male and female, chop off their hands. It is the reward of their own actions and exemplary punishment from Allah. Allah is mighty, Wise." (5..37).According to Islam, this order is unchangeable by any parliament or any government which claims itself to be Islamic. (5..44, *2:229).*There are many more laws in the Quran concerning our life and those laws must be put into practice by an Islamic state for the greater good of human beings.

2- Khililfah of Mankind (Viceregency of man) ***(Quality of the leader)***

Man is the viceregent or the agent or the representative of Allah on earth. (2:30, 6:165). Allah is the sovereign and man is His representative. Man should do as Allah commands him to do. But he has a choice to either obey or disobey Allah and because of this freedom of choice, he will be tested on the day of judgement. In the political sense, *Khilafah* means that human beings would implement the will of Allah on earth as His deputy or agent. As Allah's agent, human beings will carry out the will of Allah on His behalf as a trust *(Amanah). Khilafah* is a trust. An agent is always expected to behave as his master wants him to behave.(10: 14).

3-Legislation by Shura** (Consultation) **(Participation quality)

Islam teaches us to run a government, to make legislations and decisions by the process of *Shura. Shura* means to take decisions by consultation and participation. *(3:159, 42:38).* This is an important part of the Islamic political system. There is no scope for despotism in Islam. The Qur'an and the *Sunnah* win be the basis of legislation in Islam.

4- Accountability of government (Accountability quality)

The Islamic political system makes the ruler and the government responsible firstly to Allah and then to people. The ruler and the government are elected by the people to exercise powers on their behalf. People must remember here that both the ruler and the ruled are *the Khalifah* of Allah and the ruler shall have to work for the welfare of the people according to the Qur'an and *Sunnah.* A ruler is a servant of the people of Islam. Both the ruler and the ruled will appear before Allah and account for their actions on the day of judgement. The responsibility of the ruler is heavier than the ruled. Any ordinary citizen of an Islamic state has the right to ask any question on any matter to the ruler and the government.

5- Independence of judiciary (Quality of Justice)

In the Islamic political system, the judiciary is independent of the Executive. The head of the state or any government minister could be called to the court if necessary. They would be treated no differently from other citizens. The Qur'an has many injunctions about justice. One of the main functions of the Islamic state is to ensure justice to all citizens *(4:58, 4:135, 5:8).* The ruler and the government has no right to interfere in the system of justice.

6- Equality before law (Quality of law)

The Islamic political system ensures equality of all citizens before the law. It does not recognise any discrimination on the basis of language, colour, territory, sex or descent. Islam recognises the preference of one over the other only on the basis of *Taqwa* (piety or fear of God in actions and talking). One who fears Allah most is the noblest in Islam. *(49:13).*

Conclusion

The duty of an Islamic state is to establish *Salah, Zakah* and promote the *right* and forbid the *wrong. (22:41).* The state is responsible for the welfare of all its citizens - Muslims and non-Muslims. It must guarantee the basic necessities to all citizens. All citizens of the Islamic state shall enjoy freedom of belief, thought, conscience and speech. Every citizen shall be free to

develop his potential, improve his capacity, earn and possess. A citizen shall enjoy the right to support or oppose any government policy which he thinks right or wrong. The Islamic state is duty bound to implement the laws of the Quran and the *Sunnah.* The Qur'an strongly denounces those who do not decide their matters by Allah's revelations. (5:42-50).

The Islamic state shall ensure a fair distribution of wealth. Islam does not believe in equal distribution as it is against the law of creation. There is not a single perfect Islamic state in the world today. There are many Muslim countries. An Islamic state is based on the model of the Prophet Mubammad's (p.b.u.h) state in Madinah, while a Muslim state is the one which has a majority Muslim population and some Islamic features. However, organised efforts have been going on in many Muslim countries to establish truly Islamic states. (Quality states)

HADEATHS :

Mr Ahmad states (4-1985) some of Prophet Muhammad peace upon him Hadeaths which talked about work perfection as follows :-

1) From 'Abdullah b.'Umar : Allah's Messenger said :
" Give the labourer his wages before his sweat dries ". Ibn Maja

The Hadeath mean, " what prophet Muhammed, peace upon him, said, did, or agree on, this is Hadeath. The prophet said that the employer should give his employee or labourer his wages directly after finishing his work or duties, to express that, he said before his sweat dries. This is very important element for employee satisfaction (internal customers) which could lead for quality improvement because the main factor for quality improvement is a human resource which this Hadeath has established as an important principle for a wages system to meet employees needs and expectation of salary. This important principle was established before modern management by 1416 years.

2) Abu Huraira said that AI1ah's Messenger said :
"A time will come upon mankind when a man will not care whether what he takes is lawful or unlawful. " Bukhari

In this Hadeath the prophet (p.b.u.h.) said "Time will come on people when a person will not care about what he takes lawful (deserve what he takes) or unlawful" (not deserve what he takes) If this Hadeath is explained in depth, we will find that making low quality products or service, weak and incifficient process, management, and weak performance will come under unlawful taken and the opposite is right and the spread corruption in high positions in public and private sectors we hear or see today on radio, news paper and T.V in developed countries such as Japan, Italy, and others reflects the honesty of the Prophet saying this Hadeath is very important for quality improvement, and that management should produce high quality products and services to get lawful revenue for the customers.

3) Abu Umama lyas b.Tha'laba al - Harithi said that AI1ah's Messenger said :

" He who usurps the right in a Muslim's affair by false oath, Allah has laid the fire on him and has prevented him from (entering) paradise." Thereupon a man said : "And if it was only something insignificant, Allah's Messenger ? " He said : " Even if it was a twig of the arak tree." Muslim

This Hadeath very important principle for honesty which is a vital factor for real quality in our life,that people should not give false Oath, take other is rights or sell his cheap quality products or services or any other small things such as a piece of wood. The honesty in dealing with customers is very important for quality and customer satisfaction which is the main goal of quality systems.

4) 'A'isha said that Allah"s Messenger said :

" He who unjustly takes land measuring but a hand -span will have sevenfold the measure of that land hanged around his neck." Bukhari. Muslim

This Hadeath worns people not to take any small piece of other people land, In our present life there are too many problems between people, organizations and states about the owner is right of the land, and the wars around us which effected very badly mankind life quality between nations in Palestine, Kashmire, Bosnia, and other states, is about land.

5) from 'Abdullah b. Mas'ud: Allah's Messenger said :

" To try to earn a lawful livelihood is (also) an obligation like the other obligations (in Islam)." Baihaqi

6) Abu Abdullah, who was called "Abd al-Rahman Thauban b. Yujdud, *the* maula of Allah's Messenger, said : Allah's Messenger said :

"The best dinar (pound) man spends is the dinar he spends on his family, and the dinar he spends on his riding beast in the path of Allah, and the dinar he spends on his companions in the path of Allah." Muslim

7) from al -Miqdad b. Ma'di-karib : Allah's Messenger said :

" No one has ever eaten better food than what he eats from the work done by his hands.." Bukhari

8) Rafi b. Khadij said that someone asked : "0 Allah's Messenger,

" Which gain is best?" He said : "A man's work by his hand, and every honest business. " Ahmad

These Hadeaths are very important to fight the unemployment problem, which is our century's main problem It is an increasing problem in the State of Bahrain, and it is growing problem in the State of Kuwait. Most of the people in the GCC states like clerical work and dislike technical work which very important for a nations economic development. Most of people prefer

to stay unemployed rather than work in technical work. These Hadeaths show the importance of working, and working by hand in any Job that provides a revenue for life. Instead of remaining unemployed and depending on others favours as family, government and rich people assistance this Hadeath provides the quality principle hadeaths. As for unemployment problem which is facing mankind, people are asked to be kind and honest in selling dealing with customers and encouraged to work by hands and do honest selling which are important in quality systems for our life and they provide best revenue for people.

9) from Jabir b. 'Abdllah: Allah's Messenger said :

"May Allah have mercy on a man who is kind when he buys, when he sells ' and when he makes a demand." Bukhari

This Hadeath show the quality of dealing when people purchase and when they sell, the people should be kind in dealing with customers and supplier, this principle is very important for quality improvement in production, and services. This is what modern management is teaching at the present time.

10) A,isha said : " The companions of Allah's Messenger used to be their own labourers, and the smell (of sweat) used to be on them, so it was said to them : You should (regularly) bath. " Bukhari

This Hadeath show, that Prophet companions were labourers with the smell of sweat that used to be on them, for that Prophet (p.b.u.h.) told them to bath regularly, which is important for their health. Healthy labourers will produce quality products and services and the opposite is right. This Hadeath show the quality of labourers health for quality outputs.

11) A,isha said : Prophet Mohammed, peace be him said Allah, Love, If Anyone of You carry out a Work, Carry it Perfectly. Bukhari

This is most vital and important Hadeath about work perfection is excellence and integrate the work perfection with God is love. For that Muslims should perform their duties perfectly which will lead to perfect products, services, which will lead to customer satisfaction The start point for quality is the perfect performance, and this is what Islam concentrates on all the time.

ISLAM BASED ON CORRECT FAITH AND RIGHT ACTIONS (which mean quality life):

It should be most carefully borne in mind that this emphasis on good actions is not at the sacrifice of correctness of faith. While there are various schools of thought, one praising faith at the expense of deeds, another exhorting various acts to the detriment of correct belief, **Islam is based on correct faith and actions. Means are as important as the end, and ends are as important as the means (quality of process).** It is an organic unity. Together they live and thrive. Separate them and they both decay and die. **In Islam, faith cannot be divorced from action. Right knowledge should be transferred into right action to produce that right**

results "Those who believe and do good, they alone shall enter paradise." How often these words come in the Qur'an? Again and again, not less than fifty times these words are repeated. Contemplation is encouraged, but mere contemplation is not the goal. **Those who believe and do nothing cannot exist in Islam. those who believe and do wrong are inconceivable.** Divine law is the law of effort and not of ideals. It chalks out for the men the path of eternal progress from knowledge to action and from action to satisfaction.(7-Office forcall,1990)

Quality of Human Rights in an Islamic State (High quality culture)

1. The security of Life and Property: (Justice quality)

In the address which the Prophet Muhammed (p.b.u.h.) delivered on the occasion of the Farewell Hajj, he said: 'Your lives and properties are forbidden to one another till you meet your Lord (Allah,)on the Day of Resurrection.' The Prophet has also said about the dhimmis (the non-Muslim citizens of the Muslim state): 'One who kills a man under covenant (i.e., Dhimmi) will not even smell the fragrance of Paradise.'

2. The Protection of Honour : (Quality of social)

The Holy Qura'n lays down :

i) Who believe, do not let one set of people make fun of another set.

ii) Do not defame one another

iii) Do not insult by using nicknames.

iv) Do not backbite or speak ill of one another (49: 11-12)

3. Sanctity and Security of Private Life: (Quality of individual)

The Qura'n has laid down the injunction:

i) Do not spy on one another

ii) Do not enter any houses unless you are sure of their occupant's consent.

4. The Security of Personal Freedom: (Quality of legal)

Islam has laid down the principle that no citizen can be imprisoned unless his guilt has been proved in an open court. To arrest a man only on the basis of suspicion and to throw him into a prison without proper court proceedings and without providing him a reasonable opportunity to produce his defence is not permissible in Islam.

5. The Right to Protest Against Tyranny: (Quality of authority)

Amongst the rights that Islam has conferred on human beings is the right God protest against government's tyranny. Referring to it the Qura'n says: ***Does not love evil talk in public unless it is by someone who has been injured thereby.'***

In Islam, as has been argued earlier, all power and authority belongs to (Allah,) "God," and with man there is only delegated power which becomes a trust; everyone who becomes a recipient or a donee of such a power has to stand in awful reverence before his people towards whom and for whose sake he will be called upon to use these powers. This was acknowledged by Sahabi Abu Bakr who said in his very first address: **Cooperate with me when I am right but correct me**

when I commit error ; obey me so long as I follow the commandments of Allah and His prophet; but turn away from me when I deviate.this is the real quality of leadership and management.

6. Freedom of Expression: (Quality of freedom)

Islam gives the right of freedom of thought and the condition that it should expression all citizens of the Islamic state on the condition that it should be used for the propagation of virtue and truth and not for spreading evil (wrong doing) and wickedness. The Islamic concept of freedom of expression is much superior to the concept prevalent in the West.Under no circumstances would Islam allow evil and wickedness to be propagated. it also does not. give anybody the right to use abusive or offensive language in criticism. It was the practice of the Muslims to enquire from the Holy Prophet whether on a certain matter a divine injunction had been revealed to him. if he said that he had received no divine injunction, the Muslims freely expressed their opinion on the matter.

7. Freedom of Association: (quality of al organisation)

Islam has also given people the right to freedom of association and formation of parties or organizations. This right is also subject to certain general rules.

8. Freedom of Conscience and Conviction:(Quality of society)

Islam has laid down the injunction as follows :

There should be no coercion in the matter of faith.

On the contrary totalitarian societies totally deprive the individuals of their freedom. Indeed this undue exaltation of the state authority curiously enough postulates a sort of servitude, of slavishness on the part of man.At one time by slavery meant total control of man over man - now that type of slavery has been legally abolished but in its place totalitarian societies impose a similar sort of control over individuals.

9. Protection of Religious Sentiments: (Quality of believing)

A long with the freedom of conviction and freedom of conscience Islam has given the right to the individual that his religious sentiments will be given due respect and nothing will be said or done which may encroach upon his right.

1 0. Protection from Arbitrary Imprisonment:(Quality of security)

Islam also recognizes the right of the individual that he will not be arrested or imprisoned for the offences of others. The Holy Qura'n has laid down this principle clearly : ***No bearer burden of another of burdens shall be made to bear the.***

11. The Right to Basic Necessities of Life: :(Quality of necessities)

Islam has recognized the right of the needy people that help and assistance will be provided to them: ***And in their wealth there is acknowledged right for the needy and the destitute.***

12. Equality Before Law:(Quality of justice)

Islam gives its citizens the right to absolute and complete equality in the eyes of the law no one better than other regales his position, power, etc.

13. Rulers not above the law :(Quality of law)

A woman belonging to a high and noble family was arrested in connection with theft.The case was brought to the Prophet, and it was recommended that she might be spared the punishment for theft.The Prophet replied, 'The nations that lived before you were destroyed by God because they punished the common-man for their offences and let their dignitaries go unpunished for their crimes ; I swear by Him Who holds my life in His hand that even if Fatima, the daughter of Muhammad, had committed this crime, I would have amputated her hand." The main reason for corruption at the present time is injustice law

14. The Right to Participate in Affairs of the State : (Quality of participation)

The Holy Qur'an Has Laid Down This Principle Clearly :- *And their business is (conducted) through consultation among themselves (42:3).*

15. Inner excellence.

The Shura (Islamic democracy) or the legislative assembly has no other meaning except that: The executive head of the government and the members of the assembly should be elected by free and independent choice of the people whom have strong faith Islamic education, and brightness. It is to be made clear that Islam tries to achieve the above-mentioned human rights and many others not only by providing certain legal safeguards but mainly by inviting mankind to transcend the lower level of 'animal life to be able to go beyond the mere ties fostered by the kinship of blood, racial superiority, linguistic arrogance, and economic privileges injustice management. It invites mankind to move on to a plane of existence where, by reason of his **inner excellence,** man can realise the ideal of the Brotherhood of man.This clear and high level complete and comprehensive mankind culture is vital for real practical and high level quality of cautious total quality management system for mankind in all times the Dual service and product quality which applied by advanced countries, reflect the short vision of western management. which could damage the earth and people life quality. Muslim people states have low quality and productivity because their leaders could not use their Islam rich quality culture and modern management systems effectively in developing their society quality through Islamic total quality system which integrate present life and next life goals and actions, This gives far distance and dimension of quality in Islam.the quality in Islam is a message not only duty. It is clear that perfection or quality is a way of life in Islam, It is not a means for meeting customer satisfaction, needs and exceptions, It is not a means for succeeded profit, and acceptance only, Islam culture is looking for perfection as means and goals of mankind existence individual should love for others what he love for himself, If you want quality you should give quality, if you want high quality you should give high quality, if you want low cost services and products, you should provide for others low cost services and products. The core rule for individual, organisational, societies and countries is to love for other what you love for yourself, and give the other the

quality that they like for theirself, Of course every individual and organisational like high quality with low cost This the main goal of total quality management in real practice.

SUMMARY MANAGEMENT STRUCTURE IN MUSLIM STATE :

The administrative divisions of Muslim umayyad and Abbasid State in which includes :-

- Preceding by zatine.
- Persian empire (Iran - part of Iraq, Afganistan).
- Syria - Palestine (include Lebanon - Jordan) - Iraq - Sijistan - Khurasan.
- Bahrain - Uman - Najd - Al Hijaz - Yaman - Armenia - Karman - Egypt.
- Africa - Part of India - Spain - Sicily Cyprus and other Islands.
- Adhar bayjan - Part of Estern Asia.

The governmental function of political administration, duties are :-

- Revenue collection.
- Religious leadership.

The political structure could be summarized as follows.

1- Calipha - head of Muslim state.

2- Amir (sahib, wazir, naib,acting acredited deputy) head of one or more province. Amir had a full charge of political, civil and military administration in his province.

3- Amil (agent, prefect). Amir agent over a particular district, his name should forward to the calipha.

4- Sahib Al Kharaj (revenues officer) responsible directly to the calipha about revenues issues.

5- Qadi (a judge) appointed by calipha directly called qadi al qudah, the justice system depends on the Koran and Shona the chief judes judges succeeding one another they were always recruited from faqih class whose members were learned scholars.

6- Bayt Al - mall (house of money).

7- Diwan Al - Kharaj (department of finance).

8-Diwan al nathar fi al mathalim (the board for the inspection of grievances, was kind

9- State archive of court of appeal or supreme court intended to set right a case of miscarriage of justice in the administrative and political departments established in umayyad days. Besides the bureau of taxes the ' Abbasid government had an other government bureaus audit or accounts office (diwan al - zimam) introduced by al Mahdi ; a board of correspondence.Or chancery office (diwan 9 bureau) al - tawqi) which handled all official letters, political documents and imperial mandates and diplomas ; a board for the inspection of grievances ; a police department and a postal department.

10 - The police department.

11-The chief of municipality.

12- A significant feature of the 'abbasid government was the among the Umayyads Mu ' awiyah, as we have already learned, was the first to interest himself in the postal service, 'Abd - al - Malik extended it throughout the empire and al - Walid made use of it for his building operations.From this summary is clear out that Muslim state reached high level and quality in managing huge state which needed advanced, efficient and effective management methods to control and improve the quality of people live. This history of management experience of Muslim state needs hard and deep study to get advantegeous lessons for our present quality management because Muslims tough west people the science of education, health, management, and other important science knowledge's.

2-3 Quality concepts and approaches in management

Excellence is not an act, but habit.

(Aristotle)

The problem is not to increase quality ;increasing quality is the answer to the problem.

(Myron Tribus)

Total Quality Management : a new culture

It is being increasingly recognized that a high quality of product and service and their associated customer satisfaction are the key to survival for any enterprise.The nature of the current world-wide competition generally demands from any corporation the following four types of ability characteristic :

1. To understand what the customer wants and to provide it, immediately on demand, at the lowest cast.
2. To provide products and services of high quality and reliability consistently.
3. To keep up with the pace of change, technological as well as political and social.
4. To be one step ahead of the customer's needs ; that is, to predict what the customer will want one year or ten years from now.

Of course, as Deming says : 'You don't have to do this ; survival is not compulsory!' But the fact is that any organization which lags behind in terms of any of the above characteristics will inevitably be overtaken by a competitor. The attainment of those abilities requires an organized approach to management - an approach of managing for total quality, of managing for effectiveness and competitiveness, involving each and every activity and person at all levels in the organization.This is the total quality management (TQM) approach (Logothetis, 1992). Usually this approach will demand a total transformation of the existing management culture. There will be no room for complacency or half-hearted measures.There will be no alternative. If the quality revolution is to take root and succeed, a brand new culture will be required. TQM is

such a culture - a culture advocating a total commitment to satisfaction through continuous improvement and innovation in all aspects of the business.(Logothetis,1992)

The customer in the TQM culture is not intended to mean only the final recipient of the corporation's end-product or service. 'Hence the need for a proper method of communication and a common language, which TQM can supply.Having as a basis the above definition of a customer, the actions required for the achievement of customer satisfaction become the everyday duties of every individual or division within the organization. Some of those routine duties could be as follows :

- To monitor performance and customer satisfaction levels.
- To identify improvements necessary in the customer interface.
- To deliver improved customer products and services at the lowest cost.
- To assess and agree the customer's requirements.
- To tailor output to the customer's demand.

When appropriate organization policies have firmly been established, so that activities such as the above and the TQM definition of the customer become second nature for every employee in the company, the TQM culture will have been established.(Logothetis p2,1992)

The TQM culture will vary from organization to organization, in the same way that cultures vary from country to country. However, the essential principles are the same and equally useful, not only among the different organizations, but also among the different divisions of the same organization, such as procurement, accounting and finance, research and development, design, production, distribution, sales and marketing.They require the achievement and maintenance of quality on a total scale.This involves everyone in a common effort of improving every functional procedure which can be analysed by an examination of its inputs and outputs. Major achievements include cost reduction and corporate success. But removal of waste, reduction of costs, improvement of reputation and increased market share are not the objectives; they are simply the natural consequences. Continuous improvement and innovation are the objectives, if, that is, one can give such a name to a non-static, updating and never-ending process. Progress and success for organization, therefore, can materialize only when a committed management accepts the challenge of change, and becomes the leader in defining a (new) total quality policy and in creating the conditions to enable everybody to fit into this policy. Clearly, the process of change is not an easy one to manage. It is not only the commitment and the technical change (new methods and techniques for quality improvement) that need to materialize; more importantly, there is also the social change.One should be concerned with the social effect that any deviance from the norm usually has.TQM provides an environment where fear is eliminated, where all the employees take pride in their work, where they feel respected and accepted, where they feel part of the same team, and where they strive not only for their own interests, but also for the interests of the whole organization. This

probably sounds utopian and alien (by Western standards), but it is not impossible to achieve. It needs the establishment of the following three fundamental characteristics:

1. Commitment (to never-ending quality improvement and innovation).
2. Scientific knowledge (of the proper tools and techniques for the 'technical' change).
3. Involvement (all in one team, for the social change).

The above characteristics are so important that they can be considers the axioms of the TQM culture. They are of equal significance, something that can

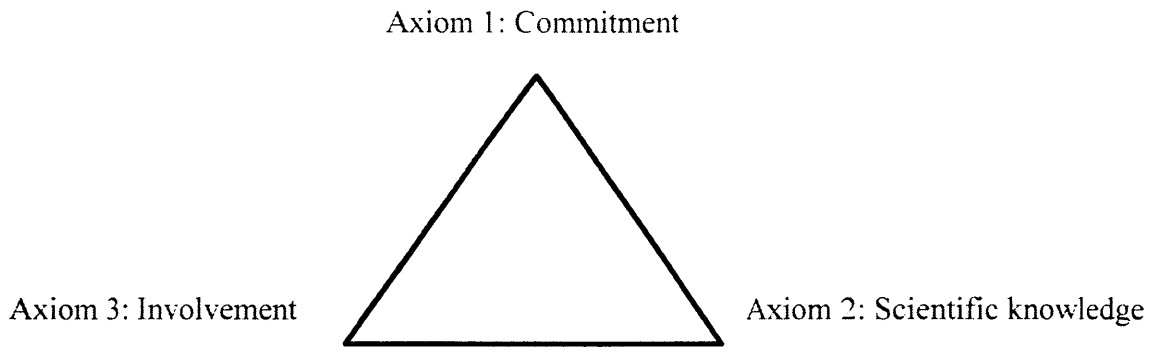


Figure 1: The TQM triangle.

Source : Managing for Quality,N.Logothetis, 1992

Be expressed by putting them on the corners of an isosceles triangle, as Figure 1 shows. The name of the triangle might change (into the 'Joiner triangle', the 'Deming triangle', the 'Crosby triangle' etc.), but the axioms behind it will basically remain the same. The importance of the TQM axioms can never be overemphasized. Every principle, rule, modern technique or teaching from every quality guru to date can fit into one of the corners of the TQM triangle ; and no statement about quality is complete unless all three axioms can somehow be read between the lines. A typical example can in fact be found in the publications of the UK government's Department of Trade and Industry : Modern Quality Management means adopting a total approach to quality. A vital ingredient is a commitment at the highest level to improving quality [need for Axiom 1]. This requires a organization to arrange every aspect of its activities in a cost effective way which ensures that a product or service is designed, built and delivered to meet the vital customer's needs and expectations [need for Axiom 2]. A vital part of this is making every member of the organization aware of the importance of their role in achieving it [need for Axiom 3]. (Department of Trade and Industry, 1986). It is worthwhile elaborating further on these TQM fundamentals.

2.3.1 The TQM axioms

There is no such thing as a long-term, sustainable, competitive advantage without a sustainable effort for continuous improvement. Clearly and in brief what we mean by TQM Total quality management is a culture; inherent in this culture is a total commitment to quality and an attitude expressed by everybody's involvement in the process of continuous improvement of products and services, through the use of innovative scientific methods. (Logothetis p5,1992)

1- Commitment

A management commitment to continually improving the quality of products and services sounds an obvious necessity, but it is not an easy commitment to adhere to. For some organizations this might require a complete shift from the old style of management, a total cultural transformation in the company. But there is no alternative, no easy way out. Quality is the major determining factor in the choice of the consumer, who is not prepared any more to accept second best, however attractive the price.Commitment should be demonstrated by actions from the very beginning, perhaps with the publication of signed quality policies and the formation of quality steering committees and quality councils involving top managers and directors. Actions are needed, not just words and declarations.High quality and innovation are achievable by every individual, assuming the appropriate TQM structure is in place. This requires, among other things, a commitment to education, training and retraining on well-established and up-to-date, innovative quality improvement techniques.

2- Scientific knowledge

There is no excuse any more for passing the responsibility for quality to others.Tools do ex; tools for the manager, tools for the technician, tools that can be utilized by both the manager and the technician. There is a scientific theory supporting each of those tools, something that validates them beyond doubt. Their value has already been proved in practice, in a way that can convince even the most difficult unbeliever.There is no excuse any more not to use them. The majority of the scientific methods are applicable to both manufacturing and service industry. The role of a TQM quality department should be that of co-ordination, education and support of scientific quality tools throughout the organization.Additional duties should include continuous research on and development of innovative methods or further development of existing ones. The value of prevention becomes obvious; because avoiding major errors and thus cutting down on firefighting and waste can in fact contribute far more to company profits than, say, an expensive marketing and advertising campaign. 'Prevention rather than cure' is the basis of the philosophy for a organization and nation striving for 100 % efficiency.There are methods for building quality in the process at the earliest stage of its development, so that 'Do it right first time' is not just another unjustified exhortation. Indeed, as H.G. Wells says (in Chapter 15 *of The of History):* 'Human history becomes more and more of a race between education and catastrophe.' Certainly, one way to avoid economic catastrophe is through quality education. A commitment to quality without the proper means to make it a reality can only be a short-lived commitment.

3- Involvement

If Axiom I and Axiom 2 are concerned respectively with structural and technological aspects, Axiom 3 is concerned with the social aspect. No TQM initiative has any chance of bringing about a TQM culture unless the social factor is properly addressed because total quality is not about a particular process or department, or about the responsibilities of a Particular quality manager. It concerns everybody in the organization and it requires a new social attitude and a new network of relationships. A management commitment to improvement will remain a mere commitment unless the workforce is motivated enough to get involved in the effort. The capability for solving problems increases many times when there is a common effort.Work problems are discussed in brainstorming sessions, they are more likely to be examined critically and in detail.Team members help each other to rule out mistakes and to provide many potential solutions.A team brings together a vast amount of skill in problem solving and idea generation.

2.3.2 Consequences of total quality

In the line of their duties, many senior managers define objectives that they wish to be met in the short or long run. They focus on general issues or specific targets, such as customer satisfaction, meeting specifications, larger market share, higher productivity, zero defects, x % increase in sales, y% decrease in costs etc. By embedding a quality ethic in all aspects of the organization, all the above objectives can become mere consequences. They can be achieved naturally and painlessly by continuously striving towards a single objective: total quality attainment.In a TQM culture, the customer is the most important part of the process line, and if process quality is attained, customer satisfaction is guaranteed.Quality products and services ensure not only the customer's future returns but also fewer complaints and lower warranty costs, higher profitsy improved reputation and hence incurred market share. (Logothetis p1,1992)

2.3.3 Valuable tools for quality

The tools for quality attainment can be broadly classified in the following two main categories :

1. Management tools for quality.
2.Statistical tools for quality.

It should be stressed, however, that the tools of category I are not for the sole use of management, and those of category 2 are not for the sole use of the technician or operator. Both types are tools for the process, with process being any activity.There are tools for managing the process, and there are tools for technically improving the process: both types can be used by anybody, from the top manager to the shop-floor engineer. In a TQM culture, everybody has a responsibility for managing as well as technically improving his / her activities.Both types have a common aim : the attainment of quality Of course, although scientific knowledge means adequate knowledge of both types of tool, it is inevitable that the first category will be most useful to managers, whereas the second will be so to the people concerned with the technical side of the process. There are many valuable techniques advocated by various quality gurus.

1- The Deming approach

Dr W. Edwards (1-Deming,1985) has been called the founder of the third wave of the Industrial Revolution. His name has become synonymous with the reason for Japanese industrial success in the second half of the twentieth century.The successful implementation of his approach has greatly contributed to Japan's high reputation for quality and reliability, and therefore to its industrial success.Japan's highest industrial award is named after him : the Deming Prize is awarded annually to the one company or individual who has contributed most to the enhancement of statistical techniques, and to their improved application in design, research and development, manufacturing or service. Deming advocates the implementation of a statistical quality management approach.He considers it critically important that top managers acquire knowledge, or at least a clear appreciation, of the usefulness of statistical tools for achieving enhanced quality and increased productivity. His philosophy is encapsulated in his fourteen points for management, which will be described in detail in Chapter 2.The essential elements of his process-oriented approach can be represented by only three main principles, which B.J. Joiner puts at the corners of an equilateral triangle (hence the name 'Joiner triangle" - see Figure 2), and which are as follows :

- ***Obsession with quality*** : The key to improved quality is focusing on efforts for continuous improvement of all processes.Numerous processes need improvement, including those which are not normally thought of as being under control and those which are not usually thought of as processes, such as the training of employees.
- ***Use of the scientific method*** : The use of the scientific approach - not opinion or emotion - is the best way forward for improving processes. Statistical data-based techniques help managers to focus their attention on the process system rather than on individuals, and take decisions based on facts and unprejudiced information and not on subjective gut feelings or unrealistic expectations.Statistical methods can help in the deep understanding of the nature of variation, the enemy of quality. They can be utilized to determine the source of variation and then help to control or eliminate it.Through them, one can successfully exploit the information generated by the processes, which information can in turn be used to anticipate, identify and correct mistakes, thus improving quality and achieving excellence.
- ***All in one team*** : This describes the achievement of a feeling among employees that they are all part of one team working towards a common goal, towards self-improvement as well as long-term company success. There is no place for barriers, isolation and fear; no place for departmental competition and conflict, usually the result of management-set arbitrary targets and numerical goals.The top managers should play a major role in the establishment of a team spirit, by being themselves actively involved in the quality improvement effort.The team spirit should extend outside the company, to cover even the subcontractors and the suppliers, in an atmosphere of co-operation and trust.

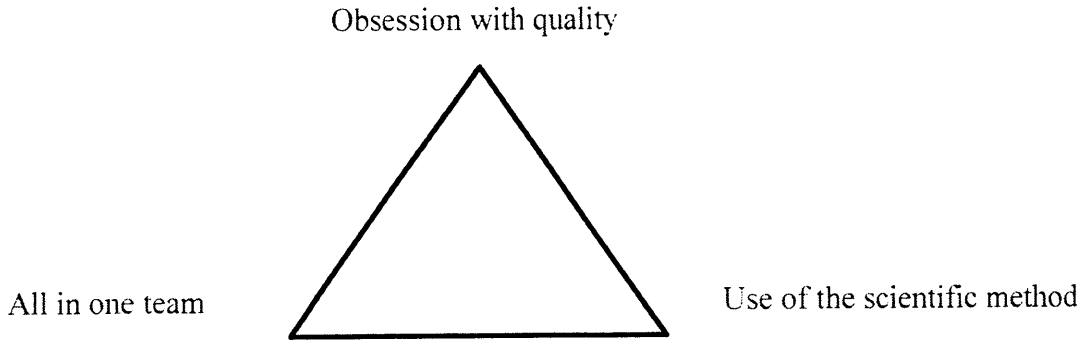


Figure 2: The Joiner triangle

Source : Managing for Quality,N.Logothetis, 1992

It is quite obvious that the Joiner triangle is equivalent to the TQM triangle mentioned in Section 1. 1. It is therefore clear that the Deming path to quality management is implicit in a TQM culture.Dr W.E. Deming, having helped the Japanese to rebuild their industries after World War II, has made it his mission to spread the same ideals to the Western world. These ideals, embodied in his fourteen points for management, stress the importance of commitment by everybody to continuous improvement in products, processes and services, with the help of the scientific method.The key has been to adopt predictive quality control techniques which quickly identify and solve problems before they become the cause of costly output of waste.Statistical process control(SPC) is such a technique, and it has already been proved that it makes a vital contribution to improved quality and efficiency in every area of an organization. (Logothetis p15,1992)

2 - Deming and SPC

Deming himself would have summarized the whole of his philosophy in just two words: Reduce variation.These two words are fundamental to the principle of continuous improvement and to the achievement of consistency, reliability, uniformity. In other words, trust worthiness,competitive position and success. Reducing variation was also the purpose of the work of Waiter Shewhart, the inventor of the control chart, the main tool of SPC. Shewhart's work in the 1920s was initially focused on the reduction of variability in the performance of the telephones at Bell Laboratories. However, Deming soon realized that Shewhart's ideas were capable of much wider application, not only in the manufacturing but also in the non-manufacturing environment. The basis of measurement is a performance indicator, either individual, group or departmental, calculated over time (hourly, daily, weekly etc.). Plotting the performance measures on a chart may produce a pattern, on the basis of which appropriate action can be taken.SPC involves a scientific step, which is to carry out the necessary calculations so that performance-based lines, the control limits, can be put on the chart. While the sample results remain randomly between the upper and lower limit, the process is deemed to be under control. Non-random behaviour or departures outside the limits require immediate corrective action to bring the process back to a stable state.This stable state is what in SPC terminology is called a

state of statistical control, a state where the variation, although still existent, is controllable and predictable. Measuring performance and determining whether or not it conforms to the requirement of statistical control is not the only function of SPC. It is also intended to lead action on the processes at the appropriate time, so that the process variation is minimized and major problems are prevented in the future.The timing and type of, and the responsibility for, these actions depend on whether the causes of variation are controlled (common) or uncontrolled (special).

Special and common causes:

In Sliewhart's terminology, uncontrolled variation is due to assignable causes, with controlled variation is due to unassignable, chance or random causes.Deming refers to them as special and common causes respectively. Violation of the limits in a control chart, or the presence of a specific pattern within the control limits, indicates the existence of special causes of variation which are often easily recognizable : changes of operator or shift, changes in raw material, breakage's, misreading of scales, occasional wrong settings of the machines etc. These causes are not common to all the operations involved, and so their discovery and removal requires local action by someone who is directly connected with the operation. Comrnon causes are the many sources of variation within a process that is under statistical control. These could be uncontrollable environmental conditions, the inflexibility of aged machines, variability in purchased materials, component tolerances, or other non-obvious causes of variation which may or may not be present at any one time, but which, when taken together, produce random results. They behave like a constant system of chance causes.The resolution of common causes of variation requires action on the system; this is usually the responsibility of management because it requires change to the process itself, in the way it has been designed and built or set up. Misinterpreting either type of cause as the other and acting accordingly not only fails to improve matters, it can actually make things worse. It would be very wrong, for example, to take local action (such as readjusting a machine) when management action on the system was required (such as selecting suppliers that provide consistent input materials - one of Deming's management principles). The benefit of the techniques of SPC lies in their ability to provide a common language which can help everybody in an organization to avoid tampering with the process, and to distinguish correctly between special and common causes, thus avoiding unnecessary blame and recrimination. Proper decisions can then be taken as to what sort of action is required and whose responsibility this action should be. Industrial experience suggests that only about 15% of process troubles are due to special causes and therefore correctable locally by people directly connected with the operation. The majority of the problems - the other 85% - are correctable only by management action on the system. One thing should be clear : control limits are not specification limits.Control limits do not depend on any demands, prespecified requirements or economic necessities ; they only depend on how the process is actually performing at the time.This makes the control chart a valuable operator's tool : through

it the process is talking to the operator, at any time the operator cares to listen. It is also a valuable management tool: managers making decisions on processes in statistical control stand a much better chance of actually affecting the company's future. An ideal tool that can help in the effort to deal with any kind of variation, and in particular variation arising from common causes (the most difficult to determine and remove), is briefly outlined next.

3 - From Deming to Taguchi

If Deming's teachings inspire a revolution in the old management culture, Taguchi's approach is an inspired evolution; an evolution of valuable statistical techniques which have their origins in the practices of Roland Fisher at the Rothanistead Agricultural Centre in the 1920s. Much of the work derives from the management principles propounded by W.E. Deming, in-particular Point 3 : 'Cease dependence on inspection to achieve quality.' In other words, eliminate the need for mass inspection by building quality into the product and process at the design stage.This idea was taken up by Dr Genichi Taguchi, director of the Japanese Academy of Quality and four-times recipient of the Deming Prize. His quality improvement approach uses experimental design methods for efficient characterization of a product or process, combined with a statistical analysis of its variability.The technique allows quality considerations to be included at an early stage of any new venture : in the design and prototype phase for a product; before full production commences; during installation and commissioning of a manufacturing process ; or even during routine maintenance.As the method allows quality to be improved and maintained independently of the production line, it belongs to the group of techniques under the banner of off-line quality control. It is worth listing the main components of Taguchi's philosophy. (Logothetis p17,1992)

Quality and the loss function:

Taguchi defines quality in a negative way as 'the loss imparted to society from the time the product is shipped'.This loss includes the cost of customer dissatisfaction, which may lead to a loss of reputation and goodwill for the company.Taguchi uses his loss-function approach to establish a value base for the development of quality products.The function recognizes the need for average performance to match customer requirements, and for the variability of this performance to be as small as possible.According to Taguchi, a product causes a loss not only when it is outside specification, but also whenever it deviates from its target value; this loss is proportional to the square of the deviation from the target. So one should always attempt to attain the target by minimizing variability.

Objective:

The objective of the method is process and product.design improvement through the identification of easily controllable factors and their settings, which minimize the variation in the product response while keeping the mean response on target.By setting those factors at their optimal levels, the product can be made robust to changes in operating and environmental conditions or, generally, to the effects of uncontrollable factors.Thus, more stable and higher-

quality products can be obtained, and this is achieved by removing the bad effect of the cause rather than the cause of the bad effect. If the 'cause' is uncontrollable, there is indeed no alternative. Furthermore, since the method is applied in a systematic way independent of the pre-production stage (off line), it can greatly reduce the number of time-consuming tests needed to determine cost-effective process conditions, thus saving on costs and wasted products.

Background of the method:

There are two main aspects to the Taguchi technique.First, the behaviour of a product or process is characterized in terms of factors (parameters) that are separated into two types as follows :

1-Controllable (or design) factors : those whose values may be set or easily adjusted by the designer or process engineer.

2.Uncontrollable (or noise) factors : those often associated with the production or operational environment.The overall performance should, ideally, be insensitive to their variation.Second, the controllable factors are divided into those which affect the average levels of the response of interest - referred to as target control factors - and those which affect the variability in the response - the variability control factors.

2.3.4 The Japanese factor

If one attempts to identify the strategies behind Japan's industrial success, the TQM principles are bound to surface : never-ending programmes of quality improvement, actively supported by management and involving everybody in the organization. There is a Japanese word describing the approach of gradual process improvement involving everybody - *kaizen.* In Japan, *kaizen* is everybody's business, and many systems have been developed to make managers and workers kaizen-conscious. In the words of Masaaki Imai, the author of *KAIZEN is The key to Japan's competitive success:* 'KAIZEN is the simple truth behind Japan's economic miracle and the real reason the Japanese have become the masters of "flexible manufacturing" technology - the ability to adapt manufacturing processes to changing customer and market requirements, and do it fast.' Imai advocates that *kaizen,* which means step-by-step gradual improvement in the nature of refinements or enhancements, doing little things better, continuously setting and achieving ever-higher standards, is as important as breakthrough innovations.Indeed, the whole of the Japanese business philosophy is based on a successful combination of two strategies: *kaizen* and innovation. The innovation strategy favoured by the United States in the post-war years was the only strategy in a period of low-cost resources, expanding markets and low international competition.At that time, quantity was more important than quality, and management was more concerned with increasing sales than with reducing costs. Western industry believed this would last for ever and ignored the quality-based teachings of experts such as W.'E. Deming and Joseph Juran who, consequently, decided to attention to the East.Japan, having been burned to the ground during the war, encouraged a climate of change from the start. Japanese managers took seriously the warnings about forthcoming changes in the customer's perception of quality and about the future demands for faster development of

customer- oriented products and services. So they successfully combined the strategy of innovation with that of continuous quality improvement ; this brought a reduction in costs, faster development times, prompt deliveries, customer satisfaction and enormous competitive advantage internationally.Kaizen was the element of the overall company strategy that was missing from Western industries. The Western approach was always based on the belief that innovation alone was enough for survival and growth. This has already been proved wrong on many occasions. Many people, trying to explain the Japanese success, still attribute it to cultural factors. But if this were the case, why did Japan appear on the quality map only during the second half of the twentieth century and not before ? The difference - in - culture approach is the easy excuse offered by those managers in the West who do not want to admit their own guilt for the quality mess their company is in, or by those who want to avoid the responsibility of actually doing something about it. The fact is that the Japanese success has much to do with good management practices and little to do with national cultural factors. The distinction is not one of national culture ; it is one of company culture, something that top management has absolute responsibility for Kaizen, a customer - oriented approach to improvement, became the foundation on which the whole structure of successful Japanese management was built. It unifies the philosophy, the systems and the problem - solving tools which have helped Japanese products and services to obtain the quality reputation they currently enjoy. There are two distinct features inherent in the Kaizen philosophy, as follows :

1. There is an urgency about the never - ending efforts for improvement and gradual change for the better. Repetitiveness is considered as negative and as an inhibitor to progress.
2. There is an emphasis on the process rather than on the output quality into the process was and still is a popular Japanese phrase, based on the realization that mass inspection of the output is a non-value-added activity, incapable of improving quality. (Logothetis p19-21,1992)

Kaizen obviously has a lot in common with Deming's philosophy. In fact, Kaizen is based on Deming's teachings to the Japanese in the early 1950s Since then, other concepts, systems and tools have been developed, such as QC circles, kanban (just - in - time), zero defects, total quality control (TQC) etc.., which are all incorporated under the umbrella of kaizen (see also Chapter 5). But Deming's process -oriented way of thinking, based on the principle of continuous quality improvement and involving people at all levels of the organization, is what the kaizen message is all about.

Quality Assurance Programs

Quality assurance differs from quality control. Quality control includes methods and procedures for testing and maintaining the level of quality that is desired. Quality assurance, on the other hand, is much broader and includes any activities related to making sure that quality is maintained at the desired level. These activities can rage from design to installation. Quality assurance involves not only setting up standards, but also documenting those standards and the

procedures for achieving them and then implementing a program to assure that quality is achieved. Many organizational have quality assurance programs, but those programs can differ greatly from one organizational to another.

Foundations of Quality Assurance:

Philip Crosby :

Philip Crosby has developed a set of fourteen steps for achieving zero defects - that is, no defective parts, or 100 percent quality. Those steps, in the order they should be performed, are as follows : -

1- Obtain management's commitment to quality.
2- Establish a quality improvement team.
3- Take measurements of the existing quality.
4- Estimate the cost of quality.
5- Spread quality awareness throughout the company.
6- Encourage actions to correct quality problems.
7- Establish a zero defects program committee.
8- Train supervisors concerning the zero defects program.
9- Have a day when all employees will be educated about zero defects and commit themselves to producing zero defects.
10- Have individual employees or groups set goals for improving their work.
11- Remove the causes of errors.
12- Recognize the achievements of employees.
13- Establish a companywide quality council.
14- Go back and do it all again so that the commitment to quality is renewed on a regular basis.

W. Edwards Deming

A slightly different set of fourteen points has been proposed by W. Edwards Deming (Out of crisis, W.Edwards Deming,1986), another recognized consultant and former chief statistician for the U. S. Bureau of Standards. Deming is widely credited with being the one person who turned the Japanese from producers of low - quality merchandise into a nation that can boast some of the world's highest - quality products. It is interesting to compare Deming's fourteen points with Grosby's. Both Deming and Grosby stress the importance of employee involvement and management commitment. However, Grossly tends to stress slogans and programs, while Deming argues that such approaches not enough, and that employees must be trained to use statistical tools as a means of measuring and improving quality. Deming's steps (Out of crisis, W.Edwards Deming,1986) are as follows : -

1- Establish a constant objective of improvement.
2- Adopt a new philosophy of quality control.
3- Don't rely on mass inspections. Use statistical methods to prove quality is built in.

4- Reduce the number of vendors, and don't buy on the basis of price.
5- Use statistical methods to find problem areas.
6- Train employees effectively on the job.
7- Improve supervision.
8- Drive out fear so employees will feel free to ask questions and make suggestions.
9- Promote communication among departments, suppliers, and customers.
10- Eliminate slogans. Show employees how to solve problems.
11- Use work standards carefully. They may have a detrimental effect on quality and limit production.
12- Give workers the tools to evaluate their own work and to take pride in it.
13- Use a training program to keep employees up to data and teach them new skills.
14- Put everyone to work in teams to accomplish the transformation.

One thing that is apparent from both Grosby's and Deming's lists is that the development of a quality assurance program is a long, arduous process. It cannot be just window dressing if it is to achieve results. Any quality assurance program must extend through the organization - from top management on down. It must also develop a constant awareness and interest in improvement on the part of employees.

Costs of Quality :

One aspect of any quality assurance program is the measurement of costs associated with quality. Recently, a group of experts, including Philip Crosby, has argued that such costs should include only those associated with producing defective goods or services. However, not all quality control experts agree. A more general, and more widely accepted approach is to divide quality costs into three general categories costs associated with the production of defects.

Optimal Cost Level:

The traditional view of quality costs has been that there is some optimal number of defects that will minimize total costs. Costs of inspection and prevention decrease as the number of defects allowed increases. At the same time, the costs associated with such defects increase. The optimal number of defects occur at some middle level. Current thinking differs significantly from this traditional view point. The idea here is basically that inspection and prevention costs do not have to be increased in order to have fewer defects. Thus, there is no trade - off between costs of defects and costs of avoiding defects. The optimal level occurs at the zero defects point.

The Ethics of Quality:

The cost trade - off view of quality that has traditionally applied can lead organizations to place a cost on deaths and injuries that may result from their products services. Fortunately, the trade - off attitude is changing, and many organization, including Ford are placing a very high value on quality. Organization realize that taking shortcuts on quality may increase profits in the short

run, but can ruin a organization in the long run However, in meeting the needs of customers, organization may still face ethical dilemmas.

Quality Audits

An important aspect of any quality management program involves determining the existing quality of a product. One way of measuring that quality through a quality audit However, a good audit actually determines whether specific standards have been set, whether procedures have been developed and documented and whether the processes are capable of achieving those standards. It also determines whether quality is being maintained and examines the product's or services quality compared to that of competitors. John Groocock, of TRW, whose definition of quality we quoted earlier in this chapter, has presented the following steps used in TRW's internal quality audits : -

1- Quality to be customer. Is conformance of the product service to established quality standards measured ? Is quality of the organization's product compared with that of competitor's products?
2- Quality costs. Have the costs of quality been measured, and have areas for possible cost savings been identified ?
3- Design review. Do procedures exist to review designs for quality ? Are these procedures being carried out ?
4- Product qualification. Have procedures been established and followed to quality new products before any deliveries to customers ?
5- Product liability. Has each product been scrutinized regarding safety, and are appropriate records kept ? Does a written plan exist for dealing with a major product liability problem ?
6- Process capability. Has the capability of all processes been measured, and is that information used in product design and development ?
7- Incoming inspection. Are incoming lots inspected in an efficient manner, and are appropriate records kept ?
8- Supplier quality. Are suppliers made aware of their quality responsibilities ? Are records kept on nonconformance ?
9- Process control. Has the company developed policies for controlling processes ? Have employees been trained to follow those policies ?
10-Inspection and test planning. Do inspection and test plans exist for all products and are records maintained on the results ? Is all test equipment calibrated regularly ?
11-Quality performance indicators. Are quality performance indicators regularly published throughout the organization and made available to employees ?
12- Employee involvement program. Are employees involved in quality improvement through some process such as quality circles ?
13-Multifunctional quality improvement team. Has a quality improvement team covering all functional areas been established to monitor quality and to work to improve it ?

14-Quality business plan. Has quality been integrated into the organization's business plane - and from there into the overall strategic plan ?

Statistical Quality Control (SQC)

The general concepts and behavioral techniques of quality management. However statistical quality control (SQC) plays an extremely important role in monitoring and maintaining quality. It is through statistical methods that processes can be examined to determine whether their capabilities match design requirements. Also, it is important to monitor the quality of certain processes so that problems can be detected early. For instance, a section would want to measure the number of errors made by its employees If the number of errors increased by a statistically significant amount, then the section would have to determine the cause and correct it. Even a significant decrease in the number of errors would be cause for further investigation to determine what factors had produced the decrease. Once identified, those factors could be built into the section procedures in an effort to permanently decrease the number of employees errors.

Managing the Quality of Services

The primary difficult with measuring the quality of service operations is that much is based on intangibles. Because there is so much customer contact in services, the customer's perception of quality is extremely important. Such factors as friendliness of personnel, decor of the facility, and even the type of car park can influence customer perceptions. However, many factors can be measured and controlled. For example, ministry of education routinely monitor the accuracy of their exams and results records. Further, the average waiting time for service can be tracked. Airlines routinely keep track of their on - time performance and use this as a marketing tool. Even intangibles can be measured through customer surveys, For example, Ford Motor Company sends out questionnaires to its customers a few months after purchase. Those questionnaires services provided by the dealership. Each dealership is then assigned a numerical rating in the four areas of sales vehicle preparation, service, and overall customer satisfaction Anyway hard effort to required to measure in tangibles through extensive customer surveys, the information from those surveys should be used to focus the public sector's on operation efforts to deliver the highest quality of service for citizens.

2.3.5 Quality concept for service :-

The study of quality and quality control has enjoyed a long and rich history in the management literature. The field has recently enjoyed a revival with the strong interest in Japanese management, Most previous studies have been devoted to managing the quality of manufactured goods. [8- Haywood, 1987] Despite the well-known prevalence of services in the economies of developed nations and the low quality of many services see for example [rope, 1981] researchers have largely ignored the problems of managing quality in the service sector. This situation has begun to change see [9-Fariner and others, 1986] and references therein. Because examples of poor quality in the overwhelmingly dominant service sector are so common, it is important for managers and scholars to understand service quality better.This

study proposes a model of service quality that should lead to such an understanding and shows how it applies to various types of service-producing organisation.

What is Quality in the Service Sector?

Quality means different things to different people, but this study uses the user based notion discussed by [10-Graven,1984] services that meet customer preferences and expectations are considered to be of high quality. This definition is different from the one typically used in the manufacturing quality literature: meeting some internally established standard. [11-Master,1985] felt that customers judge quality by comparing their perceptions of what they receive to their expectations of what they should receive. This point is important to understanding and controlling service quality because both expectations and perceptions are experiential states of rind rather than necessarily being real. Although many people may judge a theme park's entertainment to be of lower quality than a play at a "high class" theatre, a theme park may achieve a higher service quality because it is finely tuned to meeting the customer's demands and expectations for cleanliness, variety, politeness, personal involvement, fantasy, help, etc., without surprises. Similarly, a customer who waits, knowing it will be 30 minutes before he or she is served, may be happier than one who waits only half as long but does not know how long the wait will be.

The Special Nature of Services

Services have a number of characteristics that make the management of quality both more important and more difficult than in them manufacturing sector.

Intangibility

The intangible nature of services means that they and their quality are difficult to describe to prospective customers. It is often equally difficult for a customer to specify exactly what he or she wants from the service. Of course portions of many services are tangible services are often sold in clearly identifiable facilities and frequently include facilitating goods. Because of intangibility and the associated problems in adequately measuring services, the definition of service quality used here is particularly appropriate. Intangibility may make it very difficult to turn around a poor service because it may be hard to convince dissatisfied customers that the service has really changed for the better. A final result of service intangibility is that generally one cannot store a service, thus removing the possibility of the final quality check commonly found in the manufacturing sector

Heterogeneity

Goods can often be described and evaluated by a few well-understood attributes that remain relatively constant over time. Services, however, often have many more important attributes, the relative importance of which can change rapidly. Airline passengers, for example, are interested in schedules, schedule reflabililty, booking arrangements, seat assignments, behaviour of nearby passengers, on-board meals and movies, flight attendant friendliness, the

internal and external decor of the plane... the list goes on and on. Each passenger, depending on his or her individual circumstances, will evaluate these and other attributes differently. Their assessment is subject to rapid change. A passenger primarily interested in arriving at the right place on time may suddenly alter his or her priority to arriving anywhere safely should there be a hijacking, mechanical problems, health problems, or a sudden change in the weather.

Customer Involvement in Service Production

In many services the customer must or want to participate in creating the service. Indeed, [12-Berry,1984] has defined service as "a deed, a performance, an effort" thus highlighting the inherent importance of the service production process as an integral part of the service. Frequently the active involvement of the customer in producing and consuming the service makes the production process highly visible and introduces a new "production worker" (the customer) over whom management has little or no direct control. Theme parks are excellent examples of services built on the principle of customer involvement. Customers who get lost or who behave inappropriately in such a facility can be expected to have a disappointing service experience themselves or to spoil the service for someone else.

Production Workers and Facilities as Marketing Tools

Goods are typically produced in large factories that only a few customers care or even know about. In the service sector, however, production generally occurs in small departments conveniently located to promote interaction with the customer. In such cases the location, layout, decor, etc., of the facility are important features of the service provided. They provide some tangible evidence about the intangible service offered. Also, the production staff frequently interact directly with customers. Because of the inherent nature of such service operations, the service facilities must be designed and operated, and the staff selected and trained with the dual functions of production and marketing in mind. This factor is exacerbated for managers of large mullet-site service organisations who must try to maintain consistency across a large number of facilities. These features of service make managing quality in the service sector significantly different from its counterpart in the manufacturing sector. In particular, the manager of quality must consider many more factors which are imprecisely defined and yet are crucial to good quality. In quality control terms, the target is camouflaged, fuzzy and moving.

Three Types of Quality Attribute

Given a user-based definition of service quality, managers should try to identify what it is that their customers (or target market segment) expect from the service. As indicated above, the character of services make it difficult to define what one's customer expects. Separation of the attributes into groups is a useful start towards reducing this complexity and developing a model to describe service quality more fully. Earner studies[2,4,6] suggested that services have three basic components, call the three Ps of service quality in an earlier paper[.figure 3 gives examples of each of these three groups.

(1) Physical Facilities, Processes and Procedures

Location, layout
Size, decor
Facility reliability
Process flow, capacity balance, control of flow
Process flexibility
Timeliness, speed
Range of services offered
Communication (written, other)

(2) People's Behaviour and Conviviality

Timeliness, speed
Communications (verbal, non- verbal)
Warmth, friendliness, tact, attitude, tone of voice
Dress, neatness, politeness
Attentiveness, anticipation
Handling complaints, solving problems

(3) Professional Judgement

Diagnosis
Advice, guidance, innovation
Honesty, confidentiality
Flexibility, discretion
Knowledge, skill.

Figure 3: Examples of Three Elements of Service Quality.
Source : Lovelock," Managing Facihtator Services,1982.

Physical and Process Components

This group includes the features of :

(1) The physical facilities in which the service is produced, delivered and consumed.

(2) The facilitating goods that are often sold as part of the service.

(3) The processes and procedures by which the service is produced, delivered and consumed.

Several relevant characteristics are important. The location, layout, size, and decor. The facility err influence customer expectations about the service. Fast food restaurants look like fast food restaurants. They are located in high traffic areas with easy access, their layout, decor, menus and utensils are utilitarian and not very comfortable, they are well fit, and they have reputations for reproducibility. Restaurants specialising in fine dining contrast on virtually every physical aspect. No one would confuse the two. A number of these physical characteristics influence such operational variables as process flow, capacity, capacity balance, process flexibility, and control of the flow, each of which is an important element of the customer's assessment of received quality.The speed and timeliness with which the service is produced and the way in which the service and the process are communicated to customers are some other important process characteristics.

Behavioural Elements

Everyone knows how fast a surly or rude flight attendant can ruin an otherwise pleasant journey. To provide good service the server must behave appropriately.The notion of behaviour has many elements including grooming, warmth, friendless, tact, attitude, anticipation of customer needs, attentiveness, timeliness, speed, and communications, both verbal and non-verbal. Tiffs dimension also includes how the server goes about solving customer problems and dealing with customer complaints.

Elements of Professional Judgement

According to [13-Maister.1982] and [14-Mllis,1986] professionals and professionals service organisations are characterised by the high portions of value incorporated in the individual professional. judgements advice, autonomy, diagnostic ability, self motivation, knowledge and discretion are among the hallmarks of professionalism.Even though these characteristics are central to professional service organisations, they are not restricted to this group. Every organisation requires a certain amount of these characteristics in its employees. The quality of their service depends on the ability of their staff to act like professionals, that is, to exercise judgement.The choice of elements from each of these three groups of service quality factors is an important, strategic managerial decision. Managers must choose the combination very carefully to ensure an appropriate balance between them (Figure 4). Like so many aspects of management, the key is to provide a service whose elements are internally consistent and focused to meet the needs of a specific target market segment. Although concentration on any one or two of these elements to the exclusion of the other(s) may be appropriate, it may also lead to disaster.Figure 5 shows examples of such problems; [15-Martin,1986] gives some Too little emphasis on any one element can lead to similar problems. An additional source of difficulty is managers who pay too little attention to managing the quality mix and other aspects of operations. In such cases employees are likely to get the message that they can do whatever they want because the manager doesn't care. Not surprisingly, customers may web get very mixed messages. Such confusion usually results in poor perceptions of quality service.

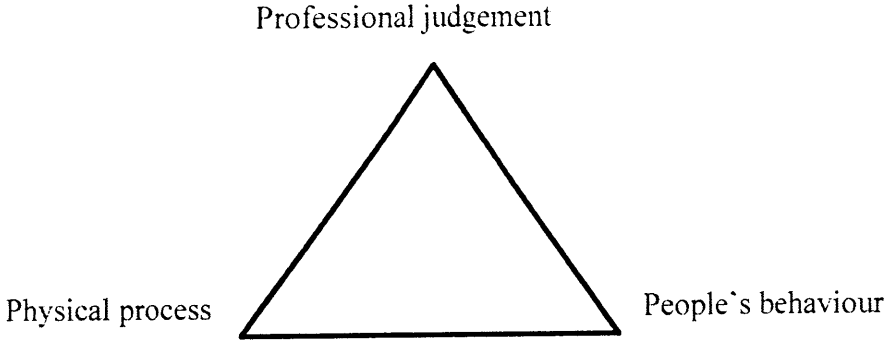


Figure 4 : A Model of Service Quality.

Source : Managing for Quality, N.Logothetis,1992

Too much emphasis on procedures :-

* timely, efficient, uniform.
* insensitive, cold, apathetic, aloof, uninterested.
* problems undiagnosed, solutions bad, dishonest.

Message to the customer : You are a number ; we are here to process you using our process.

Too much emphasis on behaviour :

* slow, inconsistent, disorganised, chaotic, inconvenient
* friendly, personable, interested, tactful
* problems undiagnosed, solutions bad, dishonest

Message to the customer : We love you and we try hard but we don't know what we are doing

Too much emphasis on technical judgement :

* slow, inconsistent, disorganised, chaotic, inconvenient
* insensitive, cold, apathetic, aloof, uninterested.
* problems identified, solutions good, honest

Message to the customer : We can do it but we don't care about you

Figure 5: Some Problem Approaches to Service Quality.

Source : A conceptual model for service, Farmer, 1987.

Different Types of Service Organisations

Service organisations in developed economies cover an extremely wide range of activities. Some are independent firms whose major (or only) product is service; others are departments within manufacturing firms. The diversity is so great that any global, all-encompassing approach to service management is naive. The sector obviously must be segmented to make the management job possible. Many classification schemes have been devised ranging from global ones used by economists to those devoted to understanding services from a marketing point of view[10]. The major weakness of these schemes is their lack of attention to how the service is produced. However, [16-Maister and Lovesick, Schemer,1982]

and [17-Huete,1982] have proposed schemes of particular relevance to production. These authors have combined earlier one-dimensional schemes to form two-dimensional, four-cell models. Figure 6 shows two of these schemes.

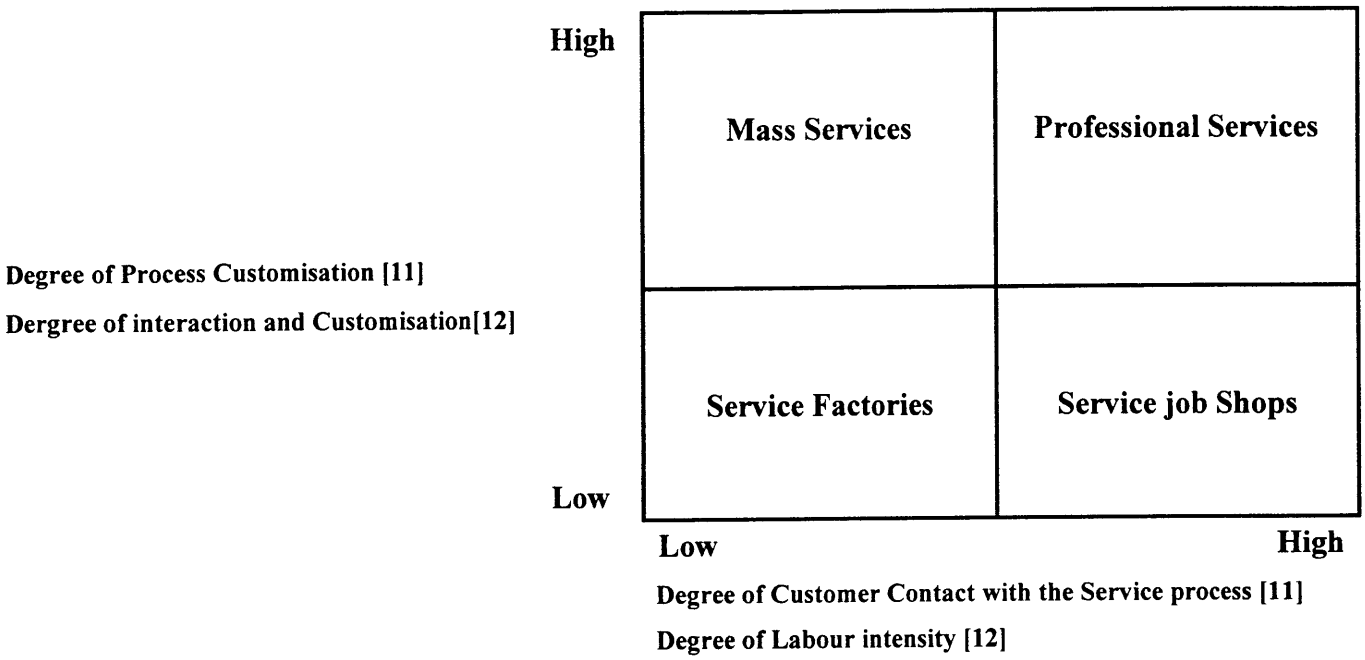


Figure 6: Service Classification Schemes

Source : A conceptual model for service, Farmer, 1987

Although they use similar concepts and terminology, these schemes use different definitions of the axis labels. Such practices are economical, but tend to confuse readers. These objections could be overcome by using a three-dimension which separates the concepts combined by the earlier authors and gives some examples. Despite these differences and the current lack of adequate measurement scales for the concepts, classification schemes such as those in Figures 6 Point out how the operations and marketing tasks of services differ significantly in some important dimensions. The dimensions represent significant classic productivity improvement strategies - reducing labour, standardising tasks, and standardising output. These concepts can be highly educational for service managers. Services that share operations and marketing characteristics, whether in the same industry or not, can often provide managers with more useful operations ideas than other Finns in the same business sector (as defined by economists) with quite different characteristics. For example, a travel agency specialising in business travel n-date learn more from a fast food restaurant than it slight from another travel agency specialising in specialised charter tours.

The above discussion leads to the conclusions that services are a very diverse group, that it is important to balance various elements of service quality, and that this balance is not easy to establish.A further compacting factor-is the importance of getting service quality right the first time. Service managers should consider models both at the design stage of their services and periodically as the service and possibly customer tastes evolve. They must ask some important questions. What exactly is our service (concept)? What do our customers expect ? Are we aiming our service at the right segment? Are the various components of the service compatible with the customer's expectations and consistent with each other? If they are not, should we try to change expectations of our service ? How can we establish specifications and measure performance ?.

Because customer evaluation of the server's personal behaviour and professional judgement are relatively unimportant in such services, the emphasis in quality control should be focused on physical facilities and procedures, that is, near the lower left-hand corner of Figure 4. The back room operations at a bank or a postal sorting operation are examples.These services should be organised and managed for efficiency. Often, service work awaiting processing can be stored to decoupage the service from the uncertain and uncontrollable vagaries of customer demand.Many of the tasks can be automated to remove individual worker variations. In such organisations, quality is usually relatively easy to measure and often may be inspected before the service is delivered to the customer.As contact and interaction between the customer and the service producing system increases, two factors must be taken into account. In services low in labour intensity, the customer's impression the physical facilities, processes, and procedures is important. Special care must be taken to make sure equipment is reliable, easy for customers to use. [18-Lovelock and Young,1989] documented a number of cases of poor service introduction because of inattention to customers. As high contact and interaction services increase in labour intensity, more attention must be paid to making sure staff behave appropriately. Smiles and kind words matter. In services such as mass re staffing, quality should be focused some where near the line between the lower left and lower right hand comers of Figure 4. As labour intensity increases variations between individuals become more important; however, the elements of personal behaviour and professional judgement with remain relatively unimportant as long as the degrees of customisation, and contact and interaction remain low. As customisation increases, by definition the service process and product must be designed to fit the customer. Under these circumstances the service producer must advised what the customer wants and decide how best to provide the service. These functions require professional judgement on the part of the server and this element will become more important in the customer's perception of service quality.

In labour intensive organisations, such as a dentist's office, the server's personal behaviour is also important and the appropriate position will be near the right hand side of the triangle in Figure 4. In less labour intensive services, such as a highly computerised consulting engineering firm, much of the professional judgement may be incorporated into software so the appropriate quality emphasis will he near the left- hand edge of Figure 4. In services high on all

three dimensions the proper quality balance will be near the centre of the triangle in Figure 4 where physical facilities, procedures, processes, personal behaviour and professional judgement are all important, but none is stressed at the expense of any other group of quality components. [19-A Schmenner,1986] discusses movements within the service sector towards the diagonal linking service factories to professional services and also movement down that diagonal towards the lower left-hand corner of Figure 6. Such moves have interesting implications for managers of service quality. As the labour intensity, interaction and customer-satisfaction of the service are reduced, the appropriate combination of physical and procedural, personal behaviour, and professional judgement elements must also change. Alternatively, a change in customer attitudes towards the elements of service quality may allow a movement down the diagonal. A professional firm that attempts to capture the professional's expertise in computer software, to use professionals for tasks once done by the more costly professional, and to use phone or mail contact with its clients is moving along the diagonal towards the service factory corner. It would be entirely consistent to place more quality emphasis in such a firm on processes, procedures, and physical facilities at the expense of judgemental and behavioural elements. Should the clients not be willing to accept such a quality emphasis, it is likely that the repositioning attempt will fail. Because quality is the difference between perceived expectations and perceived reality, proper education of the client may be necessary to overcome any potential resistance.

The service quality model of Figure 4 can also be thought of in relation to Morris and Johnston'sR8] recent model of operations management.Materials processors must concentrate their efforts on physical and process elements of quality. Factors such as smooth flow, with-equipment, and standard operating procedures will dominate. Behavioural elements become important only at the interface with the customer (if there is such an interface). Judgemental elements are evident in deciding such things as job priorities. Customer processors need much more emphasis on behavioural elements, although physical, process, and judgemental elements are also important in many such organisations. Information processors must focus on either judgemental or physical and process elements depending on the nature of the information. Organisations like public organizations which process large volumes of routine information need procedures which allow fast, efficient, error-free processing. Organisations like public consulting firms need to emphasise judgement much more because a major portion of the production process is evaluating the information available and judging what other information to obtain. Unhook models of service operations, the three proposed groups of service quality components are collections of attributes. They are not yet scales ranging from low to high. Because of these differences, and because of differences in the concepts, it is not possible to map the model of service quality directly onto those of operations management presented above.Nor does it fit exactly [20-Morris and Johnston's,1987] model, even though that model can also b depicted as a triangle. Although easy to understand, the service quality model is currently only a conceptual one. Except for professionalism, scales have not been developed so far to measure the attributes of quality; indeed, many of them are hard to define, let alone to measure.

Management of service quality both needs and deserves further development. It is hoped that the ideas presented here will encourage additional work.

This discussion has pointed out that organisations in the service sector are highly diverse and that there are at least three important dimensions upon which they can be segregated for better management of quality. The paper new three-dimensional classification scheme based on this idea. Service quality was described as comprising three elements: physical facilities, processes and procedures; personal behaviour on the part of serving staff; and, professional judgement on the part of serving staff. To get good quality service the approximately of these three elements must be found and carefully balanced. What constitutes an appropriate will mix, in part, be determined by the relative degrees of labour intensity, service process, and contact and interaction between the customer and the service process.As these organisational characteristics evolve, the balance of quality components must also change and customers must be suitably prepared for the change.

There are other important factors for effective quality improvment (Q1) and service TQM shown in figure 7 & 8 (see appendix p350,351). It should be known that there are main Problems faces TQM in Government Sector such as :

1- Insufficient modification for service.

2- Insensitivity to the problems of defining government customers.

3-Inappropriate emphasis on quality inputs and process.

4-Demands for top-level intensity that can really be met by the Government culture.

2-4 Total Quality Management in the public sector

In recent years, there has been an explosion of interest in the application of total quality management (TQM) in the public sector. Many government processes are, by nature, repetitive, standardized, error-prone, and customer-hostile. These processes are ripe for TQM philosophy and methodology. (21- Smith,1993)

Rising public expectations there is increasing demand for the public sector to improve service even as budgets shrink. Private companies are competing with the public sector on the basis of the quality and cost of their services. And competing in areas that were once the exclusive domain of government and are providing service that is recognized as exemplary. Private enterprise has entered areas heretofore these concern of government, further expanding. the competitive arena. Meanwhile, as countries budgets tighten. Competition among public agencies. for limited diners increases. Government agencies must meet the cost and quality standards set by citizens and the private sector because these are the standards by which all organizations are judged. The survival of some government agencies is at stake.The continued government agencies directly depend on its credibility.That credibility depends on the citizens perception of the importance of the agencies mission and the quality of services provided. Thus, it is self-evident that public agency management must describe the agency mission clearly to the

ultimate customer-the fees payer-and must ensure congruence between the mission and a clearly perceived public need. out standing customer service must also be a key organisational objective. This is equally true whether the customer is internal or external to the government.The perceived value of the services provided by an agency relates directly to cost and benefit. A tenet of the quality movement is that the higher the quality-of the product or service, the lower the cost. Thus, the service quality improvements and cost savings that TQM can provide make it an affective strategy for continued organisational health in a time of limited resources. Many public sector TQM efforts founder because agencies adopt canned improvement models that stress the use of tools but do not incorporate the planning necessary to manage the implementation effort at every level of the organisation. Without understanding of both the transition of TQM on the managers in the public sector, any TQM effort in Government is likely to be only marginally effective.

Balancing conflicting constituencies

Politics is the balancing of conflicting priorities. Different customers for a government service might have conflicting views about the appropriate missions for a department. For example, restrictions on the release of public information such as employee salary of grade might be supported by employer but opposed by the users of this information. Government must often decide between such mutually conflicting constituencies, guaranteeing that one group inevitably will be dissatisfied. Executive leaders must clarify the predominant public needs in the mission of the agency so managers can make informed operational decisions. For example, traffic safety is a predominant need ; therefore, releasing addresses of drivers is justifiable in the case of a vehicle recall, but not for a direct marketing effort. Government is often required to include the needs of other agencies in both decision-making and service processes. Multiple and sometimes conflicting needs might be imposed on a process, making streamlining difficult requirements of one agency can effect the ability of another to improve the inevitable changes in political balance can cause an agency's mission to reflect such changes. Change in mission inevitably leads to lack of a consistent vision for future which in turn can derail long-term planning. This conflict -can have a profound effect on the design of service processes. Should we qualification for entitlements difficult, or should we ensure that the broadest range of applicants qualify with minimum difficulty? Do we provide quick doctors licensing. service and run the risk of licensing doctor who are minimally qualified ? If we focus on people safety and make doctors tests more complex, we ensure greater disruption for the customer. Customers can hold both goals valid, so customer satisfaction depends on how the process affects the individual and the people around him or her. Elective politics and government is the system we have adopted to resolve issues that divide us. Government is, therefore, often in the business of defining societal missions and resolving problems. Continuous improvement of this system is one of the highest priorities and greatest challenges in the quality movement.

Balancing customer expectations

Government is expected to treat and serve its customers equally. The tendency is to design a service to fit everyone. Customers. however, expect personalized service, especially when problems arise. Deciding when personalized service is appropriate and balancing this with government's need for equity and minimal cost adds complexity to service delivery planning. The tendency to design one service to fit all makes it difficult to respond to the variety of customer service needs. Is it equitable to provide faster processing is the customer is willing. to pay a premium to fund any added service costs ? Should weekend service be instituted at added cost to the fees payer to accommodate those who are unwilling or unable to do business during. normal business hours ? These dilemmas are faced by those who manage within a political system. Decision criteria, such as profit and loss or market share. are clean and simple by comparison.

Balancing service and compliance

Managing an improvement effort in the service arena is inherently more difficult than.in manufacturing.Both service delivery and the customers perceptions of quality depend heavily on person-to-person interactions.Service is produced at the moment of delivery by people beyond the immediate influence of management.' The service, once provided, cannot be inspected or recalled. The customer's perception of qualify is as much influenced by the behaviour of the service provider as it is by the result of the service process thus both aspects of service must be the focus of any improvement effort. A second complicating factor is that most government agencies have a responsibility to ensure compliance with laws and regulations. Compliance might involve such issues as entitlements (Welfare), capability (Doctors license), quality (Affirmative action), revenue (Tax and Fees) or social goals (Medical emission control inspections) these compliance requirements can negatively affect the customer's overall perception of the service. It is management's responsibility to make compliance a service by communicating to the customer why compliance is necessary is necessary and making the compliance process easily under standable. While enforcing compliance issues is important, govern must be-sensitive to the special circumstances that will inevitably occur. The ability of the service process (designed by management) and of the front-line people to balance the customer's expectations of service and government's need to ensure compliance is an essential part of service management in the public sector.

Creating a service quality strategy

In Service Albrecht and Zemke describe managing the service triangle as the key to service quality.' Figure 9 describes the elements that must be managed simultaneously in an effective TQM effort. The first element is a service strategy. (Smith, June, 1993).

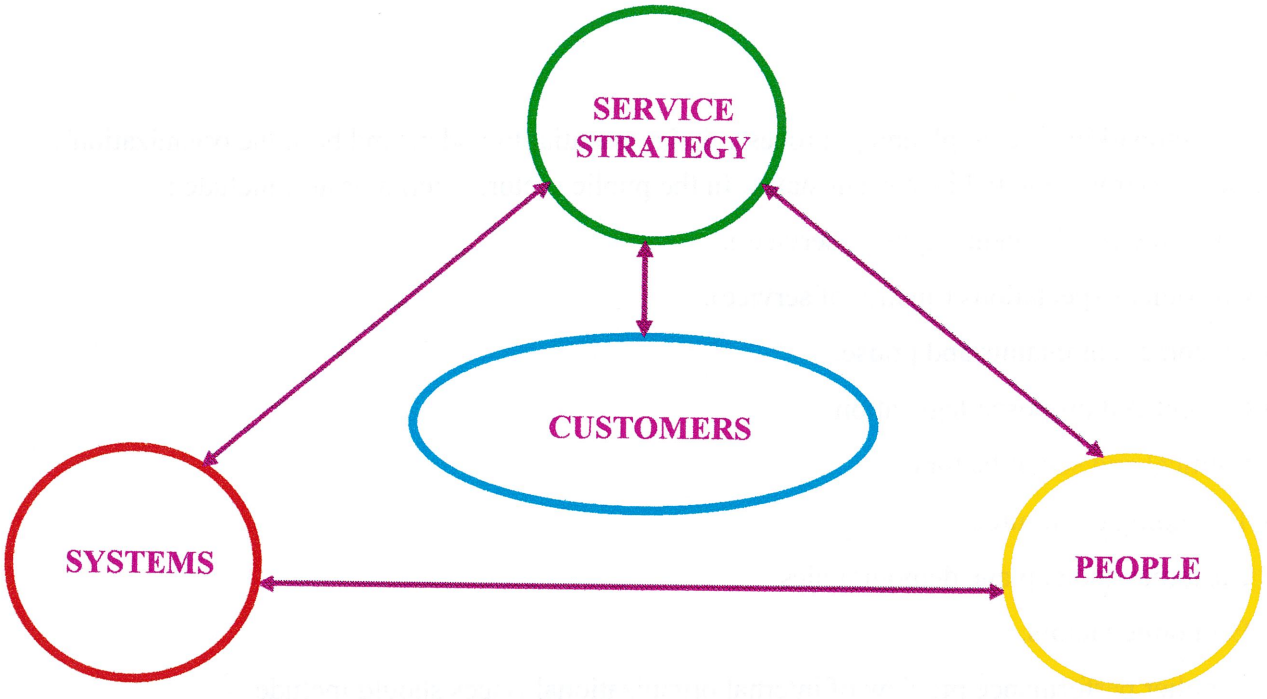


Figure 9: Elements To be Managed Simultaneously in an Effective TQM Effort.
Source : A. Keith Smith, Quality process, 1993

An effective service strategy requires a comprehensive understanding of the environment in which the functions and a knowledge of customers' requirements and expectations. The service strategy provides a clear and simple vision of the desired future state from both the customers' and the organization's perspective. It identifies the balance between conflicting constituencies by clarifying a primary mission. A values statement establishes the organization's internal and external behaviours and helps define the balance between service and compliance. Finally, the service strategy identifies key issues (processes that must be transformed) and describes goals that must achieved to accomplish the vision (See Figure 10).

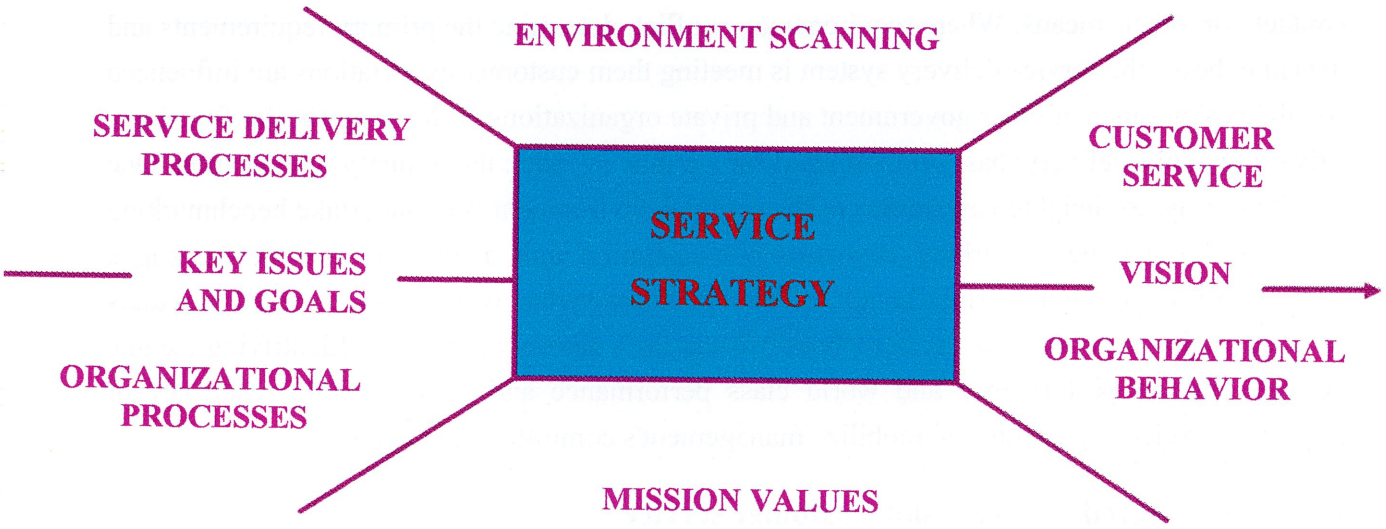


Figure 10 : Elements of a Service Strategy.
Source : Maister, Balancing the professional,1982

Before embarking on a planning process, it is essential to understand both the organization's external environment and its current status. In the public sector, external issues include :

- ♦ Customer requirements (type of service).
- ♦ Customer expectations (quality of service).
- ♦ Customer complaints and praise.
- ♦ Current and proposed legislation.
- ♦ Political and social factors.
- ♦ Technological futures.
- ♦ Customer and enplane demographics.
- ♦ Economic factors.
- ♦ Supplier performance preview of internal organizational issues should include :-
- ♦ Service quality as perceived by the customer
- ♦ Effectiveness of service delivery systems.
- ♦ Customer and employee safety
- ♦ Employee satisfaction and commitment
- ♦ Adaptability of service delivery infrastructure (people, automation, facility, procedures, etc.)
- ♦ Management processes.
- ♦ Prior years' objectives.

The most critical element in environmental scanning, is the organization knowledge of its internal and-external-customers. It is important to identify and prioritise the most valuable constituencies or customer groups in each major service area. Their current and future requirement and expectations must be determines through surveys, focus groups, front-line contact, or other means, Where requirements, conflict, determine the primary requirements and measure how the service delivery system is meeting them customer expectations are influenced by the performance of other government and private organizations performing similar functions. Private schools delivery has set a standard for a public agency : the ministry of education. One excellent way to heighten awareness of the external environment is to undertake benchmarking studies. Internal benchmarking compares one operation unit against another performing a similar job. or more powerful, though, is benchmarking against world class. External providers of each major function, no matter what the exemplar's agency or industry. Identifying the gap between current performance and world class performance and understanding what new or improved service is possible can mobilize management's commitment to change.

Creating a shared service vision customer service

Once management understands future customer requirements and seeks to exceed, the customers. Now and enhanced delivery systems (e.g., weekend service, extended hours, telephone service, and automated teller machines) and new or redefined services (e.g., doctors

licenses not only as proof of ability to treat but also as secure form of identification) can be conceptualised. New standards for customer service performance can be Clear vision of the organization's future customer services facilitates decisions on needed transformational changes and identifies improvement opportunities.

Organizational behaviour

New support systems, organizational behaviours, and employee and management skills must be developed to achieve the-needed changes. New information systems will be needed to evaluate customer needs, current service quality, and comparative benchmarks and to identify improvement opportunities. New planning processes to bring the voice of the customer into design and delivery of service will be necessary. A quality improvement process must be developed to manage the improvement of today's delivery systems. Developing skills such as affective customer service behaviours team leadership and participation, quality improvement, and supervisory coaching will be required. Aligning the hiring, evaluation and feedback, and reward and recognition systems with quality service values will be necessary.Finally a strategy to communicate the vision throughout the organization must be developed, management must communicate the key issues, and goals and most important. affirm its personal commitment to the goals through its behaviours and decisions.Management, must provide leadership, support training, and resources.

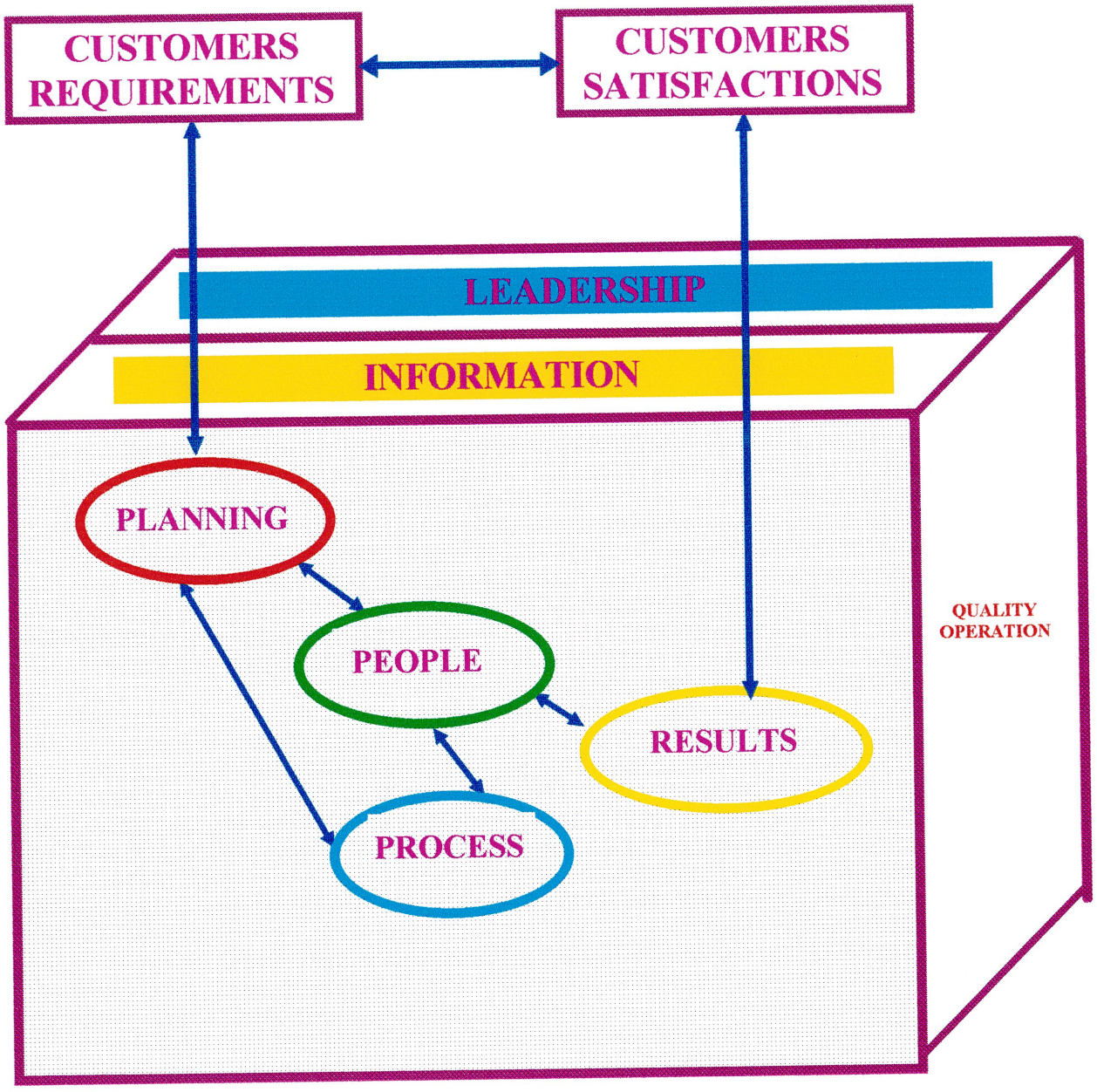
Mission and values :-

A comprehensive and coherent mission statement is an important force for change; it brings members of an organizaion together to work toward a collective purpose. The rnissions statement should reflect the core purpose of the organization and should describe the products and services that are to be delivered to the customers. In the public sector, the primary mission generally involves service and/or compliance and is usually defined by legislative language, Reducing conflict between constituencies and creating balance between service and compliance depend on leader ship and negotiation.The mission statement should provide enough clarity about the primary purpose of the organization and the requirements of the major customers to allow informed management decision making in areas of conflict or unclear driection. How the organization plans to carry out its business can be incorporated into the mission statement or be separated into a statement of organizational values. The value statement should reflect the beliefs and operational philosophy of the organization and support the desired organizational culture. It often reflected the desired relationship between customers and between management and employees or describes desired behavioural norms. This value statement should answer the question of whether the current values of the organization support the vision and how much behavioural change is necessary. Both mission and value statements focus all employees on the core purpose of the organization. Properly used, these statements can be important motivational tools. energizing and challenging all employees to achieve attainable goals.

Key issues

The next step is to identify key issues, process that must be transformed to successfully accomplish the vision. For service delivery processes, it is important to work on issues that have some or all of the following characteristics :

- Are important the customer.
- Create substantial cost of poor quality.
- Happen frequently.
- Have substantial impact.
- Create substantial delay.
- Create planning for customer requirements and satisfaction.
- Create customers, groups, society satisfaction.



ROLE OF PEOPLE:
- INVOLVEMENT
- TRAINING
- REWARD / RECOGNITION
- QUALITY FOCUS

ROLE OF PROCESSES
- DESIGN
- MANAGEMENT
- SUPPLIER
- ASSESSMENT

Figure 11 :Planning For Customers Requirements And Satisfaction.

Source : "What does product productivity mean", Garvin, 1984.

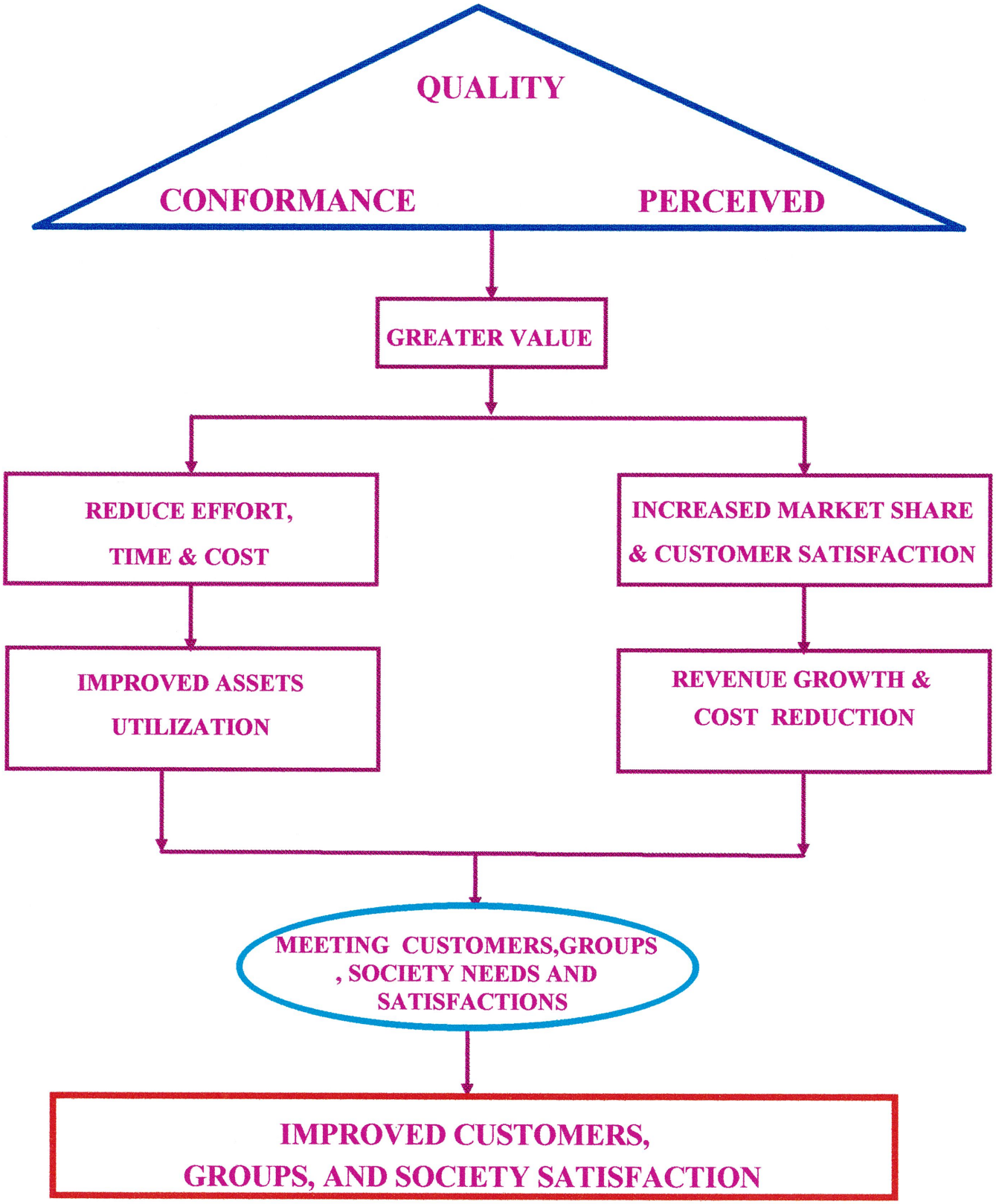


Figure 12 : **How quality contribute to customer satisfaction**
Source : "What does product productivity mean", Garvin, 1984.



A number of such key issues are common to many service organizations :

- **Quality :** Provide a continuously improving level of accurate, courteous, and timely service.
- **Delivery :** Provide convenient and dependable access to services for all customers.
- **Safety :** Operate in a manner that ensures the safety of both customers and employees.
- **Cost:** Ensure that operations run at minimum cost to the fees payer while improving service to customers.
- **Organizational responsibility:** Demonstrate concern for the communities served and for employees.
- **Infrastructure:** Ensure that service delivery systems are adaptable to new and changing requirements.
- **External relationships:** Establish and improve communication with customers, suppliers, legislative bodies, other government agencies, and fees payers.
- **Customer protection :** Ensure that customers' property and financial interests are protected.
- **Compliance:** Ensure clear, explanation and fair and equitable application of law and regulations.

For organizational processes, it is important to work on issues that :

- Affect the beliefs and behaviours of those in the organization.
- Affect the organization's ability to deliver world-class service.

Enable the organization to identify and capitalize on opportunities for improvement. Examples are :-

- Executive leadership.
- Planning processes.
- A focus on the customer.
- Use of data management by fact.
- Training and recognition.
- Empowerment and team work.

Selecting three to five key issues focuses the attention of the,organization on those areas in need of improvement and change.These are the areas in which innovation and continuous improvement are concentrated.

Goals

Identifying key issues leads to the development of specific goals related to the changes needed to accomplish the vision. For example, in the area of service delivery, customer contact might have shown that a substantial number of customers would prefer to do business over the phone or out side of government hours. The ability to spread large payments over time might- be important to some customers. An increasing population of foreigners and non English speaking

customers might be increasing talk time, rework, and repeat office visits. Goals to improve delivery system might include :

* Evening and weekend service hours.
* Alternative delivery systems such as telephone service centres or automated kiosks.
* A variety of payment options (credit cards. etc.).
* Clearer forms and instructions and simplified procedures.
* Forms and instructions in multiple languages and access for those who are hearing or visually impaired the organization might be under increasing demand to provide services in new areas.Goals to improve the adaptability of the infrastructure might include, :
    - Automated supply systems.
    - Improved employee training programs.
    - Integration with supplier and customer data bases.
    - Improved intra - organizational communication.
    - Attractive and adequate facilities.
    - Fast, flexible automation.

Defining the service strategy for an organization helps,employees understand changes in systems and behaviours that are necessary to achieve the vision. Defining specific goals and behavioural changes will start to change the responsibilities of every employee in the organization and is the first step toward legendary customer service.

Total Quality Management in Government

In recent years, Total Quality Management (TQM) has gained popularity as an important, new approach to management in both the public and private sectors. This set of management strategies, techniques and tools is being adopted by public agencies in many municipal service areas. Local government administrators coping with increased responsibilities, decreased funding, and widespread public cynicism recognize that TOM will help them to contain costs and increase service effectiveness.Entrenched bureaucracies often resist the organizational change required by TQM, an approach that differs sharply from traditional styles of management and requires important alterations in organizational culture and leadership actions.

What is TOM? Most definitions of quality management are applied to the private manufacturing sector.'

In practice, the meaning of TOM depends on one's perspective. For a city manager, TQM can "..create an environment that inspires excellence in management and fosters the professional and personal development of all employees"

For a council member, TQM is a vehicle to hold government accountable. For an academic, TQM is a body of knowledge about improving management systems.Perhaps the most that can be agreed upon is how TQM is applied. in its purest form, TQM has an explicit focus on :-

1. The needs of internal and external customer
2. Continual improvement in meeting these needs.
3. A system- wide perspective on objectives and processes.
4. A bias toward objective measurement.
5. Increased employee empowerment and teamwork.

Although significant improvements in organizational effectiveness can also be accomplished when some. But not all five elements are implemented, such partial applications are not considered trueTQM.The literature on TQM includes selected case studies illustrating municipal government attempts to improving_organizational effectiveness but most of them describe partial applications, such as the one found in the best- seller, Reinventing Government Example does not show the use of objective measurement, it does show customer - oriented thinking on the part of an empowered employee. A different example comes from the surveys conducted by some government egencies as police forces such as those in Brighton, Colorado, and Madison, Wisconsin, on community feelings of safety and satisfaction with police services, which enable police to deploy their resources to meet constituent priorities more efficiently. these cases show how customer-oriented thinking and a systematic an objective view of agency services result in improved performance.

Although TQM has assumed cult-like status among its most ardent followers, it is not without critics.

One :Concern is that TQM may be undemocratic in its focus on customers rather than constituents. Public agencies cannot ignore the reality that services must be responsive to the needs of all constituents, particularly in such areas as parole programs, road taxes, and transportation, where the interests of paying customers and constituents sharply diverge.

A second: Potential problem arises because many early TQM applications manufacturing, in which product variability is considered something to be minimized. However, local government services should not impose service uniformity in instances where individualized treatment is required. This idea is nicely captured by the statement, "If you treat everyone the same, what varies satisfaction. To achieve equal satisfaction, you must vary treatment.

A third: Worry is that TQM may be a fad that has been oversold by proponents and that it may fail to meet expectations when put to the test. Despite these concerns, TQM is being applied in the public sector with increasing frequency.

Finally: It is useful to note the direct links between TQM and previous productivity improvement approaches. Both TQM and its predecessor, organizational excellence, focus on similar objectives of action- orientation, closeness to citizens, employee orientation, flatter organizational structure (agility), clearly stated values, and entrepreneurship However TQM also attempts to overcome employee resistance to change by improving employee resistance to

change by improving the quality of work life specifically by reducing uncertainty and fear among employee. Of the two approaches, TQM has a stronger focus on clients and is more apt to advocate specific techniques and to stress continual quality improvement (QI).

METHODOLOGY

A precise definition of QI was provided (see below) this definition encompassed the essential elements of TQM. cover three central concepts; quality improvement, employee empowerment, and customer orientation / service. the bulk of this chapter focuses on quality improvement (QI), which is defined as "a comprehensive management approach to quality and productivity improvement, such as Total Quality Management and other strategies, which include *all* of the following :-

1. Commitment to customer-driven quality.
2. Employee participation in quality improvement.
3. Actions based on facts, data and analysis
4. Commitment to continuous improvement.
5. Systemic perspective as a starting point.

GOVERNMENT SERVICES

One way citizens demonstrate their concern with total quality improvement is to implement service- specific QI efforts. Are some government services "leaders" and others "laggards " in undertaking quality improvement initiatives? as "performance objectives that emphasize responsiveness to customers and customer satisfaction' In this survey,the strategy also requires minimally a systematic method of addressing customer satisfaction. Employee empowerment is a "formal or structured approach which enables individuals and teams to make important decisions about their own work and work environment. Empowerment is generally used to increase

REASONS FOR CONCERN

A combination of external and internal pressures usually spurs an organization to focus on quality improvement. The very important factors are response to citizen complaints, interest of the city manager, desire to improve employee productivity, budget pressures, and strategic planning. Other items of importance include community planning activities, citizens demands, a desire to promote good public relations, and interest or initiative from senior managers and employees. Interest expressed by directors in the internal environment are additional factors promoting quality-related initiatives. The nature, distribution and relative importance of these factors are discussed in the following sections.

External Forces

Forces in the external environment affect the perceptions, strategies, and action steps of any organization indicating not important and three indicating very important. external forces are important to their concern about quality : citizen complaints, community planning activities,

and citizens demands, capabilities as a reason for concern about quality improvements. that community planning activities and citizen complaints are the most influential external factors prompting concern about quality.

Selected positive comments about QI

1-"We were able to turn a General Fund deficit into a surplus using QI methods."
2-"We have initiated a monthly interview/survey in our customers' homes/ businesses to identify their needs vis-a-vis city services
3-"We have had positive results both with employee buy-in and raising customer satisfaction and positive perceptions
4-"We are reorganizing the balance of the workforce and then will create quality improvement teams for continuous process improvement
5-"Good customer service follow-up tracking procedure implemented.
6-" QI activities have now become departmentalized as a result of the new reorganization."
7-"[Our city's] experience has been very successful. Customer service has reached an all time high."

Internal Forces

Forces within the government also influence the attention given to quality-related concerns." the factors affecting quality improvement in government : interest by the manager, minister, council members, or employees; initiatives by senior managers or agency directors; and desire to improve employee productivity, to respond to budget presures, to plan strategically, or to promote public relations the strategic planning is identified as an important spur to QI by success is important. Budget pressures encourage interest in quality improvement. especially among respondents from the South. In addition, respondents from jurisdictions in the South, West, and Northeast are more likely than those from the North Central region to link their concern about quality with the promotion of public relations. give greater importance to interest by the minister and initiatives from both senior managers and agency directors attribute greater importance to city manager interest and to employee interest.

IMPLEMENTING QUALITY GOALS AND PROCESSES

What strategies are used to implement new quality goals and processes in local government? The literature suggests that ministries may rely on organizational reforms, training, use of outside resources, and a host of other approaches to introduce OI. Initially, identification of customer needs, increased coordination among units (or cross-functional management)," monitoring of internal performance and customer satisfaction, reformulation of mission statements and training of employees in techniques are among the most frequently used strategies for implementing QI goals and processes.Other widely used approaches are training in techniques for senior managers performance measures, implementation teams, and budgets for quality and productivity improvement Benchmarking, which defined as "measuring performance against best in-class units. including other departments or ministries. and

determining how the best in class achieve those performance levels, is one of the more advanced quality tools used in the private sector. In local government, however,benchmarking is one of the least used approaches to introduce QI.

Implementation of new performance measures and formation of quality councils are organizational reforms found more often. Officials from jurisdictions of this size are also more likely to use productivity models adopted elsewhere and to monitor customer satisfaction. offer training in team skills and awareness training for employees visit other sites to learn about quality initiatives. In addition, use of consultants is reported most often formulating agency missions, monitoring customer satisfaction, training in team skills, and awareness training for senior managers and for employees are strategies are used use increased coordination, quality budgets, and benchmarking. Respondents from southern cities report greater use of most of the strategies, especially the following five: forming quality councils. identifying customer needs, implementing pilot projects, and training employees and senior managers in techniques. Reliance on outside resources such as consultants and visits to other locales are reported least frequently by administrates from ministries adoption of new performance measures and increased co-ordination are reported more frequently however administrators more frequent attempts to reformulate mission statements, support grass roots initiatives, provide awareness training, train employees and senior managers in QI techniques, and implement productivity models already adopted elsewhere.

ENSURING EMPLOYEE INVOLVEMENT

A different set of strategies needs to be considered for involving employees in ministerial quality improvement initiatives. Empowerment monetary and nonmonetary incentives organizational development, and performance. enhancement initiatives can be critical to QI success. Three of' these strategies are used recognizing achievement (75%), basing decisions on objective data (78%), and involving employees in implementation (81%) (Table 2/8). Monitoring of employee satisfaction, consistency in the use of new performance measures, use of labor-management committees, and employee career development programs are in moderate use. Sharing savings from improvements with employees (i.e., gain., sharing) is the least frequently used (15%) of the 12 employee involvement efforts covered. There is no discernible pattern of variation of different population sizes in the use of strategies for ensuring employee involvement in ministerial quality initiatives. Respondents report fewer efforts than colleagues from other regions to recognize employee achievements, reward group provenance, share savings from improvements with employees, and monitor employee satisfaction. Employee career development programs and use of labor-management committees are reported most often ministerial. The highest percentage of respondents involving employees in the implementation of QI and in developing a plan for cultural change is in other ministerial.Quality circles and consistent use of performance measures are reported with greater frequency by

respondents, while development of plans for cultural change and employee involvement are cited more

GARNERING SUPPORT

Decisions to pursue new goals, modify existing processes, and involve employees may fail to have the desired effect if insufficient attention is paid to garnering support FROM critical players on the ministerial scene. Respond were asked about their efforts to gain support for QI from managers politicians members, other political leaders) and other influential actors (community private citizens). All of these strategies are used extensively with the exception of obtaining support from other political leaders and influential private citizens efforts to obtain support via community participation and involvement of influential privatetizens are reported least often by respondents.Strategies designed to gain support from agency directors are used most often by respondents. Predictably, administrators are much more likely to pursue efforts to gain city manager support, while those from ministerial jurisdictions more frequently strive to secure mayoral backing and support from other political leaders (members).

BARRIERS TO QUALITY IMPROVEMENT INITIATIVES

The literature on public sector productivity and quality improvement devotes considerable attention to obstacles and barriers encountered in implementation. Political., budgetary, and technological obstacles need to be anticipated as do organizational /managerial barriers and those associated with the municipal workforce. Twenty-two barriers were listed, and respondents were asked to rate the importance of each on a three- point scale, with zero indicating not important and two indicating very important. Ten items are identified as important barriers, determined by combining the percentages of items receiving a one or two on the importance scale Competing demand on employee time employee resistance to change inadequate rewards for employees, inadequate team building skills, and inadequate employee empowerment are among the biggest obstacles. This is an intriguing finding. Each of these barriers relates to employees and each is mutually reinforcing. the picture portrayed by these

results is one of employees who are already so absorbed by work- related responsibilities that additional QI efforts seem burdensome. Inadequate employee skills and lack of empowerment suggest that even if these employees could cope with demands on their time, they may be unable to make the important decisions about their own work environment that QI often requires. The absence of adequate rewards for those who undertake quality- related initiatives also makes it easy to understand why employees may be resistant to change While this picture may be overdrawn and off the mark, local governments will need to think strategically about ways to overcome these barriers to QI implementation. Political challenges; understanding of quality concepts; inadequate understanding of quality concepts; union resistance; inadequate top management support for QI; and the inability to evaluate programs, to shift people, or to document savings are the barriers identified as important more often by managers.It may be that larger ministerial identify more barriers because they are implementing more QI. Higher

percentages of managers attribute importance to QI barriers the percentages of respondents identifying a barrier as significant. In addition the percentages identifying barrier as problematic are higher This is consistent with the previously reported findings regarding municipal adoption of QI strategies, which show that managers are engaged in fewer quality- related activities

IMPACT OF QUALITY IMPROVEMENT

Despite the barriers to QI, Some ministerial have achieved success in quality improvements. many recently established QI programs are just beginning to bear fruit. Sixty-five percent of ministerial have adopted QI programs since 1991, so it is understandable that 37% of ministerial indicate that it is too early to speak with confidence about specific impacts resulting from their QI initiatives. shows results to date, focusing on both performance objectives and organizational processes Large majorities indicate indicate positive results on indicators in both of the categories; very few indicate negative results The most notable impacts are improvements in the following performance objectives :-

quality of product / service, productivity / efficiency, customer satisfaction, amount of service to customer, timeliness of service and communication throughout the unit. Organizational process enhancements, such as more united communication, better group decision making capabilities, improvements during a period of resource constraints, better informed decision making, greater commitment to organization higher employee morale, and use of new performance measures. Four results of QI efforts are assessed more positively by respondents from ministerial improvement in group decision- making capability, stimulating high-quality performance, and assessment of productivity and quality goals.Other Respondents show the highest percentage favourably assessing QI's impact on customer satisfaction. Although the highest percentages of respondents reporting positive results in quality of service and productivity, in general other respondents give fewer high marks than those from other geographic regions to other QI results, which fits with findings reported earlier showing fewer QI strategies used and more barriers The most clear- cut pattern reported is between form of government and quality improvement results. More positive assessments of the impact of QI on such performance indicators as productivity and efficiency, quality of product and service, and, to a lesser extent, customer satisfaction are provided by managers from mayor- council governments Respondents from governments more frequently say that QI is a stimulus to high quality performance, improved timeliness of internal processes, and improvements despite resource constraints. This finding that fewer positive results are found is perplexing given the greater number of quality - related activities in such locales as well as the wider range of QI strategies used and the small number of barriers encountered. It could be inferred from the finding that even though fewer Jurisdictions have been able to implement QI, officials have made correspondingly greater efforts to ensure substantial political and managerial support, and have used targeted (e.g., employee involvement) strategies to help achieve effective results.

Five lessons that can help minimize risk and reduce uncertainty for managers in ministerial wishing to proceed with QI can be extracted from the examples of best practices in ministerial with experience in quality improvement.

First lesson

Ministerial can start the QI process by emphasizing customer or citizen service or employee empowerment in those government service areas deemed ready and appropriate for cultural change such actions result in service- specific models that will help to develop experienced champions who can serve as internal consultants and change agents in other parts of the organization. These models and individuals will be useful as the focus of reform broadens to more comprehensive quality improvement and as management innovations are diffused throughout the government. the finding suggest that customer service initiatives are currently found more often than either empowered employees or full- blown QI Government service areas most receptive to a customer service emphasis are the same ones that are most amenable to employee empowerment and QI.

The second lesson

To emerge from our findings is that some service areas are more logical starting places for QI than others. Police, recreation, parks, personnel, and budgeting are five line and staff units that are most appropriate for a full QI thrust as well as for starting more limited customer service and employee empowerment effort. the first three are front- line service that require rapport with constituents, while the other two are administrative service that can better serve their internal customers by streamlining procedures.

The Third lesson

Managers need to identify driving forces that help push and sustain the QI thrust and the restraining forces that must be overcome if such efforts are to succeed manager support, a pervasive concern about increasing productivity, budget pressures, and a decision to make QI part of government strategic planning activities are critical driving forces originzating from inside the organization. Citizen complaints, citizens demands, and community planning activities are motivating forces pressuring the organization from the outside. Retraining forces can be categorized as political, Budgetary, technological, managerial, or worker- Related. Knowledge of the field of forces unique to a particular ministerial jurisdiction or critical decision process enables "transformational" leaders and managers to mold their strategies to the particular situation.

The Fourth lesson

Is that QI strategies can be elected from a set of strategic packages, each appropriate to a particular. if inadequate knowledge of QI is a key barrier to improved productivity, then awareness training retraining in techniques, or training in skill targeted at either managers, employees, or both may be combined with various empowerment strategies (e.g., use of

monetary or nonmonetary incentives, performance data, or organizational / employee development programs) to bring about desired changes. Results from our survey provide a menu of such strategies with information on how frequently various selections have been tried. Of the more than 40 strategies we consider, the findings highlight the critical importance of three - obtaining managerial support, identifying customer needs, and involving employees with implementation.

The Fifth lesson

Deals with the results on ministerial performance objectives and organizational processes expected from QI while it is too early to gauge long- range impacts of QI in many ministerial results to date suggest gains in service quality, customer satisfaction, and employee productivity. in addition, organizational changes such as increased communication, improved group decision - making capabilities, and high performance despite resource constraints are among the positive results that managers have identified. It is -impossible to say definitively whether TQM, or on municipal government. Preliminary indications from the baseline data provided by this study are that QI can adapted to a variety of local government settings in response to a mix of internal and external driving forces. in many ministerial a broad array of implementation strategies have been used with promising results despite a formidable combination of restraints and barriers.

Inescapable problems in measuring government Performance

- How to define customer.
- Ideological attitudes.
- Serving wide variety of customer.
- Public hidden customer.
- Short term vision.
- SRAM resistance.
- Constant threat of goal displacement.
- Difficulty in developing performance indicators.
- Measuring services.
- Highly publicized events.
- Contradictory demands.
- Political controversial.
- Government culture.
- Empowerment difficulty.

2.4.2 Internet and Public sector

Now and in the near future, it is internet age. This world's largest computer network is the play ground of future managers, scientists lawyers, merchants, governments and millions of users. To build effective and efficient public sector that could meet citizens needs and expectation in the age of huge and fast information systems, it is very important to understand network system and it benefits for public sector service quality, work time and locations. The world's largest computer network, once the playground of scientists, hackers and gearheads, is being overrun by governments, lawyers, merchants and millions of new users. Is there room for everyone ? The internet, for those who are still a little fuzzy about these things, is the world's largest computer network and the nearest thing to a working prototype of the information superhighway. It's

actually a global network of networks that links together the large commercial computer - communications services (like CompuServe, Prodigy and America On-line in the U. S.) as well as tens of thousands of smaller university, government and corporate networks. And it is growing faster. Now, though, just when it seems almost ready for prime time, the Net is being buffeted by forces that threaten to destroy the very qualities that fueled its growth. It's being pulled from all sides : by commercial interests eager to make money on it, by veteran users who want to protect it, by governments that want to use it and control it, by pornographers who want to exploit its freedoms, by parents and teachers who want to make it a safe and useful place for kids In the eyes of many Internet regulars, it was a provocation so bald - faced and deliberate that it could not be ignored. And all over the world, Internet users responded spontaneously by answering the Spammers with angry electronic mail messages called " flames ". The Internet evolved from a computer system built 25 years ago by the US. Defense Department to enable academic and military researchers to continue to do government work even if part of the network were taken out in a nuclear attack. It eventually linked universities, government facilities and corporations around the world's and they all shared the costs and technical work of running system. The scientists who were given free Internet access quickly discovered that the network was good for more than official business. They used it to send each other private messages (E - mail) and to post news and information on public electronic bulletin boards (known as Usenet newsgroups). Over the years the Internet became a favorite haunt of graduate students and computer hackers, who loved nothing better than to stay up all night exploring it, we like connections and devising new and interesting things for people to do.

Important information about Internet

FAQs (frequently asked questions)

What is the Internet ? The Internet is a vast international network of networks that enables computers of all kinds to share services and communicate directly, as if they were part of one giant, seamless, global computing machine.

How people get connected ? That depends on how connected they want to be. If people have an account at CompuServe or a similar computer network service, you can already send and receive E - mail through the Internet. Bahrain If you have an account at any one of dozens of smaller commercial operations, you can get access to even more of the Internet - but still indirectly through a dial - up modem. For people to be directly plugged into the Internet and use all its services, your computer must have what is inelegantly called a TCP / IP (for Transmission Control Protocol/ Internet Protocol) connection. To set that up, people would probably need the help of a professional - or better still, a teenager with a high - speed modem.

What are those Internet services ? E -mail, which is like the post office (only faster). Talk, which is like the telephone (except that you have to type out everything you want to say). Internet Relay Chat (IRC), which is like CB radio - noisy and confusing. File Transfer Protocol (FTP), for fetching programs and big documents from remote computers. Telnet, to operate

those remote computers from your own desktop. Archive, Veronica, Jugead and WAIS (Wide Area Information Servers), tools for searching the huge libraries of information stored on the Net. Gopher, for tunneling quickly from one place on the Net to another. The World - Wide Web, a more advanced navigation system that organizes its contents by subject matter. Mosaic, a kind of on screen control panel that enables people to drive through the Web by pointing and clicking their electronic mouse. Internet Talk Radio, which broadcasts sound recordings (like the popular interview show Geek of the week). CUSeeMe, an Internet video conferencing system that enables up to eight users to see and hear each other on their computer screens.

2 - 5 Productivity and quality

PRODUCTIVITY: concept and definition

What is productivity? A general definition is that productivity is the relationship between the output generated by a production or service system and the input provided to create this output. Thus, productivity is defined as the efficient use of resources - labour, capital, land, materials, energy, information - in the. production of various goods and services. Higher productivity means accomplishing more with the same amount of resources or achieving higher output in terms of volume and quality for the same input. This is usually stated as:

$$\frac{\textbf{Output}}{\textbf{Input}} = \textbf{Productivity}$$

Productivity can also be defined as the relationship between results and the time it takes to accomplish them. Time is often a good denominator since it is a universal measurement, and it is beyond human control. The less time taken to achieve the desired result, the more productive the system. Regardless of the type of production, economic or political system, the definition of productivity remains the same. Thus, though productivity may mean different things to different people, the basic concept is always the relationship between the quantity and quality of goods or services produced and the quantity of resources used to produce them Productivity is a comparative tool for managers, industrial engineers, economists and politicians. It compares production at different levels of the economic system (individual and shop-floor, organisational. sectoral and national) with resources consumed.(22-ILO,1987)

Sometimes productivity is viewed as a more intensive use of such resources as labour and machines which should reliably indicate performance or efficiency if measured accurately. However, it is important to separate productivity from intensity of labour, because while labour productivity reflects the beneficial results

Productivity and Quality promotion at the national level

The competitiveness and effectiveness of a nation are not the same as the simple sum of the productivity and quality of its enterprises. National productivity also depends on political, economic, social and cultural forces largely within the control of governments.Three tiers of

government organisation are concerned with promoting productivity in society. The top tier focuses on macro (or national) policies and frameworks. The middle tier is concerned with productivity quality targets and mechanisms that contribute to national aims for economic and social development. The third tier consists of enterprises and groups of enterprises, professionals and workers who analyse and implement improvements.These three levels have both direct and indirect means of action. Direct intervention by government includes running public enterprises, government investment, sponsoring productivity enhancing schemes, etc. Indirect government intervention includes the popularisation of productivity awareness, the sponsorship of education and training, and the support of institutions and institutional mechanisms promoting productivity.

All these means of action influence important macro-productivity factors such as:

- Macro-economic structural change, economies of scale;
- Labour structure and policy;
- Education and training policy;
- Technological change, research and development policy;
- The infrastructure;
- The exploitation of the natural environment, raw materials and energy;
- The business cycle;
- The international business and political environment.

Managers consider national and international activities in productivity improvement, taking into account the above-mentioned dimensions.

It is clear that while government control and intervention are necessary, they are effective only if they are applied with prudence and with a flexible approach. There is a short list of government instruments which any manager of productivity and quality improvement programmes should understand in order to appreciate the possible positive and negative impacts of government regulations. Enterprise managers cannot control government measures but they can take them into consideration in their planning. The list of relevant government instruments includes:

- national economic plans and policies.
- public enterprises.
- labour legislation.
- pollution control.
- health and safety legislation.
- social welfare.
- commodity price support.
- patent monopoly privilege.
- required audits from enterprises.
- tariffs and import quotas.
- taxes and tax advantages.
- legislation encouraging affirmative action.
- government grants and subsidies.
- regulations on working conditions.
- restraints on competition. anti-trust enforcement.
- laws on incentive payments.
- free or subsidised facilities or utilities.

Any of these government instruments could exert a positive or negative influence on productivity growth for specific industries and individual enterprises. So the design of productivity improvement programmes or policies should take into consideration these and other environmental constraints or incentives. Let us now consider some aspects of the government role in productivity improvement.

Education and training policy for TQM

No new technique or modern productivity and quality improvement scheme can be introduced and used effectively without well-trained and educated personnel at all levels of the national economy. Therefore a strong and long-term government education and training policy should be among the first priorities. This policy should promote balance and co-ordination between primary, secondary and higher education, between general and professional education, between specialist training in social and scientific subjects, and so on. Special attention should be given to training managers and supervisors both for industry and for government bodies. These people will be responsible for productivity improvement at all economic levels.(ILO,1987)

A number of studies have revealed a significant positive correlation between education and productivity. Even a basic comparison of economic performance between different countries demonstrates that the best results, both as regards level of productivity and rate of economic growth, are found in those countries where manpower is better education Indeed, technology is a product of education, culture, creativity, motivation and of management systems. In the long term it is no exaggeration to define productivity as a type of mentality, based on education and culture, which develops the capacity to organise. Thus, education can be seen as a major means of accelerating the development of the workforce and its quality. Figure 13 shows the multi-layer links between productivity and education. It can be clearly seen that people are the main productivity resource in the long term and are therefore the most important factor. This factor has unlimited potential for development.

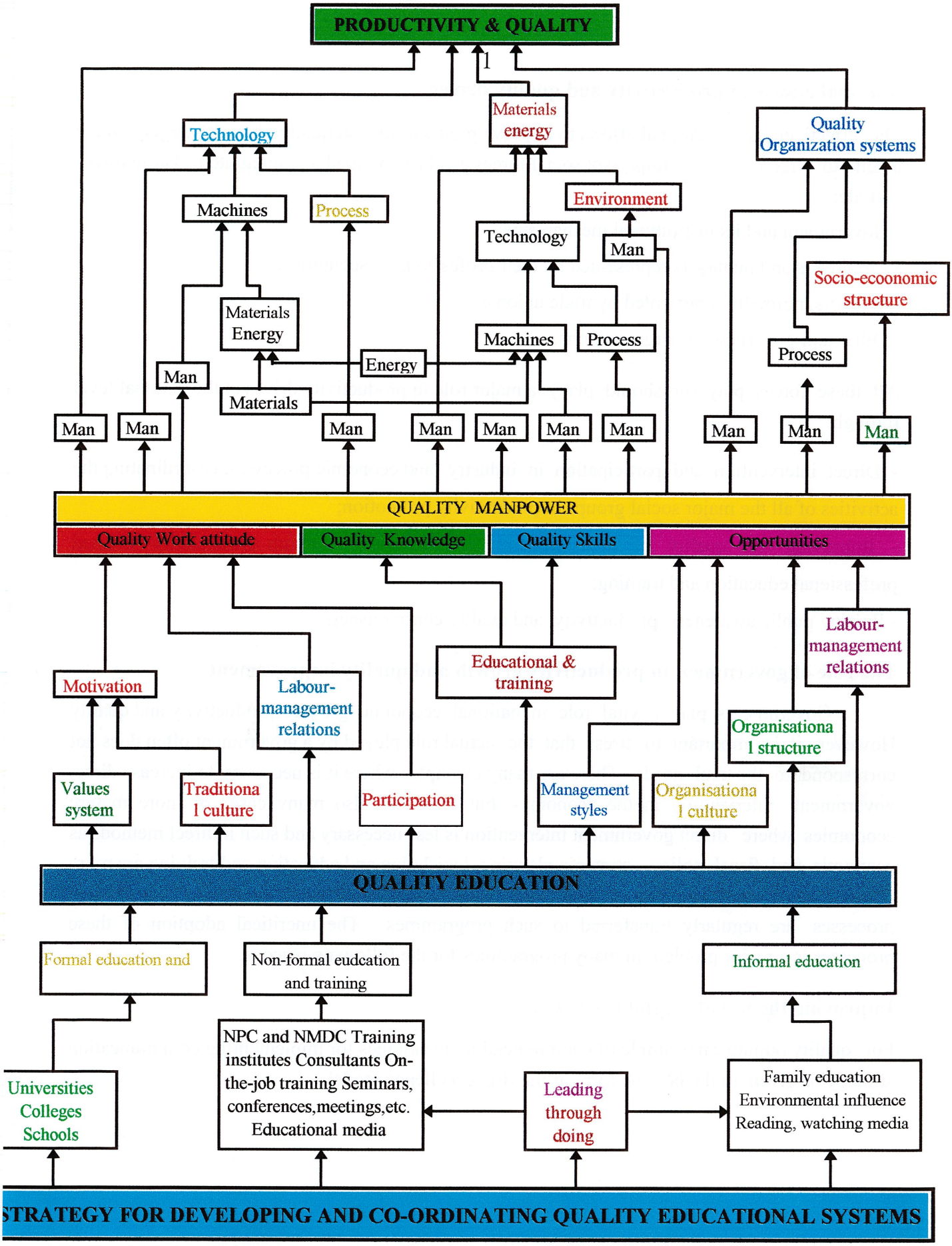


Figure 13: Links between productivity, quality and education.

Source : Productivity Management, Prokopenko, 1987.

National efforts in productivity and quality drives

The effectiveness of national efforts to improve productivity and quality depends largely on the extent to which the most important social forces can be combined and integrated. These forces include:

- Government and its institutional mechanisms;
- Employers and managers represented by their professional associations;
- Workers, normally represented by trade unions;
- Other non-governmental organisations.

All these forces play (or should play) a major role in productivity drives at the national level through:

- Direct intervention and participation in industry and economic processes, co-ordinating the activities of all the major social groups in productivity promotion;
- Improving the quality of both workers and managers through productivity-Oriented professional education and training;
- Raising public awareness, productivity, and quality consciousness.

The role of government in productivity growth and quality improvement

Governments play a vital role in national economic growth productivity and quality However, it is important to stress that the actual role played by a government often does not correspond to the real needs. There are many examples where it is necessary to increase direct government intervention in the economy-, but there are also many cases of more mature economies where direct government intervention is less necessary and such indirect methods as economic and fiscal policy, strategic planning, legislation and education and training are more effective.Since governments initiate and control development programmes, government processes are regularly transferred to such programmes. The uncritical adoption of these processes is a major problem in many programmes for the following reasons.

Improving the use of capital resources

For quality outputs an example of communication techniques for implementing communication strategy is given in the box the form of the IEG excellence model.

EXCELLENCE MODEL: EMPLOYEE COMMUNICATIONS

To attain excellence in employee communications, the organization must utilise communication techniques that:

- Communicate the organization's objectives, goals, priorities and values to all employees.
- Ensure that supervisors clearly define the tasks and responsibilities of each of their employees.
- Ensure that supervisors give employees timely evaluation of their job performance.
- Communicate the organisation's expectation of quality to all employees.
- Ensure that policies and practices are clearly communicated and understood by all employees.
- Stimulate frequent face-to-face discussions between managers and their employees.
- Inform all employees of the organisation's accomplishments, achievements and other important issues related to the work environment.
- Involve employees in the development of organisation policy and procedures.
- Encourage employees to express their ideas and recommendations to improve the operation of the organisation.
- Provide timely feedback to employees regarding the organisation's consideration of their ideas and recommendations.
- Solicit information from employees relative to their career goals and aspirations.
- Provide employees with information they can use to make personal career decisions.
- Inform employees of job openings within the organisation.
- Encourage employees to voice their problems and concerns.
- Give timely consideration and response to employee problems and concerns.
- Continually monitor what information employees want to receive.
- Regularly measure the effectiveness of communication techniques.

Source: T. Day, 1984, p. 19.

The most difficult aspect is making organisation units identify specific tasks. The organization management had to conduct an organisational self-audit in each division. The results of these self-audits were the basis for operating improvement.

- A design review to ensure that customers' needs are fully integrated into service product design and hardware;
- Training of staff for distribution networks, emphasising the specific features of new products;
- A periodic quality survey and audit for the product in inventory service reliability.

Quality assurance for the on-sale stage ranges from production to use and service, and includes:

- Sale of products services which correspond to customers' needs.
- Inspection and quality assurance for export goods.
- Prevention of deterioration during packing, transport and handling; full information and instructions for use.
- Making customers familiar with the quality of the product.

Quality assurance for the after-sale stage is the most common function.However, several elements are often neglected. Among them are:

- Surveillance and monitoring of newly marketed products services so that any quality problems can be rectified immediately;
- Quick response to complaints from customers;
- Prevention of recurrent claims;
- Quick response to requests for service or repair;
- Quick diagnosis of faults; and improvement of after-Sales service;
- Periodic patrol-type services to get feedback from customers.

The customers' needs should be classified. Depending on the products, such aspects as luxury, finish, reliability, durability, low price, etc., are relevant.

Phase	**Quality assurance function**
Market	**Customers' needs identification**
Planning	**Quality target definition**
R & D, design	**Quality target validation, design**
Pre-production	**Quality standard setting**
Reliability test	**Test for reliability and easy maintenance**
Production	**Quote control during production**
Sales	**Quality control prior to and during sales**
Customer	**Quality control in use after sale (feedback from customers)**

In most industries reliability is the most critical customer need. In companies that are functioning well, the requirements to satisfy this need are implemented at the stage of product design and met by specific tests. Testing is aimed not only at confronting design quality, but also for such customer benefits as:

- Improvement of quality design to meet the customers' needs and ensure.
- Quality by consistent feedback during testing.
- Identification of possible causes of failure while in use.

- Assessment of the standard of the manufactured product and the implementation of a better quality manufacturing process.

Quality testing

Tests can indicate the various environmental conditions and constraints to which products are exposed when used by customers. They can also prevent recurrent quality problems through analysis of the feedback data from the field; they can identify the failure mechanism and establish corrective action for new designs, identify any malpractice or malfunction revealed and indicate the corrective action to be taken during the manufacturing process. Finally, results of accelerated durability testing predict the life of the product. Such tests are performed under stringent environmental conditions for components which are critical for safety and for customers' needs.

Quality assurance procedures in the market must cover the pre-sale, on-sale and after-sale stages. Quality assurance for the pre-sale stage is normally a function of marketing and includes the following elements:
A planning conference for new products services to identify the customers' needs.

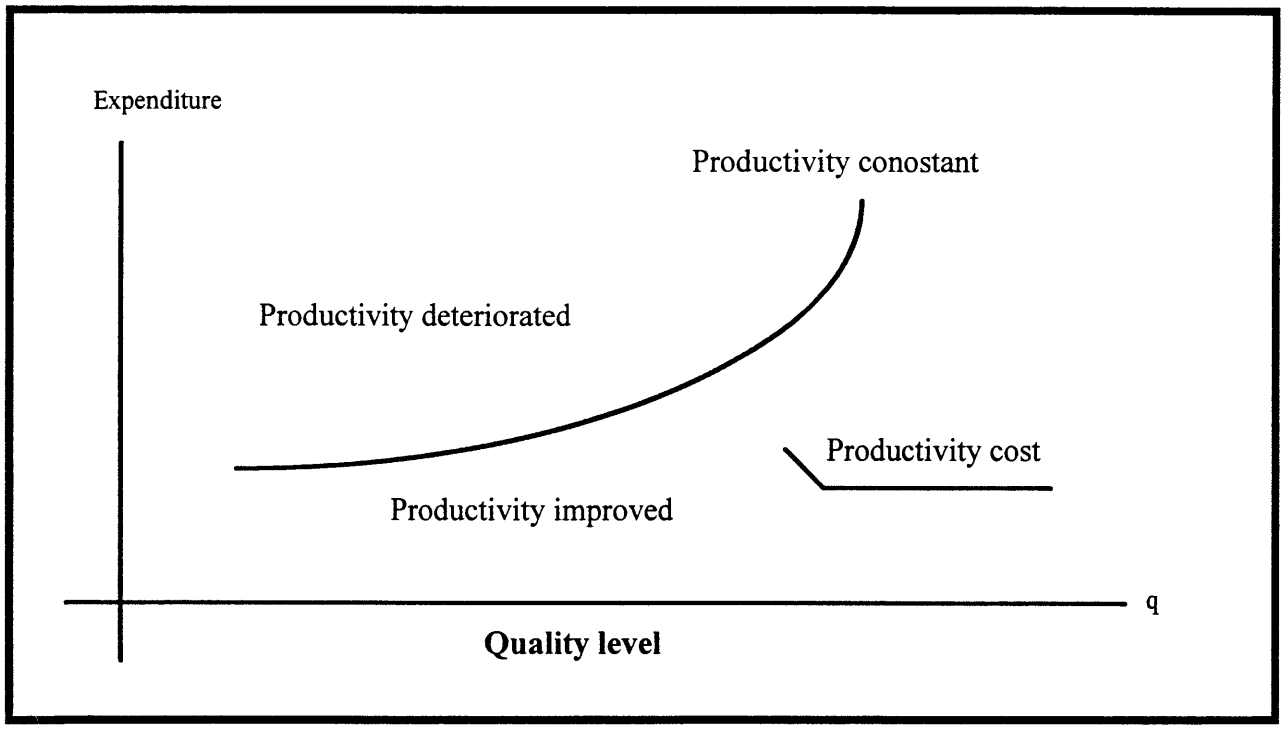


Figure 14: Relationships between quality and productivity
Source: Y. Tsuda, 1980,p. 45.

Here, production cost changes as quality changes and therefore cost change influences productivity changes. In cases 4 and 5 productivity does not change if changes in quality and quantity of product are located on the production curve, because the production curve is obtained by changing the quality level tinder fixed production conditions (see figure14).

If the changes are located on the inside or outside of the cost curve, productivity deteriorates or improves according to those locations. Here, the outside of the cost curve is the region of productivity improvement. Thus, it is clearly seen that quality is one of the important factors and areas of productivity improvement, and quality management is an important tool of productivity management.

Improving productivity through quality

Quality can be defined as conformity to requirements. In other words, quality is the sum of features and characteristics of a product or service that bear on its ability to satisfy a given need. This includes economic need as well as availability, easy maintenance, reliability, design and all the other characteristics of need. The basic elements of product quality are: performance, features, reliability, conformity, durability, serviceability, aesthetics and perceived quality. Each is self-contained and distinct, for a product can be ranked high in one dimension and low in another. recognition basic elements is important for productivity improvement. An enterprise that chooses to improve quality can do so in several ways; it need not pursue all the elements at once. Instead, a segmentation strategy can be followed with a few dimensions singled out for special attention.

Quality and productivity

The characteristics of Japanese quality control are described as follows by Yoshikazu Tsuda.

In a production process there are eight possible relationships between change in quality and change in quantity. They are:

1. **Quantity increases and quality improves.**
2. **Quantity increases but quality is the same.**
3. **Quantity is the same, but quality improves.**
4. **Quantity increases but quality deteriorates.**
5. **Quantity decreases but quality improves.**
6. **Quantity is the same but quality deteriorates.**
7. **Quantity decreases but quality is the same.**
8. **Quantity decreases and quality deteriorates.**

It is evident that in cases 1, 2 and 3 productivity goes up, and in cases 6, 7 and 8 it goes down. But, in cases 4 and 5 it is not evident whether productivity goes up or not. The relationships between productivity and quality are shown in the following formula:

$$\text{Production cost} = \frac{\text{Total amount of effective input (valued in money)}}{\text{Total quantity of products satisfying quality level 9}}$$

The total amount of effective input equals the total amount of input minus the value of excessively rapid depreciation, which is not acceptable to the customer. The first- way improves the quality of output, but it does not improve the quality and productivity of the whole process. The second way improves the distribution of quality characteristics over all operations first of all, and then quality level is optimised to total cost within the limits of the resources available The second way thus improves not only the quality of the product but also productivity. The concept of quality management involves managerial responsibility for standard setting, for quality control and measurement strategy, including the methods and techniques used, and for quality supervision and improvement.

In designing any kind of quality management system, programme or set of systematic actions, four important principles of quality management should be taken into consideration. They state that:

- Quality is defined as conformity with requirements;
- Prevention Is the basis for a quality improvement system;
- The performance standard is "do it right the first time".
- The cost of quality is the cost of conformity and of non-conformity.

In short, the implementation of a simple quality management programme includes some or all of the following steps:

Step 1: Presentation by the quality team to obtain commitment from top management.
Step 2: Presentation for senior managers.
Step 3: Selection of quality improvement teams by senior management.
Step 4: Training of the quality improvement teams, using actual case studies and exercises.
5: Selection and training of departmental "discovery teams", composed of three or four people and led by departmental managers or supervisors.

The teams then analyse the flow of work and study all the input (products/services and paperwork), all the activities performed within the department and all the output (products and paperwork). They identify sources of error and loss in input or output, and study any significant quality assurance activities. These discovery items are then developed into measurements - frequencies, etc., and a measurement-reporting system is set up to cover the most significant items. For all of the measurements to be reported costs are then analysed and grouped into

prevention, appraisal, internal and external failure costs. This allows department cost of quality" reports to be produced; they direct attention to problem areas and monitor the impact of quality improvement efforts. They also help to reinforce quality awareness.

During these activities the following elementary statistical methods, named Seven tools for, quality control", are widely used:

- Pareto diagram.
- Cause and effect diagram.
- Histogram.
- Control chart and graph.
- Scatter diagram.
- Stratification - to separate collected data into homogeneous groups.
- Check sheet, flow chart and document form for easy data collection.

For engineers and research staff, more sophisticated statistical methods could be used. They are:

- Test and estimate.
- Reliability analysis.
- Analysis of variance.
- Expenmental design by orthogonal array.
- Simple and multiple variables regression analysis.
- Curve-fitting theory.
- Multi-variant analysis, factor analysis.
- Descriptions of these and other statistical methods can easily be found in the specialist literature.

Productivity management

An excellence model is a specific description of, excellence in a given operation, task or issue. It is- a set of specific behaviours or activities that can be observed, described and measured alone with their cause and effect relationships. An example of an excellence modle for producing a quality product is given in the box.

Excellence model: Produce a quality product and service

To attain excellence in producing a product of high quality service organisation must:

- Have a clear understanding of our product(s), its capabilities and applications.
- Ensure that all of our employees understand the products capabilities and applications.
- Understand our customer(s).
- Understand the requirements of our customer.
- Have a clear definition of the acceptable quality level of our product.
- Have a clear understanding of what our customer defines as the acceptable quality level of our product.
- Have an effective means of measuring the quality of our product.
- Continually solicit our customer's views and evaluations relative to the quality of our product.
- Continually communicate to employees the importance of producing a quality product.
- Continually emphasise to employees that they contribute to product quality in the successful performance of their jobs.
- Identify and then build upon the operating factors that sustain and contribute to product quality.
- Identify and then minimise or eliminate the operating factors that decrease product quality.
- Utilise techniques that solicit and stimulate employee innovation, ideas and recommendations that improve product quality.
- Utilise techniques that solicit customer ideas and recommendations to improve product quality.
- Give serious and timely consideration to employee and customer ideas and recommendations.
- Utilise effective techniques to test and evaluate new ideas and recommendations.

Source: T. Day, 1980, p. 18.

A similar excellence model could be developed for any aspect of an organisation's operations. A model defines excellence, facilitates monitoring and measurement, and provides the organisational units with a list of specific activities to use in diagnosing and evaluating their operational status. It could also be used to identify activities that are not being performed or are being performed inadequately. Thus, the model identifies areas of improvement.

Increased productivity and quality through management by values

Values, meaning, and attitudes are deep motivators and controllers of human feelings, thinking speech, and action. In management by values, the primary focus is on developing, maintaining, and ensuring that the organization members have healthy and productive values. In other worlds the pivotal strategy is to ensure that the culture is strong. The idea is that once this criterion has been satisfied, the empowered employees will be self - managing and intrinsically motivated to make sure they serve the customers well, productivity and quality are high, and the economic results are sound.That radically reorganized from a traditional bureaucratic command and control hierarchy to one where the central guiding principle is values and self- management. (23-Harung - 1995)

Management by values has been in operation since 1984 :-

Not too many years ago Manpower was a typical pyramid organization... It was then we discovered that we command... It was then we discovered that we no longer lived in the sixties. We had to show our ability to innovate and change. Today any consultant can go straight to top management. To the authors' knowledge there are relatively few such organizations today. However, we anticipate that in the not too distant future, this format of structuring human enterprise will be much more common. It is therefore our hope that this case will inspire and stimulate others to take up the challenge of fundamentally restructuring their organization to facilitate widespread trust, loyalty, empowerment, decentralization, holistic solutions, and an atmosphere where the management genuinely wants everyone to succeed. The practice of the first three schools of management are integrated into the operation of Manpower. Since management by values is by far the most significant constituent in this mix, this will be given most attention. We conclude by looking at some practical benefit resulting from this style of management.Table 1 presents an overview of selected schools of management developed by [23-Harung,September, Oslo, 1992] see also [24-Floistad, 1993]. The list represents a progression from more superficial and restricted levels of management to more sophisticated and powerful. By and large, business and industry depend on the quality of its people, i.e. the primary resource of any organization is the number of people who take responsibility [25-Lillebo, 1990]. As we move to later stages in Table I, there is an accelerated understanding of the significance of people. Harung posits that the prerequisite for more advanced management is that the members have have an expanded conscious awareness [26-Alexander, Oxford, 1992]. In other words, it is claimed that there is a psychological prerequisite in the organization's culture or collective consciousness for moving on to more advanced levels of management [27-Gustavsson, an international journal,1994]This implies that there must be a fit between the level of organizational development and the style of management.

Table 1 suggests that management by values is the second highest level of organizational development / management. At this stage, the main focus is on making certain that the values of the organizational members are healthy and progressive. In a sense, this means acknowledging

something that has always been the case anyway at any level of management : that the values, attitudes, assumptions, and beliefs of each individual, and the shared culture, are deep motivators and controllers of human feelings, thinking, speech and action. What the management of Manpower has done therefore is to wake up to reality and systematically put major focus on what is important. When comparing management by values with management by rules, the emphasis has shifted from " **doing things right** " to **"doing right things** ", or from efficiency to effectiveness [28- Drucker, Harper Colophon Edition, New York, 1967].

Table 1 Overview of different schools of management

Main focus	School of management
Task	Unilateral power (autocrats) Management by rules (bureaucracy) Management by objectives (MBO)
Process	Business process re-engineering (BPR) (re-engineering),the virtual corporation, total quality management (TQM) lean production, and just- in- time management (JIT)
Culture	Management by values or management by culture (MBV)
awareness	Management by automation (MBA)

Source : The Significance of personality development for leadership, Haruge, 1992

Values are still something an individual has. Even deeper than this lies what we as humans are. What is our level of awareness ? This is illustrated by **Figure 1** : when a pebble is thrown in a pond, the ripples propagate outwards. Similarly, our awareness is the central factor in generating thought and action. At the ultimate stage - management by automation - the core strategy is to develop the basis for values and meanings by enhancing the level or quality of the members' awareness, since previous research has shown that healthy and productive values and assumptions are an intrinsic feature of later stages of human development [2,4,7,8]. Management by automation falls outside the scope of this article (for more information please refer to Harung [23-Harung, October 1994]).

The progressive development of individual and collective consciousness gives rise increasingly expanded perceptions of reality [4,5,7,8]. One feature of this stage model is that we cannot live in a reality more advanced than that corresponding to our level of development. However, it is fully possible for those with an expanded awareness to understand and live the

realities of earlier stages. This means that an organization at the level of management by values has the possibility of operating in the realm of both process - oriented management and task - oriented management.In fact, such an organization is likely to operate at all three levels. However, the latest level will have by far the most prominence, the next highest second priority, and so on. The key challenge in developing higher levels of individual and organizational behavior is to foster human transformation. Research has shown that there is room for much improvement here, especially after the age of 17- 20 years. In reality, very few individuals have operationalized deeper levels of their mind corresponding to feelings and identity / values [29-Maslow, 1968]. This is illustrated by the increasing shade towards the center of Figure 2. As a result, these deep aspects of our personality keep influencing our lives from the subconscious, beyond our conscious control. Even though management by values is highly desirable, new knowledge and technologies to foster human development are therefore needed in order to facilitate a general implementation of this managerial concept.

Management by values

The essence of management by values is people and their personal characteristics, including identity, values, beliefs, courage, ethics, creativity, and self- esteem. The conclusion of Lillebo [1, p. 147] in this study of Manpower was : " That people are most important. In industry we replace man by machines. But it is man that creates things. It sounds so obvious that we easily forget it ". How then can one build up a people - oriented culture ? There appear to be two complementary possibilities. One is to attempt directly to transform an existing culture as Islam culture. e.g. along the lines referred to in the previous section. The other possibility is to start from scratch and build up a new culture. In this strategy, which was adopted by Manpower Scandinavia, one needs to start with a core of members who have healthy values, thus forming a strong initial culture. As the organization grows, this nucleus must attract and very carefully select new individuals who fit the existing culture. If the newcomers are compatible with the level of collective consciousness of the organization, they will tend to stay for many years. If they are not compatible, they will tend to leave quickly. As a consequence of this on - off situation, the experience of Manpower and several other similar organizations has been that any in- between situation is unlikely, i.e. very few leave after a year or two. Leadership is primarily by example [28-Drucker, Harper Colophon Edition, New Yor, 1967]. The managers of Manpower are therefore expected to " walk the talk " instead of hiding behind their status. A further principle is that " what gets rewarded, gets done ". The corporate philosophy of Manpower is therefore to maximize praise, and minimize control. Here Dahl tells a story about a six- year- old girl who stated that " a sweater is what I put on when my mother is freezing ". This quote illustrates a widespread assumption in command and control organizations that some people know better than others. By encouraging and permitting self management, Manpower Scandinavia is not doing away with control, but replacing it by a much more powerful and immediate mechanism : self- control. It is essential for everybody to participate in an ongoing iteration process to reinforce and further develop the corporate value system. The managers

therefore spend a considerable part of their time meeting with the employees face-to-face to discuss what is meaningful, evolutionary, joyful, and so on. It must be emphasized that this is not a " top- down " process. On the contrary it is a two-way interaction. Today it is getting more and more popular to have a corporate philosophy. In our opinion, this is the most important document, since it expresses vision, mission and core values. However, it must be a document that genuinely belongs to the organization ; not a far- fetched theory, but a practical guideline. Although one can gather impulses from outside, it is essential that the corporate philosophy is generated from within the organization society. We are, in other words, underlining ownership. In spite of this, Manpower has several times witnessed that other organizations more or less copy their corporate philosophy. Manpower do not mind this, but feel that the recipient has missed the very point of corporate philosophy altogether.

Some practical benefit of management by values

Manpower has obtained exceptionally high scores on a culture test evaluating such factors as challenge, idea support, trust freedom, and liveliness. Harung [Harung, 1994] argues that the culture is the prime factor in determining the performance of a company. As discussed earlier, the economic growth of Manpower Scandinavia is satisfactory on a sustainable basis. Also in terms of customer satisfaction, formalized quality, and market share, the company is doing well. In the following we want to consider further why a developed culture is beneficial in terms of " softer values ". In addition, we will provide some " hard facts " illustrating that the service productivity is high at Manpower. It is not only that human resources, rather than machines and systems, are the most valuable current resources of a organization. As we move from a focus on task to process to values, the time span of investments increases [30-Davidow, 1993]. This means that also in the long term it is most profitable to invest in people since they represent lasting resources. This is confirmed by the experience of Manpower. Due to the high level of satisfaction, almost all employees tend to say a long time. As a result the culture is stable. This again generates a beneficial cycle where it is advantageous for the company really to invest in its people at all levels, i.e. not only at the management level, that seems to be the common situation [30-Davidow, 1993]. As the employees become more and more competent, the relationship to their company changes from dependence, through independence to interdependence ; employees may even become " indispensable ". This again warrants more care for and nourishment of people. In this we see an illustration of the common experience that a culture, in this case a developed one, tends to perpetuate itself and therefore is difficult to change [27-Gustavsson, 1994]. Also in terms of service productivity, Manpower appears to be doing well, as the following examples show :

1- There is a cumulative reduction in expenses in relation to income. This is attributed mainly to the self - controlling built into the bonus system, but also to strict budgeting and follow - up routines in relation to expenses.

2- Hiring and training of personnel is costly for any company with high knowledge content and manifold jobs. It is therefore gratifying that the turnover of both full- time employees and part - time temporary personnel is low. For instance, when comparing Manpower has significantly more assignments per temporary personnel. This indicates that the company is more productive in terms of utilizing the temporary personnel and building lasting relationships.
3- Over the years the ratio between external and internal employees has been increasing, e.g. from 13-14 : 1 in 1991 to around 20 : 1 today. This may partly be due to a change in the market towards less redundancy, but mainly it is attributed to stronger prioritizing and tighter operation in general.
4- The unconditional customer satisfaction guarantee and the close to zero defects (97 per cent customer satisfaction) are both factors contributing to increasing output over input.

Diversity is a sign of such factors as trust, tolerance, win - win thinking, dispersed initiative, and independence. All belong to higher stages of development [7,8, 12, 16]. It is there fore interesting to note that Manpower Scandinavia has the highest diversity in the trade in terms of business areas. [27-Gustavsson and Harung [1994] argue that the president is a reflection of the company's collective consciousness. In this context it is interesting to note that the president considers himself a happy man !

2 - 6 Cost and revenues of quality

There won't be (QI) Quality Improvement or TQM without cost, for that it is very important to control the quality cost and rationalized the system that improve quality within effective cost there is Budgets deficit in most governments with increasing need for higher quality and quantity of services and production. It is important to look at some principles of quality cost accounting.[31- Sinha, 1995] states, Defective products and services equal money lost for the producer, and often also for the consumer. Such nonconformances not only result in various costs but, in the extreme major defects and failures with overriding liability suits can render an organization bankrupt public services organization's need to be competitive in terms of price, quality, delivery, together with customers' expectations, legislation, and other requirements, underline the need to operate at optimum cost. Any measure, activity, procedure, or program that is designed to assure quality must save more than it costs. Cost - effectiveness of quality assurance is its main underlying principle. In short, quality assurance must contribute to profit, rather than be a cost center. In order to achieve this objective, management needs respective cost information for the planning and controlling of quality assurance. The cost accounting system can be considered a special subsystem of the quality information system.Moreover, quality cost accounting facilitates performance control of quality assurance functions, as well as that of other functions with regard to quality assurance activities and thus assures the quality of the products and services themselves.

In more specific terms, the objectives of quality cost accounting systems are these.

1- To serve as a guide to management, expressed in management language (i.e., profit cost; in terms of dinars and fils).

2- To provide justification for quality improvement programs, since profits help cost saving gain management approval.

3- To measure success or failure in terms of money.

4- To aid decision making, allocation of resources, capital, current operating expenditures, budgeting and so forth.

5- To aid in the evaluation of alternatives and the selection of the least costly inspection methods, tools, staff, and other necessities.

6- To help inform and motivate staff by showing them that costs are being reduced and profits are up.

Costs represent a sacrifice of values, which a business incurs for the purpose of attaining revenue.Not only assets, but also the service of staff, supplies, government support programs, are all resources that must be paid for directly or indirectly. Expenses are actual outflow of cash and thus costs applied against the revenue of a particular period.Losses are a reduction in a firm's equity or in any resource for which respective revenue has not been attained. The quality control function, aside from being responsible for reporting quality performance to management in terms of rejection and defective materials, must not overlook two important facts : all failure costs, no matter how they are caused, reduce profits ; and preventive quality control, irrespective of when it is utilized, adds to cost savings. However, it should be kept in mind that the operation and effect of any measure costs money.

1- Prevention (Costs associated with the planning and controlling of a quality assurance system a assurance system and program.)

2- Appraisal (Costs involved in the direct appraisal of quality, in the field, office and in the firm.)

3- Internal failure (Costs directly related to the occurrence of defective production / service within the firm.)

4- External failure (Costs associated with the failure of a product or service in the field).

Elements for the calculation of quality costs may differ from industry to industry. It is up to the top management to decide the portion of costs to be allocated to design control services, manufacturing and production control, or to shipping control, for instance.

Quality Cost Accounting : principles and methods

Resources spent and invested for maintaining and improving quality must be accounted for in the same way as expenditures for any other business purposes. Accounting involves monitoring, recording, analyzing, and reporting financial and operational data in monetary

terms. Only well - prepared and systematic accounting generates valid and reliable information. In cost accounting, and also in quality cost accounting, regular reports inform management and other users about short - and long - term developments in the general cost - effectiveness of quality assurance activities. At time special cost studies are undertaken for new product or service designs, for assessment of the financial justification of a quality control procedure, or even for entire quality control programs.

The following are some principles that relate to sound quality cost accounting.

1- The purpose of the cost study needs to be clarified ; it directs data compilation, processing, and communication.

2- As a management aid, benefit and cost must be kept in sound proportion.

3- Performance appraisal with cost data should be done cautiously and in a constructive rather than a punitive manner.

4- The quantitative basis for cost data, such as defects or defectives needs to be approved, and respective recordings must be reliable.

5- Cost data to be useful, must be available without undue delay.

6- Only in exceptional and well - justified circumstances should quality cost data be kept confidential. Any objective and individual task and method has cost relationships. Once these are more widely and better understood, cost performance can improve.

7- Cost must be defined in a way that is generally acceptable and allows allocation of such data.Normally the user of such quality cost information decides, or at least contributes to decisions about data compilation, processing, and communication.

8- For proper interpretation, quality costs should be compared on a suitable basis, (e. g., as percent of sales and profits, etc.)

9- Abnormal cost behavior must be indicated and analyzed. Learning quality cost, for example, distorts normal cost during the program start - up phase.

10- Objectives, goals and tasks should be translated into costs.

11- Causes for cost changes not related to the quality program such as inflationary effects, must be neutralized.

12- A quality cost data bank should be gradually developed with the limitations of the data well signified. Initially, priority must be assigned on the basis of

* A Pareto or other Analysis. The relative costs of defects found in a ductile iron foundry. Crude data is still better than none.

13- Through close cooperation with accounting and other departments involved as suppliers or users of quality cost data, quality cost information systems must be integrated and coordinated for reasons of efficiency and effectiveness.

14- Definition of quality costs should not deal with components, but also with the various types, such as opportunity costs, incremental, standard, normal, estimate, and historical costs.

15- Only analyzed and approved quality cost information should be released. Broad principles (bosses require only analyzed data) must be observed.

16- Quality cost reduction normally should not impair quality. Whenever feasible, consumer quality cost should be included. In an optimal quality analysis, cost and usefulness are in sound relation to each other (e. g., degree of details, frequency, etc).

17- Cost analysis must start with defining the purpose, and end with action and follow.

QUALITY COSTS : Management decisions and performance control

Quality costs serve as important decision criteria at the operator, supervisor, and executive levels of responsibility. The operator, having been delegated inspection tasks, might be treated as a cost center and charged with quality costs, as defined above. In principle, the actual inspection costs and the respective costs of defects passed without such weeding - out of defects must be calculated and controlled for net savings. A well - trained and informed operator can carry out certain cost control duties once the recording forms support such controls and decision making. The operators should not only be told (and taught) what to do but what not to do as well. Both operator and inspector are interested in detecting and correcting any causes for defects as early as possible in order not to waste time and material on already defective items.

Investment Analysis.

Any quality assurance programs, test and inspection facilities, supplier audits, or the assurance measures require investment and operational costs. These are expected to contribute to cost reduction and profit, at least in the long run. In the decision tree analysis the net present value (npv) of alternatives can be calculated by a rollback technique. The net present value is the discounted present value of future costs and / or revenues for set rates and periods.

Quality is a term that we all use rather loosely. Most of us think of quality in terms of the best.The quality of a product is the degree of conformance of all of the relevant features and characteristics of the product to all of the aspects of a customer's need,, limited by the price and delivery that he or she will accept. One reason we like this definition is that it appears to include all the dimensions of quality that have been identified by David Garvin, a professor at Harvard University and an expert on quality. Those dimensions are :

* Performance.
* Features.
* Reliability.
* Conformance.

* Durability.
* Serviceability.
* Aesthetics.
* Perceived quality.

In this chapter, we will explore ways of assuring and maintaining quality. Although our emphasis will be primarily on the operations activity, you should keep in mind that quality is a companywide responsibility. Quality assurance differs from quality control. quality control includes methods and procedures for testing and maintaining the level of quality that is desired.

Quality assurance, on the other hand, is much broader and includes any activities related to making sure that quality is maintained at the desired level. These activities can range from design to installation. Quality assurance involves not only setting up standards, but also documenting those standards and the procedures for achieving them and then implementing a program to assure that quality is achieved.

Costs of Quality

One aspect of any quality assurance program is the measurement of costs associated with quality. more widely accepted approach is to divide **quality costs** into three general categories

1- Costs of preventing defects.
2- Costs of appraising quality.
3- Costs associated with the production of defects.each of these categories is shown in exhibit The traditional view of quality costs.

Costs of inspection and prevention decrease as the number of defects allowed increases At the same time, the costs associated with such defects increase. The optimal number of defects occurs at some middle level. Current thinking differs significantly from this traditional view-point. The idea here is basically that inspection and prevention costs do not have to be increased in order to have fewer defects. Thus there is no trade-off between costs of defects and costs of avoiding defects. The optimal level occurs at the zero defects point.

Taguchi Methods

The Loss Function

Genichi Taguchi has proposed a **loss function** that measures the loss to society of producing parts or products that deviate from a " target value."The cost to society turned out to include warranty and repair costs, as well lost time and productivity for customers who had to get their cars repaired. Thus, according to Taguchi, the process distrpution for process A, is preferable to process B, shown at the right. this is because the loss function for process. A will be much less, even though it is not centered at the target, because there is less overall variation further, it may be possible to center process A at the target through a simple adjustment. However, process **B's** wide variation may be assembled with other parts, those from process B may also produce unacceptable combinations.

2-7 Quality through people :

Clinton Putting People First In Quality

TQM : Agent of Change in Government Operations Putting People First.

(Governor Bill Clinton - State of Arkansas, December, 1992).

As I travel the United States making campaign speeches,I am often tempted to talk about quality management. But seldom do my audiences include enough people who understand quality management for such a discussion to be productive.So I am pleased to have an opportunity to address an audience of quality management professionals.In my national economic plan, Putting People First, I make this statement :

It is time to radically change the way government operates to shift from top - down bureaucracy to entrepreneurial government that empowers citizens and communities to change our country from the bottom up.We must reward the people and ideas that work and get rid of those that don't.The ideas of W. Edwards Deming known in the Federal government as total quality management (TQM),and in Arkansas as quality management (QM) have becomes a powerfully effective force for change in American industry. Primarily a force in manufacturing until recently, with appropriate adaptation QM offers the framework and the tools to be equally effective in government.Quality management has an important role to play in the evolution of government philosophy and practice I call for in my Presidential platform. I echo some of Deming's - Fourteen - Points - in my campaign themes :

A new philosophy of management, for long - term strategy and systematic overhaul from within.Training and retraining of all the workforce emphasizing lifetime learning and self - improvement. The necessity of committed leadership in system transformation, of the need for more collaboration and innovation, and the need to break down barriers and flatten hierarchies. Driving out fear and building security, putting everyone to work in problem solving, especially the people who are most directly affected by those problems and their solutions. We both believe that people are precious, and we have none to waste. We both say " put people first."

Quality Through People :

New era of quality life!

These modern times require a higher degree of understanding and participation by everyone. A concept of quality citizenship will be developed, such that everyone can make a responsible contribution to their organization, and hence to the whole community. Quality is the key and the people are mains and goal.This study stems from the conjunction of several beliefs.The first concerns the necessity to assist industry to prosper.The destinies of everyone are linked. The politicians struggle and fight within the realms of wealth distribution, often missing the point that if no wealth is created, there will be nothing to distribute. Many people have considerable worries about the future abilities of the nation to create sufficient wealth to keep

us, our offspring and the rest of the population in the manner to which we have all become accustomed.

Process thinking

This is not political tome, it is impossible to write anything about the organization of men and women without political overtones. Success through people, second strand of belief is that it is only through effective management of people that long-term success can be achieved within government service. people salvation as a nation needs this long-term perspective in planning and government operations. most of people love to reverse the recent tendency to view government service as a short-term phenomenon and to settle for short-term gains at the expense of long-term losses. Unfortunately, in the past, such short-term *gains* have been manifested in the pockets of very few, whilst the community at large has often had to suffer the long-term losses, often through unemployment, lack of investment and soul-destroying jobs. Good personnel management is always an investment in the future. Education is essential at public sector and other sectors, there are no universal solutions, and ready-made management packages are not the answer. So often, successful people are seen, not so much as rule-breakers, but more as rule-makers. They write their own agenda, set their own standards, qualities, and devise their own methods. Above all, they understand their own business.The way forward has to be to absorb ideas, thoughts, theories, whatever people can find that has bearing on their business, and then use them to adapt their present situation and push towards their ultimate goals of success. This calls for mental activity, not of academic learning, but of imagination. This study is not for the mentally lazy, but for those who wish to take the simple ideas, propounded herein, and develop them within their organisation.

Success through people

My second strand of belief is that it is only through effective management of people that long-term success can be achieved within industry. Our salvation as a nation needs this long-term perspective in our planning and industrial operations. We have to reverse the recent tendency to view governmental services as a short-term phenomenon and to settle for short-term gains at the expense of long-term losses. Unfortunately, in the past, such short-term *gains* have been manifested in the pockets of very few, whilst the community at large has often had to suffer the long-term losses, often through unemployment, lack of investment and soul-destroying jobs. Good personnel management is always an investment in the future.Education is essential.Related to this it is my belief that the greatest untapped energy reserve in the is the human resource within our workforce. It has been estimated that the average worker gives, or has extracted from him, less than 20% of his potential. This is not only very much to the individuals detriment, but also very much a loss to the nation as a whole.Such a workforce needs careful managing, by managers who understand the inputs to the processes they manage. Offen feel that, The least understood input to a process is the human involvement. It is often make a plea for equality. If we could only give to the humans who work for us the same amount of care and attention that

we impart to machinery, governmental life would be so much better. If this has any truth in it, it is pretty damning.[32- Chopping, 1991]

The five tenets

These five tenets may not appear to have much relevance to our daily life at the moment, but their meaning will become clear as we proceed. If you find that you disagree fundamentally with these principles, you will reject much of what the book is suggesting, since the ideas expressed are based on them. Don't give up though. There is probably as much value in reading things that you disagree with, and identifying the faults in the expressed arguments, as there is in just accepting ideas as obvious truths.This study is not a ready-made Total Quality Management (TQM) package.Rather, this study seeks to provide a framework of ideas and theory. Within this framework, any organization, and that includes yours, can identify a more successful route. This will be achieved, first by learning more about your own organization, secondly by developing a management strategy to identify and resource the organizations intended direction, and finally by identifying the tools to achieve movement in this direction.'Management' is stressed. Obviously, it is not only through management that we can achieve success ; up-to-date technology is needed, the right products for the right markets need to be identified, and the one-hundred-and-one other things necessary for a successful organization need to be done. Without sound management, though, these things will not be done successfully. You can do it by yourself but, as soon as others are involved, man management becomes necessary to co-ordinate the effort of all the people involved.Tom Peters identified the optimum organization size as five. Effective management becomes very difficult in any organization with a greater number of people. In other words, it is not just a question of managing all the people involved with the organization, but also managing them in such a way that their talents, energies and results are all assisting the organization in the same direction.There are, in fact, two different, and possibly conflicting, considerations. Firstly, we have to maximise each person's contribution to the shared aim of the organization.The concern here will be with motivation, and the encouragement of all individuals to give of their best. This individualistic approach may conflict with the results stemming from the activities of others. Thus, we have to ensure that the totality of this energy is directed solely towards the common good. Any conflict of agenda, value systems, judgement, or simple ignorance of others' activities, will merely soak up some of this hard-won effort. These thoughts will be pursued throughout the study.

The TQM Blueprint

A number of opportunities are presented in the book. They may appear as problems that need sorting out in any organization - for example, ensuring that there is a common language in use. Often there isn't a single set of meanings and a particular word or concept can have as many meanings as people using it. The main thrust will be the framework of ideas that is called a 'TQM Blueprint'. These are based on four overlapping facets of management :

- Management of Quality
- Management of Processes
- Management of People
- Management of Resources

The two key concepts are that of Quality and Customer, and the key questions are : ' What is Quality ? and ' Who is the Customer ? Indeed, the close examination and understanding of these questions can provide the basis of a commercial culture suitable for any company or organization. The development of Customer relationships, based on the duty to supply Quality products and services to each other, is the driving force of the Total Quality culture.

Quality as part of everyday life

Apparently, Quality is to be found in great abundance. The use of the word begins to rival nice as a universal description of every object or product of human activity. We live in a quality age. We have the opportunity to live in a quality home, full of quality furniture on quality carpets, eating high quality food from the quality supermarket, whilst our quality car waits patiently in the quality garage. Hovering, just out of sight are a host of people waiting to give whatever quality service is needed, from a bank- loan, to a window- clean. These days, the one may be needed to afford the other ! In industry,the word is just as widely used. There is hardly a managing director who does not claim that the company is ' committed to Quality '. When questioned, virtually all will use phrases such as 'Quality is at the top of our agenda ', and even 'we are proud of our Quality '. There are many factory gates emblazoned with slogans such as ' Quality begins here '. The early 1980's seemed to spawn these ideas. There are door -mats, encouraging the foot wiper with the thought, 'Quality is our business ' and even the toilet paper, in some factories, vaunts its 'Quality' slogan. The 1980's saw many factories decorated with 'Do it right first time'. The customer is king'. 'Quality is everyone's responsibility' and even the blunt 'Quality is vital'. (32- Chopping P4, 1991).

Beyond our control

Depending upon the person's position within an organizations hierarchy, a selection from the following list could easily supply all the reasons necessary to explain a organization's poor performance.

- Lack of government support.
- Lack of investment.
- Lack of proper leadership.
- World recession.
- High interest rates.
- Poorly trained management.
- Poor industrial relations.
- Lazy employees.
- The price of oil.
- Poor foreign raw materials.
- Unfair competition from abroad.

Everyone knew that British industry was held back by these problems. The innate British arrogance ensured that the one question never asked was,'are we doing it right ?'.

Quality : The Oxford dictionary definition is : 'degree of excellence, relative nature or kind or character, general excellence'. There are many who still refer to 'the Quality end of the market'.These perceive the gold plated as innately superior to the functional stainless steel. This is typified as the 'Rolls Royce' definition of Quality. It has many adherents, particularly among the older members of our industrial workforce.None of this is terribly helpful, but it does suggest

that what is required is a statement or description of 'Quality' that is useful. (32- choppin, p 7, 1991)

Quality as a management tool

The concept of Quality has considerable potential, when used by the management group of organization. Quality, therefore needs to be presented as a tool ; as an idea that can be positively used by those managing. As such, it needs to have certain features. It needs to be robust, in that it must be applicable to a wide range of situations. It must be able to give sound answers in all areas of business. It must allow managers to manage with confidence, by providing a sound answer to any question that may arise. It needs to be universal ; so that the same definition, or set of thoughts, can be applied by very different people, in many different circumstances, and yet adhere to an integrated management theory. The test of this will always be the common understanding between two or more managers, possibly from different companies, discussing a 'Quality' related point. It needs to have simplicity. Any concept that is to be widely used must be simple enough for all to perceive it for what it is. Many would denigrate a concept for its simplicity, but this is to misunderstand the nature of human interaction with ideas and concepts. Einstein made a clear distinction between the need for clean, clear statements of a concept, that can be appreciated by the intelligent non-expert and the complicated justification of such a concept. The latter often requires expert knowledge and experience to be properly understood. Concepts, however, can be simply stated. In industry, concepts must be simply stated.

Quality as a central management issue

It is hard to perceive Quality as a peripheral concern, and yet this has been its position, in many companies, for many years. They have seen productivity, monthly targets and the current market share as being the critical management issues, whilst Quality has been considered only as related to the finished product. Inevitably, this relegated Quality to issues of customer complaints, public liability, indeed to a culture of 'what can we get away with?' Quality became only skin deep. Quality could be left to the Quality department. The Quality inspectors would check to ensure that we were not exposing ourselves to outside criticism.This clearly hasn't worked. To many customers, outside industry, it seems fantastic that such a 'Quality credibility gap' could exist. How could a organization continue to worry about its stocks and shares, its monthly production figures and its profits, with no regard for the object of all the activity, the actual goods and /or services being provided.Generating wealth is the main purpose of any organization.It is self-evident that this wealth flows from the products and activity of the organization.Thus, the source of wealth is to be found, both in these products, and in the activity creating them.Value is directly related to the Quality involved, whether of product or process. Quality is thus, of central concern to management.The adoption of TQM takes this further and makes Quality the central management issue. It subsumes all other concerns. It encompasses all other management activities. It must, therefore, be constructed on a sufficient body of theory, to

give the confidence that it can produce the results, and can be relied on to lead a organization to success.

Ubiquitous Quality (Quality as a mullet-purpose concept)

The nature of business is such, that questions of Quality will be constantly under consideration, in all areas of a company, and in all groups of personnel. The theory and concept of Quality must take this into account. It must have both something of value for all within the company, and also a universality, such that 'Quality interpretations' from one area will be readily understood in another.A similar consideration will apply between companies, and between a supplier and a consumer. Quality is of the greatest importance within all such inter-company relationships. Clearly, it is vital that all are explicit about their exact meaning of the term Quality, and how the concept is to be used. Further, there is a web formed by raw material or component suppliers, selling to several different manufacturers, sometimes in more than one industrial sector. These, in turn, sell to customers, who also purchase from others. This web will involve a multitude of inter-company relationships. It will be inefficient, if not extremely expensive, for many different definitions of Quality to exist within these relationships. In reality, this web probably covers the trading activities of the UK, if not the rest of the world, in its entirety. The concept of industrial Quality will become ubiquitous.If there is a multitude of inter - organization relationships, there are an even greater number of interpersonal relations within each of these companies, which will be using Quality as an everyday concept. It is vital that the Quality definition sits as easily with these internal customer relationships as with the external, inter-organization interactions. Whatever Quality is, it must be applicable to all circumstances and situations.

The Quality definition

A definition of Quality is required that is :

* A useful concept.
* A management tool, that is robust, precise, universal and yet simple.
* The central management issue.
* Ubiquitous, fitting every situation and purpose.

The Quality definition must be inextricably tied to the main object of any organization, that is the generation of wealth. Indeed, the definition must be customer orientated, since the only source of such wealth are customers, who exchange money for goods and / or services, that they value.

Customer orientated

Business is, in fact, meeting the requirements of the customer (s). A clear statement of what these requirements are will be part of the judgement.These requirements will cover all aspects of the goods and/or services being provided. They will include the total number of an item, the

presentation or packaging, the time of delivery and, of course, the price to be paid. All these aspects will be a judgement of Quality. Such requirements are more clearly stated in some industries than others.Within the manufacturing sector, every dimension is not only precisely.

Customer expectations

A statement of the requirements of the customer(s) is not a sufficient background to secure Quality, even though this may include the widest possible interpretation of requirements. Such definitive requirements will always be presented as **statements,** that is specified as part of a contract.Such specifications will always represent a static, time - based statement of what the customer actually wants. Industry and commerce, like all other aspects of the world, move on. They are not static. Each day is a new day. Each situation is new. The customers' perception of the goods/services they are receiving will be tempered, enhanced, and even informed, by the host of experiences and messages that they are constantly amassing. Business must be understood through this changing and evolving perspective.What a customer expects of a product is also constantly changing.To give the customer Quality, we need to meet these changing expectations, as well as the originally specified requirements.

Negotiated?

How are the requirements and expectations of the customer identified ? There is a need to carry on a continuing dialogue with the customer (s). Without such discussions, the organization can never be sure of the nature of these actual expectations. This constant dialogue is a negotiation. This aspect of the Quality definition leads to intense debate among some managers. Negotiation would seem an obnoxious concept to many Quality managers. Many feel that Quality is not negotiable. Negotiation suggests a compromise and, in the wrong context, this would not be desirable.This attitude stems from a tradition of re-negotiation with customers, after a supplier has failed to meet the requirements laid down. This is a very different interpretation to that now being discussed. Definitions of Quality can never be satisfactorily arrived at after the event.The Quality definition must :

* Be customer orientated.
* Take account of the customer requirements.
* Be aware of the customer's expectations.
* Be subject to constant dialogue (negotiation).

Who is the customer?

Some consider this an easy and obvious question.By ignoring all the customer relationships, other than those with the person who buys their products, they considerably reduce their ability to conduct their business properly and successfully.The person who pays the bill may well not be the actual customer in Quality terms. An example would be the spare part for your car. Most spares are purchased by the garage, and used by the mechanic during routine service. He will be far more concerned with the clear identification of the part, to ensure that

time isn't wasted attempting to fit the wrong part, than with the attractiveness of the packaging. The manufacturer of the part will perceive his customer as the garage mechanic, rather than the car owner, who automatically pays for the spare part as part of the routine service.

Customer's duty

Logic dictates that the direct recipient, of any product or service, is in the best position to determine its Quality. The acceptance of poor Quality, particularly by an internal customer, limits the ability to purvey good Quality to the next stage. It is at this level that the Quality battle is won or lost. In any organization, there are a myriad of horizontal transactions taking place daily. Clearly, the acceptance of poor Quality, at any stage, lowers the ability of the company to deliver high Quality standards. It is easy to say that if only each recipient stood up and demanded good Quality, most Quality.Total Quality is the necessary component to survive. Total Quality is also the means to guarantee success. The commitment to Quality must, therefore, be total. This total commitment will have several expressions.The total commitment to Quality demands a bridging of the gap between theory and practice, that is between passive and active knowledge.The organization must become devoted to reason. All decisions must be based on the fullest knowledge possible.The company will need an on-going and in -depth knowledge of :

Manpower: how to manage, motivate and obtain the full potential of the organization's human resources.

Machinery: understanding the latest in technology, how to maintain it, and how to achieve the greatest value from all the organization's plant and equipment.

Materials: being the expert in the use of the materials needed by all departments of the organization.

Methods : employing the latest methodology, in all areas of the organization.

Measurement: using the latest techniques to comprehend exactly what is happening with all the organization's processes.

Milieu : appreciating the effects of the environmental conditions in which the company operates.

Everyone

Total Quality needs the total commitment of everyone. Every member of the organization needs to be informed of what is necessary, why it is necessary, and what their part in the organization effort will be. No dissonance within the organization can be helpful. Everyone must be orientated to work for the common goal. Everyone must be committed to Quality.

Every activity

This drive towards Total Quality must be integrated into every activity.The efficiency and cost of every activity must be understood and constantly improved.

Every decision

The concentration on a single goal, that of customer satisfaction, i.e..Quality, will determine the priorities of the organization, resolve differences, identify actions, and thus be the background to every decision made in the organization.

Total commitment

Thus, Total Quality becomes the focus of the organization's activity, energy and resources. Nothing is allowed to stand in its way. By orientating every member of the organization, and indeed those beyond the organization who effect its results, towards the same, easily understood and meaningful purpose, Total Quality is not only possible, it is greatly enjoyable. The force of a organization of people with a total commitment to an ideal is unstoppable That ideal is desirable, attainable and fun. It is Total Quality.industrial citizenship.The role of each employee must be considered within this framework. No longer will there be a place for the unskilled, uninvolved mindless labour. A Total Quality organization will require employees with a contribution to make, and an appreciation of the responsibilities and duties necessary to maximise the company's performance. Industrial citizens are needed.

Quality gaps concern

- Technology and industrial practice.
- Customer expectations and supplier performance.
- Quality and price.
- Comparative rates of Quality improvement.

Total Quality means an in - depth understanding, by everybody, in every activity, and every decision.

Route-map

Quality can only be achieved via the effective management of people. To this end, this chapter examines the place of people within industry, in the past, present and future. This involves a consideration of the new way between traditions of Capitalism and Marxism. The development of the people within a organization is reviewed,with an example of a successful 'open learning centre'

The place of people within industry (past)

There is little to be gained by spending too long divining wisdom from the past. We should be children of the **future,** putting even the present chaos behind us. Quite right, but we can quickly use the past to aid our understanding of the present. In this way, we can enter the future with confidence, comprehending both where we have come from, and whence we go.

The place of people within industry (present)

On the surface, the present relationships between employees and their employing organization appear very different. However, the planning involved with these relationships is rarely any better than that of the past. Most organization are still organised in vertical

departments, with rigid layers of managers and workers. In the worst of these, the terminology still daily reinforces this stratification. How many companies refer to different groups of people by titles and terms, that are either supposed to boost their image and ego, or keep the individual in his / her place ? The reader may be bridling, 'What's wrong with boosting people by giving them titles ?' The answer is easy. Whenever you boost some, the same act relegates others, and we need everybody.

The place of people within industry (future)

It will not be easy to establish new relationships. It is hard to convince people who have seen so many good, experienced and valuable people lose their jobs that they have a sound future in the industry. It may be difficult to convince them, but it is essential. It is important that industry is seen as a partnership of all those involved with it. Each organization should not only expect loyalty from its workforce, but deserve it. By centring on Quality, and aligning the interests of all the individual people concerned with the organization, it should be possible to manage any business to continued success.Companies have failed, in the past, because they have had a self-image that they feel obliged to fulfil. Such an image is the responsibility of management. If the approach is to use the expertise, skills, plant and machinery to generate wealth continuously and well into the future, intelligent management should foresee and overcome any difficulties. If the organization's competitors can survive, survival should also be possible for the organization. The one safeguard for everyone is 'being the best', which in effect means 'doing the best'. In an over production situation, it seems that the British response is to speak of rationalisation, decline and cut back. So often, this is to the direct benefit of the competition, which presses all the harder to gain more of whatever market there is. The aim is to make money, rather than to produce a particular product range. Wealth is created from the hard work and genius of the workforce. All employees, from the managing director to the newest apprentice, have a great deal to contribute. They should be viewed in this light, and referred to as contributors, organization personnel, staff, or just people. The same term should be used for each. The sooner the idea that everyone is in the same boat is accepted, the sooner everyone will pull together.

People and the 'Quality Dream'

Some can describe a picture of keen and enthusiastic people, joining together without any thoughts of status or organization politics, happy and confident in the knowledge that their future is assured by their tight personal control over their own activities, within a Quality orientated organization. Most who hear such a description, describe it as a dream, some even revert to stock 'put-downs' such as 'cloud cuckoo land', or 'cloud nine'. For most organization, it may be a dream at the **moment,** but it is a dream that can increasingly become a reality. Quality is a direction. The senior management task is to decide the direction, and the values on which the direction is based. The ingredients of the dream are logical. They are also economically sound. The problems result from an inability, firstly, to create such an environment, and then to manage it.By concentrating on the management of people, the gap between the desirable and the possible

becomes narrowed. It becomes finite. A finite number of people are involved with the organization.The larger the number, the greater the problem, but it nevertheless remains a containable problem. The bigger the organization, the larger the scale of resources that are available to assist the cultural change.

Possible top management route

The following is not offered as a definitive route, but as a logical line to follow, to achieve the unified organisation, in which a Quality culture might grow.

1 -Commitment of the top management

An essential starting point. Commitment should be tempered with understanding. It will be essential that the chief executive is fully able to carry the organization into Total Quality Management. Most chief executives have a variety of commitments, but their commitment to Total Quality will have to supersede all other concerns.

2 - Formation of Strategic Quality team

Such a team will probably comprise of half a dozen senior managers representing the breadth of organization activities. Their function is to consider the broad direction of Total Quality Management, and to suggest ways of moving in this direction. They will have to be educated in the ways of Total Quality, and be conversant with the current organization situation, as well as clearly perceiving its future direction.

3 - Development of the Quality Policy

This will involve the close definition of all the terms involved, and the meaning and implication of all parts of the policy. This is a key document.

4 -Ratification of the Quality Policy

It is important that the whole senior management team understands, has ownership of, and feels a strong commitment to, this document. It may make minor modifications to the proposed document. However, its major contribution is likely to be in the background values of the company, and in the meaning and implication of the policy.

5 - Development of the Quality Strategy

The strategy is the means to achieve the policy. It is the way by which the organization will continually move towards the ideals that are implicit and stated in the policy. This is dealt with in greater detail in the last part of this book.

6 - Senior management education

It is essential that every senior manager fully understands, not just the direction in which the company is moving, but the value structure and implied priorities that this direction demands. Each member of this group will need assistance to translate this organization objective and strategy, into his own area. This is not the time for the senior manager to duck, and delegate this

'Quality stuff' to some subordinate. There has to be a solid commitment, based on thorough understanding by each member of the senior management team.

7 - Cascading education

Within each department, the policy and necessary actions, based upon sound theoretical argument and understanding, must be disseminated through middle management to every member of the shopfloor staff. New methods and responsibilities will be involved, as well as new meanings and priorities. Above all, new relationships between people and between an individual and his / her work, will be created.

8 - Development of teamwork

This is the most sensible way in which to organise any significant number of people.

It allows :

- Process control at the point of operation.
- The operation of internal customer relationships.
- The maximisation of employee effort.
- Strong pro-active management.
- Realistic and constant process improvement.

9 - The overt corporate image

As these components come into place, it becomes easier to function as a unit. The promulgation of this corporate wholeness will be vital, and communications will be developed to feed the growing appetite for organization information.

10 -Continual reappraisal, modification and improvement

As the organization improves, there will be increasing opportunities to gain tighter process control, and achieve yet higher degrees of customer satisfaction. Remember that the management of Total Quality involves :

- The Management of Quality.
- The Management of People.
- The Management of Process.
- The Management of Resource.

The Quality Policy

A common organization objective will emerge as a policy statement. It may not be called that, but it will give an essential framework for all decisions and actions emanating from the organization, or indeed from any individual within the organization. If Quality is to become the dominant concern of the organization, and a purpose of this book is to convince you that it should, then you need a Quality Policy.

2-8: The importance of job design, work simplification and measurement for TQM.

Job design,work simplification, measurement and quality

The services and products productivity and quality depend on work simplification, job design, and work measurement. It is very important to look at these methods and understand them. [33-Griffin, 1982] stated, how did this plant come to be ? Volvo built it as an experiment in combating the high turnover, absenteeism, and poor performance prevailing at its existing plants Company management felt that workers would respond more favorably to jobs made more channeling and meaningful. In general, the experiment has worked. Job design is a crucial element in managing an organization's human resources [34-Vonerembase,1991]

What is a job design (Job design is the specification of an employee's task - related activities, including both structural and interpersonal aspects of the job) The specification is determined by the needs and requirements of both the organization and the individual. At first the trend was toward increasing specialization and standardization of jobs Although formal theories of job design are fairly recent attempting to design work has a long history. The construction of the pyramids in Egypt was founded on job specialization grouping jobs together by function. Over time,people's work became increasingly specialized. This evolution toward specialization accelerated as the Industrial Revolution swept Europe in the 1700s and 1800s and followed in similar form in America in the later 1800s. The two most influential students of specialization were Adam Smith and Charles Babbage. Smith, an eighteenth - century Scottish economist, originated the phrase " division of labor " in his classic book An Inquiry into the Nature and Causes of the Wealth of Nations, published in 1776. the book tells the story of a group of pin makers who specialized their jobs so that they could produce many more pins per person in a day than each could have made by working alone. Charles Babbage wrote On the Economy of Machinery and Manufactures in 1832. Extending Smith's work, Babbage cited additional advantages of job specialization : relatively little time was needed to learn specialized jobs, waste decreased, workers needed to make fewer tool and equipment changes, and workers skills improved through frequent repetition of tasks.

Job Specialization

The chief proponent of scientific management, Frederick W. Taylor (1911), argued that jobs should be scientifically studied, broken down into their smallest component tasks and then standardized across all workers doing the jobs. job specialization generally brought most, if not all, of the advantages its advocates claimed Specialization paved the way for large-scale assembly lines and was at least partly responsible for the dramatic gains in output achieved by American industry for several decades after the turn of the century. A person who does the entire assembly will find the job complex and challenging, but such a process is inefficient. If the job is specialized so that the worker simply inserts one circuit board into the television set as it passes

along on an assembly line, the process may be efficient, but it is unlikely to interest or challenge the worker.

Job enlargement

Job enlargement, or horizontal job loading, means that the worker's job is expanded to include tasks previously performed by other workers.

Job rotation

Job rotation involves systematically shifting workers from one job to another, with the goal of sustaining worker motivation and interest. Rotation may decrease efficiency, job rotation is a very effective training technique because a worker rotated through a variety of related jobs acquires a larger set of job skills.

Job enrichment

Job enlargement and job rotation seemed promising but eventually disappointed managers looking for answers to the ill effects of extreme specialization. job enrichment - was developed in the late 1950s. Job enrichment is based on Herzberg's two - factor theory of motivation by positive job - related experiences such as feelings of achievement, responsibility, and recognition. To this end, he advocated vertical job loading : not only adding more tasks to a job, as in horizontal loading, but also giving the employee more control over those tasks. Vertical job loading should enrich a job in six ways :

1- Accountability Workers should be held responsible for their performance.

2- Achievement Workers should feel that they are doing something worthwhile.

3- Feedback Workers should receive direct and clear information about their performance.

4- Work pace. To the extent possible, workers should be able to set their own work pace.

5- Control over resources. If possible, workers should have control over the resources used in their jobs.

6- Personal growth and development. Workers should have the opportunity to learn new skills.

Table 2

Using Herzberg's Two -Factor Theory of Motivation

Principles of Vertical Job Loading		
	Principle	**motivators Involved**
A	Removing some controls while retaining accountability.	Responsibility and personal achievement.
B	Increasing the accountability of individuals for own work.	Responsibility and recognition.
C	Giving a person a complete natural unit of work (module, division, area. and so on).	Responsibility achievement and recognition.
D	Granting additional authority. to an employee in his activity ; job freedom.	Responsibility achievement and recognition.
E	Making periodic reports directly available to the worker himself rather than to the supervisor.	Internal recognition.
F	Introducing new and more difficult tasks not previously handled.	Growth and learning.
G	Assigning individuals specific or specialized tasks, enabling them to become experts.	Responsibility growth and advancement.

Source : " One More Time - How Do you Motivate Employees ? " by Frederick Herzberg (January - February 1968) Harvard Business review Exhibit from.

1- Many reports of the success of job enrichment programs have been evangelical in nature. That is, the authors of these studies overstate the potential benefits of job enrichment and minimize its pitfalls.

2- Evaluations of job enrichment programs have often been methodologically flawed. Many studies have been poorly designed, so that results are subject to alternative explanation.

Job Characteristics.

The job characteristics approach began with the pioneering work of A. N. Turner and P R. Lawrence, who conducted a large- scale project to assess employee responses to different kinds of jobs. 16 Turner and Lawrence believed that workers would prefer complex, challenging tasks to monotonous, boring ones. They predicted that job complexity would be associated with employee. In light of this mixed evidence, other researchers also tried to develop ways of understanding individual differences.19

DESIGNING JOBS FOR GROUPS

The job design perspective we have talked about to this point have focused almost exclusively on individual jobs. Many situations, however, may call for designing jobs for groups.

Group Tasks

Considering a group- based approach to job design may be appropriate under either of two circumstances. For one thing, some jobs are simply better suited to a group than to an individual. For example, it may be more efficient for American Airlines to use a team to service a 747 than to assign the job to a set of individuals. The other situation when group- based job design might be best is when the organization want to use groups as mechanism for enhancing individual attitudes and behaviors, as was done by Volvo. An increasingly popular form of this approach is autonomous work groups.

Autonomous Work Groups

In autonomous work groups, jobs are structured for groups rather than for individuals The group itself is then given considerable discretion in scheduling individual work assignments, and other matters that have traditionally been management prerogatives even to the extent of hiring new members and determining members' pay increases.

Social information processing model

The model obviously is quite complex.Basically it suggests that through a variety of processes, commitment (self -interpretation of behavior), and information saliency (or importance) are defined.

These processes include the following : -

1- Choice. The freedom to choose different behaviors.

2- Revocability. The ability to change behaviors.

3- Publicans. The degree of visibility to others.

4- Explicitness. The ability to be clear and obvious.

5- Social norms and expectations. The knowledge of what others expect from someone.

6- External priming. The receiving of cues from others.

Attributional and enactment processes then combine with social reality construction processes to influence perceptions, attitudes, and behaviors.

JOB DESIGN, SIMPLIFICATION AND MEASUREMENT

Most production and service operations processes are basically done by people. This is especially true in service industries. Even highly automated companies still require people to

oversee and direct the operations of their automated systems. Job design is a critical factor in the development of products, as well as processes ; the way a person does his or her job will have a major impact on the quality of the product and service produced and the ability of the production and service process to function as designed. In any job, there are alternative ways various tasks can be performed. Which design is best ? One way to answer that question is by determining which method tasks the lesser amount of time and produces better quality. That's where work measurement comes in. Work measurement is a tool used to determine the amount of time a work activity, or task, should take under ordinary conditions.But many other organizational also tie their employees ' wages directly to output. Such piece- rate or incentive systems are based on time standards determined from a work measurement study. Job design

actually encompasses four different areas of concern :

1- Specifying the tasks and responsibilities the job encompasses.

2- Defining the methods to be used in performing the job procedures.

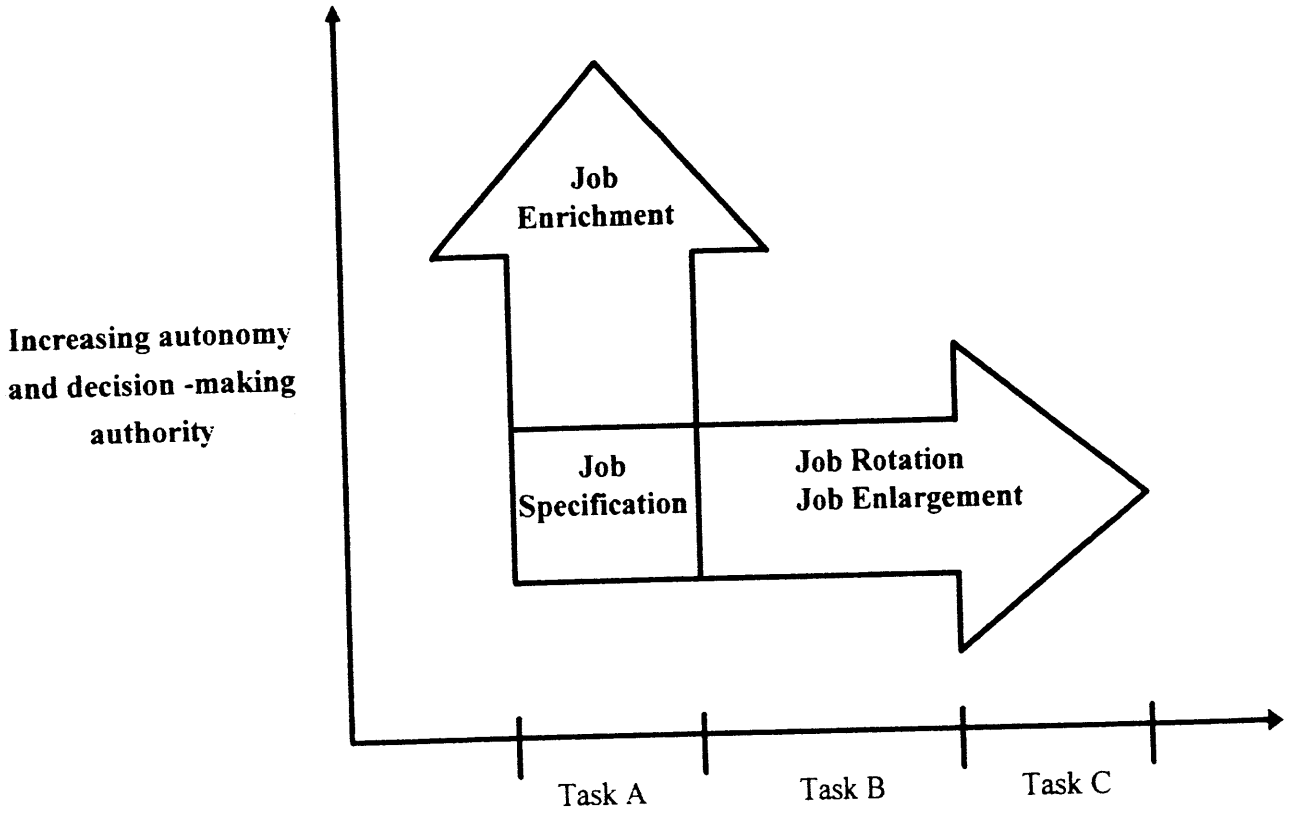
3- Laying out the physical environment in which the job will be performed.

4- Identifying the social and psychological environment in which the person will be working.

Traditionally, job design was concerned with specifying the tasks to be performed by a worker and the way in which those tasks were to be done. Organizational has everything in easy reach and can operate efficiently with minimum effort and no wasted motion. Today, job design has expanded to include the social and psychological environment by considering what are called sociopsychological factors related to a job Such factors include not only how a job is done, but also how the employee feels about that job. For instance, research has shown that most employees become dissatisfied if their job provides no opportunities for recognizing their self - worth or for interacting with other people. Thus, job design goes far beyond just a set of methods and procedures that specify a set of tasks. It must also take into account not only how easily or quickly a person may perform a job but also how he or she will react emotionally to that job and the environment in which it is performed. A job is defined by the tasks that make up that job. For example, a secretary's job can include the tasks of typing letters answering the telephone, and making copies. At one time, the emphasis in job design was on job specialization, in which each employee performs only a particular narrowly defined task. Job specialization can lead to increased efficiency and productivity. This allows those individuals to use their unique talents and abilities to the greatest advantage and to concentrate specifically on improving their performance in one set of tasks. Through specialization individuals can become expert at a given activity. On the other hand, too much specialization can lead to boredom and job dissatisfaction. The result is a lack of challenges and job dissatisfaction. To overcome the disadvantages of specialization, while still enjoying some of its benefits, many companies have used job enlargement, job rotation, and job enrichment. Job enlargement and job rotation are strategies that give workers an increased number or variety of tasks to perform. The approach

taken in job rotation is periodically to shift workers from one job to another. In this way, workers can learn new skills and face new challenges as they change jobs. With job enlargement, an employee's job is expanded to include several tasks. The idea here is to allow a person to see that he or she is making a meaningful contribution to an entire product or service - not just putting a part into a document. Another purpose of job enlargement is to avoid boredom by providing new challenges in much the same way as job rotation. A common criticism of job enlargement and job rotation is that giving a person two boring tasks to perform instead of one will not lead to job satisfaction. Job enlargement and job rotation focus only on the horizontal expansion of work by giving a person more tasks or more jobs to perform, as shown in Exhibit 9.2 Instead, many experts argue that job satisfaction depends on a vertical expansion of the job description.This vertical expansion, or vertical loading, emphasizes giving workers responsibility for planning many of their own activities and, to some extent,allowing them to make decisions related to the job they are performing.

Exhibit 9.2 The Differences Among Job Specialization, Job Rotation, Job Enlargement, and Job Enrichment.



Methods Analysis

The tasks that make up a job can be done in many different ways, Several techniques can be used to identify the most efficient way of performing a specific task. In general, such

techniques are often grouped under the headings of methods improvement, methods analysis, or work improvement. These techniques are concerned only with the physiological aspects of a task - how easy the task is to do or how quickly the person can work.

Flow Process Charts

The flow process charts is used for analyzing the movements of a worker or the flow of materials through a process. The flow process chart is especially useful in identifying ways of :

1- Improving the process.
2- Eliminating unnecessary idle time.
3- Minimizing the distances things must be moved,.
4- Rearranging tasks for greater efficiency.

Five symbols used to describe the actions of a worker or the processing of a part or product,as shown in Exhibit 9.3.

1- Circle - indicates that some operation is being performed, either by the worker or on the part.
2- Arrow - represents either transportation of material or movement of the employee from one location to another.
3- Square - represents an inspection operation.
4- Capital D - indicates a delay or wait.
5- Triangle - indicates storage of material, parts, etc..

The flow process chart can be used to design a new task or to improve an existing one. The flow process chart is examined to identify possible areas for improvement. The following questions provide some guidelines :

- Is there any unnecessary idle time ? If necessary idle time exists, could it be used to perform another activity ?
- Can distances be shortened to decrease or eliminate time for movement of the worker or materials ?
- Can efficiency be improved by rearranging activities ?
- Can the work area be rearranged to improve efficiency ?
-Is it possible to reduce the number of times a part or product must be handled ?

(EACH PROVIDED SERVICE SHOULD BE A SPECIAL SERVICE)

Designing the Physical Environment

Work Place Layout

Discussing techniques and concepts that can be applied to the layout of an entire production facility. On a more detailed level organizational are also concerned with designing

the layout of individual work places within a facility so that they are consistent with the overall facility layout, enabling workers to do their jobs efficiently. Some of the methods for facility layout can also be used for work place layout. The activity matrix approach used to design a job shop layout can be applied to work place. In this situation, the objective is to minimize the distance an employee must move in obtaining raw materials, operating equipment, or performing various tasks. The activity matrix would show the total distance an employee might have to move during a typical day. Through careful arrangement, raw materials and equipment can be placed so that distance is minimized. One approach to work place layout that appears especially useful is the U - shaped layout. This type of layout can be used to design everything from one employee's work station to an entire department. The advantage of this layout is that the employee has easy access to all required materials and equipment.

Ergonomics

Ergonomics is the design of work place, furniture, machines, tools, and other items so that the physical limitations and capabilities of people are taken into account. The objective is to improve performance by increasing speed and accuracy, reducing fatigue, and increasing the ease of use by the worker. The subject of ergonomics can be divided into two components : work physiology and human engineering. Work physiology is the study of people's bodily reactions under working conditions. For instance, we can monitor how an individual's heart rate and oxygen consumption change as he or she performs different jobs. This information could be used in determining how often someone needs to rest.

Human engineering

Is concerned with taking into account the physical characteristics of people. For example, there are certain limits on how far a person can reach with ease or on the range within which information displayed on a CRT screen can be easily read. In designing work stations, all of these human characteristics should be taken into account to ensure that workers will feel comfortable and work efficiently.

Ethical Considerations in Job Design

Each year, hundreds of thousands of employees are injured on the job, some seriously enough to result in death. Unfortunately, many of these deaths and injuries could have been prevented. Although all work involves some degree of risk, much of that risk can be reduced by specifying proper work methods and laying out facilities so that employees are not placed in highly dangerous situations. As a consequence, state and federal governments have stepped in with various regulations. Of these, the best known is the Occupational Safety and Health Act (OSHA), which set up a federal agency to oversee safety standards for all types of work. OSHA standards relate to everything from allowable noise levels to design of equipment, and federal inspectors can fine organizational for noncompliance. Employees are a organizational most valuable asset, and it is smart business for a company to protect and preserve those assets. In

other situations, accurate measures of task time may be essential. For instance, when assembly - line balancing. It was important that accurate time be known for each task so that the line could be balanced. Another situation in which accurate task times are essential is when organizational pay their employees using an incentive or piece - rate system. In both of these situations, the organizational must have an accurate idea of the time required to perform a task. Usually this time is stated in terms of minutes per unit. To determine the average time per document, we can use the formula:

$$\text{Average time per document} = \frac{\text{total time}}{\text{number of documents}}$$

Since we want this in terms of minutes per order, we must divide the number of minutes in a week by the average number of calls handled per week. The time calculated above is called the standard time and is usually expressed in terms of time per document. This represents the time it should take to perform a task under ordinary conditions, allowing for rest periods, fatigue, and other unavoidable delays. There are several different ways in which this standard time can be obtained other than the one demonstrated above.

Historical Data

One of the easiest ways to develop a time standard is by using historical data, as was done in the preceding example. However, the main disadvantage of historical data is that they include past inefficiencies. Therefore, historical data can be used as a starting point and as a basis for comparison.

Time Studies

The most common way of developing the standard time for a task is through a time study, usually done with a stopwatch. During a time study, an experienced worker performs the task repeatedly. Each repetition of the task is termed a work cycle. The stopwatch time recorded for each cycle is used to develop a standard time that represents how long it should take an average worker to perform that same activity. The stopwatch time study is usually performed in a series of steps, beginning with evaluation of the task and proceeding through a series of calculations until the standard time is obtained We will briefly summarize those steps here so that you can be aware of the basic procedure. But first, we need to introduce some new terminology. We have already discussed the distinction between a job and the tasks that make up that job. However, tasks may be further broken down into elements. The reason for this further breakdown is twofold. First, it is often easier for the time - study operator to time each element separately. Second, ways of improving a job can often be identified by looking at each individual element.

For now, we go on to describe the steps of a time study.

Step 1: Make sure that all procedures in the organizational labor agreement are followed. This often requires that the supervisor and the worker - be informed before the time study begins.

Step 2: Observe the task, and make any improvements in the operator's performance of the task.

Step 3:. Record information about the task and how it is being performed for future reference in case the standard is questioned.

Step 4 : Break the task into elements such that each has unique starting and ending points but is long enough to be timed easily. Starting and ending points can be when a part is picked up or put down or when a work is started or stopped.

Step 5: Time enough work cycles to be assured of a reasonable sample. It is possible to determine sample size statistically, but most organizational are more concerned with the cost of performing a time study. Usually, between five and fifteen cycles are timed.

Step 6: Average the observed times. The result is usually called the cycles time or selected time. This represents the average time it took the worker employee being observed to perform the task.

Step 7: Adjust the cycle time for the efficiency and speed of the worker who was observed.

The person performing the time study must estimate, based on past experience how fast or slow that worker employee performed the task in relation to an average worker. This produces a rating factor. A worker who performed the task 25 percent faster than average would be assigned a rating factor of 125 percent. Using this factor and the cycle time a normal time is calculated.

Normal time (NT) = cycle time (CT) X rating factor.

Step 8: Make further adjustments. It is not reasonable to expect employees to work continuously without time for rest. Delays may also occur when the worker must wait for more material. These factors must also be entered into the calculation through an allowance. The standard time, which includes allowance for personal time, rest, and delays is calculated as follows:

Standard time (ST) = Normal time (NT) X allowance.

The allowance is calculated as 1. 00 plus the percentage of normal time allocated for allowances.

2-9 JAPANESE MANAGEMENT STYLE

Since the early years of industrialization in Japan, the concept that " the enterprise is people " has been emphasized, and continuous development of the most important corporate resource, managers, has always been considered to be of prime importance. Initial managerial education is the foundation of human resource development in Japanese enterprise, where the practice of lifetime employment persists. A formalized procedure of collective orientation, socialization and indoctrination is given to new employees immediately after they are recruited,

and such education is believed by employers to be the first step toward the development of future managers and is therefore practiced by all major companies for the most of Japanese, the workplace in not merely where one earns a wages ; it is where one belongs as social as well as private individual throughout one's working years. The salary basically determined by the length of service changing jobs is not socially respected and is definitely not yet widely practiced the organizational setup training and retraining of workers in specific skills. Recruit employees for full - time with guaranteed lifetime employment.

- It is important to graduate from one of high schools to attain a high position.
- Over all, Japanese organizations are more participatory than others.
- To facilitate informal system of human communication, Japanese offices are usually arranged in open office system.
- Japanese have the sense of belonging to their work. Which increase total commitment, and loyalty to work.

While conformity is thus maintained in socially expressed behavior, the individual's inner self is likely to lack such conformity. This kind of inner autonomy, as one might call it, is taken for granted in Japan, and it is what Ben Dasan calls " human dialectics. " Unlike orthodox Jews, who, he says, bind themselves by laws, the Japanese believe that " no decision binds people by a hundred percent. " Herein lies the Japanese version of tolerance for individual inner autonomy and of resistance to totalitarian control. Both conspicuous dissension and dictatorial suppression are alien to social relativism. Total commitment. The strong sense of belongingness as a stake for self - identity, reinforced by collectivism and conformism, calls for the individual's total commitment and loyalty to his group. It also means that the group is responsible for taking care of all the needs of its members. These mutual obligations of loyalty and total protection are an established practice in the Japanese employment system, particularly in large corporations. To repeat some of the characteristics of that system, which have become clichés through the widely quoted work by Abegglen :-

* Lifetime employment.
* Promotion in wage and rank based on length of service.
* Paternalistic relationship between superior and subordinate and between employer and employee.
* Extension of the rights and duties of employer and employee to their family members.
* Provision by the company of most of the employee's basic needs, including housing, dining rooms, medical, educational, and recreational facilities, and so on.
* The employment of quality circles on a massive scale throughout Japan has undoubtedly played a very significant role for the extraordinary success of Japan.
* The pay based on career, performance and responsibilities.
* Japanese performance and skills build on continuous training until the employee retires (secret of Japanese).

* The Japanese have the willingness to change, cheerful willingness on the part of employees to accept continuing changes in technology and process.
* Managers has always been considered to be of prime importance resource which need continuous improvement.

Nation wide aim's the purpose of its new - employee education program is slightly different, the general aims of these programs may be summarized as follows :-

1- To educate new graduates as members of the company, emphasizing self - discipline and the transition from student life to company life.
2- To teach professionalism and the significance and meaning of work.
3- To provide background information about the company and to familiarize employees with distinctive management trends.
4- To familiarize employees with basic company procedures and fundamental business rules and etiquette.
5- To cultivate a spirit of harmony and teamwork among employees.

– Continuous attempts to introduce innovations in their personal practice and policies.
– The dynamics of Japanese leadership stem come from Japanese cultural, Japanese leader must function within framework of group.
– The Japanese type of group, the leadership is under a very great of restraint both structurally and emotionally.
– There is strong new employee orientation education, and training.
– In the decision making process, Japanese have a tendency to skip intermediate alternatives and relevant factors, and jump to one final conclusion.

Quality circles succeed in tapping this huge resource of knowledge and skill. which resides in every workhorse, and do so in a way which draws on and fosters the very real human need for job satisfaction. The resulting effort is applied in a manner which truly deserves the description scientific. Achieving this demands skill and a patience in establishing the necessary practices, together with a firm commitment by the highest level of management to ensuring that, once a decision has been made to introduce quality circles, the necessary steps to enable them to function are actually taken. To this extent - and to this extent only - compulsive management is called for. The quality circle itself is a completely voluntary body. Nobody is paid to join, nobody is forced to join, and nobody is penalized for not taking part. The motivation is solely the desire to do a constructive job of work and to find satisfaction in seeking the results of effort. The circle, once formed, sets its own terms of reference ; selects for itself the problems it wishes to tackle ; and in due course, presents its recommendations for their solution. In other words, it functions organically - according to its own perceived needs - rather than compulsively in response to externally determined criteria. How can such an apparently undisciplined body possibly serve the ends of the organization in which it operates ? The easiest way to resolve this

seeming paradox is to examine the basic methods and techniques involved in the actual workings of a quality circle. The half - a - dozen or so workers from a given department will in the first place have been asked informally if they would like to take part. Meetings take place once a fortnight or once a month under a group leader - often a foreman - who has previously been trained in basic statistical and problem - solving techniques, as well as in handling groups. Indeed the group leader's most important function is to enable the people concerned to operate as a group, not as a bunch of individuals. Problems for possible solution by the circle may be identified by anyone in the firm. They may arise, for example customer complaints, quality control feedback. management information, or from engineering or design departments. Circles themselves often identify problems of which management may be unaware- like handling or damage problems, or shortcomings on job cards or specification sheets.

Actual selection of a problem for consideration is entirely up to the circles - and it is vitally important to their successful operation that they be free to select for themselves the problems to be solved. To ensure that the problems selected have a high practical value, a Pareto analysis is carried out as the first step ; this technique is specifically designed to focus on key areas, leaving aside those of relatively minor significance. Named after the Italian economist who enunciated its principles, Pareto analysis uses the more or less constant relationship between quantity and value, which is commonly in a 1 : 4 ratio. The best - known example is the fact that, of a number of items held in stock, 20 % will contribute 80 % of the total stock value.

This ratio appears to hold good for many situations, including quality problems. Many quality investigations reveal that 80 % of quality failures arise from only 20 % of the possible causes. Which will therefore be the most significant in cost terms. Thus, plotting percentage contribution to cost produces a histogram, which will immediately reveal the most costly sources of failure. This enables attention to be directed towards these costly problems, instead of wasting effort on the numerically frequent, but financially insignificant items. When the circle has identified and then selected a problem that will repay examination, it next prepares a cause - and - effect diagram - sometimes called a fishbone diagram, from its appearance. This technique calls for the definition of an occurrence (known as the effect), and then sets out diagrammatically all the possible causes of that occurrence, and, where necessary, the sub - causes in turn. At this stage, no attempt is made at detailed examination and evaluation of the causal factors suggested ; rather, the circle leader will seek to encourage contributions from all the members of the circle and will draw up the resulting diagram. Investigation and testing of the suggested causes for validity takes place at a subsequent meeting. This allows time for the various ideas put forward to be assimilated by the circle. It also helps to ensure that the ideas themselves, rather than the people who suggested them, become the target of comment or criticism. By this later time, the ideas will be group property, rather than belonging to one individual During the investigation and the forming of solutions, the circle will frequently need to consult with specialist departments, such as production engineering, quality control or design. Top management's determination to ensure that conditions enable the circle to work effectively

come play here, since, at this stage, obduracy by middle management can make the circle's task either frustrating or impossible. However, once specialist departments have some experience of working in conjunction with quality circles, they commonly become increasingly enthusiastic as they find people receptive to their ideas at shopfloor level. At the same time, the shopfloor interest in collaborating with specialist departments has considerable appeal and is a strong motivating force in circle operations.

Real management commitment is also called for at the final stage of the process - presentation of the circle's recommended solution to a problem. Genuine commitment to implementing valid solutions is obviously essential to successful working. Recognition is a powerful motivator ; inevitably, there will be circumstances in which a particular solution cannot be implemented, but it is vital to the continued enthusiasm of the circle that, if rejection is essential, the reasons are clearly and fully explained to the members. Nobody really wants to feel that the firm he works for produces poor quality products, and pride of achievement in helping to improve the company's image is important. Two questions frequently asked about quality circles concern their worth in financial terms and the attitude of unions towards them In general terms, the return on investment in quality circles is between 5 :1 and 8 :1 Over - emphasis by management on the cost - saving aspects in the early stages will tend to distort the spirit behind the program, but cost savings in practice are often very considerable. As for the unions, if properly approached in the first place, they tend to be in favor of quality circles, seeing them as a way of improving the job satisfaction of their members. Shop stewards often become very enthusiastic members of circle groups. However, the way in which management approaches the question of introducing quality circles is crucial to success. Careful preparations are needed, and the disarmingly simple nature of the concept makes it all too easy for the over - zealous consultant or manager to lead his client or firm along the primrose path to failure. Inertia among workers who are suspicious of management motives has to be overcome, as does that of middle managers who are skeptical about yet another so - called pancea. For these reasons among others, it is often better to get outside help in these initial stages. A good consultant will design a program which allows the client to take over the subsequent development as soon as possible. An early step in the introduction of any program is the appointment of a coordinator (known as the facilitator), generally from within the company. His tasks will include training circle leaders, coordinating circle activities, assisting inter - circle operations and obtaining specialist advice from other departments where necessary. His personality must enable him to get on well with people at all levels, and the appointment calls for careful selection.

Why do quality circles work ? Because - unlike so many other techniques - they involve people. Management commitment, careful preparation of the groundwork and a gradual introduction without fanfares are the key factors in their successful establishment in a business. The basic techniques of the quality circle, moreover, are applicable to any situation where people work together, and are as relevant in a bank or hotel as they are in a foundry or factory. Quality

circles are not, of course, an instant remedy for every industrial ill. But their value has been demonstrated time and again. No firm has anything to fear from quality circles properly applied : a great many companies have much to gain.

2-10 Organizational culture and processes

Corporate organizational culture:-

In early 1980's organizational culture become central concern in the study of organizational behavior.Schein (1983) defined organizational culture as the pattern of basic assumptions that group has invested, discovered, or developed in learning to cope with its problems of external adoption and eternal integration.Deal and Rennedy (1982) define it as " the way we do things around here". Organizational culture is the set of values, often taken for granted, that help people in an organization understand which actions are considered acceptable and which are considered unacceptable. often, these values are communicated through stories and other symbolic means (Moorhead,1989)

Culture refer to some set of values or acceptable behaviour. Practising managers interested in organizatiol culture such as TQM culture, especially asitrelates to performance. The economic see culture as a tool used to manage and as a determinant of performance. Establishing TQM culture is vital step toward public service improvement.

Managing the corporate culture requires attention to three factors :-

First: Managers can take advantage of cultural values already exit in an organization such as Islamic culture, and use their knowledge of them to help subordinates understand the values of.
Second: Employees need to be properly socialized, or trained, in the culture values of the organization which should be Islamic culture, either through formal training or by experiencing and observing actions of higher-level managers.
Third : Manager can change the culture of the organization through managing the symbols, dealing with the extreme difficulties of such a change, and relying on the permanence of the new organization culture once the change has been made.
Organizational culture is a powerful and pervasive influence in organizations. It is more abstract then many other organizational characteristics (and therefor more difficult to manage) in that it is best understood in its symbolic representations for TQM application.

Organizational culture is one of the most important elements in TQM application and success. It is important to establish quality culture to produce public service quality. Advised public sector top management to concentrate on Islamic culture, with attention about human ad quality culture.

The following criteria are vital for successful implementation of TQM:-

It is vital important to understand the organizational processes of TQM application in any organization. Developing processes toward TQM application is a main step toward public service quality improvement.

(1) Top-down managen'al commitment, implementation and support of TQM.
(2) Training and support of every member of the organization to a commitment to "get the job done right the first time".The achievement of this requires a high degree of corporate loyalty and trust, and a focused commitment to satisfy the customer
(3) A management perception of their corporate processes as a holistically interacting system.
(4) A structured and rational method of measuring quality and the process variables associated with quality.

There are general agreed culture criteria for successful implementation of TQM :-

The Process: It is essential for manager to understand how the flow of work through his area impacts on the final product quality. It is also his responsibility and everyone's responsibility to perceive the process as a total quality system. In other words, how do the different departments' activities affect the flow of work through his department?

There are a synopsis of principle of TQM such as :-

- **The requirements are driven by the customer**: Understand the customer and his requirements. A high-quality service is not necessarily a good product. The customer must be involved in all phases of the product development cycle. Use the customer requirements as measurements for success.
- **Measurement:** All results are defined by measurement. Complex statistical analysis is used. Inspection is not an indicator of quality. Doing it right the first time is the slogan of quality.
- **Develop a holistic perspective:** Understand how the individual processes tie into the overall system.
- **Analyse current processes:** Understand and document existing processes. Employees are the best source for this information.
- **Design improved processes:** The strength of TQM is in its faith in incremental development rather than revolutionary breakthroughs. Continuously refine the service and the production process. An effective means of accomplishing this is by integrating the product development and services departments. Too many times the attitude is "We developed this service once, now you develop it 100,000 times". Unfortunately the service is not developed with simplicity of servicing in mind and the whole process becomes unnecessarily overcomplicated.
- **Transfer best practices across the public sector.**

The application of TQM should be established through organization management processes such as :

(1) Motivation :

Motivation is the set of forces that cause people to behave in various ways.Motivation starts with a need. People search for ways to satisfy their needs and then behave accordingly. There performance of this behaviour results in rewords or punishments. To varying degrees, a favourable outcome may satisfy the original need. Motivation is of vital importance to all organizations and thus to their managers. Very often, The difference between highly effective organizations and less effective ones lies in the motivational profile. The manager's primary is to motivate people in the organization to perform at high levels. This means getting them to work hard, to be at work regularly, and to make positive contributions to the organizations mission. But job quality performance depends on ability and environment can be stated as follow:

$$QP = F(M, A, \text{and } E)$$

where **QP** = quality performance
M = motivation
A = ability
E = environment

People seek pleasure and comfort and seek to avoid pain and discomfort. Scientific management extended this view by asserting that money is the primary human motivator in the workplace. The human relations view suggested that social factors were primary motivators.

According to Abraham Maslow (1943), human needs are arranged in a hierarchy of importance, from physiological, to security, to belongingness, to esteem, and finally to self-actualization. Murray's manifest needs include many work-related needs that may operate simultancously.In Herzberg's theory (1959) satisfaction and dissatisfaction are two distinct dimensions instead of opposite ends of the same dimension. Motivation factors are presumed to affect satisfaction, and hygiene factors are presumed to affect dissatisfaction. Herzberg's theory is well known among managers but has several deficiencies.

It is very important to understand the individual and group motivations effects and processes in the application of TQM in public sector.

Motivating employees through empowerment has received considerable attention in recent years. Empowering employees may increase organisational effectiveness, enhance team building, and increase and improve managers' overall organisational power. But empowerment is not a simple matter of involving employees in decisions, and it is not a single strategy that can be transported easily and effectively from one organization or country to another, or even from one subsidiary to another within a organization. Rather, empowerment involves a complex set of practical motivational strategies that recognise diverse and sometimes competing individual needs.(Moorhead,1989)

The best-managed organizations have one thing in common: a conscious effort to empower their employees. Quality circles in Japan and employee-involvement teams in the

United States exemplify corporate strategies for giving greater control, over how and where work is done, to those who actually do it.

What is empowement ?

Management literature equates the practice of empowerment with the decentralising decision-making power.Consequently, such participate management techniques as collaborative goal setting and quality circles among others, have been heralded as leading to employee empowerment This line of thinking was championed in the 1960s by such management school as Likert, McGregor, and Tannenbaum.However, simply empowerment with participative management doesn't adequately address process as experienced by subordinates. Does sharing authority by subordinates automatically empower them The answer may be no, empowerment is viewed as a motivational component.Therefore empowerment in a motivational sense should be viewed as managerial strategy that strengthen the employees' self-determination needs or their beliefs personal self-efficacy.Motivation is a very important process for quality improvement and TQM application.

2) Goal setting and rewards:

Goal setting is an important dimension of human behaviour in organizations. Pride or shame may follow success or failure to reach goals. Goal setting is also important to motivation and control for quality improvement and TQM application

The goal setting theory of motivation suggests that goal difficulty, specificity, acceptance, and commitment are important determinants of performance. This view is generally supported by research.Management by objectives is another useful approach to goal setting. It is based on collaboratively setting verifiable goals and tying rewards to goal attainment. Again, this approach is often slipported by research.

Another major part of managing people in organizations is the reward system. The purpose of the reward system is to attract, retain, and motivate qualified employees and to maintain a pay structure that is internally equitable and externally competitive. Rewards have both surface and symbolic meanings.Rewards take the form of pay, benefits, perquisites, awards, and incentives. Factors such as motivational impact, cost, and fit with the organizational system must be considered when designing or analysing a reward system. Other issues related to reward systems are the openness of pay systems, employee participation in the pay system, and flexible (or cafeteria style) reward systems.A goal is simply a desirable objective to be achieved. Setting quality goals is important process for TQM application and control.

3) Job design and role dynamics :

Historical trends showed a general movement toward increasingly specialized jobs until about the 1950s. Since then, there has been a consistent move away from extreme specialization. Two early alternatives to specialization were job enlargement and job rotation. job enrichment stimulated considerable interest in job design.

Job Characteristics Theory (Hachman, 1980) grew from the early work on job enrichment. The basic premises of this theory are that jobs can be described in terms of a specific set of motivational characteristics and that managers should work to enhance the presence of those motivational characteristics in jobs, but that individual differences must also be taken into account. It is sometimes appropriate to design jobs for groups rather than for individuals.

Advocates of the social information processing view question some basic premises of the job characteristics approach. Social information processing theorists argue that neither employee needs nor task perceptions are stable, consistently predictable properties, but instead are socially constructed realities. Today, the emerging opinion is that employees' task perceptions and attitudes are jointly determined by objective task properties and social information.

New issues also have emerged in the area of task design. Compressed workweeks, flexible work schedules, and job sharing are scheduling innovations.Automation and robotics also have implications for job design.

Finally, it is important to consider role dynamics, a role is the part an individual plays. If problems arise during the role episode, ambiguity or various forms of conflict can arise.The processes of job design and role dynamics are very important for TQM application.

4) Leadership:

Leadership is both process and a property. Leadership as a process is the use of noncoercive influence to direct and coordinate the activities of group members toward goal accomplishment. As a property, leadership is the set of characteristics attributed to those who are perceived to eniploy such influence successfully (Moorhead,1989). Leadership theories concern themselves with either leader traits or leader behaviours and approach the concept from either a universal or contingent perspective.

Early leadership research was dominated by attempts to identify important traits of leaders. The problems of the trait approach prompted researchers to examine leader behaviours in an effort to identify universally applicable forms of leadership behaviour. The Michigan studies defined two kinds of leader behaviour: job-centred and employee-centred. These behaviours were viewed as points on a single continuum. At about the same time, studies at Ohaio State recognized consideration and initiating structure as basic behaviors.These behaviours were viewed as separate dimensions.The managerial grid suggested that the most effective leaders were those who had a high concern for both people and production.

The contingency theories tried to identify appropriate leadership style on the basis of the situation. Leadership style was viewed as a trait of the leader, Fiedler's contingency theory (1967) stated that leadership effectiveness depended on a match between the leader's style and

the favorableness of the situation, determined by task structure, leader-member relations, and leader position power.

Two other theories, the path-goal theory (Evan, 1970) and the Vroom-Yetton-jago model, focus on appropriate leader behaviour for various situations. The path-goal theory (Vroom.1988) suggests that directive, supportive, participative, or achievement-oriented leader behaviour may be appropriate, depending on the personal characteristics of subordinates and on characteristics of the environment. Using the same perspective, the Vroom-Yetton-jago model suggests appropriate decision-making styles based on situation characteristics. The Vroom-Yetton-jago theory is essentially a model for deciding on how much subordinates should participate in the decision-making process. The model is designed to protect the quality of the decision and ensure decision acceptance by subordinates.

Six recent perspectives that do not have their roots in traditional leadership theories are the vertical-dyad linkage model, (Cashman.1975)the life cycle theory, (Blanchard.1977) leadership substitutes, charisi-natic leadership, attributional perspectives, and symbolic action. As known leadership as both a process and a property. As process, leadership is the use of non corrective influence to direct and coordinate the activities of group members toward a goal accomplishment. It is important to know the vital role of leadership processes in TQM application.

5) Power, politics, and conflict:

Power is the potential ability of person or groups to influence another person or group. French and Raven (1959) have identified five bases of power. Legitimate power is power granted by virtue of one's position in the organization. Reward power is the control of reward valued by others. Coercive power is the ability to punish or harm.Expert power is control over organizationally valuable and relevant information.Finally, referent power is power through personal identification, often surfacing as imitation. Another approach proposes two sources of power.Position power is tied to a position, regardless of the individual holding that position, whereas personal power is power that resides in a person regardless of position. Attempets to use power can result in commitment, compliance, or resistance. Yukl's (1981) guidelines detail how managers can use the five bases of power to achieve commitment or compliance and to avoid resistance.

Organizational politics are activities carried out by people to acquire,enhance, and use power and other resources to obtain their preferred outcomes in a situation where is uncertainty or disagreement. Survey results indicate the political behaviour is not advocated by most managers but is seen as a necessity of organizational life. Cavanaugh and his associates have developed model that attempets to specify conditions under which political behaviour may or may not be ethical.Since managers cannot eliminate political activity in an organization, they most learn to cope with it.

Understanding how to manage political behaviour requires an understanding of the reasons for political behaviour, the techniques of political behaviour, and techniques for limiting the effects of political behaviour. There are several common causes of political activity, including ambiguous goals scarce resource. technology, and environment, nonprogrammed decisions and organizational change.Common political techniques are controlling information, controlling lines communication, using outside experts, controlling the agenda, game playing, image building, building coalitions, and controlling decision parameters. Ways to limit the effects of political behaviour are open communication, the reduction of uncertainty, and vigilant awareness of causes and techniques of political behaviour.

Conflict is common in organizations. This conflict is often a natural outgrowth of political behaviour. Managers should recognize that conflict can be good in some situations and bad in others. Numerous techniques can be used to either stimulate or resolve confilect.The power, politics, and conflict always playing strong role in TQM application. It is important to understand them and use them effectively.

6) Environment and Technology:

Environment and technology summarize the major sets of pressures or demands on the organization. The environment includes all elements outside the organization's houndaries. It can be viewed in terms of its components, its causal nature, and its uncertainty. The components include human resources, competitors, shareholders, the economy, the market, physical resources, sociocultural factors, government, and financial resources.

Focusing on the causal nuture of the environment emphasizes the relationship among the environmental components and the degree to which they change. Four types of environments emerge: placid randomized,placid clustered, disturbed reactive, and turbulent fields. Environmental uncertainty exists when managers have little information about environmental events and their impact on the organization. Two factors contribute to environmental uncertainty: A complex and dynamic environment is the most uncertain.

Three approaches to organizational response,or adaptation, to the environment are the structural contingency, resource dependence, and population ecology perspectives, The structural contingency perspective suggests that the structure of the organization depends on the environment in which it operates. The resource dependence perspective focuses on the exchanges between the organization and the various environmental components. As the organization seeks to manage its relationships with environmental components, it may either develop interorganizational relationships or try to change the environment. According to the population ecology perspective, organizations survive on the basis of the fit between their structural attributes and environmental characteristics.

The technology, of the organization includes all the processes an organization uses to transform inputs into outputs. The impact of technology, on organizations has been frequently studied. Woodward (1965) classified technologies as unit or small batch, large batch or mass

production, and continuous. Burns and Stalker (1961) described the impact of technology on organizations in terms of the rate of technological change. Perrow (1967) focused on the routine or nonroutine nature of the work.. Thompson described technology as long-linked, mediating, or intensive. Finally,the (Aston,1969) studies described work flow integration and the operations, materials, and knowledge technologies.Without understanding environmental and technological processes and effect it is impossible to apply TQM.

7) Communication and Information processing:

Communication and information are involved in all activities of the organization. Communication is the process by which two parties exchange information and share meaning. The difference between the amount of information required to perform a task and the information already possessed by the organization is known as uncertainty. The greater the uncertainty regarding the tasks of the organization, the more information the organization needs to operate effectively and efficiently. Communication between individuals, groups, or organizations is a process in which is a source a sends a message and receiver responds. The source encodes a message into symbols and transmits it through a medium to the receiver who decodes the symbols. The receiver then responds with feedback, an attempt verify the meaning to the original message. Noise or anything that distorts or interrupts communication may interfere in virtually any stage of the process.

Communication networks are systems of information exchange within organizations. Patterns of communication emerge as information flows from person to person in a group. Typical small group communication networks include the wheel, chain, circle, all-channel networks.They can be described in terms of the density of communication, the distance between members, the relative freedom of a member to use different paths to communicate with others, Final the positions of members.The organizational communication network, which describes the real communication links in an organization, is usually different from the arrangement on an organization chart. Roles that play in organizational communication networks include the gatekeeper,liaison,cosmopolite,and isolate.

People in organizations communicate through written, oral, and nonverbal means. Written communications include letters,momos, reports, and the like Oral communication is the type most commonly used. Personal elements,such as facial expressions and body, language, and environmental elements, such as office design, communicate nonverbally. Managers communication in organizations involves understanding the several types of problems that can interfere with effective communication. Problems relate to the communication process itself and to organizational factors, as status differences.

The fully integrated communication-information office system-the electronic office-links personnel in a communication network through a combination of computers and electronic transmission systems. The effects of such system have not yet been fully realized. The communication process is important for TQM effective application.

8) Performance appraisal:

Performance appraisal is the process by which work behaviours are measured and compared with established standards and results recorded and communicated. It purposes are to evaluate employee's work performance and provide information for such organizational uses as compensation,personnal planning, and training and development.

The elements for performance appraisal are commitment to objectives, job analysis, and measurement.Clear quality objectives and strong organizational commitment make appraisal systems meaningful to supervisors and employees. Job analysis provides job-based information to be used in developing a performance appraisal system, as well as in writing job or position description.Measurement issues include validity, reliability, bias, restriction of range, halo error, and timing problems.

Performance can be appraised through individual assessment methods (graphic rating scales, checklists, essays, behaviorally anchored rating scales, forced choice, and management by objectives); comparative techniques (ranking, forced distribution, and paired comparison); and new approaches that use multiple raters and comparative methods. Each method has advantages and disadvantages. Primary disadvantages centre on measurement problems such as validity, reliability, personal bias, restriction of range, and halo and timing errors.

Two basic issues of performance evaluation are who does the appraisal and how the appraisal information is used. More and more organizations are involving several people familiar with an employee's performance in his or her evaluation. Appraisal information is used in giving feedback to the employee making decisions regarding reward allocation, planning training and development programs, and planning for future personnel needs. Performance appraisal plays vital role in TQM application. Quality depend on performance and, and performance depend on effective appraisal.

9) Careers in organizations :

Individual Concerns about careers are related to their perceived opportunities for success. Organizations, on the other hand,want to assure smooth managerial succession and high level of individual and organizational quality performance. These two different perspectives are compatible, since individuals achieving their career goals are likely to be high quality performers.Thus, organizations can achieve their quality objectives by helping individuals achieve theirs.

Career choice occurs whenever an individual makes a conscious decision about beginning or continuing a career. It involves six steps: becoming aware of the need for a career choice, getting information about oneself and career options, evaluating the information, making a career choice, implementing that choice, and assessing the choice.

In addition to a basic career choice, people make two associated types of decisions- a choice of occupation and a choice of organization. Content and process theories of occupational choice recognize both the complexity of the process by which such choices are made and the variety of forces that influence the choices. Organizational choice generally involves selecting an

organization that will provide some minimally acceptable level of economic benefit, as well as the opportunity to engage in interesting challenging, or novel activities.

Research (Moorhead,1989) suggests that careers evolve through a series of general stages. Although career stages are closely associated with adult life stages, they are not the same. The career stages are the entry, socialization, advancement, maintenance, and withdrawal. Organizations engage in career planning to achieve a variety of purpose of value to both the organizations and the individuals in them. Seven general categories of career planning programs exist: career pathing, career counselling, human resource planning, career information systems, management development, training, and special programs.Career management is the process by which organizational career planning is implemented. It requires top management Support, the widespread use of human resource personnel, and a favourable climate for utilizing the organization's human resources to the fullest. Especially important is the involvement and cooperation of super-visors.

The results of organizational career planning my be beneficial or dysfunctional. Careful monitoring of the program should assure that benefits are obtained. Such benefits include the development of realistic expectations on the parts of all involved with a resultant full utilization of human resources to increase both individual and organizational performance. Careers planning is important step toward TQM application, careers planning is vital factor in human resource development. Management should understand career planning processes on TQM application.

10) Organization change:

Change my be forced on an organization, or an organization may change in response to the environment or an internal need. The forces of the for change are interdependent and influence organizations in many ways. Currently, the areas in which the pressures for change seem most powerful involve people, technology, information and communication, competition, and social trends.

Resistance of change may arise from one or several individual and organizatioal sources. Resistance may indicate a legitimate concern that the change is not good for the organization and may warrant a re-examination of plans. Resistance to change can be managed through communicating and educating employees more effectively and involving employees in the change as much as possible.

Planned organizational change involves anticipating change and preparing for it. Lewin (1951) described organizational change in terms of unfreezing, change, and refrezing. In the expanded model of planned change, top management recognizes forces that call for change, engages in a problem-solving process to design the change, and implements and evaluates the change. Some organizations may use a change agent, either a member of the organization or an outsider, to manage the change process. The change agent may help define and solve the problem and may fully collaborate in the change, evaluation, and control phases of the process.

Once change begins, the organization is in a transition stage-neither the old state nor the new state-but the business of the organization must continue. So that the organization will function during this period, it is helpful to plan, organize, and implement organizational change systematically, from disassembly of the current state to creation of a fully functional new state. This process of transition management begins before the actual change occurs with proper planning and organizing. The change toward TQM application require deep understanding for change agent and effect on organization.

To apply TQM in public sectors, top management advised to understand management processes such as:-

1) Motivation.
2) Goal setting and rewards.
3) Job design and role dynamics.
4) Group dynamics, and intergroup dynamics.
5) Leadership.
6) Decision making and creativity.
7) Communication and information processing.
8) Performance appraisal.
9) Career in organization.

and other important element that effect TQM application such as:

1) Power, politics, and conflict.
2) Environment and technology.
3) Organization behaviour.
4) Organization development.
5) Individual differences.
6) Learning, perception, and attribution.
7) Work stress.
8) Organization structure and design.
9) Organization culture.
10) International aspect of organizations.(For more discussion see Moorhead,1989,p2-260)

2 - 11 SUMMARY

In a TQM culture, the top managers are themselves the advocates of change. They must be, because no improvement can ever materialize without a change in the old management attitudes and, in particular, in the attitude embodied in the maxim, ' Stick to what you know !' is enough. Progress and breakthrough have always been due to those advocates of change who did not want to adjust their actions to fit in with their environment ; to those who eventually succeeded in making the environment fit with their beliefs and actions - actions which turned out to be correct. Progress and success for public organization, therefore, can materialize only when a committed management accepts the challenge of change, and becomes the leader in defining a

(new) total quality policy and in creating the conditions to enable everybody to fit into this policy. Quality means different things to different people but this study uses the user based notion discussed services that meet customer preferences and expectations are considered to be of high quality. This definition is different from the one typically used in the manufacturing quality literature : meeting some internally established standard. Customers judge quality by comparing their perceptions of what they receive to their expectations of what they should receive. This point is important to understanding and controlling service quality because both expectations and perceptions are experiential states of mind rather than necessarily being real. To study TQM system in any society it is important to study. The related literature that deal with quality

GCC States have a very strong culture for TQM, in that Islam asks people to achieve perfect work, because Allah " God " judges their word and records it and Allah orders people to give a full measure when they measure and weigh with a balance that is straight, which is the most fitting. Managers should know that quality could be achieved through people, advanced methods, and quality resources. Service quality improvement and cost reduction is a main goals for public sectors top management. To study TQM it is vital to study Quality concept Quality. concepts for service, Islam and quality management,Quality through People, Total quality management in public sector, Internet and public sector, productivity and quality, Cost and revenues of quality, the importance of human recourses development (HRD) for (TQM) total quality management, the importance of job design,work simplification and measurement for TQM, adapting TQM in government, Deming prize and Molcolm baldrige prize for quality, Creating objectives to organizational quality needs, Japanese management style and, Increased productivity and quality through management by values. All these factors have been discussed in this chapter.The study of quality and quality control has enjoyed a long and rich history in the management literature.The field has recently enjoyed a revival with the strong interest in Japanese management, Most previous studies have been devoted to managing the quality of manufactured goods. Despite the well-known prevalence of services in the economies of developed nations and the low quality of many services. Researchers have largely ignored the problems of managing quality in the service sector. This situation has begun to change. Because examples of poor quality in the overwhelmingly dominant service sector are so common, it is important for managers and scholars to understand service quality better. This chapter reflects and reviews of literature related to Total Quality Management of service quality that should lead to such an understanding and shows how it applies to various types of service-producing organisation.

CHAPTER THREE

SUPPERTIVE FACTORS AND BARRIERS FACING THE APPLICATION OF TQM IN STATE OF BAHRAIN AND STATE OF KUWAIT

CHAPTER III

SUPPORTIVE FACTORS AND BARRIERS FACING THE APPLICATION OF TQM IN STATE OF BAHRAIN AND STATE OF KUWAIT

3-1 Introduction

Public sectors are seeking ways of improving the quality of public services without adding to their costs .Too often , public sector organisations seemed to deliver services that were designed to suit the providers rather than the recipients . The need to address these problems had become one of the great challenges facing public service managers.Change is facing public services in the United Kingdom and other advanced states same as GCC States . It has a simple but ambitious aim: to raise the standard of public services up to and beyond the best available at present and to make them answer better to the needs of ordinary people .It has six key principles - setting standards, information and openness, choice and consultation, courtesy and helpfulness, putting things right and value for money. These are required to be adopted throughout the public service through TQM system . TQM system initiative embraces greater competition, independent scrutiny of public services; greater accountability and openness and a programme of management change to improve public services . It ensures that the needs and wishes of those who use these services come first . This programme of reform is attracting interest around the world and is now being imitated by other governments . This chapter describes what some states are doing, drawing on the support, skill and commitment of those who work in the public services .

Public sectors aim to raise the standard of public services by making them more responsive to the wishes and needs of users , public sectors adapting , a comprehensive programme of specific improvements to public services . Public services are paid for by individual citizens, either directly or through their taxes or fees . Citizens are entitled to expect high-quality services, responsive to their needs, provided efficiently at a reasonable cost. Where the state is engaged in regulating, taxing or administering justice, these functions must be carried out fairly, effectively and courteously .Those who work in the public sector are keen to improve the quality services that they provide and that they have the skills , dedication and enthusiasm to do so . What they have sometimes lacked is the freedom and more state action, but a condition of the public sectors believe in the right of citizens to be informed and choose for themselves need more attention. It is important to have a brief review of the states studied and for their efforts in improving public service quality.

General supportive factors and barriers facing the application of TQM in public sectors in State of Bahrain and State of Kuwait

Barriers facing TQM application in both public sectors :-

1- Continuous changing in top administrative management which leads to preventing them from controlling TQM programs .
2- Lack of clarity regarding training and individual performance analysis .
3- Diversity in customers , diversity in their needs , diversity in their levels , sometimes there are conflicts in their requirements . Diversity in objectives and goals of the public organizations which do not depend on financial issue only .
4- The weakness of financial and information system in public sector .
5- The absence of an excellent model of effective administrative system in public sector which could be followed for TQM application .
6- The problem of length of time required to perform work when TQM model is used .

TQM model's influence on administrative sectors in public sector

TQM model has strong influence on many administrative wings in the public sector . The most important sectors influenced by this administrative model as an example only are :-

1 - Quality level.
2 - Productivity level.
3 - Human resources management.
4 - Information management.
5 - Financial management.

First : Measuring quality level :-

TQM requires measurement system for quality levels achieved and measure the variation between these levels , specially those which are caused by one of working system factors such as :-

- Employees .
- Equipment / machines .
- Procedures .
- Management .
- Work environment .
- Purchasing system .

And the improvement of these factors will improve quality level .

Second : Human resource management :-

TQM model concentrates on work team building in public sector with internal management to share employees in achieving the organization's goals and increase the employees cooperation to improve job performance , employees loyalty and understanding for TQM program . HRM from

TQM point of view of required jobs are reclassification , develop administrative positions design , evaluating compensations and performance reports which reflect positively on quality system building .

Third : Information management :-

Feedback information from a citizen (customer) is the most important resource that TQM depend on . Government organizations should build suitable systems to receive feedback information about their services from citizens (customers) to improve service quality and customer satisfaction .

Forth : Management of financial resources :-

Financial resources management are influenced by TQM through the distribution of money between different service and projects which the governments working on . The reduction of government services cost is one of the TQM goals with providing services for bigger number of citizens .

From the study I could present the following barriers and support facing TQM application in State of Bahrain and State of Kuwait public sectors:-

1 - Public sector managers in State of Bahrain and State of Kuwait believe that it is not possible to apply TQM system for many reasons . The most important reasons are :-
- Political influence in public sectors.
- Bureaucratic system in public sectors .
- Weak financial support for TQM application from top management.
- Weak motivation and rewarding system in public sector .
- Civil service bureau or commission aren't trying to apply advanced management systems such as TQM or others .

2 - There is some fairness between public sector employees in state of Bahrain to reflect their opinions about management effectiveness , working processes , and services quality . This fairness is a strong barrier for TQM application .

3 - Employees complaints system in State of Kuwait Public sector is better than the complaints system in State of Bahrain . The employee in Kuwaiti public sector could present his / her complaint case according to these steps :-

First step : To the top management in his organization . Then
Second step : To Civil Service Commission . Then
Third step : To bureau of complaints and follow - up . Then
Fourth step : To administrative court .

This effective complaint system provides suitable working condition and job satisfaction for public sector employees and support Human Resource Development .

While in Bahrain the employee could present his / her complaint case according to these steps :-
Step one : To the top management in his organization . Then
Step two : To Civil Service Bureau . But the authority and the structure here is weaker to take correction actions .

4 - There isn't strong understanding and knowledge about TQM method and importance in State of Kuwait public sector and State of Bahrain public sector .

5 - There are some activities in State of Kuwait to establish TQM or SQI Service Quality Improvement through Diwan of Following - up and Complaints (DFC) in public sector . While in State of Bahrain only ministry of health is working on QI system through team of American experts . The efforts for public sector service improvement is better in public sector in State of Kuwait than public sector in State of Bahrain . Bureau of following -up and complaints is trying to plan and develop public sector service quality through comprehensive quality improvement system (QI) which is similar to TQM system DFC is using U . K public service improvement system , but they are facing negative cultural condition . This effort is a good step toward TQM application in public sector in State of Kuwait if received strong support from the leaders .

6 - TQM is not a widely known expression in State of Bahrain and State of Kuwait outside the top management itself , this condition effect negatively TQM application ..

7 - Bahraini and Kuwaiti public sectors are introducing quality systems partly because of the demands of the cost reduction and the need for service improvement in the domestic market . There is growing competition for budget and the position of the consumer is changing which making TQM application more difficult .

8 - Civil Service Bureaus or Commissions in both sectors have not plan for TQM system application in their public sectors , they don't see TQM as a main advanced method to improve public sectors processes and service quality .This condition is making TQM application harder .

9 - Public sector , as service output can be notoriously difficult to measure , it is difficult to measure TQM system out puts in public sector specially with present employees skills in TQM.

10 - There is no nationwide quality symbol awarded to service products which were deemed of high quality this activity need hard word work and follow up.

11 - Problems need to be solved , the lack of financial motivation , the shortages of materials , the difficulty of estimating quality costs and savings set , lack of quality people , the leaders frequently are not a management nominee .

12 - Public sector management should know " It is a most difficult task to transfer from one mentality to the other " . It is long term commitment to apply TQM system which is difficult to apply in public sectors .

13 - In State of Bahrain and State of Kuwait much behavior can be described as low trust which is not suitable for TQM application . This is partly due to traditional management . Management positions were often made from the politically approved combined with consideration of time served , and were seen as a reward for loyalty . Such managers were never fired , only moved to less important sectors of the public sector . The position of manager was strongly associated with the idea of responsibility .

14 - The concept of the manager as a coach rather than an order - given , has not yet taken off in State of Bahrain and State of Kuwait . Corporate culture is closer to Theory X than to Theory Y . Managers see themselves as controlling their workers . This condition is facing TQM application.

15 - Public sector in State of Bahrain and State of Kuwait today lacks on quality management in services , lack of discriminating , quality - conscious , domestic demand , and managerial skill in the measurement of the quality of customer service , service organizations require as public sector substantially different management styles and structures from those found in service-production organizations . The general problem of reintroducing management concepts such as TQM , which were bastardized in present time and the habit of " policing the customer " . Consequently there remains the major barrier to implementing TQM : how can we persuade employees to recognize and serve the internal customer (a concept central to TQM) when the external customer remains an obscure object to many employees .

16 - Both public sectors systems were marked by a lack of opportunities for lateral promotion . This reduced quality .

17 - At the moment there is more interest and knowledge about TQM itself But it is an uphill struggle . Here are some examples of the kind of barriers to introducing TQM in both public sectors:

a- The opinion of some that a bureaucrat is a barrier to the TQM application .

b- The difficulties of documenting the quality system .

c- The difficulty in determining meaningful quality cost when prices are still adjusting to market levels .

d- The shortage of managers with the training to introduce TQM system and TQM system .

e- The seemingly tremendous amount of work involved in the first stages of the TQM system .

f- The difficult financial situation often making rapid computerization and development impossible.

g-Difficulties in understanding statistics and adapting them to the public service line .

h- The lack of the most modern measuring and testing equipment's and techniques .

18 - There is no work / research in public sector quality issues . Such public people have not contributed to improve public sector service through TQM , by issuing various articles and studies on quality .

19 - TQM is very much a human resource issue , and is rooted in the belief that a firm's people are its most important asset . State of Bahrain and State of Kuwait however , owing to the apparent lack of resources , there is a widespread belief that if only given the capital and technology , both States would become richer and with higher quality services / products . Human resource issues are practically seen as less relevant .

20 - There are many increasable barriers encountered in TQM implementation in public sectors should be studied and solved such as : -

A - How to define customers .

B - Measuring services .

C - Ideological attitudes

D - Highly publicized events .

E - Service wide variety of customers .

F- Contradictory demands .

G- Public hidden customers .

H- Political controversial .

I - Short term vision .

J - Constant threat of goal displacement.

K- Difficulty in developing performance indicators .

L - Employees resistance .

M - Empowerment difficulty .

N - Resources limitation .

21- There is no simple but ambitious aim: to raise the standard of public services up to and beyond the best at present available and to make them answer better to the needs of ordinary people , there are no key principle such as :-

A) Setting standards.

B) Information and openness.

C) Choice and consultation.

D) Courtesy and helpfulness.

E) Putting things right and value for money.

These are not being adopted throughout the public service.

22- There is no strong recognition that people who work in the public sector are keen to improve the services that they provide and that they have the skills , dedication and enthusiasm to do so . What they have sometimes lacked is the freedom and the more state action.

23- GCC states especially State of Kuwait and State of Bahrain facing national budget deficit as result of Gulf war , Oil price decreasing , and Oil production increasing in the word The financial condition could effect negatively public service improvement and TQM application.

There are other barriers facing TQM application in both public sectors such as :

1. There are no agreed quality requirements, for both internal and external customers.
2. Customers requirements have not met first time , every time.
3. Quality improvement has not seen as away to reduce waste and total costs.
4. There is no focus on the prevention of problems, rather than an acceptance to cope in a fire-fighting manner .
5. There is no strong believe that quality improvement can only result from planned management action .
6. There is no strong belief that every job must add value .
7. There is no strong belief that everybody must be involved, from all levels and across all functions .
8. There is no emphasis on measurement to help assess and to meet requirements and objectives .
9. A culture of continuous improvement has not established (continuous includes the desirability of dramatic leaps forward as well as steady improvement)
10. There is no emphasis placed on promoting creativity in public sector.
11. there is no continuous study for needs of internal and external customer.
12. There is no continual improvement in meeting these needs.
13. There is no system-wide perspective on objectives and processes improvement.
14. There is a bias toward objective measurement.
15. There is no employee empowerment and teamwork plan.

Depending upon the person's position within a public sector hierarchy , a selection from the following list could easily supply all the reasons necessary to explain a public sector organization's poor performance toward service quality improvement :-

- Lack of government support .
- Lack of investment .
- Lack of proper leadership .
- Poor public sector relations .
- High interest rates .
- The price of oil .
- Lazy employees .
- Poorly trained management .
- Poor foreign support .

There is no top board

1) To suggest a policy for productivity and quality promotion at all economic levels.

2) To help sectors and enterprises in the practical implementation of new forms and methods of quality improvement production, organisation ,and management.
3) To implement specific productivity and quality improvement programmes and campaigns.
4) To train representatives of government, employees and management in productivity and quality promotion and relevant knowledge and skills.
5) To serve as a methodology centre for the country, assisting regional , sectional and local productivity and quality units and centres in their respective activities, training their staff and implementing service quality improvement joint programmes.
6) Undertake necessary research in productivity and quality improvement and measurement, new forms of work organisation and management methods and techniques.
7) Popularise the productivity and quality culture, working closely with the mass media and educational systems.

3 - 2 Supportive factors and barriers facing the application of TQM in State of Kuwait

Formal Name : State of Kuwait .
Short Form : Kuwait .
Form for Citizens : Kuwaiti (s); adjectival form, Kuwaiti.
Capital : Kuwait (city of Kuwait frequently used to distinguish it, from country).
Date of Independence : June 19, 196 1.

1) Geography

Size : About 17,818 square kilometers .
Topography : Almost entirely flat desert.
Climate : Hot , dry, desert climate; sand storms in June and July ; some rain, mainly in spring.
Boundaries : Mostly defined; United Nations 'Post-Persian Gulf War 1992 boundary settlement accepted by Kuwait but rejected by Iraq .

2) Society

Population : March 1992 estimate 1,175,000, of whom 53 percent Kuwaiti , a decline from pervasion population of 2,155,000 (mid-1990 estimate), of whom 27 percent Kuwaiti.
Education : Free from preschool through university and compulsory to age fourteen. Adult literacy rate 74 percent in 1990 .
Health : National comprehensive health care system extensive and continuing to expand and improve. Life expectancy in 1990 seventy-two years for males and seventy-six for females .

Ethnic Groups : Majority of population Arab . Noncitizen population shifted from predominantly Arab to predominantly Asian in 1980s . After 1990-91 Iraqi occupation, exodus of about 370,000 of the 400,000 Palestinians .

Religion : Most Kuwaitis are Sunni Muslims . About 20 percent of citizens are Shia Muslims . Most foreigners are also Muslims. the majority Sunni.

3) Economy

Gross Domestic Product (GDP) : In 1990 United Nations Development Program estimated US$15,984 per capita GDP .

Oil Industry : Provided 41 percent of GDP and 87 percent of government revenues in 1989, 58 percent of government revenues in 1990, and **11** percent of government revenues in 1991, showing effects of Persian Gulf War .Crude oil production in 1992 (after oil well restoration during year) about 41 million barrels, compared with about 387 million barrels in 1985 .

Industry : About 14 percent of CDP in 1989 . Largest industries petrochemicals and building materials .

Agriculture : Little farming-mostly vegetables and fruits .Most food imported . Some fishing .

Exports : US$1 1.5 billion in 1989; mostly crude oil and refined products . Asia and Western Europe main markets .

Imports : US$6.3 billion in 1989-largely such finished products as appliances and vehicles from industrialized nations, particularly Japan, United States, and Western Europe .

Currency and Exchange Rate : Kuwaiti dinar. On March 1,1994, exchange rate US$1 = KD3.55 .

Fiscal Year : July I to June 30 .

Kuwaiti Public sector activities to improve public service quality

Diwan of following - UP responsibility

According to ministerial council resolution the diwan is responsible for

- Evaluating customer satisfaction toward public service .
- Designing systems - as complaints systems .
- Developing public service quality.
- Receiveing the complaints and treating them .
- Receiving and study mistreatment of employees cases and solve them in coordination with concerned ministries .

Diwan(Bureau) of following up and employee complaint recommendations .

The performance of the Administrative body and citizens complaints in the council of ministers tried to study the follows :-

- Customer evaluation for general services in state of Kuwait , July 1994 (full report) This study tried to evaluate the following :

1) General satisfaction trend toward government services .
2)General satisfaction trend toward government services in each or governments organization.
3) In each department in every ministry organization.
4) Elements of dissatisfaction at level of each sample.
5) Elements of dissatisfaction at level of each ministry .
6) Elements of dissatisfaction at level of each ministry department .

The study applied in :-

1) Government saving and loan bank.
2) Ministry of Justice and Islamic Affairs.
3) Ministry of Interior.
4) Ministry of Health .
5) Ministry of Transportation .
6) Ministry of Working and social affairs .
7) Ministry of Industry and commerce .
8) Ministry of water and electricity .
9) Ministry of Education .
10) Ministry of Housing .
11)Municipality of Kuwait .

The study tried to :-

A- Organize the important elements of general service quality according to the point of view of customers .

B- Factors related to quality elements of general services from customer point of view .

C- Priority plan to improve general services from customer point of view .

D- Reasons for customer dissatisfaction of general services from customer point of view .

E- Comparing and organizing service elements from customer and provider point of view.

F- Service provider point of view toward work procedures and the methods to develop general service.

The study result show the follows :-

1) There is customer dissatisfaction toward provided public services .

2) The time element was the shared and most import reason for customer dissatisfaction toward provided general service.

3) There are other factors for dissatisfaction such as :-

- The belief in the service , this include the service provider reputation. keeping the confindciality of information and data when they provide the service .
- The location of the service , providing this include the location of service provider organization, and how it is easy to reach, providing instruction board in the building which help the customer to reach the employee specialized in required service, providing suitable car parking for customers, how in the location is suitable from inside , which could facilitate the customer movement from one place to an other, providing good places for customers waiting while they are waiting presenting or receiving their documents .
- The approaches that the service provider use in dealing with customers includes detailed factors as how good the employee, deals with customers, how he meet them, understand customer problems and conditions how is he in following good behavior in talking , dealing, and how is he efficient in his work .

4) This study show that the residents of customers is shared factor between the all factors of services except the believe in services which result dissatisfaction of general services, which depend on the idea of generalization of most general service under the study .
5) The customer Judge the quality of service according to the effectiveness of performance , good treatment employee receive and the framework of service quality , the efficiency of service come within five points from customers point of view, and these points are :-

- Good treatment of the employee.
- Level of employee efficiency in understanding and achieving his work .
- Employee readiness to facilite the procedures of required service .
- Possibility of performing the required service in given appointment .
- From employee point of view the service quality and efficiency of performance depend on :-
- Employee understanding of required documents for required service
- Number of employees working on providing the service.
- The clearness of procedures required for customers service .
- Customer understanding for the required documents to get the services .
- Efficient selection for employees whom providing service .
- Providing required Equipment's and tools to produce the required service more efficiency.
- The possibility of following the document through performing procedures .
- Existence of rewarding system.
- Keeping the confidentiality of document.

6) Time factor is coming as second important factor in receiving service after the performance efficiency from employees and customer point of views .

7) Location and confrontation of service location became last important factor to the employees and customers .

8) Employees as service provider concentrate their ideas on improving the methods of general services by focusing on :

One: The methods which deal with quality and efficiency of service provided to customer.

Two: The methods concern facilitating receiving general service and employee good treatment to customers .

Third: Internal administration procedures concerned performance improvement

9) The service provider (Employees) said that the most important approach to improve and develop public service is simplification of the required procedures to perform the services, efficient selection for employees whom dealing with customers, providing suitable number of employees, train employees on achieving services documents , dealing with people, and finally establishing the coordination between responsible sections about achieving each document .

Final Recommendations

According to the study results and indicators the recommendations depend on three main foundations which are :-

1) The improvement and development plan of general service should build on the needs and expectations of customers, the customer has the right in the service, according to that it is essential to determine these needs and expectations , which should direct governmental agencies while developing it service .
2) Preparing stages plan to be able in starting with most important elements then move to less important elements to the customer .
3) Using the experiences and ideas of employees whom working in the field of providing the service to customers .

The suggested recommendations are summarized in the following :

First : It is important to concentrate on the sectors that related to efficiency of work and performance, and working on improving the efficiency . the achievement improvement on the level of efficiency performance for general service could be gained though following:

1) Working on increasing the level of public service employees understanding their work, develop their performance abilities and skills, introduce all required documents and papers to provide the service, and the conditions to provide the services This goal could be achieved through training on all performance points and rotate them on all important processes and job which required to complete the required service.

2) Connecting employee performance evaluation system to the work understanding , their ability in achieving the required work in correct method instead of concentrating the evaluation processes on some less important points as employee behavior with his supervisor and collages, coming to duty on time .
3) Connecting the promotion of employees and other rewards or incentives to the performance efficiency and use them as important motivations to develop their skills and abilities at work .
4) Supplying service employees by the necessary information and developed knowledge through periodical meetings to inform them by all new issues in their working fields, and through attending some training which, should be related to the work the perform
5) Working on reducing the routine performance and insist on law and regulations articles, and instead of that , working on developing high level of service performance and flexibility without damaging the general public interests. providing suitable authorities for service employees to evaluate the conditions in a way that smooth the work achievement without following bureaucratic model in performance the believes are important to be respected and followed the laws and regulations articles and not over come them, they should be developed according to services developing needs .
6) Working on determine standardize time for service performance (document process performance), train the employees on performing them within standard time , make them apligated, and put the employee whom are not apligatey under accountability .
7) It is important to concentrate on documents accuracy after the achievement and taken the necessary actions to guarantee that, which include accurate review for customer dates, reviewing the document before delivery and through the performance process.
8) Working on providing suitable and efficient numbers of employees to perform required documents according to the studies to determine standard performance time.
9) Application of the practical system in selecting public service employees, and take into consideration rewarding and motivation systems
10) Providing all necessary equipment's and tools for service performance, and train service employees on how to use them, which include the developing of information systems in service organizations, and improve the using methods.
11) Working on developing efficient coordination between the systems which achieve the executive performance for each documents in order to provide required flexibility for public service achievement
12) Achieve work and forms simplifications in numbers and in procedures, which help in providing the needed flexibility in public service achievement.
13) Working on saving the confidentiality of all information related to customer documents to reach highs level of trust in public services provided by government.

Second :- Working on improving the treatment of service employees to customers, because this elements is very important one in Judging the efficiency of performing service from customer point of view , this goal could be achieved through :-

1) Select service employees whom will make direct communication with customers from the people whom have sprit of public service relation and individual characteristics which is necessary for best treatment with others .
2) It is necessary to Join service employees in some training programs concerned methods of treating customers, and working on improving their skills in this field.
3) Make the good treatment for customer of service employee which is , basic element in performance evaluation, and relate the promotion, rewards , incentives systems to this element and establishing tangible and moral incentives which motivate these employees toward continuous improvement in they way the treat their customers.

Third :- Reducing necessary time for service achievement through working on increasing the speed of documents achievements and eliminate all resources for documents delaying , these goals could be achieved through :-

1) Studying and analyzing work procedures in service units to simplified these procedures to reduce necessary time, efforts and cost, through eliminating integrating and simplification of the procedures .
2) Providing sufficient numbers of employees to achieve the services, according to study of the numbers of services (documents) required in different time , and the standard time required for each documents. It is possible here to provide high flexibility utilizing some employees whom doing other duties to work on achievement of completing documents when the demand is increasing on service instead of recruiting new employees. this goal need a job rotation on all works and jobs , in order to be able to get other help when they needed , and keep some of them working temporarily on some jobs of services when there are large demand on services .
3) Follow decentralization system for performance, which called " Local or district system " for service achievement, through distribution service organizations in all areas (Governs) and provide them by equalized employee, and efficient equipment's and tools to achieve the service .
4) Support the rule of public relation in service units to play effective role in guidance and direct the customers for service building, and meet them with kidness , the guidance could be in written or orally.
5) Reducing as possible the necessity the employee guidance return to his supervisor advise as permanent and continuous condition . this goal could be achieved through improving the employee efficiency and effective, then delegate him the necessary authority to achieve the work without need to consult his or return to him supervisor .

Forth :- Providing comfortable and simple environment in receiving the required service, through the improvement of conditions and characteristics of service locations , This goal could be achieved through :-

1) Providing suitable and efficient car parking for customers cars around the service building .
2) Reorganize the building from inside, to reduce customer movements in the building from place to other , this part is very important part of work simplification .
3) Develop and improve waiting locations for customers, and provide them by comfort means, especially where there is long time waiting. approximately.
4) Integrate or united the units that are responsible for each service (documents) in one place, and should not be separated geographilicy without vital necessity.

Fifth :- It is very important for the top management to support for the importance of the quality of services provided by their organization .
this support is the corner stone for any program for developing the quality of public services

Sixth :- Increasing the importance of the units which are responsible for delivering public service to the customers, through improving their organizational condition in general organizational structure of the organization .

Civil Service Commission Kuwait

Present development operation in civil service commission could be summered as follows :-

- Electronic mails system between ministries .
- Re engineering civil service commission .
- Re organizing the administrative structure in the public sector .
- One manager (director of organization department) .
- The organization and the operation in civil service commission are achieved according to the director power and influences .
- The organization structure in ministries achieved through civil service bureau or without it .
- The picture or concept of organization is not good in the eyes of employees .
- Organizations structure are not comprehensive and complete in public sector .
- Civil service commission is losing his effectiveness as result of political influences , and ministries powers which effect negatively the development of civil service and achieving TQM , especially in the absence of effective control and auditing . According to information consultant statement Bashir al Aurayeth , that he stated in (1995) :-

The prime minister asked him to suggest a system that could develop civil service sector , the following recommendations were submitted :-

1) Suggested structure of suggested civil service council shown in figure 15 :-

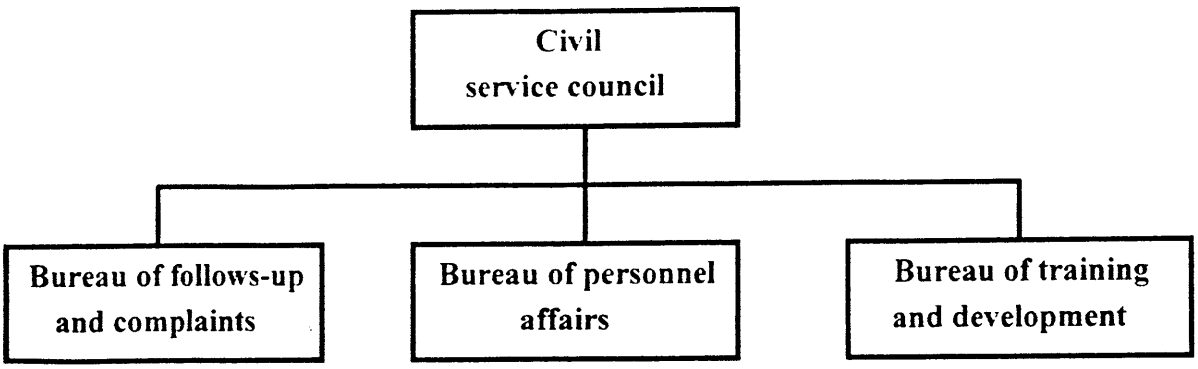


Figure 15 :Suggested structure of civil service council
Source : Yousif Fathalla, 1996

2) Establish a bureau of central auditing and control which should be headed by a minister and attached to national assembly . This bureau advised to be organized as follows :-

- Administrative auditing headed by undersecretary .
- Financial auditing headed by undersecretary .
- Technical auditing headed by undersecretary .

3) The bureau has the right to apply the punishment in cases of misapplication of the regulation , that could be discovered through auditing or through request of follow up and complaints bureau which attached to minister council . The ministers refused or not accept the anybody discover and accountable their mistakes , as result this project was frozen for 3 years .after that ,they established diwan of following up and complaints which the ministries are not cooperate with , because they look at it as interfering in their affairs and responsibilities . This condition loss the diwan it's ability to achieve it services goals , which negatively effect the quality of public service .the manager of quality department stated the follows :-

A- According to institute of scientific research in state of results , Kuwaiti public sector added the follows :-

- 67 % add value .
- 87 % providing capital .
- 36 % employees .
- 61 % employees working in private sector .
- 3 % employees working in shared sector .

B- To develop public services , there should be fees on those services to reduce their cost on the country . This goal could be achieved through :-

- Determining the cost of each services .

- Determining the efficiency of services .
- Determining the standards for services .
- Determining the the effect of applying .

fees on the customers (citizens) , will support country economic .

C- The main foundations effect the quality of services and it development are political . educational environmental and administrail . The trend in west countries is the privation and reducing the government control for the benefits of citizens . What we need is a suitable organization headed by minister for service development .

4) The problems of administration system are :-
- Centralization .
- The inflation .
- Covered unemployment .
- The shortage in necessary information to develop services .

5) The important corners for services improvement are :-
A-Citizen .
B-Government .
C-Administration .
D-Employees .

6) He said, in Kuwait we try to develop the services through :-
A-The application of citizen charter unit system .
B-The determination of time and the number of services are very important factors in developing the services and it's quality .
C-Providing the necessary information eliminate receiving uncompleted documents .
D-The application of rewarding and punishment system when establishing services standards is very important for quality improvement , especially for the services that provided through fees system .
E-It is important to establish a united standardized system for complaints in public sector .
F-Usually the development operation start from a suggestion from diwan of following- up and the agreement from concerned part , then a working team is formalized of both parties to achieve the follows :-

- Gather a large amount of information , and study last development for services ,this includes the peneficiars and employees , then study information and analyze them . then distribute a questionnaires and carry out necessary surveys .
- Suggest the required , improvement and apply it and the surveys to know the final result .

G. Singapore is an advanced country in public administration and quality , they use their resources effectively through national productivity board which is working as service quality center for public sector . This system is an efficient system to overcome bureaucracy . This committee is consist of high qualified consultants from the country and abroad , they are trying to gather the experience from around world from Japanese , American and Germany companies chief executives half of the board are from the government sector and half of them are from public sector around the word , the board is fighting the bureaucracy and utilizing the experience around the world to develop Singapore .

H- The citizen charter unit system is a new and alive experiment which has been applied in UK and studied by America with assistance of British consultant . This system is easy to follow according to our public administration system which is originally British system ,and according to the old relation with England and the understanding of their language . The Director of information center in diwan of follow up and complaints Explained that :-

The aim of the service centers project is decentralization, provide public services in every area , through (one stop shop) . The project of service centers is providing the follows :-

- Information service (providing the necessary information for citizen to get the required service).
- The required services (providing the required service by the citizen in his area , which save his time , effort and money) .

The main negative phenomena's in public sector are :-

- Citizen dissatisfaction .
- Mismanagement public sector money .
- Public sector employees dissatisfaction .

One main reason for these negative phenomena is disavailable of information for citizen whom need the information to get the required services .The idea behind establishing public service centers is providing the information related to public service at cost of 200 fills for each service .These information centers establish central base for information , providing the required forms for services , providing the information in Arabic and English and maybe in other languages . These centers will provide information about services provided by each public agency and department , and the required document and procedures to get the required service . These centers also provide the required services through number of employees (from 2 to 12) in each center according to the population in each area , the service will be provided for KD 7 for each service as :-

A- Issuing the civil card .

B- Commercial license .

C- Nationality documents and others .

The services at services center will be with fees and at ministries will be free .(in fact both should be with fees , but at service centers should be cheaper to reduce the pressure on the ministries) . as result of financial condition in state of Kuwait , the government could not finance this important project to improve the quality and process of public services . An agreement has achieved with some investment companies to build and invest . these center after minister council approval under the condition that the board of directors . will be under ministers council authority for three years . and after that the project will be transfer as shareholder companies under limited specifications to provide citizens interest the result of the primary study which prepared by investment companies show that the annual revenue of the project not less than 12% .there is a prototype of the project , and it operate on wards and sound for citizens whom can't read and on touch for educated citizen .

Civil Service Commission employees

Some employees of civil service commission stated the follows :-

- There is no real coordination toward developing civil service laws and regulation in GCC countries .
- There is a project called " support and develop human resources in civil service sector " carried out by an American company called national education company .
- The job description for public sector positions are not completed .
- Usually civil service commission is working through the national five years plans , that civil service commission submit five years administrative developing plans .
- There are very important development should be achieved in public sector as :-

A- Simplification of procedures with priority .

B- Establishment of training and development department in each ministry to make necessary coordination with civil service commission as researches , studies , training , work procedure simplification , organization , planning and job description ..ext . the training in civil service commission completed in 1994 six training programs to prepare some public staff for training and development departments same numbers of same training programs has achieved in 1995 .

- All promotion , transferring ,complaints and other resolutions have been studied by department of legal consultant , in (CSC) .
- Consultant Muhammed Adel stated : -

  Before , there were auditors and inspectors in civil service commission inspecting the adiministrial and financial operations to discover any misapplication .
- This system has stooped and there are a developed project to re apply this system .
- There is no practical coordination between civil service commission (bureau) with diwan of follow-up and complaints , and there are duplicate duties between them .

- There is a project to apply TQM in government in stage of suggestion and presentation .
- There is a project for business process reengineering in civil service commission . this project under process .
- Ministry of planning is a mediator for administrative development planning which submitted by:-

A- Civil service commission .

B- Government agencies .

- Political games play vital role in delaying administrative developing projects .
- There is a plan to utilize institute of Gallop to study citizens impression about government services .There is a struggle between civil service commission and diwan of following-up and complaints about whom will exutive this project . (See figure A)

Muhmmed Al Dowess undersecretary of training and development in CSC stated :-

- The most important element for improving public sector service is eliminating the overlap between government agencies responsibilities such as civil service commission and diwan of follow-up and complaints .
- To achieve quality improvement it is very important to .

1- Carryout survey for training .

2- Determine training needs .

3- Concentrate on supervisor duties and training .

4- Establish strong information system for manpower .

5- Prepare strong training curriculum .

6- Prepare strong training programs in TQM (BPR).

7- Establish strong performance evaluation system .

- The Reorganizing government agencies structure consist of :-

– Head of reorganizing committee . Minister of finance and second assistant of primminister .

– Head of manpower committee : minister of awqaf and administrative affairs (member) .

– Head of administrative system .

– Head of finance and economic committee .

– Head of systems and legislation's - minister of the country for ministers council affairs . This committee established in 1994 according to the negative economical condition facing government of Kuwait .

- The absence of rewarding and punishment : the for top management is required , there is legislation for suing ministers is approved in Kuwait in 1994 .
- Present culture not helping in applying administrative systems which is required to develop public sector service quality .

- It is very important to rationalize public sector expenditure through total quality improvement .
- In response to ministers request diwan of follow - up and complaints working on survey to measure citizen evaluation for public service , designing united systems as complaints system , build central system for complaints follow-up through computer system and annual report of complaints supporting customer services offices at ministries .

Complaints channels at present time are :-

1- Concerned ministry .
2- Civil service commission (bureau).
3- Diwan of follow-up and complaints .
4- Court of administrative .

Kuwait public sector employees responses

I) Civil Service Commission Kuwait

The employees respondents reflect their ideas and opinions toward the application of TQM in public sector through providing certain requirements and need as following :-

1- The supportive internal factors :-

A- Develop and improve public services .
B- Train the directors - employees on TQM and CI.
C- Provide tangible and intangible incentives .
D- Provide study planning .
E- Support the application of regulations and laws .
F- Support the understanding of TQM .
G- Management support for improvement.
H- Use local experienced (consultant) people .
I- Establishment of clear and documented goals .
J- Improve and support the communications with other agencies in public sector .

2- The supportive external factors :-

A- Governmental decision for TQM application .
B- Provide continuous support (needed budget) .
C- Develop laws and regulations .
D- Coordinate the functions and coordination between public sector agencies .
E- Eliminate the overlap in duties between public sector organizations .
F- Use foreign consultants .

G- Follow other perfect organizations methods .

H- Change for continuous quality improvement .

I- Improve political leaders interest in TQM .

II) Diwan of following-up and complaints Kuwait

1- The needed internal factors :-

A- Develop Management duties .

B- Develop directors and employees .

C- Provide tangible and intangible incentives .

D- Establish of clear and documented goals .

E- Train the directors - employees on TQM.

F- Provide skilled manpower .

G- Concentrate on quantity not quality.

H- Eliminate personal relations bad effect on work.

I- Encourage and reward efficient employees .

2- The supportive external factors :-

A- Improve customers satisfaction .

B- Establish high standards measurement .

C- Provide external training .

D- Compare the organization with others , and establish sprit of challenge .

E- Improve the interest in quality .

III) Ministry of Education Kuwait

1- The supportive internal factors :-

A- Use advanced methods .

B- The application of reward and punishment system at work .

C- Provide financial and manpower resources .

D- Provide planned continuous training for employee / and train new employees .

E- Use participation methods in management .

F- Give the work it's importance .

G- Expand the use of computer system .

H- Give authorities for employees .

I- Watch the customer satisfaction .

J- Develop supervisor abilities in decision making .

K- Support efficient employees .

L- Establish clear goals and procedures .

M- Improve employees motivation through job satisfaction .

N- Improve suggestions and complaints system and listen to them carefully .

O- Watch the employees who are dealing with outside customers to know the speed of work performance .

P- Provide special budget to meet and follow customers needs .

Q- Evaluate the achieved goals and results in comparing with planned goals .

R- Top management should be interested in employees requirements .

S- Improve the relationship between employees .

2- The supportive external factors :-

A- Reflect and present the performance in media .

B- Strength the connection (relationships) with other agencies .

C- Top management should reward the high performance .

D- Provide necessary statistical reports for performance .

E- Give attention for training programs .

F- Provide needed budget .

G- Improve civil service commission authority and , civil service laws work and procedures .

H- Use of advanced methods .

I- Develop the trust between employees .

J- Provide incentives and rewards .

K- Visit other similar organizations and arrange necessary meeting to see other examples .

L- Improve level of citizens understanding .

M- Evaluate and reward the suppliers .

N- Develop the administrative performance in all governments organizations .

IV) Ministry of Health Kuwait

1- The supportive internal factors :-

A- Improve the use of computer .

B- Improve continuing high education .

C- Attending seminars , conferences .

E- The use of rewards , incentives and punishments .

F- Coordination between staff .

G- Clear goals and duties .

H- Availability of financial resources .

I- Availability of equipment's .

J- Efficient planning to reduce routine .

K- Supervisor for understanding of the nature of work .

L- Give more authority for middle management .

M- Patients should not remaining long time in hospital .

N- Provide high quality service .

O- Application of work regulations and work distribution .

P- Determine departments duties .

Q- Use scientific methods in work evaluation .

R- Strength supervision on the application of advanced systems .

2- The supportive external factors :-

A- Availability of references .

B- Availability of skilled staff .

C- Improve the coordination between departments .

E- Improve the connection between department and information system .

F- Provide customers reports .

G- Establish positive participation .

H- Existence of competition .

I- Improve the organization role in society .

J- Provide buildings .

K- Economical condition .

L- Solve customers problems .

M- Listen to customers complaints .

N-Positive participation between customers with services provider and use the participation efficiently .

O- The availability of external resources concerneing the quality .

P- The advantages of customers opinions use.

Q- Exchange of experiences with others .

R- Improve the interest of management in more quality .

S- Reduce budget deficit .

T- Put the right person in the right position .

U- Support effective supervision of top management .

V- Reduce external pressures and influences on peoples and groups in public sector.

Kuwaiti public sector is facing the following supportive factors and barriers in TQM application :-

I) Civil Service Commission (CSC)

A- Supportive factors :-

Public sector management has interest in :

1) Develop and improve public services .
2) Train directors and employees .
3) Provide tangible and intangible incentives .
4) Having studied plans .
5) Support the application of regulations and laws .
6) Management support for improvement .
7) Use local experienced (consultant) people .
8) Provide continuous support through needed budget.
9) Develop laws and regulations .
10) Coordinate the functions and coordination between public sector agencies .

B- Unsupportive factors :-

Public sector management's has no strong interest in:-
1) Governmental decision for TQM application .
2) Eliminate the overlap in duties between public sector organizations .
3) Use foreign consultants .
4) Follow other organizations methods in service development.
5) Change for continuous quality improvement .
6) In TQM application between political leaders.
7) Week coordination , and conflict between Diwan of following-up and complaints and CSC.
8) Support the understanding of TQM .
9) Establishment of clear and documented goals .
10) Improve and support the communications with other agencies in public sector .

II) Diwan of Following-up and complaints

A- Supportive factors :-

Public sector management has interest in :
1) Develop management duties .
2) Develop directors and employees .
3) Provide suitable manpower .
4) Encourage and reward efficient employees .
5) Get advantages from advanced states experience in public service quality improvement as U.K, U.S.A

B- Unsupportive factors :-

Public sector management's has no strong interest in:-
1) Improve customers satisfaction .

2) Establish high standards measurement .
3) Provide external training .
4) Compare the organization with others , and establish sprit of challenge .
5) Improve the interest in quality .
6) Provide tangible and intangible incentives .
7) Establish of clear and documented goals .
8) Conflict with civil service commission on duties and authorities .
9) Concentrate on quantity not quality.
10) Eliminate the personal relations effects.

III) Ministry of Education

A- Supportive factors :-

Public sector management has interest in :

1) Expand the use of computer system .
2) Develop supervisor abilities in decision making .
3) Support efficient employees .
4) Establish clear goals and procedures .
5) Improve employees motivation through job satisfaction .
6) Evaluate the achieved goals and results in comparing with planned goals .
7) Employees requirements .and need
8) Improve the relationship between employees .
9) Reflect and present the performance in media .
10) Strength the connection (relations) with other agencies .
11) Reward the high performance .
12) Provide necessary statistical reports for performance .
13) Give suitable attention for training programs .
14) Improve regulations and work procedures .
15) Use advanced methods .
16) Develop the trust between employees .
17) Provide incentives and rewards .
18) Visit other similar organizations and make necessary meeting to see other examples .
19) Develop the administrative performance in all governments organizations .

B- Unsupportive factors :-

Public sector management's has no strong interest in:-

1) Improve level of citizens understanding .
2) Evaluate and reward the suppliers .

3) Use advanced methods .
4) The application of reward and punishment system at work .
5) Provide financial and manpower resources .
6) Provide planned continuous training for employee / and train new employees .
7) Use participation methods in management .
8) Give the work it's importance .
9) Give authorities for employees .
10) Watch the customer satisfaction .
11) Improve suggestions and complaints system and listen to them carefully .
12) Watch the employees who are dealing with outside customers to know the speed of work performance .
13) Provide needed budget .
14) Provide special budget to meet and follow customers needs .

IV) Ministry of Health Kuwait

A- Supportive factors :-

Public sector management has interest in :

1) The use of computer system.
2) Support continuing high education .
3) Attending seminars , conferences .
4) The use of rewards , incentives and punishments .
5) Coordination between staff .
6) Determine departments duties .

B- Unsupportive factors :-

Public sector management's has no strong interest in:-

1) Availability of references .
2) Availability of skilled staff .
3) Weak coordination between departments .
4) The connection between departments and information system .
5) Positive participation .
6) Existence of competition .
7) Show the organization role in society .
8) Providing suitable buildings .
9) Economical condition .
10) Customers problems .
11) Listen to customers complaints .

12) Positive participation between customers with services provider, and use the participation efficiently .
13) The availability of external resources concerned the quality improvement .
14) Using of customers opinions , feedback .
15) Exchange of experiences with others .
16) TQM application.
17) Budget deficit effects.
18) Putting the right person in the right position .
19) Effective supervision for quality improvement .
20) Reducing the external pressures from influences peoples and groups in ministry.
21) Agreeing on clear goals and duties .
22) Availability of financial resources .
23) Availability of equipment's .
24) Efficient planning to reduce cost and improve service quality .
25) Improving supervisor understanding of the nature of work .
26) Giving more authority for middle management .
27) Remaining patients long time in hospital .
28) Low quality service .
29) Effective application of work regulations and work distribution .
30) Using scientific methods in work evaluation .
31) Weak supervision on the application of advanced systems .

3 - 3 Supportive factors and barriers facing the application of TQM in State of Bahrain

Formal Name: State of Bahrain .
Short Form : Bahrain .
Form for Citizens : Bahraini (s) ; adjectival form, Bahraini .
Capital: Manama .
Date of Independence : August 15, 1971 .

1) Geography

Size : 691. 2 square kilometers .
Topography : Archipelago of low desert islands, of which the largest is Bahrain .
Climate : Hot and humid, little rainfall .

2) Society

Population : About 550,000 in, early 1992, of which 66 percent Bahrainis ; 1992 growth rate 3.1 percent .

Education : Almost all children are in six- to eleven-year-old age- group enrolled in primary school system; about two-thirds of all twelve- to fourteen-year-olds enrolled in intermediate schools .

Health : Free, comprehensive public health care system . Two private hospitals and one military hospital . Life expectancy for Bahraini children born in 1990 seventy years for males an seventy-five years for females .

Ethnic Groups : Most Bahrainis are Arabs, although fairly large number of Iranian origin . Foreign residents include other Arabs, Iranians, Indians, Pakistanis, and small groups of East Asians and Europeans .

Religion : Population 85 percent Muslim, including about 70 percent Shia and 30 percent Sunni .Non-Muslim foreigners include 7. 3 percent Christians and 7.7 percent Hindus and others .

Currency and Exchange Rate : Bahraini diner. In 1994 exchange rate US$I = BDO.376 (fixed rate) .

Fiscal Year : Calendar year .

Bahraini public sector employees responses :-

I) Civil Service Bureau Bahrain .

The employees respondents reflect their ideas and opinions toward the application of TQM in public sector through :-

1 - The supportive internal factors :-

A) Develop and improve public service .
B) Train the directors - employees .
C) Provide tangible and intangible incentives .
D) Provide studied planning .
E) Support the application of regulations laws .
F) Support the understanding of TQM .
G) Management support .
H) Use local experienced (consultant) people .
I) Establishment of clear and documented goals .
J) Improve and support the communications with other agencies agencies in public sector .
K) Improve performance .
L) Improve training on TQM and reward system .
M) Understand customer requirements .
N) Improve internal coordination .
O) Provide authorities for employees.

P) Improve auditing and controlling system .
Q) Provide effective central data base .
R) Give employees opportunities to show their skills .
S) Use participative method in management .
T) Prevent personal relationship negative effect on work .
U) Conduct periodical meeting with employees .
V) Reduce exceptional cases and build complete picture about each employee .
W) Apply internal regulation .
X) Establish quality council for quality improvement .
Y) Justice and good treatment is required .
Z) Develop inertial culture for TQM . (See figure B)

2 - The supportive external factors :-

A) Government decision for TQM application .
B) Provide continuous support (needed budget) .
C) Develop laws and regulations .
D) Coordinate the function between public sector agencies .
E) Eliminate the overlap in duties between public sector organizations .
F) Use foreign consultants .
G) Follow other perfect organizations methods .
H) Change for continuous quality improvement .
I) Political leaders interest in TQM .
J) Strength relationship with other public sector agencies .
K) Get advantages from advanced states experience in quality development systems.
L) Exchange field visit to see other organizations experiences .
M) Build good reputation for CSB .
N) Survey customers opinions toward provide service quality .
O) Watch customers satisfaction .
P) Customer should understand the regulation and not try to overcome them .

II) Ministry of Education Bahrain .

1- The supportive internal factors :-

A) Use advanced management methods .
B) The application of reward and punishment system at work .
C) Provide financial and manpower resources .
D) Provide continuous training for employee / and train new employees .
E) Use participation methods in management .

F) Give the work it's importance .
G) Expand the use of computer system .
H) Give authorities for employees .
I) Watch the customer satisfaction .
J) Develop supervisor abilities in decision making .
K) Support efficient employees .
L) Establish clear and documented goals and procedures .
M) Improve employees motivation through job satisfaction .
N) Improve suggestions and complaints system and listen to them carefully .
O) Watch the employees who are dealing with outside customers to know the speed of work performance .
P) Provide special budget to meet and follow customers needs .
Q) Evaluate the achieved goals and results in comparing with planned goals .
R) Top management should be interested in employees requirements .
S) Improve the relation between employees .

2- The supportive factors :-

A) Reflect and present the performance in media .
B) Strength the connection (relations) with other agencies .
C) Top management should reward the high performance .
D) Give attention for training programs .
E) Provide necessary statistical reports for performance .
F) Provide needed budget .
G) Improve Civil Service Commission position and civil service laws work and procedures .
H) Use advanced managerial methods .
I) Develop the trust between employees .
J) Provide incentives and rewards .
K) Visit other similar organizations and make necessary meeting to see other examples .
L) Improve level of citizens understanding .
M) Evaluate and reward the suppliers .
N) Develop the administrative performance in all governments organizations .

III) Ministry of Health Bahrain .

1 - The supportive internal factors : -

A) Support the use of computer .
B) Support continuing high education .
C) Support attending seminars , conferences .
D) The use of rewards , incentives and punishments .

E) Improve coordination between staff .
F) Establish clear goals and duties .
G) Availability of equipment's .
H) Availability of financial resources .
I) Efficient planning to reduce routine work.
J) The supervisor for understanding of the nature of work .
K) Give more authority for middle management .
L) Patients long time remaining in hospital .
M) Low quality service .
N) No application of work regulations and work distribution .
O) Determine departments duties .
P) Use scientific methods in work evaluation .
Q) Weak supervision on the application of advanced systems .
R) Improve employee job satisfaction .
S) Concentrate on quantity more than quality.
T) Establish clear simple procedure .
U) Present of top management is required .
V) Reduce low quality service as result of weak supervision .
W) No application for work procedure .
X) No effective motivation and training system .
Y) Prevent weak financial condition.
Z) No suitable advanced references satisfy .
AA) Develop work according to advanced methods .
BB) Put right man in the right position .
CC) Satisfy employees .

2- The supportive external factors : -

A) Availability of references .
B) Availability of skilled staff .
C) The coordination between departments .
D) The connection between departments and information system .
E) Customers reports .
F) Positive participation .
G) Existence of competition .
H) Show the organization role in society .
I) Provide suitable buildings .
J) Economical condition .

K) Customers problems with service.
L) Listen to customers complaints .
M) Positive participation between customers with services provider and the use of participation method efficiently .
N) The availability of external resources concerned the quality .
O) Use the availability of customers opinions .
P) Exchange of experiences with others .
Q) The interest of management in more quality .
R) Reduce budget deficit .
S) Put the right person in the right position .
T) Effective supervision of top management .
U) Reduce the external pressures from influences people and groups .

Bahraini public sector is facing the following supportive factors and barriers in TQM application :-

I)Civil Service Bureau (CSB)

A- Supportive factors :-

Public sector management has interest in :

1) Improve internal coordination .
2) Improve performance .
3) Develop laws and regulations .
4) Improving internal regulation and procedures.
5) Eliminate the overlap in duties between public sector organizations .
6) Having studied plans .
7) Support the application of regulations and laws .
8) Provide tangible and intangible incentives .
9) Train the directors - employees .
10) Developing and improving public service quality.

B- Unsupportive factors :-

Public sector management's has no strong interest in:-

1) Using foreign consultants .
2) Strengthening relationship with other public sector agencies .
3) Getting advantages from developed states experience in quality improvement systems .
4) Exchange field visit to see other organizations experiences .

5) Survey customers opinions and requirements toward provide service quality .
6) Watch customers satisfaction .
7) Decision making for TQM application .
8) Coordinating the function between public sector agencies .
9) Customer understanding for the regulation and their try to overcome them .
10) Changing for continuous quality improvement .
11) Supporting quality improvement.
12) Using local experienced (consultant) people .
13) Establishing of clear and documented goals .
14) Improving training on TQM.
15) Build good reputation in service quality .
16) Understanding customer requirements .
17) Giving authorities for employees.
18) Improving auditing and controlling systems .
19) Supporting the understanding of TQM .
20) Improving and supporting the communications with other agencies in public sector .
21) Providing effective central data base .
22) Giving employees opportunities to show their skills .
23) Providing continuous support (needed budget) .
24) Following other organizations methods in quality improvement.
25) Using participative methods in management .
26) Preventing personal relationship negative effect on work .
27) Conducting periodical meeting with employees .
28) Reducing exceptional cases and building complete picture about each employee .
29) Establishing quality council for quality improvement .
30) Providing justice and good treatment .
31) Establishing internal culture for TQM .

II) Ministry of Education

A- Supportive factors :-

Public sector management has interest in :

1) Giving the work it's importance .
2) Reflecting and presenting the performance in media .
3) Employees requirements .
4) Visiting other similar organizations and making necessary meeting to see other examples .

5) Strengthening the connection (relations) with other agencies .
6) Evaluating the achieved goals and results in comparing with planned goals .
7) Using advanced management methods .
8) Expanding the use of information technology (IT) system .
9) Using participation methods in management .
10) Improving employees motivation through job satisfaction .
11) Providing continuous training for employee / and train new employees .
12) Improving the relation between employees .

B- Unsupportive factors :-

Public sector management's has no strong interest in:-

1) Watching the customer satisfaction .
2) Giving authorities for employees .
3) Providing special budget to meet and follow customers needs and requirements.
4) Supporting effective employees .
5) Watching the employees who are dealing with outside customers to know their speed at work performance and behavior.
6) Improving suggestions and complaints system and listen to people carefully .
7) Establishing clear and documented goals and procedures .
8) Providing necessary statistical reports about performance .
9) Providing needed budget .
10) Rewarding the high performance .
11) Developing supervisor abilities in decision making .
12) Giving effective attention for training programs .
13) Using advanced managerial methods .
14) Providing financial and manpower resources .
15) The application of reward and punishment systems at work .
16) Providing incentives and rewards .
17) Evaluating and rewarding the suppliers .
18) Developing the trust between employees and supervisors.
19) Improving regulation work and procedures .
20) Improving level of citizens understanding for quality improvement.

III) Ministry of Health

A- Supportive factors :-

Public sector management has interest in :

1) Supporting the use of information technology (IT) .

2) Supporting continuing high education .
3) Supporting attending seminars , conferences .
4) The use of rewards , incentives and punishments .
5) Improving coordination between staff .
6) Giving more authority for middle management .
7) Determining departments duties .
8) Establishing clear simple procedure .
9) Application of effective work procedure .
10) Developing work according to advanced methods .
11) Availability of skilled staff .
12) The coordination between departments .
13) The connection between departments and information system .

B- Unsupportive factors :-

Public sector management's has no strong interest in:-

1) Availability of references .
2) Effective participation system.
3) Showing the organization role in society .
4) Providing suitable buildings .
5) Economical condition .
6) Customers problems with service.
7) Listening to customers complaints .
8) Positive participation between customers with services provider .
9) The availability of external resources concerned the quality improvement .
10) Using the customers opinions and feedback.
11) Exchanging of experiences with others .
12) Solving budget deficit .
13) Putting the right person in the right position .
14) Effective supervision of quality improvement.
15) The external pressures from influences people and groups .
16) Establishing clear documented goals and duties .
17) Availability of equipment's .
18) Availability of financial resources .
19) Efficient planning to reduce cost and improve service quality.
20) Improving supervisor understanding of the nature of work .
21) Remaining patients long time in hospital .
22) Low quality service .

23) Application of work regulations and work distribution .
24) Using scientific methods in work evaluation .
25) Weak supervision on the application of advanced systems .
26) Improving employee job satisfaction .
27) Concentrating on quantity more than quality.
28) Reducing low quality service as result of weak supervision .
29) Providing effective motivation and training system .
30) Preventing weak financial condition.
31) Providing suitable advanced references for quality improvement .
32) Putting right man in the right position .
33) Satisfying employees .

3 - 4 Developing public service quality through Charter Mark Award in U. K " Live Lesson to be learned"

It is vital to watch and hear from developed states experience in public sectors . Prime Minister Rt Hon John Major MP (1992) stated The Citizen's Charter is changing the face of public services in the United Kingdom. It has a simple but ambitious aim: to raise the standard of public services up to and beyond the best at present available and to make them answer better to the needs of ordinary people. It has six key principles - setting standards, information and openness, choice and consultation, courtesy and helpfulness, putting things right and value for money. These are being adopted throughout the public service. The Charter initiative embraces greater competition, independent scrutiny of public services; greater accountability and openness and a programme of management change to improve our public services. It ensures that the needs and wishes of those who use these services come first. This programme of reform is attracting interest around the world and is now being imitated by other governments. This chapter describes what they are doing, drawing on the support, skill and commitment of those who work in the public services. There is a good story to tell and I hope it will provide a model for action elsewhere ,such as in State of Bahrain and State of Kuwait and other GCC States.

There are four main themes to U.K Charter strategy

Quality: A sustained new programme for improving the quality of public services .

Choice : Choice, wherever possible between competing providers, is the best spur to quality improvement .

Standards :The citizen must be told what service standards are and what he or she can do if those standards are not met .

Value :The citizen is also a taxpayers public services must give value for money within the resources the nation can afford .

The principles of public service

The Charter sets out a number of key principles all designed to take the idea of the 'customer', the consumer of public services. and make a reality of it in the day-to-day management and operating of those services. Every citizen is entitled to expect :

Standards: Setting, monitoring and publication of explicit standards for the services that individual users can reasonably expect . Publication of actual performance against these standards .

Information and openness : Full, accurate information readily available in plain language about how public services are run, what they cost, how well they perform and who is in charge .

Choice and consultation :The public sector should provide choice wherever practicable. There should be regular and systematic consultation with those who use services. Users' views about services, and their priorities for improving them, to be taken into account in final decisions on standards .

Courtesy and helpfulness :Courteous and helpful service from public servants who will normally wear name badges . Services available equally to all who are entitled to them and run to suit their convenience .

Putting things right :If things go wrong, an apology, a full explanation and a swift and effective remedy. Well publicised and easy to use complaints procedures with independent review wherever possible .

Value for money :Efficient and economical delivery of public services within the resources the nation can afford. And independent validation of performance against standards .

Implementing the U.K Charter

The range of mechanisms in the Charter cover .

- More privatisation .
- Wider competition .
- Further contracting out .
- More performance-related pay .
- Published performance targets-local and national .
- Comprehensive publication of information on standards achieved .
- More effective complaints procedures .
- Tougher and more independent inspectorates .
- Better redress for the citizen when services go badly wrong .

(See Raising The Standard , 1992 p1-13 .U.K)

The citizen's charter advisory panel

The Government's new Competition and Service (Utilities) Act 1992 provided new statutory powers for regulators to :

- Set and monitor standards .
- Help make customers aware of standards .
- Provide for compensation where guaranteed standards are not met .
- Improve complaints procedures .
- Facilitate greater competition in the provision of water and sewerage service.

The charter mark scheme 1993

The objective of the Charter Mark scheme is to recognise and reward excellence in the delivery of public services. Organisations who wish to apply will be asked to demonstrate the extent to which they have adopted the principles of The scheme is administered by the Citizen's Charter Unit, which is part of the Office of Public Service and Science within the Cabinet Office. Applications will be judged by members of the Prime Minister's Citizen's Charter Advisory Pane and the Chancellor of the Duchy of Lancaster, who is the Cabinet Minister responsible for the Citizen's Charter.

SECTION 1: Qualifying Criteria

CRITERION 1

Standards

'Setting, monitoring and publication of explicit standards for the services that individual users can reasonably expect. Publication of actual performance against these standards .' (Cm 2101.*)* Organisations should set and display targets for key areas of performance in a form which the citizen understands, and publish information regularly on performance a giants those targets .

What the judges will be looking for:

-Evidence that an organisation publicises its targets an performance in a way that brings them clearly to the customer's attention, eg in local offices waiting times for customers, payment of claims, levels of accuracy, targets for answering letters/complaints, answering telephones etc;

- Evidence that these targets are genuine customer service standards, set in terms of individual levels Of performance, and not simply management information targets ; and
- Evidence that the organisation has met its standards and that this information is readily available to its customers .

Issues to address when preparing an application :

A .Setting standards :

A pass will be given if :Service standards are set which are appropriate to the service delivered .A credit will be given if, in addition to the above : Service standards are demanding but realistic, given

the resources that are available . Service standards are meaningful to the customers and have been tested through customer surveys etc .

B. Publishing standards

A pass will be given if service standards are published in variety of ways, and are readily accessible to the customers . A credit will be given if. in addition to the above service standards are made widely available, for example, at the point of delivery.

C. Publishing information of performance against standards

A pass will be given if : Management information systems are in place , and performance information is published . Examples are given of the scope an type of data collected .A credit will be given if, in addition to the above:Customers are given an explanation of any adverse performance, together with details of corrective action taken . Examples are given of how performance data has been used to improve standard setting .

CRITERION 2

Information and openness

'Full, accurate information readily available in plain language about how public services are run, what they cost, how well they perform and who is in charge.' (Cm 2101) Organisations should provide individual users as a matter of course, and in a form that they can understand, with all the information that they need to be able to use the services available to them .

What the judges will be looking for :

- Evidence that the organisation communicates with its customers . The type of information that is communicated , and how this is done ;
- Evidence that information about services is Presented To users in ways which are most appropriate to their needs. For example, what Research Has the organisation undertaken into those needs? Do customers understand the information, do they find it helpful and how easily can they get hold of it?
- Evidence that leaflets are written in plain language and are simple and clear. Where Appropriate (and where resources allow) they should cater for ethnic minorities and be available in braille or on tape etc ;
- Evidence that the organisation uses a variety Of methods -To explain its services; and
- Evidence that the organisation makes positive efforts to get information into the hands of its users.

An application :

A. Availability of information :- A pass will be given if :

Information is-,readily available an example, in the form of leaflet posters. There is evidence that organisations are aware of the needs of their customers and t where appropriate, they produce literature for groups with special needs, eg those from ethnic minorities people with disabilities.
A credit will be given if, in addition to the above : Information is also available the other means, for example, pub directories or . audio and videos. Customer awareness of the availability of information is tested .

B. Comprebensiveness of the information that is published
A pass will be given if : Customer comprehension of the published information is tested surveys, focus groups etc and t routine monitoring, and there is evidence that the information covers the aspect of most important the customers *A credit will be given if, in addition the above :*Results of customer surveys et fed back into, and, where relevant improve the published information .The content of published information is assessed on a routine basis a whenever exceptional events occur . (See Charter mark scheme 1993 - guide for applicants pp 1-5)

CRITERION 3

Choice and consultation
'The public sector should provide choice wherever practicable. There should be regular and systematic consultation with those who use services. Users 'views about services, and their priorities for improving them, to be taken into account in final decisions on standards.' *(Cm 2101.)*
Organisations should consult customers, set standards, monitor customer reaction of performance against those standards and revise standards accordingly .

What the judges will be looking for:
-Evidence of regular, systematic customer consultation, through surveys, questionnaires Meetings etc. Consultation should be *Direct as* Well as with consumer groups, and should be in the format that is most appropriate for the organisation; and evidence of how the customer Feedback Is used in setting And Revising standards As part of A cyclical process . Organisations should actively seek customer comments and have systems in place to monitor these and to effect changes where necessary .

Issues to address when preparing an application:

A. Consulting the customers
A pass will be given if :
A formal programme of consultation is in place .

A credit will be given if, in addition to the above : Extra non-programmed consultation is undertaken when necessary .

B. Using customer feedback to revise standards

A pass will be given if :

Service standards are set in consultation with customers, are reviewed regularly . and, where appropriate, revised .*A credit will be given if, in addition to the above :* Service standards are demonstrated a being meaningful to the public .Consultation is used to assess the customers' priorities .

CRITERION 4

Courtesy and helpfulness

'Courteous and helpful service from public servants who will normally wear name badges. Services available equally to all who are entitled to them and run to suit their convenience.' *(Cm2101.)* Services should be run to suit the convenience of customers, not staff. Services should be accessible to all regardless of sex, creed or disability . Staff should wear name badges and give their names on the telephone and on letters .

What the judges will be looking for:

- Evidence that the organisation puts the treatment of its customers by staff first .Is there a written policy on customer service ? What customer care training do staff receive? Is there an evidence that staff appraisal procedures measure performance in customer service ;
- Evidence that staff give their name in correspondence and over the phone and wear name badges ; and evidence that customer service is monitored by seeking customers' views on the standard of service provided. Are services accessible to all their customers? Are offices 'user friendly' ? Do opening hours reflect the needs of the customers? Are customers with particular needs catered for? Is customer satisfaction surveyed?

Issues to address when preparing an application :

A.Courteous and efficient services accessible to all

A pass will be given if :

A customer service policy is in place and is widely publicised in public offices and elsewhere . Formal training in customer service is given to all members of staff . A credit will be given if, in addition to the above :Service delivery is reviewed as part of the staff appraisal process . Customer satisfaction survey work is carried out on a regular basis .

B.Communicating with the customer

A pass will be given if :

Name badges- are usually worn and names are usually given over the phone or in correspondence. A credit will be given if, in addition to the above : Name badges are always worn and names are always given over the phone and in correspondence.

C. Customers ' accessibility to services

A pass will be given if :

Customers' needs have been assessed and efforts are being made to tailor services to those needs, for example physical adaptations to make services more accessible to disabled people and opening hours that have been changed to suit customers . A credit will be given if, in addition to the above :

Methods of service delivery have been altered to make life easier for the customer,eg one stop shops; mobile offices etc .

CRITERION 5

Putting things right

'If things go wrong, an apology, a full explanation and a swift and effective remedy . Well publicised and easy to use complaints procedures with independent review wherever possible .' (Cm2101.)Organisations should have 'user-friendly' and effective complaints procedures and, wherever possible, should provide the complainant with a means of independent review .

What the judges will be looking for:

-Evidence that there are clear written procedures for staff when handling complaints, with the emphasis on solving users' problems and not just complying with procedures .What can staff do to put things right?

- Evidence that these procedures are published and known to customers. How straightforward are they? Can customers complain in a variety of ways? Is there evidence of how long it will take the organisation to investigate the complaint? Is a response promised?
- Evidence of the number of complaints received, and how quickly they are dealt with .What is the level of customer satisfaction with these procedures? What evidence is there that complaints are fed back into decisions about service delivery ? Are there systems in place for monitoring / analysing complaints ? And
- Evidence of a means of independent review if a complaint cannot be resolved internally The independent review can take the form of an arbiter, such as the Ombudsman, or there may be an independent review procedure within the organisation itself .

A. Complaints procedures

A pass will be given if :

Procedures are defined and published both formal and informal complaints .

B.User friendliness of complaints procedures

A pass will be given if :

Complaints procedures are easy to access and to use with named individuals to complain to, and there is evidence that customers 'views of procedures have been sought. A credit will be given if, in addition to the above : Front line staff are empowered to respond to complaints were wherever practicable .Complaints can be made in a number of ways, eg in writing, by phone or in person .

C. Effectiveness of complaints procedures

A pass will be given if :

Procedures specify time limits for investigating complaints. A credit will be given if, in addition to the above : Responses are aimed at solving problem rather than clearing officials of blame .The effectiveness of complaints procedures is regularly reviewed and analysed to identify underlying factors . Complaints are used to improve standard of service .

D . Independent review

A pass will be given if :

The availability of independent review is publicised .A credit will be given if, in addition to the above:There is evidence that the results of independent review are fed into management information.

CRITERION 6

Value for money

'Efficient and economical delivery of public services within the resources the nation can afford. And independent validation of performance against standards.' *(Cm* 2101.)Organisations should have the necessary systems in place to trigger and monitor a progressive improvement in value for money and quality of service over an appropriate ' time scale. Achievements should be corroborated by some form of external, objective assessment .

What the judges will be looking for:

- Evidence of forward planning to improve performance .Evidence of value for money considerations, eg that the organisation is actively looking for efficiency savings and that savings have been achieved ;
- Evidence of objective performance monitoring through the organisation's normal management information/audit systems. These systems should measure quality as well as efficiency and economy;
- Evidence that the organisation's claims are supported by some form of objective assessment . The nature of the validation will vary but organisations would normally be expected to use mechanisms already in place .Organisations Id t be expected to recruit external auditors to look at

their quality of service solely for the purposes of the Charter Mark scheme . Unbiased survey data would be an alternative form; and

- Evidence that organisations have , where appropriate , market tested and / or contracted out the services .

Issues to address when preparing an application :

A . Improving value for money

A pass will be given if :

There is a clear commitment to improving value for money supported by specific examples .

B. The planning process

A pass will be given if :

Quality and value for money measures are incorporated into the formal planning process . Performance measures are incorporated into the formal planning process . A credit will be given if , in addition to be above : There are recognition , reward and performance measurements for individuals and groups . Which support the organisation's quality objectives .

C . Efficiency improvements

A pass will be given if.

There are examples to demonstrate that value for money savings are being achieved and a commitment given to continue to seek such savings . Market testing and contracting out have been considered, where appropriate .

D. Independent validation of performance against standards

A pass will be given if :

Claims and achievements are validated by external audit or survey data , and examples given A credit will be given if, in addition to the above : Claims and achievements are validated by external audit and survey data, and examples of both are given .Where appropriate , audit can be in the form of the departmental internal audit team .

SECTION 2: DETERMINING CRITERIA

CRITERION 7

Customer satisfaction

What the judges will be looking for:

- Evidence that organisations can demonstrate customers' Satisfaction With the service. This should be done by the most appropriate means, for example, customer surveys, questionnaires, third party assessments etc; and

- Evidence that organisations are able to demonstrate that they measure customer satisfaction regularly and systematically, and are able to cite Year-on-year improvements .

Issues to address when preparing an application :

A pass will be given if :

Levels of satisfaction are determined by one or more methods e.g. questionnaires, surveys, third party assessment . Key customer satisfaction measures are in place and identify both quantitative and qualitative improvements . A credit will be given if, in addition to the above :

Customer satisfaction is measured on a regular basis . For example, on both a continuous and where necessary, ad hoc basis . The consultation methodology is sound, e.g. survey forms are well designed, and results are segmented by customer groups . Sample groups are statistically valid . There is demonstrable evidence of annual improvements in the reported level of satisfaction . Evidence is given to show that , where customer satisfaction is not high , the organisation has acted to bring about improvements .

CRITERION 8

Measurable improvements in the quality of service over the last two or more years

What the judges will he looking for:

-Evidence that organisations are able to demonstrate a progressive , measurable improvement in quality of service ;

-Evidence that improvements are in the key areas that have been identified as customer concerns Where significant improvements have been introduced more than two years ago , organisations are free to include these in their application ;

-Evidence that improvements are part of a concerted plan , rather than a windfall gain ; and

- Evidence that customers are aware of a clear improvement in service .

Issues to address when preparing an application:

A pass will be given if :

The organisation has achieved improvements in quality of service over two or more years . Specific examples of these improvements are given, together with customers responses, e.g. survey result customer comments . A credit will be given if, in addition to the above : Key customer concerns have been identified through survey focus groups etc, and improvements made in these areas . Improvements are seen as part of a pre-planned programme . Measures of customer concern are part of the organisation's management information or audit system . The improvements are relevant to the public . The costs involved have been monitored .

CRITERION 9

Plans to introduce or have in hand at least one innovative enhancement to services without any extra cost to the taxpayer or consumer .

What the judges will be looking for:

- Evidence that organisations are looking to introduce changes which encapsulate the spirit of the Citizen's Charter , for example , changes which develop service to the individual customer or empower the consumer.
- Evidence that organisations have in place the systems to enable them to analyse the trade off between quality , cost and other aspects of performance and to set appropriate targets .
- Evidence that organisations encourage staff to come forward with innovative ideas . And
- Evidence that the innovations are being introduced at no extra cost to the taxpayer or the consumer.

Issues to address when preparing an application :

A pass will be given if :

Organisations have in hand, or have plans to introduce, one, two or more innovations which encapsulate the spirit of the Citizen's Charter at no extra cost to the taxpayer or consumer .There is an explanation of the ways in which the innovation best captures the spirit of the Citizen's Charter initiative .

A credit will be given if, in addition to the above :

These innovations recognise the concerns of the customers of the services .Users 'views on the innovations are sought and schemes assessed against other priorities . Organisations have in place systems to allow them to monitor the quality and cost of the innovation .There are opportunities for staff to contribute through-suggestion schemes, hotlines etc . It is shown how customers have benefited , or will benefit from the improvements .

Note: These criterion's explained for better understanding and to develop them according to our culture and need. Then to apply them as effective method for public service improvement in studied GCC States.

Delivering quality and checking progress

The lay member's role will be to ensure professional expertise is balanced by the practical concerns of the general public.

1) ***Performance and pay***

The ways in which people are paid can have a powerful effect on improving performance. Pay systems in the public sector need to make a regular and direct link between a person's contribution to the standards of service provided and his or her reward.

2)*Strengthened inspection*

Inspectorates cover key areas of public service hospital, clinic, schools, civil services, and social services. Their responsibility is to check that the professional services that the public receives are delivered in the most effective way possible and genuinely meet the needs of those whom .they serve. In the past, inspectorates have often been staffed exclusively by members of the profession they oversee. Under the Citizen's Charter programme, the Government is opening inspectorates to the outside world and making them more responsive to public concerns. Lay members are being appointed to work closely with Inspectorates will be expected to consult the public and to publish signed reports in plain language, to raise public awareness and inform policy, as well as bring pressure to bear on management.

A start has been made for example with:

new contracts for family doctors, including payments for meeting targets; pay for general managers in the national health services (NHS) is being linked to performance, notably for success in tackling waiting lists; pay for improved performance for school heads and deputies; extra payments for the best classroom teachers; performance related pay for most civil servants; Agency Chief Executives' pay related directly to performance, often under fixed contracts; bonuses for nationalised industry directors which depend on the industry meeting its service targets.

It is very important for State of Bahrain and State of Kuwait public sectors top management to watch , follow , understand , and learn from developed countries such as U.S.A , U.K experience in improving public service quality and cost reduction.

3-5 SUMMARY

The fortunes brought by oil in the 1970s bred bad habits of dependence on a single sector in GCC States , lavish spending and excessively generous social handouts . Oil - rich Gulf states still struggling with the heavy bill for the 1991 Gulf war, were last year faced with the realization - long predicted by western economists - that the lifestyle to which they have accustomed their populations will have to end . This condition has improved the realization and determination of GCC States public sectors to cut subsidies , privatize and expand non - oil industries , cut budgets and improve public service quality . GCC States have been trying hard to balance their books after a decade of deficits .GCC States public sectors also hope to improve public service quality and to give the private sectors a much larger role in the economy.GCC States continue to increase charges on sector services.This condition requires fast responses of public sectors to improve public services processes and quality to reduce their cost on citizens .Rising budget deficits will limit public sectors

ability to create increasingly more public sector jobs for new graduates as the HRD done in the past . unemployment among the youth will be more visible . The need of the Gulf states to create employment opportunities for their growing population is one of the most pressing issues they face in the 1990's . In next ten years an estimated one million Gulf nationals are forecast to enter the labor market . Gulf states need to responsive to the policy of nationalization of the labor force . and improving their public service quality through TQM & HRD systems .

It is very important for public sectors top management to understand their internal customers needs and requirements. And to watch and understand developed states such us United Kingdom whom mostly established public sectors in most GCC states, understand their plans and efforts in improving public sector quality and reducing their costs. This chapter is tried to reflect some of public sectors opinions and need for public service improvement through TQM. It is also give some important points about U.K experience in improving public service and reducing public costs. these goals are main goals of TQM in studied states of the GCC .

CHAPTER FOUR

THE RESEARCH MODEL, HYPOTHESES AND METHODOLOGY

CHAPTER IV

THE RESEARCH MODEL, HYPOTHESES, AND METHODOLOGY

The purpose of this chapter is to provide a presentation of the research methodology, research model, research questions and hypotheses, sampling and data gathering and statistical procedure.

4 - 1 Introduction

Research data and analysis represent the heart of any research activity since it represents the researcher's contribution to the discipline under investigation. Research hypotheses are usually based on scientific evidence reported by researchers in the field which the researcher attempts to investigate in a new context. Therefore, nothing would please a researcher more than to confirm his stated hypotheses about a phenomenon which he has researched and which he claims to know something about. However, the ultimate objective of a scientific inquiry must remain one of the searches for the " facts " whether they confirm or disprove the researcher's preconceived ideas and hypotheses. Social scientists must strive in their search for scientifically oriented disciplines to study and research the social, political and economic phenomena in a manner which enhances our understanding of the complex relationships in this intricate world. Understanding is the first step on the road toward harmony between people and among nations. It is in this spirit of the search for " facts " to enhance our understanding of TQM application relationships and service quality improvements within public organizations that this research was undertaken, and with the same spirit the following presentation is made.The first objective of this study is to identify TQM systems in public organizations operating in some of the GCC states. Research questions addresses this area of inquiry. Hypothesis which is a reflection of the research questions. Hypothesis require a statistical testing to reach scientifical outputs.In studying organizational behavior, two approaches are common : a macro or a micro view of the organization being studied. The macro view approach places the organization as the focus of the inquiry and the individuals and the groups composing the organization in the background. The macro view emphasizes the totality of the organization as a unit and concentrates on its relationship with the larger, social, economic and political environment. In this research a micro view of the organizations under study is taken. The focus is on the groups and individuals. The reasons for selecting the micro view are (1) organizations which are being studied operate under the similar social, economic, and political environment, and (2) these organizations also operate in similar technological and managerial environments.

4 - 2 The research methodology

Kerlinger (PP. 395- 410, 1973) has identified four different categories of social scientific research : (1) laboratory experiment, (2) field experiment, (3) field study (4) survey research and field study are conducted in a controlled environment, where the researcher manipulates and controls independent variables. A field experiment is similar to a laboratory experiment except that it is done in a more a realistic situation. Survey research is a method for studying population by selecting samples from those populations to discover the relative incidence, distribution and interrelationships of specific variables. According to the categorization above, it is possible to classify this study as a field study, using a survey research method. It is exploratory in the sense that an attempt was made to identify the application of total quality management through some factors of human resource development sectors in the State of Bahrain and the State of Kuwait and its effect on public service quality efficient. It is hypothesis testing in the sense that the researcher seeks to establish relationships between total quality management application in government organizational and its effect on public service quality improvement effectiveness. People and organizations live in a world with uncertainty and seem to be constantly grappling with questions whose answers are elusive and indefinite. Will the public sector service quality in the State of Bahrain be up or down tomorrow ? Will the service cost be up next year ? The twin disciplines of probability and statistics have evolved out of attempts to cope with this state of affairs. Probability and statistics may be viewed as two sides of the same coin. Probability theory deals with the question : Given a particular state of the world, what consequences are likely to follow ? Statistical theory deals with the converse question : Given a particular set of consequences, what state of the world may have given rise to them ? A simple example will illustrate. Suppose that in the State of Bahrain new born baby has an equal chance of being a boy or a girl. In probabilistic terms, this state of the world is expressed by the assertion that " the probability that a new born will be boy is equal to 0.5 ". Furthermore, an elementary application of probability theory allows us to compute a specific consequence of this state of the world : Out of any given sample new borns, about, half should be boys. (what is meant by " about " more sophisticated question dealt with by probability theory and will be spelled out in more detail in later chapters).Now consider the following situation : An anthropologist studying a primitive culture notices that over a year's time only 35 % of new born infants are boys. What is the anthropologist to make of this set consequence ? One possibility is that the culture is quite different from Bahrain culture in terms of what determines an infant's sex. Another possibility, however, is that it has simply been off - year for babies ; that is, the apparent discrepancy is due merely to chance. As it turns out, the anthropologist would use statistical theory to make an educated guess as to which of these two states of the would is most likely.Uncertainty in science as indicated by the dilemma of a roving anthropologist, scientific inquiry is not exempt from uncertainty. Some sciences, notably genetics, are constructed almost entirely on a foundation of probability and statistics. Even physics, once thought to represent the quintessence of deterministic endeavor, now finds itself

trying to cope with basic particles of matter that, astonishingly, can only be viewed as probability. It is therefore the case that a knowledge of probability and statistics constitutes an indispensable tool for any scientist.

A major goal of science is to construct theories which, ideally, are simple, parsimonious descriptions of some aspect of reality. Any specific theory should lead to predictions about consequences that should ensure from some particular set of circumstances. An experiment consists of setting up such circumstances and observing whether the consequences predicted by the theory do indeed follow. If they do, then theory receives support. If they do not, the theory (or part of the theory) is disconfirmed. Determining whether an experiment has veiled the consequences predicted by a theory may seem simple. But often it's not, because the annoying uncertainty to which we keep alluding may creep in to obscure the picture. And this leads to the key use of statistical theory in science : Statistical Chi-square test for independence theory is used to determine whether or not an obtained set of results may reasonably have occurred given that a particular theory is correct. This reasoning may sound somewhat confusing,. This example is not meant to present statistical methodology, but to provide an intuitive flavor for statistical methodology and the means by which it is applied to an experimental data.

1- THE CHI-SQUARE TEST FOR INDEPENDENCE

For a (r x c) two way contingency table (table 3):

		columns						
		1	2		J		C	Total
Rows	1	O11	O12	-------	o1j	------	o1c	R1
	2	O21	O22	-------	o2j	------	o2c	R2
	I	Oi1	Oi2	-------	oij	-------	oic	Ri
	.	.	.	-------	.	-------	.	.
	.	.	.	-------	.	-------	.	.
	r	Or1	Or2	-------	0rj	------	orc	Rr
		C1	C2		CJ		Cc	n

Table 3: Two way contingency table.

Consisting of **n** observations obtained from a random sample survey, The chi-square test for independence is applied by formulating the following hypotheses and adopting the stated test procedure.

1- Hypotheses [null hypothesis (Ho) and alternative hypothesis (H1)]

Ho : The responses of question (i) and question(j) are independent of each other.

H1 : There exists association or relationship between the responses of question (i) and that of question (j).

One of these hypotheses is accepted or rejected by using the following (**x**) test statistic.

2 - Test statistic (TS)

$$TS = \sum_{i=1}^{r} \sum_{j=1}^{c} \left[\frac{(Oij - Eij)^2}{Eij} \right]$$

for i = 1,....,r number of rows.
j = 1,...,c number of columns.

where Oij are observed frequencies and Eij are expected frequencies.For accepting or rejecting the null hypotheses (Ho) based on this chi-square test statistic (T S), the decision regions are defined as follows:-

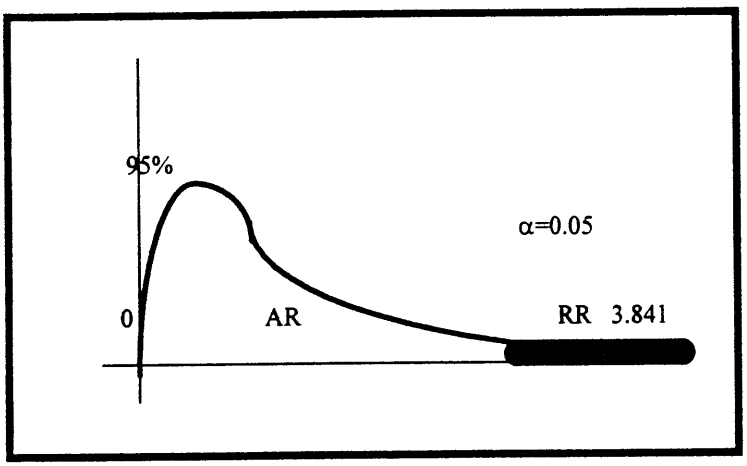
3 -Decision Regions: (Acceptance and the rejection regions) These regions are defined with the help of critical value of chi-square (χ^2).This value is noted from the table of the theoretical values of chi-square at some desired level of significance (α) or level of confidence (1 - α). This critical value is a value corresponding to the degrees of freedom.

df = (r - 1) (c - 1)

On basis of this critical value the decision regions are defined as:

Acceptance Region **AR : (X) ≤ χ^2 (α , df)**

Rejection Region **RR : (X) ≥ χ^2 (α , df)**



igure 16: Distribution curve

Source : Yousif Fatahalla, 1996

Based on these regions the null hypotheses Ho is accepted or rejected according to the following decision rule.

4 - Decision Rule

Ho is accepted if the test statistic value TS lies in the acceptance region, otherwise it is rejected and H1 is accepted.

The χ^2 - test statistic (T S) is applied under the following assumptions :

i) The data gathered by a sample survey in the State of Bahrain and the State of Kuwait, consisting of **n** observations is a random sample.

ii) each sample observation falls into exactly one of the five sub-categories of each question.

In cases where Ho is rejected and H1 is accepted at certain level of significance α,the relative strength of association or relationship between the responses of two questions is measured by Phi-coefficient.This coefficient is defined as follows.

4.2.2 PHI - COEFFICIENT ($\varnothing$)

$$\varnothing = \left[\frac{(O11\ O22 - O12\ O21)}{(R1\ R2\ C1\ C2)^{0.5}} \right] X\ 100$$

Where

Oi j	are observed	frequencies for i, j = 1,2
R1	sum of row1	frequencies
R2	sum of row2	frequencies
C1	sum of column1	frequencies
C2	sum of column2	frequencies

The value of $\varnothing$ that lies between -1 and +1, that is : $-1 \leq \varnothing \leq +1$, is interpreted like Pearson's product moment correlation coefficient.This coefficient indicate negative association between the responses of two questions, if $\varnothing < 0$, positive association if $\varnothing > 0$. A zero value of $\varnothing$ tell us that responses of two questions, being investigated are independent of each other. As this formula is applicable to a contingency table of 2 x 2 size only,the large tables are reduced to this size by combining frequencies of similar response characteristics of each question.

The Methodology used to evaluate TQM application consists of the following steps.

(1) Determine what is the goal of the project.

In this study the goal is the application of total quality management through human resource development in public sectors sectors in State of Bahrain and State of Kuwait and it's effect on public service quality.

(2) Written commitment sheet, written commitment sheet is designed by covering the items determined for the required evaluation (observation).

Questionnaire

(3) Designed the form of questionnaire so that the reactions can be tabulated and quantified.

To obtain honest reactions by making the forms anonymous, that the employees names are not mentioned in the questionnaires.

To encourage the employees to write additional comments open questions are included not covered by the questions that were designed to be tabulated and quantified.

4 - 3 The research model

Likert (1977) has identified a number of key dimensions to study human organizations of many enterprise, such as :-

- Managerial leadership.
- Organizational climate.
- Group process.
- Satisfaction.
- Productivity cost.
- Earning.
- Market performance.
- Scrap loss.

A research model of this study is based on likert's model (1977) with some modification to incorporate it with Deming's (1986) fourteen points for management and Crosby's (1990) fourteen steps for quality improvement. The study is focused on the importance of TQM system application to improve public sector processes and outputs quality. This goal is studied through built in visual model of service Total Quality Management (TQM) in public sector - 1996 - (See Figure 17).

The reassert TQM system model depend on comprehensive important elements such as: Type of management applied as **management by example or management by wandering around**, that managers go to work floor to see and listen to employees needs and discuss with them the problems and solutions to improve quality. **Management by example**, that is the managers give a live example as high work performance, quality outputs and all other management and work performance behavior elements. For a TQM system the following four important steps are considered :-

1- **Planning** TQM system goals and achievements.
2- **Executing** the plans in real work live.
3- **Evaluating** the **executing** outputs by comparing with established goals and approved plans.
4- **Reengineering** the goals, plans, procedures, people, systems, resources and operations for best TQM system application.

An organization looking for effective TQM system is required to use effectively the quality resources, people and systems to achieve the main goals, such as customers needs and expectations in order to get their satisfaction. Organization is working under continuing environmental forces as political, customeral, social, economical, technological informational, managerial, legislational and other forces that reduce or increase the organization in the application of effective and efficient TQM system in public sectors. There are important factors that determine the organization's effectiveness and efficiency such as applying advanced management methods such as TQM system. These factors are the organizational values, goals, organizational behavior and organizational process. These factors should be studied to

There are important factors that determine the organization's effectiveness and efficiency such as applying advanced management methods such as TQM system. These factors are the organizational values, goals, organizational behavior and organizational process. These factors should be studied to understand any organization's characteristics and its abilities toward applying TQM system. The organization management systems, and outputs include important elements that reflect in practice the organization's effectiveness and efficiency in Total Quality Management system . **These are :-**

- **The quality of products and service .**
- **The cost of products and service .**
- **The safety of products and service .**
- **Customer protection of any dissatisfaction .**
- **The efficiency and effectiveness of delivery system .**
- **The quality of standardization .**
- **Compliance with requirements, need and legislations .**
- **Assurance for quality, quantity, and delivery of services .**
- **Reliability of products, services, delivery and services,,,etc .**
- **Empathy with internal and external customer needs and expectations .**
- **Flexibility in providing internal and external customer needs and expectations .**
- **Repetitive process/source in proving internal and external customer needs and expectation .**
- **Image which the organization has established in front of its internal and external customers .**
- **The quality and quantity of tangible assets and outputs .**
- **Other present and future outputs the organization produce, such as experience, creation, innovation, etc.**

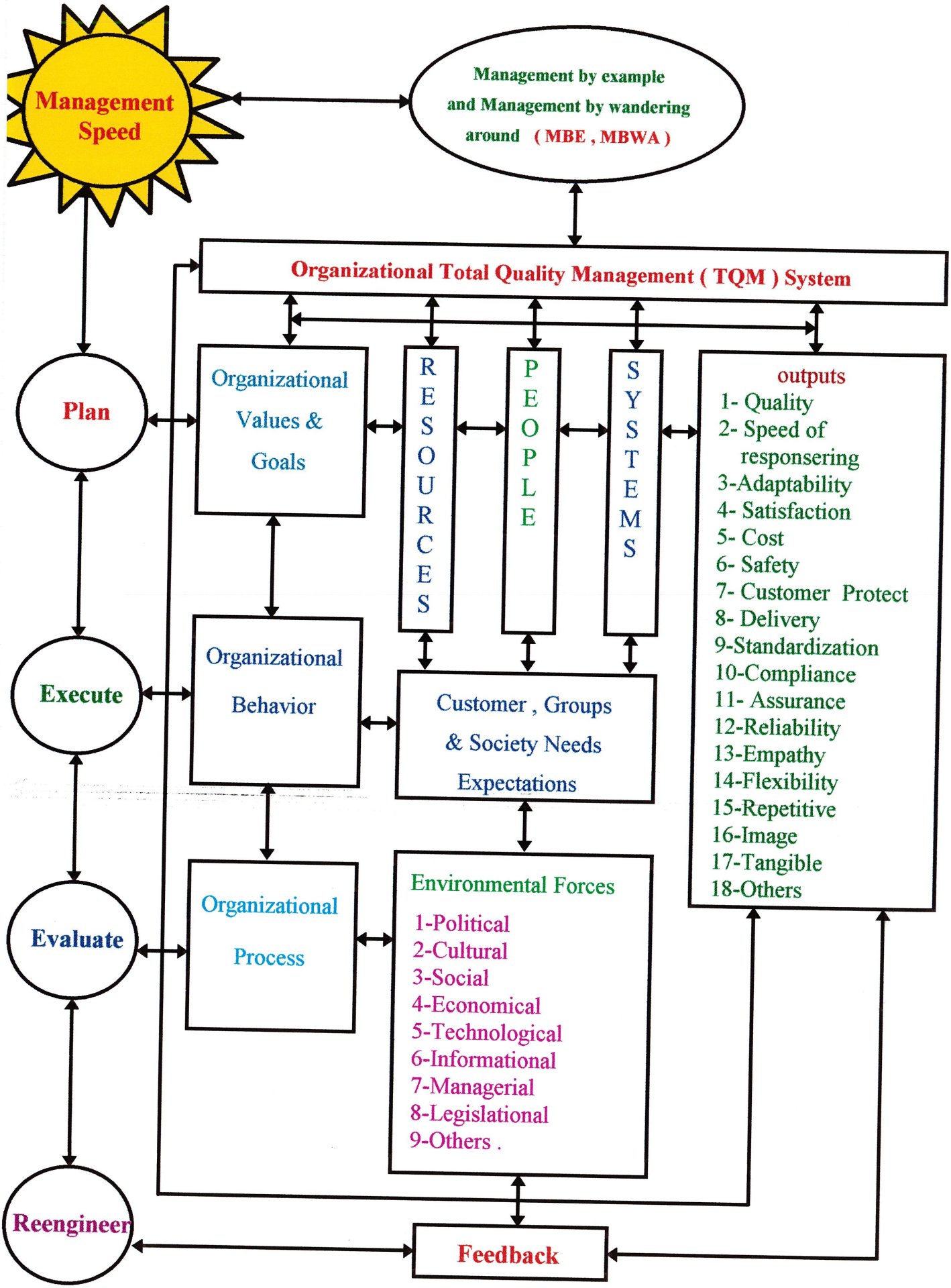


FIGURE 17: VISUAL RESEARCH MODEL OF SERVICE TOTAL QUALITY MANAGEMENT (TQM) IN PUBLIC SECTOR - 1996.

SOURCE : Yousif Ahmad Monamad Fathalla , 1996.

Elements used to measure TQM system application

As the research model shows, four criteria were selected to measure organizational TQM effectiveness : quality, adaptability, productivity and satisfaction. The first three criteria adaptability, quality and productivity are thought to be central to effectiveness. Mott's definition of effectiveness, therefore, is more appropriate in this case because it focuses on these criteria. He defines effectiveness as, " the ability of an organization to mobilize its centers of power for action--production and adaptation, " where centers of power are thought of as roles and groups. Effective organizations are those that produce more and higher quality outputs and adapt more effectively to environmental and internal problems than do other similar organizations. One shortcoming of mott's definition is that does not take into consideration the element of satisfaction. Therefore, an operational definition is necessary so that all measures of effectiveness can be included : Effective organizations are those that produce more and higher quality products and adapt more effectively to environmental changes, at the same time maintaining a high level of internal and external customers satisfaction.

Quality : Taguchi (1992) define quality as " the loss imparted to society from the time the product is shipped ". This loss would include the cost of customer dissatisfaction which may lead to loss of reputation and good will for the organization.

Productivity :Internal and external customers perception of the quantity and quality of work done in the organization or departments, as well as the efficiency with which the work is done and provided.

Adaptability: Internal and external customers perception of the organization's ability to anticipate problems, and find good solutions ; organizational search for new technologies and methods ; promptness and acceptance of solutions ; and ability to cope with temporarily unpredictable overload of work.

Satisfaction : The organization satisfaction with products quality, cost quantity, meeting their need and wants, delivery service system and the fellow workers, jobs, superiors, their organization compared with others, pay, progress in the organization so far, and chances for advancement in the future. See figure 18. there are important elements for TQM application that should be taken into consideration when public sector top management plan the improvement of public service quality, processes and cost reduction.

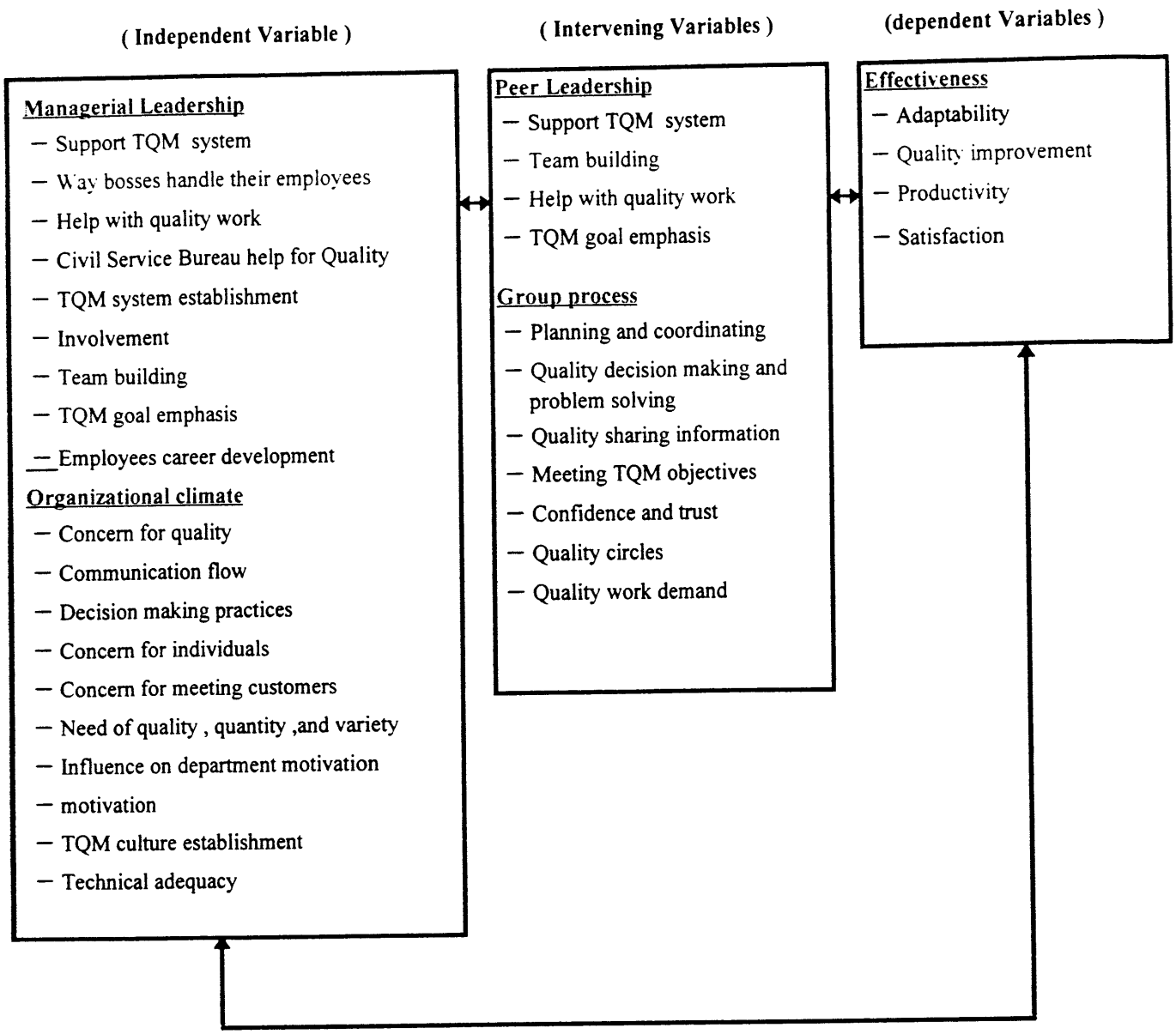


Figure 18: Elements used to measure TQM system application

Source : Researcher model , 1996

The quality of service outputs depend on the following factors:-

- **Quality** - Provide a continuously improving level of accurate, courteous, and timely service.
- **Cost** - Ensure that operations run at minimum cost to the fees payer while improving service to customers.
- **Safety** - Operate in a manner that ensures the safety of both customers and employees.
- **Delivery**- Provide convenient and dependable access to services for all customers.
- **Assurance**- knowledge and courtesy of employees and their ability to inspire trust and confidence.
- **Reliability**- an ability to perform the promised service dependably and accurately.
- **Empathy**- caring and providing individualised attention to the customers.
- **Tangibles**- physical facilities, equipment and appearance of personnel.
- **Responsiveness**- willingness to help customers and to provide a prompt service.
- **Organizational responsibility**- Demonstrate concern for the communities served and for employees.
- **Infrastructure** - Ensure that service delivery system are adaptable to new and changing requirements.
- **External relationships** -Establish and improve communication with customers, suppliers, legislative bodies, other government agencies and fees payers.

Organizations ability in achieving their quality goals through applied system such as TQM system depend totally on the effectiveness and efficiency of feedback system that provide true information and data within suitable time. Finally the organization's efficiency and effectiveness depend on advanced managements systems used. They should use effectively their resources, people, and systems to meet customers, groups and society satisfactions through organizational values, goals, behavior and processes within the main frame of effective plan - execution - evaluation and reengineering systems. Environmental forces should be understood and watched carefully to provide required quality outputs. All these activities depend totally on management speed in dealing with important issues in organizational factors described in visual model of service total quality management system TQM in public sector - 1996.
(See figure 17). There are other important steps for effective TQM system in any organization - which are shown in Figure 19.

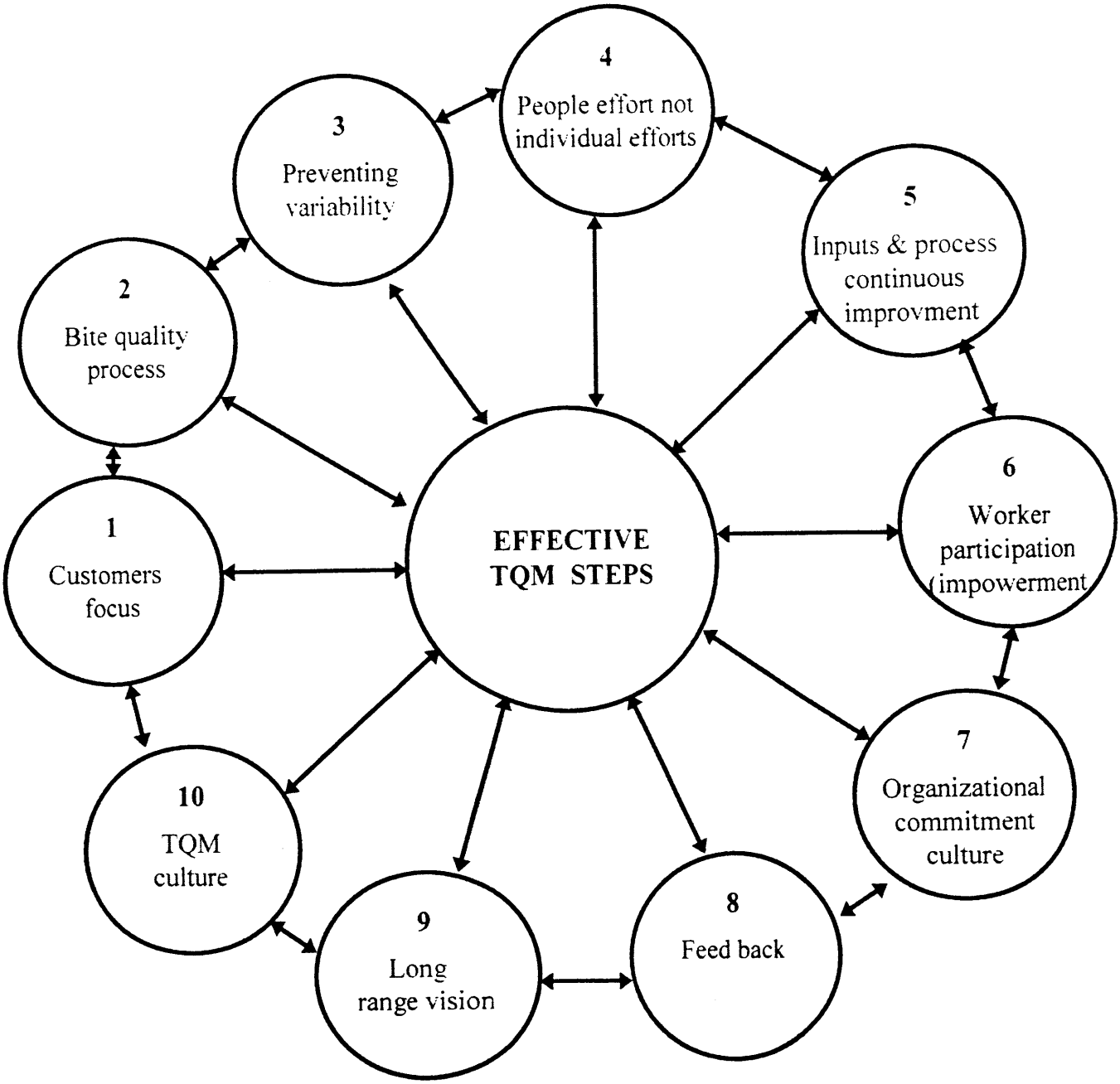


Figure 19 : Effective steps for Total Quality Management (TQM)

4-4 Research questions and hypotheses

In order to present research questions and hypotheses in a clear and efficient fashion, several steps are followed :

First: The research questions are stated first to focus attention on the major area of inquiry.

Second :Statements of the substantive hypotheses are made as a prediction of the outcome of the operational - experimental meaning of the substantive hypotheses presented, with the exception of hypothesis which require a statistical testing.

The questions are built on :-

A- Deming's fourteen points for management to evaluate management quality.

B- Crosby's fourteen steps for quality improvement. To evaluate service quality.

C- Minnesota job satisfaction from the manual for the Minnesota satisfaction questionnaire prepared by the industrial relations center and vocational psychology research, university of Minnesota. (Moorhead, 1989).

Research Question 1 (Q2- 32 - 55)

- Your organization productivity and quality are high (Q2 - 32).
- There is fast response in your organization to customers requirements and need (Q2 - 55).

Research hypotheses 1 :-

H0 : The organization high productivity and quality is independent of the organization is fast response to customers requirements and needs.

H1 : There exists a relationship between the organization high productivity and quality and its fast response to customers requirements and needs.

Research Question 2 (Q2- 58 - 109)

- Your organization's service meet customers need of quality, quantity and variety (Q2 - 58).
- Employee's career programs have been developed (Q2 - 109).

Research hypotheses 2:-

H0 : The employee's career development is independent of the ability of the organization in meeting customer's need of quality, quantity and variety.

H1 : There exists relationship between employees career development and the ability of the organization in meeting customers need of quality, quantity and variety.

Research Question 3 (Q2- 17 - 117) :-

- Civil Service Bureau helping your organization in establishing (TQM) system. (Q2 - 17).
- As quality provider you are satisfied with your organization provided service quality. (Q2- 11)

Research hypotheses 3

H0 : Civil Service Bureau's help. Public sector organizations in establishing TQM system is independent of public sector organizations employees " as quality providers " satisfaction with the quality of service provided by organizations.

H1 : There exists relationship between Civil Service Bureau's help for public sector organization in establishing TQM system and public sector organizations employees " as quality providers " satisfaction with the quality of service provided by their organizations.

Research Question 4 (Q1-5 - 21) :-

- The way the boss is handle his employees. (Q1 - 5)
- The quality of service provided. (Q1- 21)

Research hypotheses 4

H0 : The quality of services provided by the organization is independent of the way that organization bosses handle their employees.

H1 : There exists a relationship between the quality of provided services by the organization and the way that organization bosses handle their employees.

4-5 Sampling

According to Kerlinger (1 - 1973), " Sampling is taken of any portion of a population or universe as representative of that population or universe.Implied in this definition is the researcher's assumption that his sample is representative, which may or may not be the case. Samples can be broadly classified into two categories : probability samples, where a random sampling method is used in one or more of their stages, and non-probability sampling,where random samples is not used. (One form of non-probability sampling is purposive sampling, which is characterized by using judgment to obtain representative samples by including typical areas or groups in the sample). In this study it is possible to characterize the sampling procedure as purposive sampling, with three sample spaces as the focus of this study.

The first :The sample space consists three main public sector organizations operating in the State of Bahrain.

The second :The sample space is made up of four main public sector organizations operating in the State of Kuwait.

The third :The population from which the sample was drawn consists of six main public sector organizations operating in some GCC states which are in the state of Bahrain and Kuwait.

The sample represents the major public sector organizations in size, cost, employee numbers and importance between other public sector organizations in studied states. In order to enhance the success of this study and to encourage participation and accuracy of measurement, participating organizations were promised to be given a copy of the study. The studied states represent a sample for GCC states.

4-6 Data gathering

A survey may be conducted in several ways : through personal interviews, panels, telephone interviews, mailed questionnaires, and other techniques. In this study two methods were primarily used to collect the data :

1- Questionnaires were distributed through the studied organizations to collect required data and information to avoid time consuming.

2- Interview sessions with some executives who were capable to provide required information and observation method is used too. These interviews were also for the purpose of completing the questionnaire. All organizations that thought interviews would be time consuming, and preferred to send the questionnaire through their internal mail or by hand and collect the sealed questionnaires through a coordinator assigned for this purpose. Several steps were followed in order to accomplish the task of data collection.

Step 1 :- Initial contact was made with the top management in each organization, where the researcher introduced himself and explained the purpose and objectives of the study.

Step 2 :- In cooperation with each organization's designated coordinator, the researcher planned daily meeting sessions with various groups and individuals in each organization.

Step 3 :- The administration of the questionnaire was conducted by explaining the research model to participants, and responding to questions and inquiries about the research. Confidentiality of individual response was assured to participants. The response from top management and personal interviews was 80 percent for the participating organizations ; that is most instruments distributed were completed and collected by the researcher. However, all organizations had chosen to send the questionnaires through their internal mail distribution system, and the responses were delivered in sealed envelopes to the organization's coordinator who delivered them to the researcher. Table 4 shows organizations, organization type, number of questionnaires distributed, questionnaires collected and usable questionnaires.

RESPONSES ACCORDING TO ORGANIZATION TYPE, AND RESPONSE RATES

Organization Type	Questionnaires Distributed	Questionnaires Collected	Usable Number & Percent	
STATE OF BAHRAIN				
Ministry of Education	50	41	39	78 %
Ministry of Health	50	46	42	84 %
Civil Service Bureau	50	42	40	80 %
Total	150	128	121	81%
STATE OF KUWAIT				
Ministry of Education	50	42	40	80 %
Ministry of Health	50	45	43	86 %
Civil Service Commission	50	47	44	88 %
Total	150	134	127	85%
Diwan of follow-up and complaints	50	43	41	82 %
Grand total	350	306	289	82. 5 %

(Table 4)

4-7 Statistical procedures

The importance of statistics: People and organizations live in a world with uncertainty and seem to be constantly grappling with questions whose answers are elusive and indefinite. Will the stock market be up or down tomorrow ? will the service price be up next year ?
The twin disciplines of probability and statistics have evolved out of attempts to cope with this state of affairs. Probability and statistics may be viewed as two sides of the same coin. Probability theory deals with the question : Given a particular state of the world, what consequences are likely to follow ? Statistical theory deals with the converse question : Given a particular set of consequences, what state of the world may have given rise to them ? A simple example will illustrate. Suppose that in States of Bahrain newborn baby has an equal chance of being a boy or a girl. In probabilistic terms, this state of the world is expressed by the assertion that " the probability that a newborn will be boy is equal to 0.5 ". Furthermore, an elementary application of probability theory allows us to computerize a specific consequence of this state of the world : Out of any given sample newborns, about half should be boys. (What is meant by " about " more sophisticated question dealt with by probability theory and will be spelled out in more detail in later chapters).

Now consider the following situation : An anthropologist studying a primitive culture notices that over a year's time only 35 % of newborn infants are boys. What is the anthropologist to make of this set consequences ? One possibility is that the culture is quite different from Bahrain culture in terms of what determines an infant's sex. Another possibility, however, is that it has simply been an off-year for babies ; that is, the apparent discrepancy is due merely to chance. As it turns out, the anthropologist would be use statistical theory to make an educated guess as to which of these two states is most likely to be correct. Uncertainty in science as indicated by the dilemma of roving anthropologist, scientific inquiry is not exempt from uncertainty. Some sciences, notably genetics, are constructed almost entirely on a foundation of probability and statistics. Even physics, once thought to represent the quintessence of deterministic endeavor, now finds itself trying to cope with basic particles of matter that, astonishingly, can only be viewed as probability. It is therefore the case that a knowledge of probability and statistics constitutes an indispensable tool for any scientist.

Theories and Experiments

A major goal of science is to construct theories which, ideally, are simple, parsimonious descriptions of some aspect of reality. Any specific theory should lead to predictions about consequences that should ensue from some particular set of circumstances. An experiment consists of setting up such circumstances and observing whether the consequences predicted by the theory do indeed follow. If they do, then theory receives support. If they do not, the theory (or part of the theory) is disconfirmed. Determining whether an experiment has veiled the consequences predicted by a theory may seem simple. But often it's not, because the annoying uncertainty to which we keep alluding may creep in to obscure the picture. And this leads to the

key use of statistical theory in science : Statistical theory is used to determine whether or not an obtained set of results may reasonably have occurred given that a particular theory is correct. This reasoning may sound somewhat confusing,. This example is not meant to present formal statistical methodology, but to provide an intuitive flavor for statistical methodology and the means by which it is applied to experimental data.

A non-parametric procedure is a statistical procedure that has (certain) desirable properties that hold under relatively mild assumptions regarding the underlying population (s) from which the data are obtained. The rapid development of non-parametric statistical procedures may be traced in part to :

1- Non-parametric methods require few assumptions about the underlying populations from which the data are obtained. In particular, non-parametric procedures forgo the traditional assumption that the underlying populations are normal.
2- Non-parametric techniques are often (although not always) easier to apply than their normal theory counterparts.
3- Nonparametric procedures are often quite easy to understand.
4- Nonparametric procedures are applicable in situations where the normal theory procedures cannot be utilized. For example, many of the procedures require not the actual magnitudes of the observations, but rather, their ranks.
5- Although at first glance most non-parametric procedures seem to sacrifice too much of the basic information in the samples, theoretical investigations have shown that this is not the case.

More often than not, the nonparametric procedures are only slightly less efficient than their normal theory competitors when the underlying populations are normal (the home court of normal theory methods), and they can be mildly and wildly more efficient than these competitors when the underlying populations are not normal. The nonparametric approach is currently being applied, with success to the area of sequential analysis. Sequential methods are beyond the scope of this study. The interested reader is directed to the following references dealing with nonparametric sequential methods : Bradley, Martin, and Wilcoxon (1965), Bradley, Merchant, and Wilcoxon (1966), Darling and Robbins (1967a, 1967b, 1968), Farrell (1966), Geertsema (1968, 1970) Ghosh (1970), Govindarajulu (1968b), Hall, Wijsman and Ghosh (1965), Hoel (1971), Miller (1970, 1972), Miltion (1970), Parent (1965), Savage and Savage (1965), Savage and Sethuraman (1966), Sen and Ghosh (1971), van der Laan (1966), Weed (1968), Weed and Bradley (1971a, 1971b), Weed, Bradley, and Govindarajulu (1969), Wilcoxon and Bradley (1964), Wilcoxon, Rhodes, and Bradley (1963). For additional reading some other nonparametric statistics books mentioned restricting ourselves to publications that have appeared after 1960. Other elementary books dealing with nonparametric statistics include those by Walsh (1962, 1965, 1968), Wilcoxon and Wilcox (1967a), Hajek (1969), Gibbons (1971), and Lehmann (1975). Advanced books have been written by Hajek and Sidak (1967) and puri and Sen (1971)

The elementary, intermediate, and advanced designations are intended as a guide to the reader ; they represent our own subjective opinions. Some specialized books, which use the non-parametric approach in varying degrees and are of related interest, include those by David (1963, 1970), Ferguson (1965), Miller (1966), Bechhofer, Kiefer, and Sobel (1968), Lancaster (1969), and Miltion (1970). Several statistical procedures were used in this study accordance with research questions and hypotheses, such as Chi - square (χ^2) test statistic, percentages, median, coefficient of contingency ($\varnothing$) supported by (ψ)coefficient. For hypotheses testing. Chi - square (χ^2) test statistic is used. The Pearson coefficient (ϕ) is used to measure the strength of relationship between each pair of variables. For computation purpose, Statistical package for the Social Sciences (SPSS) is used.

4-8 Summary :-

This chapter has provided a systematic presentation of research methodology, research model, research questionnaires and hypotheses, research sampling, data gathering and statistical procedure. Research hypotheses are usually based on scientific evidence reported by researchers in the field which the researcher attempts to investigate in a new context. Therefore, nothing would please a researcher more than to confirm his stated hypotheses about a phenomenon which he has researched and which he claims to know something about. However, the ultimate objective of a scientific inquiry must remain one of searches for the " facts " whether they confirm or disprove the researcher's preconceived ideas and hypotheses. Social scientists must strive in their search for scientifically oriented disciplines to study and research the social, political and economic phenomena in a manner which enhances our understanding of the complex relationships in this intricate world. Understanding is the first step on the road toward harmony between people and among nations. It is in this spirit of search for " facts " to enhance our understanding of TQM application relationships service quality improvements within public organizations that this research was under - taken, and with the same spirit the following presentation is made.The first objective of this study is to identify TQM systems in public organizations operating in some of GCC states. Research questions addresses this area of inquiry. Hypothesis, which is a reflection of the research questions,. Hypothesis require a statistical testing to reach scientifical outputs.In studying organizational behavior, two approaches are common : a macro or a micro view of the organization being studied. The macro approach places the organization as the focus of the inquiry and the individuals and the groups composing the organization in the background. The macro view emphasizes the totality of the organization as a unit and concentrates on its relationship with the larger, social, economic and political environment. In this research a micro view of the organizations under study is taken. The focus is on the groups and individuals. The reasons for selecting the micro view are (1) organizations which are being studied operate under the similar social, economic, and political environment, and (2) these organizations also operate in similar technological, and managerial environments. Dealing with public sectors in two states within limited period is an not easy task,

especially if there was some fairness between employees to give their feed back on presented questions especially in state of Bahrain. GCC's main office hasn't got a strong data and information base about public services quality improvements in the GCC States. The data was gathered from three states Bahrain, Kuwait and the Kingdom of Saudi Arabia.

CHAPTER FIVE

DATA PRESENTATION, ANALYSIS AND FINDINGS

CHAPTER V

DATA PRESENTATION, ANALYSIS AND FINDINGS

The purpose of this chapter is to provide a systematic presentation of statistical analysis of the data collected for this study. statistical tabulation, tests and figures are presented in a manner which attempts to answer the stated research questions and to prove or disprove the stated hypotheses.

5 -1 Introduction

Research analysis represent the important part of the heart of any research activity, since it represents the researcher's contribution to the discipline under investigation. Research hypotheses are usually based on scientific evidence reported by researchers in the field which the researcher attempts to investigate in a new context. Therefore, nothing would please a researcher more than to confirm his stated hypotheses about a phenomenon which he has researched and which he claims to know something about. However, the ultimate objective of a scientific inquiry must remain one of search for the " facts " whether they confirm or disprove the researcher's preconceived ideas and hypotheses. Social scientists must strive in their search for scientifically oriented disciplines to study and research the social, political and economic phenomena in a manner which enhances our understanding of the complex relationships in this intricate world. Understanding is the first step on the road toward harmony between people and among nations. It is in this spirit of search for " focus " to enhance our understanding of working relationships within multinational organizations that this research was undertaken, and with the same spirit the following presentation is made. UK and GCC states share same goal which is public service improvement and cost reduction through any advanced management system such as TQM system. It is useful to look at the efforts carried out in this field in U K, and other advanced states. The research findings need attention and deep study of concerned parts to use them in improving their public sector's services quality and their TQM.
this study is a field study, using a survey research method. It is an exploratory in the sense that an attempt was made to identify the application of total quality management through some factors of human resource development sectors in the State of Bahrain and tge State of Kuwait and its effect on public service quality efficient. It is hypothesis testing in the sense that the researcher seeks to establish relationships between total quality management application in government organizations and its effect on public service quality improvement effectiveness.

Statistical Chi-square test for independence theory is used to determine whether or not an obtained set of results may reasonably have occurred given that a particular theory is correct. This reasoning may sound somewhat confusing. This example is not meant to present statistical methodology, but to provide an intuitive flavor for statistical methodology and the means by which it is applied to experimental data. **n** observations obtained from a random sample survey,

the chi-square test for independence is applied by formulating the hypotheses and adopting the stated test procedure.
Further to determine the direction of association between responses of two questions phi - coefficient (∅) is computed by reducing the dimensionally of contingency table to (2X 2) format.

The methodology used to evaluate TQM application consists of the following steps:
(1) Determine what is the goal of the project.
In this study the goal is the application of total quality management through human resource development in public sectors sectors in the State of Bahrain and the State of Kuwait and its effect on public service quality.
(2) Written commitment sheet. The written commitment sheet is designed by covering the items determined for the required evaluation (observation).

Questionnaire

(3) Design the form of questionnaire so that the reactions can be tabulated and quantified.
To obtain honest reactions the forms are kept anonymous. The employees names are not mentioned in the questionnaires.
To encourage the employees to write additional comments open questions are included not covered by the questions that were designed to be tabulated and quantified.

5-2 Data presentation

Choosing the appropriate statistical procedure for analyzing a set of data basically depends on (1) the kind of data the statistical procedures are to be applied to, (2) the researcher's hypotheses, and (3) whether the investigator considers the data a sample or a population. Many statistical techniques are available to use when the data are sources or measures ; however, the choice is limited to fewer techniques when observations can only be ranked or classified into categories. In cases where the data constitute a population, only descriptive statistics are needed to present research results, but data which represent a sample require inferential as well as descriptive statistics. [35- V. Gourveitch, 1965]

The data in this study from all variables are in numerical scores and represent a sample. All hypotheses are stated in a way which seeks to determine relationships and specifically linear - relationships. Therefore, the problem was identified as a correlation - regression problem. The research posture is to show whether there are relationships between the independent, dependent, and intervening variables stated in the research model, also, to go further and predict the value of the dependent variable from the independent using a linear rate. In correlation analysis there is no clear - cut distinction between dependent and independent variables, however, in regression analysis one or more variables are clearly the independent variables. (Hays, 1963). A researcher may select a parametric or nonparametric statistical procedure depending on the assumption that he makes about the population from which the sample is drawn. Some researchers view

parametric procedures as the standard tool of psychological statistics. (See Anderson, 1961) Meanwhile, there are others who prefer to use nonparametric tests because they have less stringent assumptions than parametric tests. As assumptions of normality and homogeneity of variance are some of these assumptions which are major in paramtric statistics, nevertheless, Kerlinger considers these to be over - rated and suggests that :

Unless there is good evidence to believe that populations are rather seriously nonnormal and that variances are heterogeneous, it is usually unwise to use a nonparametric statistical test in place of a parametric one. The reason for this is that parametric statistical tests are almost always more powerful than nonparametric tests. [36- Kerlinger, 1967]

There is no reason to believe that the population in this study is normal or the variance to be heterogeneous,therefore nonparametric statistics were used to analyze and test the data. Likert, as well as other Michigan researchers, has used means in the analysis of data.

5 - 3 Data analysis:-

There are three important factors of TQM that effect function and output quality of all organizations, These factors are:

- Quality.
- Productivity.
- Speed of response to customer's requirements and need.

According to Mott (1972). quality is internal and external customer's perception of the quantity and quality of work done in the organization or departments, as well as the efficiency with which the work is done and provided. Productivity is usually stated as :-

$$\frac{\textbf{output}}{\textbf{input}} = \textbf{productivity}$$

The speed of response or how fast the organization is responding to customers requirements and need is vital, especially at present time called " **Time of speed** " or " **Age of speed** ". Most of the time the speed of organization action or reaction makes the difference between success and failure of functioning of the organization. It is even more crucial for public sector organizations to take into consideration the importance of speed in satisfying customers need and requirements of services for productivity, quality, and variety. To understand these phenomena in better way, the speed of organization response to customers requirements and need on the quality of public organization in providing high productivity and quality is studied.One such study is based on the following two questions of second questionnaires:-

- **Your organization productivity and quality are high. (Q2-32).**
- **There is fast response in your organization to customers requirements and need. (Q2-55).**

This study is based on responses received from the Ministry of Education, Health, and the Civil Service Commissions of the State of Bahrain and the State of Kuwait which is explained in the following sections.

STATE OF BAHRAIN PUBLIC SECTOR EMPLOYEES RESPONSES ANALYSIS (Q 2 - 32 & 55) :- [see table B 1]

1- BAHRAIN MINISTRY OF EDUCATION EMPLOYEES RESPONSES ANALYSIS (BME) :-

The responses received on Q2-32 show that **50 %** of (BME) employees agreed that Ministry of Education productivity and quality of service were high, **30 %** think that is fair, while **20 %** neither responded in favor of productivity and quality nor against them. Looking at the median of responses, we notice that the tendency of responses is in favor of good. The responses on received Q2- 55 show that **50%** of (BME) employees agreed that Ministry of Education is responding fast to customers requirements and need, **40%** think that is fair, while **10%** neither responded in favor of Ministry fast response to customers requirements and need nor against them. Looking again at the median of responses, the results show that the tendency of responses is in favor of good.

Contingency analysis:

The association or relationship between the Ministry of Education high productivity and quality of service, and its fast response to customers requirements and need is studied through contingency analysis.This is analysed out by formulating the null hypothesis :

H0 :The organization high productivity and quality is independent of the organizations fast response to customers requirements and need.

This hypothesis is tested against an alternative hypothesis :

H1:There exists a relationship between the organization high productivity and quality and it's fast response to customers requirements and need.

Using Chi-square (χ^2) test statistic we obtain ($\chi^2 = 13.52$)

Comparing this value with the critical value **3.841** noted from the table of the critical values of X at 5% level of significance,it is noticed that the test statistic value **13.52** lies in the rejection region :

RR: $X \geq$ **13.52** at the level of significance and 1 degree of freedom.

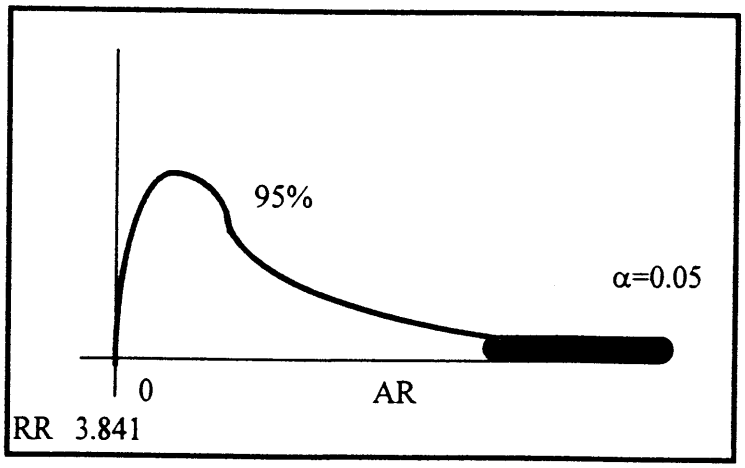


Figure 20: Distribution curve
Source : Yousif Fatahalla,

On the basis of this information H0 is rejected and H1 is accepted.It leads us to the conclusion with **95%** confidence that there is an association or relationship between Ministry of Educationes high productivity and quality of service and it's fast response to customer's requirements and need. To check the strength of the relationship the coefficient of contingency (∅) is computed using Phi-coefficient formula (4.2.2 p.259) it is ∅ = 0.52000

This value shows that a strong relationship between the Ministry of Education is high productivity and quality of service, and its fast response to customers requirements and need exists.

2- BAHRAIN MINISTRY OF HEALTH EMPLOYEES RESPONSES ANALYSIS (BMH):-

The responses received on **Q 2- 32** show that **60 %** of (BMH) employees agreed that Ministry of Health productivity and quality of service were high, **40 %** think that is fair. looking at the median of responses, we notice that the tendency of responses is in favor of good, on the other hand the responses received on **Q2-55** show that **40%** of employees agreed that Ministry of Health is responding fast to customers requirements and need, **50%** think that is fair, while **10%** neither responded in favor of Ministry fast response to customers requirements and need nor against. Looking again at the median of responses, the results show that the tendency of responses in favor of is fair.

Contingency analysis:

The association or relationship between the Ministry of Health high productivity and quality of service, and its fast response to customer's requirements and need is studied through contingency analysis. This is analysed out by formulating the null hypothesis :

H0 :The organization's high productivity and quality is independent of the organization's fast response to customer's requirements and need.

This hypothesis is tested against an alternative hypothesis :

H1:There exists a relationship between the organization's high productivity and quality and its fast response to customer's requirements and need.

Using Chi-square (χ^2) test statistic we obtain (χ^2 **= 20.336**)

Comparing this value with the critical value **3.841** noted from the table of the critical values of X at 5% level of significance,it is noticed that the test statistic value **20. 336** lies in rejection region:

RR: X ≥ **20. 336** at the level of significance and 1 degrees of freedom.

On the basis of this information H0 is rejected and H1 is accepted.It leads us to the conclusion with **95%** confidence that there is an association or relationship between the Ministry of Education's organization high productivity and quality of service and its fast response to customers requirements and need. To check the strength of the relationship the coefficient of contingency (∅) is computed using Phi-coefficient which is ∅ = 0.63822. This value shows that strong relationship between the Ministry of Health high productivity and quality of service, and its fast response to customers requirements and need exists.

3- BAHRAIN CIVIL SERVICE BUREAU EMPLOYEES RESPONSES ANALYSIS (BCSB) : -

The responses received on **Q2- 32** show that **54 %** of (BCSB) employees agreed that Civil Service Bureau productivity and quality of service is high, **32 %** think it is fair, while **14 %** neither responded in favor of productivity and quality nor against. Looking at the median of responses, we notice that the tendency of responses is in favor of good. On the other hand the responses received on **Q2-32** show that **76%** of employees agreed that Ministry of Health is responding fast to customers requirements and need, **20%** think it is fair, while **4%** neither responded in favor of Ministry fast response to customers requirements and need nor agaist. Looking again at the median of responses, the results show the tendency of responses is in favor of good.

CONTINGENCY ANALYSIS:

The association or relationship between the Civil Service Bureau high productivity and quality and its fast response to customers requirements and need is studied through contingency analysis.This is analysed out by formulating the null hypothesis :

H0 :The organization's high productivity and quality is independent of the organization's fast response to customers requirements and need.

This hypothesis is tested against an alternative hypothesis :

H1 : There exists a relationship between the organization's high productivity and quality and its fast response to customers requirements and need.

Using Chi-square (χ^2) test statistic we obtain (χ^2 **=1. 415)**

Comparing this value with the critical value **3.841** noted from the table of the critical values of X at 5% level of significance, it is noticed that the test statistic value **1. 415** lies in acceptance region :

AR: $X \leq$ **1. 415** at the level of significance and 1 degree of freedom.

On the basis of this information H1 is accepted and H0 is rejected.It leads us to the conclusion with **95%** confidence the employees think that there is no relationship between the organization's high productivity and quality and it's fast response to customers requirements and need, which is not right.This feed back is not logic and not accepted because always there is a strong relationship between high productivity and quality of any organization service and its fast response to customers requirement and need. This result needs further and deep investigation to find the reasons explain it.To check the strength of the relationship the coefficient of contingency ($\varnothing$) is computed using Phi-coefficient which is $\varnothing = 0.17937$, this value shows that a weak relationship between the organization's high productivity and quality and its fast response to customers requirements and need exists.

STATE OF KUWAIT PUBLIC SECTOR EMPLOYEES RESPONSES ANALYSIS (Q 2 - 32 & 55) [See Table K1]:-

1- KUWAIT MINISTRY OF EDUCATION EMPLOYEES RESPONSES ANALYSIS (KME):-

The responses received on Q2 -32 show that **68 %** of (KME) of employees in Ministry of Education in the State of Kuwait employees agreed that Ministry of Education productivity and quality of service were high, **28 %** think that is fair, while **4 %** neither responded in favor of productivity and quality nor against them. Looking at the median of responses, we notice that tendency of responses is in favor of good.. On the other hand the responses received on Q2 -55 show that **68%** of employees agreed that Ministry of Education is responding fast to customers requirements and need, **28%** think that if is fair, while **4%** neither responded in favor of Ministry fast response to customers requirements and need nor against them. Looking again at the median of responses, the results show that the tendency of responses is in favor of good.

CONTINGENCY ANALYSIS:

The association or relationship between the Ministry of Education high productivity and quality of service, and its fast response to customers requirements and need is studied through contingency analysis. This is analysed out by formulating the same null hypothesis:

H0 : The organization's high productivity and quality is independent of the organization's fast response to customer's requirements and need.

This hypothesis is tested against an alternative hypothesis:

H1:There exists a relationship between the organization's high productivity and quality and its fast response to customer's requirements and need.

Using Chi-square (χ^2) test statistic we obtain (χ^2 = **0.139**)
Comparing this value with the critical value **3.841** noted from the table of the critical values of X at 5% of significance,it is noticed that the test statistic value **0.139** lies in acceptance region :
RR: X ≤ **0.139** at the level of significance and 1 degree of freedom.
On the basis of this information H1 is rejected and H0 is accepted.It leads us to the conclusion with **95%** confidence that employees think that there is no association or relationship between Ministry of Education high productivity and quality of service and its fast response to customer's requirements and need, which is not right logically and managerially. This result reflects the need for TQM application. This feedback is not logic and not accepted because there is always a strong relationship between high productivity and quality of any organization service and its fast response to customer's requirement and need. This result needs further and deep investigation to find the reasons which explain it.To check the strength of the relationship the coefficient of contingency (∅) is computed using Phi-coefficient which is ∅ = -0.05275, this value shows that a weak relationship between the Ministry of Education high productivity and quality of service, and its fast response to customer's requirements and need exists.

2- KUWAIT MINISTRY OF HEALTH EMPLOYEES RESPONSES ANALYSIS (KMH):-

The responses received on Q2 -32 show that **60 %** of (KMH) employees agreed that Ministry of Health productivity and quality of service were high, **32 %** think that is fair, **8%** neither responded in favor of ministry high productivity and quality nor against them. Looking at the median of responses, we notice that the tendency of responses is in favor of good. On the other hand the responses received on Q2 -55 show that **28%** of employees agreed that Ministry of Health is responding fast to customer's requirements and need, **56%** think that is fair, while **16%** neither responded in favor of Ministry fast response to customers requirements and need nor against them. Looking again at median of responses, the result show that the tendency of responses is in favor of fair.

CONTINGENCY ANALYSIS:

The association or relationship between the Ministry of Health high productivity and quality of service, and its fast response to customers requirements and need is studied through contingency analysis. This is analysed out by formulating the same null hypothesis same:

H0 :The organization's high productivity and quality is independent of the organization's fast response to customer's requirements and need.

This hypothesis is tested against an alternative hypothesis :

H1 :There exists a relationship between the organization's high productivity and quality and its fast response to customer's requirements and need.

Using Chi-square (χ^2) test statistic we obtain (χ^2 = **24. 260**)

Comparing this value with the critical value **3.841** noted from the table of the critical values of X at 5% level of significance.it is noticed that the test statistic value **24. 260** lies in rejection region :

RR: $X \geq$ **24. 260** at the level of significance and 1 degree of freedom.

On the basis of this information H0 is rejected and H1 is accepted.It leads us to the conclusion with **95%** confidence that there is association or relationship between the Ministry of Education organization high productivity and quality of service and its fast response to customers requirements and need. To check the strength of the relationship the coefficient of contingency ($\varnothing$) is computed using Phi-coefficient which is $\varnothing = 0.71845$, this value shows that strong relationship between the Ministry of Health high productivity and quality of service, and its fast response to customers requirements and need exists.

3- KUWAIT CIVIL SERVICE COMMISSION EMPLOYEES RESPONSES ANALYSIS (KCSC): -

The responses received on Q2 -32 show that **70 %** of (KCSC) employees agreed that civil service commission productivity and quality of service were high, **20 %** think that is fair, while **10 %** neither responded in favor of productivity and quality nor against them. Looking at the median of responses, we notice that the tendency of responses is in favor of good. On the other hand the responses received on Q2 -55 show that **50 %** of employees agreed that Civil Service Commission is responding fast to customers requirements and need, while other **50%** think that is fair. Looking again at median of responses, the results show that the tendency of responses is in favor of good.

CONTINGENCY ANALYSIS:

The association or relationship between the Civil Service Commission high productivity and quality and its fast response to customers requirements and need is studied through contingency analysis. This is analysed is out by formulating the same null hypothesis:

H0 :The organization's high productivity and quality is independent of the organization's fast response to customer's requirements and need.

This hypothesis is tested against an alternative hypothesis :

H1: There exists a relationship between the organization's high productivity and quality and its fast response to customers requirements and need.

Using Chi-square (χ^2) test statistic we obtain (χ^2 **=3. 545**)

Comparing this value with the critical value **3.841** noted from the table of the critical values of X at 5% level of significance, it is noticed that the test statistic value **3. 545** lies in acceptance region :

AR: $X \leq$ **3. 545** at the level of significance and 1 degrees of freedom.

On the basis of this information H1 is rejected and H0 is accepted.It leads us to the conclusion with **95%** confidence the employees think there is a relationship between the organization's high

productivity and quality and its fast response to customer's requirements and need. To check the strength of the relationship the coefficient of contingency (∅) is computed using Phi-coefficient which is ∅ = 0.27763, this value shows that weak relationship between the organization high productivity and quality and its fast response to customers requirements and need exists.

STATE OF BAHRAIN PUBLIC SECTOR EMPLOYEES RESPONSES ANALYSIS (Q2 - 109 & 58) [See Table B2]:-

The integration and relationship between employee's career programs development, as an important part of (HRD,) Human Resource Development, and organization's ability to provide services to meet customer's need of quality, quality, and variety is known for management of TQM. To study this relationship in some states of GCC, the following questions were presented.

1- Employees career programs have been developed [Q2-109]

2- Your organization's services meet customers need of quality, quantity and variety [Q2-58]

The responds for these questions were as follows :-

1- BAHRAIN MINISTRY OF EDUCATION EMPLOYEES RESPONSES ANALYSIS (BME) :-

The responses received on Q2-109 show that **60 %** of (BME) employees agreed that Ministry of Education has been developing employee's career programs, **30 %** think that is fair, while **10%** neither responded in favor of employee's career development nor against them. Looking at the median of responses, we notice that the tendency of responses is in favor of good.The responses received on Q2-58 show that **40%** of employees agreed that Ministry of Education service is meeting customer's need of quality, quantity and variety, **50%** think that is fair, while **10%** neither responded in favor of Ministry service in meeting the customers need of quality, quantity and variety nor against. Looking again at the median of responses, the results show that the tendency of responses is in favor of fair.

CONTINGENCY ANALYSIS:

The association or relationship between the Ministry of Education service meeting customer's need of quality, quantity, and variety, and its career programs development is studied through contingency analysis. This is analysed out by formulating the null hypothesis :

H0 :The organization's ability to meet customers need of services in quality, quantity, and variety is independent of the organization employees career programs development.

This hypothesis is tested against an alternative hypothesis:

H1 :There exists a relationship between the organization's ability to meet customer's need of services in quality. quantity, and variety, and the organization's employee's career programs development.

Using Chi-square (χ^2) test statistic we obtain (χ^2 = **0. 806**)
Comparing this value with the critical value **3.841** noted from the table of the critical values of X at 5% level of significance,it is noticed that the test statistic value **0.806** lies in acceptance region:
RR: X ≤ **0.806** at the level of significance and 1 degree of freedom.
On the basis of this information H0 is accepted and H1 is rejected.It leads us to the conclusion with **95%** confidence that there is no association or relationship between Ministry of Education ability to meet customer's need of services in quality, quantity, and variety, and its career programs developments.This feedback is not logic and not accepted because there is always a strong relation between any organization's ability to meet customer's need of service in quality, quantity, and variety, and its career programs developments. This result needs further and deep investigation to find out the reasons behind it. To check the strength of relationship the coefficient of contingency (∅) is computed using Phi-coefficient which is ∅ = 0.12699, this value shows that a strong relationship between the Ministry of Education ability to meet customer need of services in quality, quantity, and variety and it's career programs developments exists.

2- BAHRAIN MINISTRY OF HEALTH EMPLOYEES RESPONSES ANALYSIS (BMH):-

The responses received on Q2-109 show that **30 %** of (BMH) employees agreed that Ministry of Health has been developing employee's career programs, **50 %** think that is fair, while **20%** neither responded in favor of employee's career development nor against them. Looking at the median of responses, we notice that the tendency of responses is in favor of fair.The responses received on Q2-58 show that **70%** of employees agreed that Ministry of Health service is meeting customer's need of quality, quantity and variety, **10%** think that is fair, while **20%** neither responded in favor of Ministry service in meeting the customer's need of quality, quantity and variety nor against. Looking again at the median of responses, the results show that tendency of responses is in favor of fair.

CONTINGENCY ANALYSIS:

The association or relationship between the Ministry of Health service meeting customer's need of quality, quantity, and variety, and its career programs development is studied through contingency analysis. This is analysed out by formulating the same null hypothesis :

H0 :The organization's ability to meet customers need of services in quality, quantity, and variety is independent of the organization's employees career programs development.

This hypothesis is tested against an alternative hypothesis :

H1 :There exists a relationship between the organization's ability to meet customer's need of services in quality, quantity, and variety, and the organization's employee's career programs development.

Using Chi-square (χ^2) test statistic we obtain ($\chi^2 = 10.627$)
Comparing this value with the critical value **3.841** noted from the table of the critical values of X at 5% level of significance,it is noticed that the test statistic value **10.627** lies in acceptance region :RR: $X \leq$ **10.627** at the level of significance and 1 degree of freedom.
On the basis of this information H0 is accepted and H1 is rejected.It leads us to the conclusion with **95%** confidence that there is no association or relationship between Ministry of Health ability to meet customer's need of services in quality, quantity, and variety, and its career programs developments.To check the strength of the relationship the coefficient of contingency ($\varnothing$) is computed using Phi-coefficient which is $\varnothing = 0.46104$, this value shows that a strong relationship between the Ministry of Health ability to meet customer's need of services in quality, quantity, and variety and its career programs developments exists.

3- BAHRAIN CIVIL SERVICE BUREAU EMPLOYEES RESPONSES ANALYSIS (BCSB) :-

The responses received on Q2-109 show that **48 %** of (BCSB) employees agreed that Civil Service Bureau has been developing employees career programs, **50 %** think that is fair, while **2%** neither responded in favor of employee's career development nor against them. Looking at the median of responses, we notice that the tendency of responses is in favor of fair.The responses received on Q2-58 show that **56%** of employees agreed that Civil Service Bureau service is meeting customer's need of quality, quantity and variety, **34%** think that is fair, while **10%** neither responded in favor of Civil Service Bureau service in meeting the customer's need of quality, quantity and variety nor against. Looking again at the median of responses, the results show that the tendency of responses is in favor of good.

CONTINGENCY ANALYSIS:

The association or relationship between the Civil Service Bureau service meeting customers need of quality, quantity, and variety, and its career programs development is studied through contingency analysis.This is analysed out by formulating the same null hypothesis :

H0 :The organization's ability to meet customer's need of services in quality, quantity, and variety is independent of the organization employees career programs development.

This hypothesis is tested against an alternative hypothesis :

H1 :There exists arelationship between the organization's ability to meet customer's need of services in quality, quantity, and variety, and the organization's employee's career programs development.

Using Chi-square (χ^2) test statistic we obtain ($\chi^2 = 7.900$)

Comparing this value with the critical value **3.841** noted from the table of the critical values of X at 5% of significance,it is noticed that the test statistic value **7.900** lies in acceptance region :
RR: X ≥**7.900** at the level of significance and 1 degree of freedom.
On the basis of this information H0 is rejected and H1 is accepted.It leads us to the conclusion with **95%** confidence that there is no association or relationship between Civil Service Bureau ability to meet customer's need of services in quality, quantity, and variety, and its career programs developments. To check the strength of the relationship the coefficient of contingency (∅) is computed using Phi-coefficient which is ∅ = 0.42863, this value shows that a strong relationship between the Civil Service Bureau ability to meet customer's need of services in quality, quantity, and variety and its career programs developments exists.

STATE OF KUWAIT PUBLIC SECTOR EMPLOYEES RESPONSES ANALYSIS (Q2 - 109 & 58) [See Table K2] :-

The integration and relationship between employees career programs development, as an important part of (HRD) human resource development, and the organization's ability to provide services that meet customers need of quality, quantity, and variety is important for management in studying TQM.To study this relationship in some states of GCC, the following questions were presented.

1- Employee's career programs have been developed [Q2-109]

2- Your organization's service meet customer's need of quality, quantity and variety [Q2-58].

The responds for these questions were as follows :-

1- KUWAIT MINISTRY OF EDUCATION EMPLOYEES RESPONSES ANALYSIS (KME):-

The responses received on Q2-109 show that **44 %** of (KME) employees agreed that Ministry of Education has been developing employees career programs, **48 %** think that is fair, while **8%** neither responded in favor of employees career development nor against them. Looking at the median of responses, we notice that the tendency of responses is in favor of fair.The responses received on Q2-58 show that **60%** of employees agreed that Ministry of Education service is meeting customer's need of quality, quantity and variety, **28%** think that is fair, while **12%** neither responded in favor of Ministry service in meeting the customer's need of quality, quantity and variety nor against. Looking again at the median of responses, the results show that tendency of responses is in favor of good.

CONTINGENCY ANALYSIS:

The association or relationship between the Ministry of Education service meeting customer's need of quality, quantity, and variety, and its career programs development is studied through contingency analysis. This is analysed out by formulating the null hypothesis:

H0 :The organization's ability to meet customer's need of services in quality, quantity, and variety is independent of the organization employee's career programs development.

This hypothesis is tested against an alternative hypothesis:

H1 :There exists a relationship between the organization's ability to meet customer's need of services in quality, quantity, and variety, and the organization's employee's career programs development.

Using Chi-square (χ^2) test statistic we obtain ($\chi^2 = 5.983$)

Comparing this value with the critical value **3.841** noted from the table of the critical values of X at 5% level of significance,it is noticed that the test statistic value **5.983** lies in rejection region :

RR: $X \geq$ **5.983** at the level of significance and 1 degree of freedom.

On the basis of this information H0 is rejected and H1 is accepted.It leads us to the conclusion with **95%** confidence that there is association or relationship between Ministry of Education ability to meet customer need of services in quality, quantity, and variety, and its career programs developments.To check the strength of the relationship the coefficient of contingency ($\varnothing$) is computed using Phi-coefficient which is $\varnothing = 0.35680$, this value shows that a strong relationship between the Ministry of Education ability to meet customer need of services in quality, quantity, and variety and its career programs developments exists.

2- KUWAIT MINISTRY OF HEALTH EMPLOYEES RESPONSES ANALYSIS (KMH):-

The responses received on Q2-109 show that **44 %** of (KMH) employees agreed that Ministry of Health has been developing employees career programs,**40 %** think that is fair, while **16%** neither responded in favor of employees career development nor against them. Looking at the median of responses, we notice that the tendency of responses is in favor of fair.The responses received on Q2-58 show that **32%** of employees agreed that Ministry of Health service is meeting customers need of quality, quantity and variety, **64%** think that is fair,4 % neither responded in favor of KMH in meeting. Looking again at the median of responses, the results show that tendency of responses is in favor of fair.

CONTINGENCY ANALYSIS:

The association or relationship between the Ministry of Health service meeting customers need of quality, quantity, and variety, and its career programs development is studied through contingency analysis.This is analysed out by formulating the same null hypothesis :

H0 :The organization's ability to meet customer's need of services in quality, quantity, and variety is independent of the organization employee's career programs development.

This hypothesis is tested against an alternative hypothesis :

H1 "There exists a relationship between the organization's ability to meet customer's need of services in quality, quantity, and variety, and the organization's employee's career programs development.

Using Chi-square (χ^2) test statistic we obtain ($\chi^2 = 3.914$)

Comparing this value with the critical value **3. 841** noted from the table of the critical values of X at 5% level of significance,it is noticed that the test statistic value **3. 914** lies in the rejection region :

RR: $X \geq$ **3. 914** at the level of significance and 1 degree of freedom.

On the basis of this information H0 is rejected and H1 is accepted.It leads us to the conclusion with **95%** confidence that there is an association or relationship between Ministry of Education ability to meet customer's need of services in quality, quantity, and variety, and its career programs developments.To check the strength of the relationship the coefficient of contingency ($\varnothing$) is computed using Phi-coefficient which is $\varnothing = 0.28860$, this value shows that a strong relationship between the Ministry of Health ability to meet customer's need of services in quality, quantity, and variety and its career programs developments exists.

3- KUWAIT CIVIL SERVICE COMMISSION EMPLOYEES RESPONSES ANALYSIS (KCSC) :-

The responses received on Q2-109 show that **70 %** of (KCSC) employees agreed that Civil Service Commission has been developing employees career programs **20 %** think that is fair. looking at the median of responses, we notice that the tendency of responses is in favor of good while, **10 %** neither responded in favor in (KCSC) or against in, developing employees career programs. The responses received on Q2-58 show that **60%** of employees agreed that Civil Service Commission service is meeting customer's need of quality, quantity and variety, **40%** think that is fair, Looking again at the median of responses, the results show that tendency of responses is in favor of good.

CONTINGENCY ANALYSIS:

The association or relationship between the Civil Service Commission service meeting customer's need of quality, quantity, and variety, and its career programs development is studied through contingency analysis. This is analysed out by formulating the same null hypothesis:

H0 :The organization's ability to meet customer's need of services in quality, quantity, and variety is independent of the organization employee's career programs development.

This hypothesis is tested against an alternative hypothesis:

H1 :There exists a relationship between the organization's ability to meet customer's need of services in quality, quantity, and variety, and the organization's employee's career programs development.

Using Chi-square (χ^2) test statistic we obtain ($\chi^2 = 31.034$)
Comparing this value with the critical value **3.841** noted from the table of the critical values of X at 5% level of significance,it is noticed that the test statistic value **31.034** lies in rejection region: RR: $X \geq 31.034$ at the level of significance and 1 degree of freedom.
On the basis of this information H0 is accepted and H1 is rejected.It leads us to the conclusion with **95%** confidence that there is an association or relationship between Civil Service Bureau ability to meet customer's need of services in quality, quantity, and variety, and its career programs developments.To check the strength of the relationship the coefficient of contingency ($\varnothing$) is computed using Phi-coefficient which is $\varnothing = 0.83045$, this value shows that a strong relationship between the Civil Service Bureau ability to meet customer's need of services in quality, quantity, and variety and its employees career programs developments exists.

STATE OF BAHRAIN PUBLIC SECTOR EMPLOYEES RESPONSES ANALYSIS (Q2-17 & 117) [See Table B3] :-

Civil Services Bureaus expected to play vital role in developing public sector service quality.It should establish and support and develop management systems that could help in improving quality, developing quantity, reducing cost, and improving customer satisfaction such as TQM system.To study the relationship between Civil Service Bureau's effect in establishing Total Quality Management system (TQM) in the public sector, and its relation with public sector employees satisfaction as "quality provider", and with public sector provided services quality.The following questions were presented :

1- Civil Service Bureau is helping your organization in establishing (TQM) system. [Q2-17]

2- As quality provider you are satisfied with your organization provide service quality. [Q2-117].

1- BAHRAIN MINISTRY OF EDUCATION EMPLOYEES RESPONSES ANALYSIS (BME):-

The responses received on Q2-17 show that **70 %** of (BME) employees agreed that Civil Service Bureau is helping their organization in establishing TQM system, **20 %** think that is fair, while **10%** neither responded in favor of Civil Service Bureau help nor against. Looking at the median of responses, we notice that the tendency of responses is in favor of good.The responses received on Q2-117 show that **50%** of employees as quality provider are satisfied with their ministry service quality, **40%** think that is fair, while **10%** neither responded in favor of their ministry services quality nor against. Looking at the median of received responses, the results show that the tendency of responses is in favor of good.

CONTINGENCY ANALYSIS:

The association or relationship between the Civil Service Bureau help for Ministry of Education in establishing TQM system, and Ministry of Education employees satisfaction toward the quality of service provided by their ministry is studied through contingency analysis.This is analysed out by formulating the null hypothesis:

H0 :Civil Service Bureau help public sector organizations in establishing TQM system is independent of public sector organizations employees "as quality providers" satisfaction with the quality of service provided by their organizations.

And tested against an alternative hypothesis :

H1: There exists a relationship between Civil Service Bureau help for public sector organizations in establishing TQM system and public sector organizations employees "as quality providers" satisfaction with the quality of service provided by their organizations.

Using Chi-square (χ^2) test statistic we obtain ($\chi^2 = \mathbf{5.033}$)

Comparing this value with the critical value **3.841** noted from the table of the critical values of X at 5% level of significance,it is noticed that the test statistic value **5.033** lies in reaction region :

RR: $X \geq \mathbf{5.033}$ at the level of significance and 1 degree of freedom.

On the basis of this information H0 is rejected and H1 is accepted.It leads us to the conclusion with **95%** confidence that there is an association or relationship between Civil Service Bureau help for Ministry of Education in establishing TQM system and Ministry of Education employees satisfaction toward services quality provided by their ministry. To check the strength of the relationship the coefficient of contingency ($\varnothing$) is computed using Phi-coefficient which is $\varnothing = 0.33080$.

2- BAHRAIN MINISTRY OF HEALTH EMPLOYEES RESPONSES ANALYSIS (BMH):-

The responses received on Q2-17 show that **40 %** of (BMH) employees agreed that Civil Service Bureau is helping their organization in establishing TQM system, **40 %** think that is fair, while **20%** neither responded in favor of Civil Service Bureau help nor against. Looking at the median of responses, we notice that the tendency of responses is in favor of fair.The responses received on Q2-117 show that **10%** of employees as quality provider are satisfied with their ministry service quality, **50%** think that is fair, while **40%** neither responded in favor of their ministry services quality nor against. Looking again at the median of responses, the results show that the tendency of responses is in favor of fair.

CONTINGENCY ANALYSIS:

The association or relationship between the Civil Service Bureau help for Ministry of Health in establishing TQM system, and Ministry of Health employees satisfaction toward the

quality of service provided by their ministry is studied through contingency analysis.This is analysed out by formulating the null hypothesis:

H0 :Civil Service Bureau help public sector organizations in establishing TQM system is independent of public sector organizations employees "as quality providers" satisfaction with the quality of service provided by their organizations.

And tested against an alternative hypothesis:

H1: There exists a relationship between Civil Service Bureau help for public sector organizations in establishing TQM system and public sector organizations employees "as quality providers" satisfaction with the quality of service provided by their organizations.

Using Chi-square (χ^2) test statistic we obtain ($\chi^2 = 2.186$)

Comparing this value with the critical value **3.841** noted from the table of the critical values of X at 5% level of signification,it is noticed that the test statistic value **2.186** lies in the rejection region :

RR: $X \leq$ **2.186** at the level of significance and 1 degrees of freedom.

On the basis of this information H0 is accepted and H1 is rejected.It leads us to the conclusion with **95%** confidence that there is no association or relationship between Civil Service Bureau help for Ministry of health in establishing TQM system, and Ministry of Education employee's satisfaction toward services quality provided by their ministry.To check the strength of the relationship the coefficient of contingency (∅) is computed using Phi-coefficient which is ∅ = 0.22042.

3- BAHRAIN CIVIL SERVICE BUREAU EMPLOYEES RESPONSES ANALYSIS (BCSB): -

The responses received on Q2-17 show that **76 %** of (BCSB) employees agreed that Civil Service Bureau top management is helping their department in establishing TQM system, **18 %** think that is fair, while **6%** neither responded in favor of Civil Service Bureau help nor against. Looking at the median of responses, we notice that the tendency of responses is in favor of good.The responses received on Q2-117 show that **40%** of employees of Civil Service Bureau are satisfied with service quality provided by their (CSB), **50%** think that is fair, while **10%** neither responded in favor of Civil Service Bureau service quality nor against. Looking again at the median of responses, the results show that the tendency of responses is in favor of fair.

CONTINGENCY ANALYSIS:

The association or relationship between Civil Service Bureau services quality and its top management help for CSB department in establishing TQM is studied through contingency analysis.This is analysed out by formulating the null hypothesis:

H0 :Civil Service Bureau top management help departments in establishing TQM system is independent of CSB department employees "as quality providers" satisfaction with the quality of service provided by their department.

And tested against an alternative hypothesis

H1: There exists a relationship between Civil Service Bureau top management CSB department in establishing TQM system and CSB department employees "as quality providers" satisfaction with the quality of service provided by their department.

Using Chi-square (χ^2) test statistic we obtain (χ^2 = **3.030**)

Comparing this value with the critical value **3.841** noted from the table of the critical values of X at 5% level of significance,it is noticed that the test statistic value **3. 030** lies in the rejection region :

AR: X < **3. 030** at the level of significance and 1 degree of freedom.

On the basis of this information H1 is accepted and H0 is rejected.It leads us to the conclusion with **95%** confidence the employees think that there is a relationship between the Civil Service Bureau top management effort in helping the BCSB departments in establishing TQM system, and the Civil Service Bureau employees satisfaction toward service quality provided by the bureau. To check the strength of the relationship the coefficient of contingency (∅) is computed using Phi-coefficient which is ∅ = 0.26243.

STATE OF KUWAIT PUBLIC SECTOR EMPLOYEES RESPONSES ANALYSIS (Q2 - 17 & 117) [See Table K3] :-

1- KUWAIT MINISTRY OF EDUCATION EMPLOYEES RESPONSES ANALYSIS (KME) :-

The responses received on Q2-17 show that **48 %** of (KME) employees agreed that Civil Service Commission is helping their ministry in establishing TQM system, **32 %** think that is fair, while **20%** neither responded in favor of Civil Service Commission help nor against. Looking at the median of responses, we notice that the tendency of responses is in favor of good.The responses received on Q2-117 show that **48%** of employees as quality provider are satisfied with their ministry service quality, **48%** think that is fair, while **4%** neither responded in favor of their ministry services quality nor against. Looking again at the median of responses, the results show that the tendency of responses in favor of fair.

CONTINGENCY ANALYSIS:

The association or relationship between the Civil Service Commission help for Ministry of Education in establishing TQM system, and Ministry of Education employees satisfaction toward the quality of service provided by their ministry is studied through contingency analysis. This is analysed out by formulating the null hypothesis :

H0 :Civil Service Commission help public sector organizations in establishing TQM system is independent of public sector organizations employees "as quality providers" satisfaction with the quality of service provided by their organizations.

And tested against an alternative hypothesis.

H1: There exists a relationship between Civil Service Commission help for public sector organizations in establishing TQM system and public sector organizations employees "as quality providers" satisfaction with the quality of service provided by their organizations.

Using Chi-square (χ^2) test statistic we obtain (χ^2 =**10.314**)

Comparing this value with the critical value **3.841** noted from the table of the critical values of X at 5% level of significance,it is noticed that the test statistic value **10.314** lies in the rejection region:

RR: $X \geq$ **10.314** at the level of significance and 1 degrees of freedom.

On the basis of this information H0 is rejected and H1 is accepted.It leads us to the conclusion with **95%** confidence that there is an association or relationship between Civil Service bureau help for Ministry of Education in establishing TQM system and Ministry of Education employees satisfaction toward services quality provided by their ministry.To check the strength of the relationship the coefficient of contingency (∅) is computed using Phi-coefficient which is ∅ = -0.45418.

2-KUWAIT MINISTRY OF HEALTH EMPLOYEES RESPONSES ANALYSIS (KMH):-

The responses received on Q2-17 show that **52 %** of (KMH) employees agreed that Civil Service Commission is helping their organization in establishing TQM system, **32 %** think that is fair, while **16%** neither responded in favor of Civil Service Commission help nor against. Looking at the median of responses, we notice that the tendency of responses is in favor of good.The responses received on Q2-117 show that **36%** of employees as quality provider are satisfied with their ministry service quality, **64%** think that is fair. Looking again at the median of responses, the results show that the tendency of responses is in favor of fair.

CONTINGENCY ANALYSIS:

The association or relationship between the Civil Service Commission help for Ministry of Health in establishing TQM system, and Ministry of Health employees satisfaction toward the quality of service provided by their ministry is studied through contingency analysis. This is ca analysis out by formulating the null hypothesis :

H0 :Civil Service Commission help public sector organizations in establishing TQM system is independent of public sector organizations employees "as quality providers" satisfaction with the quality of service provided by their organizations.

And tested against an alternative hypothesis:

H1: There exists a relationship between Civil Service Commission help for public sector organizations in establishing TQM system and public sector organizations employees "as quality providers" satisfaction with the quality of service provided by their organizations.

Using Chi-square (χ^2) test statistic we obtain (χ^2 =**1.143**)
Comparing this value with the critical value **3.841** noted from the table of the critical values of X at 5% level of signification,it is noticed that the test statistic value **1.143** lies in the rejection region :
RR: $X \leq$ **1.143** at the level of significance and 1 degree of freedom.
On the basis of this information H0 is accepted and H1 is rejected.It leads us to the conclusion with **95%** confidence that there is no association or relationship between Civil Service Commission help for Ministry of health in establishing TQM system, and Ministry of Health employees satisfaction toward services quality provided by their ministry.To check the strength of the relationship the coefficient of contingency ($\varnothing$) is computed using Phi-coefficient which is $\varnothing = 0.16122$.

3- KUWAIT CIVIL SERVICE COMMISSION EMPLOYEES RESPONSES ANALYSIS (KCSC): -

The responses received on Q2-17 show that **70 %** of (KCSC) employees agreed that Civil Service Commission top management is helping KCSC departments in establishing TQM system, **30 %** think that is fair. Looking at the median of responses, we notice that the tendency of responses is in favor of good. The response received on Q2-117 show that **40%** of employees agreed that Civil Service Commission employees are satisfied with CSC, service quality provided by CSC **50%** think that is fair, **10%** neither responded in favor of Civil Service Commission services quality nor against. Looking again at the median of responses, the results show that the tendency of responses is in favor of fair.

CONTINGENCY ANALYSIS:

The association or relationship between the Civil Service Commission is studied through contingency analysis.This is analysed out by formulating the null hypothesis :

H0 :Civil Service Commission help public sector organizations in establishing TQM system is independent of public sector organizations employees "as quality providers" satisfaction with the quality of service provided by organizations.

And tested against an alternative hypothesis:

H1 :There exists a relationship between Civil Service Commission help for public sector organizations is establishing TQM system and public sector organizations employees "as quality providers" satisfaction with the quality of service provided by their organizations.

Using Chi-square (χ^2) test statistic we obtain (χ^2 = **18.586**)

Comparing this value with the critical value **3.841** noted from the table of the critical values of X at 5% level of significance,it is noticed that the test statistic value **18.586** lies in the rejected region :

AR: $X \geq$ **18.586** at the level of significance and 1 degree of freedom.

On the basis of this information H1 is accepted and H0 is rejected.It leads us to the conclusion with **95%** confidence the employees think that there is a relationship between the Civil Service Commission top management in helping KCSC departments in establishing TQM system, and the Civil Service Commission employees satisfaction toward service quality provided by the commission.To check the strength of the relationship the coefficient of contingency (∅) is computed using Phi-coefficient which is ∅ = 0.67330.

STATE OF BAHRAIN PUBLIC SECTOR EMPLOYEES RESPONSES ANALYSIS (Q1- 5 & 21) [See Table B4] :-

The way bosses handle their employees is a very important factor in TQM system. Developing the quality of service provided by the public sector is an important factor for customers satisfaction too. The relationship between these two factors could improve or disapprove the service quality.

To study the relationship between these two factors, the following questions were presented :

- THE WAY A BOSS MAY HANDLE HIS EMPLOYEES. (Q1-5)

- THE QUALITY OF SERVICE PROVIDED. (Q1-21).

This study is based on responses received from the Ministry of Education, Health, and the Civil Service Bureau " Commission " of State of Bahrain and State of Kuwait which is explained in the following sections.

1- BAHRAIN MINISTRY OF EDUCATION EMPLOYEES RESPONSES ANALYSIS (BME) :-

The responses received on Q1- 5 show that **50 %** of (BME) employees were dissatisfied with the way that Ministry of Education bosses or managers handle their employees, **30 %** were satisfied, while **20 %** were very satisfied with the way their managers handle their employees nor against. Looking at the median of responses, we notice that the tendency of responses is in favor of good. On the other hand the responses received on Q1-21 show that **40%** of employees were dissatisfied with the quality of services provided to customers by Ministry of Education, while **50%** were satisfied, and **10%** only were very satisfied. Looking again at the median of responses, the results show that the tendency of responses is in favor of good.

CONTINGENCY ANALYSIS:

The association or relationship between the Ministry of Education employees satisfaction toward the quality of services provided by their ministry, and the way their bosses handle their employees is studied through contingency analysis.This is analysed out by formulating the null hypothesis :

H0 : The quality of service is independent of the attitude of bosses.

This hypothesis is tested against an alternative hypothesis :

H1 :The quality of service depends upon the attitude of bosses.

Using Chi-square (χ^2) test statistic we obtain (χ^2 = **19.261**)

Comparing this value with the critical value **3.841** noted from the table of the critical values of X at 5% level of significance,it is noticed that the test statistic value **19.261** lies in the rejection region :RR: $X \geq$ **19.261** at the level of significance and 1 degree of freedom.

On the basis of this information H0 is rejected and H1 is accepted.It leads us to the conclusion with **95%** confidence that there is an association or relationship between Ministry of Education service quality and the way ministry bosses handle their employees. To check the strength of the relationship the coefficient of contingency ($\varnothing$) is computed using Phi-coefficient which is $\varnothing$ = 0.62068.

2- BAHRAIN MINISTRY OF HEALTH EMPLOYEES RESPONSES ANALYSIS (BMH):-

The responses received on Q1- 5 show that **10 %** of (BMH) employees were very dissatisfied with the way that Ministry of Health bosses handle their employees, **20 %** were dissatisfied, **20%** were satisfied, while **50%** neither responded in favor of the way their bosses handle their employees nor against. Looking at the median of responses, we notice that the tendency of responses is in favor of fair, on other hand the responses received on Q1-21 show that **20%** of employees were very dissatisfied with the quality of services provided to customers by Ministry of Health, while **20%** were dissatisfied, **50%** only satisfied, **10 %** couldn't decided if they were satisfied or not. Looking again at the median of responses, the results show that the tendency of responses is in favor of good.

CONTINGENCY ANALYSIS:

The association or relationship between the Ministry of Health employees satisfaction toward the quality of services provided by their ministry, and the way their bosses handle their employees is studied through contingency analysis.This is analysed out by formulating the null hypothesis:

H0 : The quality of service is independent of the attitude of bosses.

This hypothesis is tested against an alternative hypothesis :

H1 :The quality of service depends upon the attitude of bosses.

Using Chi-square (χ^2) test statistic we obtain ($\chi^2 = 60.981$)
Comparing this value with the critical value **3.841** noted from the table of the critical values of X at 5% level of significance,it is noticed that the test statistic value **60.981** lies in the rejection region :RR: $X \geq$ **60.981** at the level of significance and 1 degree of freedom.
On the basis of this information H0 is rejected and H1 is accepted.It leads us to the conclusion with **95%** confidence that there is an association or relationship Ministry of Health service quality and the way ministry bosses handle their employees. To check the strength of the relationship the coefficient of contingency (∅) is computed using Phi-coefficient which is ∅ =1.10436

3- BAHRAIN CIVIL SERVICE BUREAU EMPLOYEES RESPONSES ANALYSIS (BCSB) :-

The responses received on Q1- 5 show that **4 %** of (BCSB) employees were very dissatisfied with the way that Civil Service Bureau bosses handle their employees, **36 %** were dissatisfied, **12%** were satisfied, **12%** were very satisfied, while **12%** neither responded in favor of the way their bosses handle their employees nor against. Looking at the median of responses, we notice that the tendency of responses is in favor of fair, on the other hand the responses received on Q1-21 show that **7%** of employees were very dissatisfied with the quality of services provided to customers by Civil Service Bureau, while **18%** were dissatisfied, **36%** could not decide, while **32%** were satisfied, and **7%** were very satisfied. Looking again at the median of responses, the results show that the tendency of responses is in favor of fair.

CONTINGENCY ANALYSIS:

The association or relationship between the Civil Service Bureau employees satisfaction toward the quality of services provided by their organization, and the way their bosses handle their employees is studied through contingency analysis.This is analysed out by formulating the null hypothesis :

H0 : The quality of service is independent of the attitude of bosses.

This hypothesis is tested against an alternative hypothesis :

H1 :The quality of service depends upon the attitude of bosses.

Using Chi-square (χ^2) test statistic we obtain ($\chi^2 = 28.949$)
Comparing this value with the critical value **3.841** noted from the table of the critical values of X at 5% level of significance,it is noticed that the test statistic value **28.494** lies in the rejection region :RR: $X \geq$ **24.494** at the level of significance and 1 degree of freedom.
On the basis of this information H0 is rejected and H1 is accepted.It leads us to the conclusion with **95%** confidence that there is an association or relationship between Civil Service Bureau service quality and the way ministry bosses handle their employees.To check the strength of the relationship the coefficient of contingency (∅) is computed using Phi-coefficient which is ∅ = 0.80473.

STATE OF KUWAIT PUBLIC SECTOR EMPLOYEES RESPONSES ANALYSIS (Q1- 5 & 21) [See Table K4] :-

1- KUWAIT MINISTRY OF EDUCATION EMPLOYEES RESPONSES ANALYSIS (KME):-

The responses received on Q1- 5 show that **12 %** of (KME) employees were dissatisfied with the way that Ministry of Education bosses handle their employees, **28 %** were very satisfied, while **60 %** were satisfied. Looking at the median of responses, we notice that the tendency of responses is in favor of good, on the other hand the responses on Q1-21 show that **4 %** of employees were dissatisfied with the quality of services provided to customers by Ministry of Education, while **88%** were satisfied, **4%** couldn't decide weather they were satisfied or dissatisfied, and **4%** were very satisfied. Looking again at the median of responses, the results show that the tendency of responses is in favor of good.

CONTINGENCY ANALYSIS:

The association or relationship between the Ministry of Education employees satisfaction toward the quality of services provided by their ministry, and the way their bosses handle their employees is studied through contingency analysis.This is analysed out by formulating null hypothesis :

H0 : The quality of service is independent of the attitude of bosses.

This hypothesis is tested against an alternative hypothesis:

H1 :The quality of service depends upon the attitude of bosses.

Using Chi-square (χ^2) test statistic we obtain (χ^2 = **13.689**)

Comparing this value with the critical value **3.841** noted from the table of the critical values of X at 5% level of significance,it is noticed that the test statistic value **13. 689** lies in the rejection region :RR: $X \geq$ **13. 689** at the level of significance and 1 degree of freedom.

On the basis of this information H0 is rejected and H1 is accepted.It leads us to the conclusion with **95%** confidence that there is an association or relationship between Ministry of Education service quality and the way ministry bosses handle their employees. To check the strength of the relationship the coefficient of contingency ($\varnothing$) is computed using Phi-coefficient which is $\varnothing$ = 0.52325.

2- KUWAIT MINISTRY OF HEALTH EMPLOYEES RESPONSES ANALYSIS (KMH) :-

The responses received on Q1- 5 show that **12 %** of (KMH) employees were very dissatisfied with the way that Ministry of Health bosses handle their employees, **16 %** were dissatisfied, **28%** were satisfied, while **44%** were very satisfied with the way their bosses handle their employees. Looking at the median of responses, we notice that the tendency of

responses is in favor of good, on the other hand the responses received on Q1-21 show that **28%** of employees were dissatisfied with the quality of services provided to customers by Ministry of Health, while **64%** were satisfied, and **8%** were very satisfied. Looking again at the median of responses, the results show that the tendency of responses is in favor of good.

CONTINGENCY ANALYSIS:

The association or relationship between the Ministry of Health employees satisfaction toward the quality of services provided by their ministry, and the way their bosses handle their employees is studied through contingency analysis.This is analysed out by formulating the null hypothesis:

H0 :The quality of service is independent of the attitude of bosses.

This hypothesis is tested against an alternative hypothesis:

H1 :The quality of service depends upon the attitude of bosses.

Using Chi-square (χ^2) test statistic we obtain ($\chi^2 = 45.370$)

Comparing this value with the critical value **3.841** noted from the table of the critical values of X at 5% level of significance,it is noticed that the test statistic value **45. 370** lies in the rejection region :RR: $X \geq$ **45. 370** at the level of significance and 1 degree of freedom.

On the basis of this information H0 is rejected and H1 is accepted.It leads us to the conclusion with **95%** confidence that there is an association or relationship between Ministry of Health service quality and the way ministry bosses handle their employees. To check the strength of the relationship the coefficient of contingency ($\varnothing$) is computed using Phi-coefficient which is $\varnothing$ = 0.95258.

3- KUWAIT CIVIL SERVICE COMMISSION EMPLOYEES RESPONSES ANALYSIS (KCSC):-

The responses received on Q1- 5 show that **22 %** of (KCSC) employees were dissatisfied with the way that Civil Service Commission bosses handle their employees, **24%** were satisfied, **40%** were very satisfied, while **14%** could not decide if they were satisfied or dissatisfied with the way their bosses handle their employees. Looking at the median of responses, we notice that the tendency of responses is in favor of good, on the other hand the responses received on Q1-21 show that **8%** of employees were very dissatisfied with the quality of services provided to customers by Civil Service Commission, while **44%** were dissatisfied, **24%** were satisfied, and **24%** were very satisfied.Looking again at the median of responses, the results show that the tendency of responses is in favor of fair.

CONTINGENCY ANALYSIS:

The association or relationship between the Civil Service Commission employees satisfaction toward the quality of services provided by their organization, and the way their

bosses handle their employees is studied through contingency analysis.This is analysed out by formulating the null hypothesis:

H0 : The quality of service is independent of the attitude of bosses.

This hypothesis is tested against an alternative hypothesis :

H1 :The quality of service depends upon the attitude of bosses.

Using Chi-square (χ^2) test statistic we obtain (χ^2 = **31.103**)

Comparing this value with the critical value **3.841** noted from the table of the critical values of X at 5% level of significance,it is noticed that the test statistic value **31. 103** lies in the rejection region :RR: $X \geq$ **31. 103** at the level of significance and 1 degree of freedom.

On basis of this information H0 is rejected and H1 is accepted.It leads us to the conclusion with **95%** confidence that there is an association or relationship between Civil Service Bureau service quality and the way ministry bosses handle their employees. To check the strength of the relationship the coefficient of contingency (∅) is computed using Phi-coefficient which is ∅ = 0.78871.

COMPARISON BETWEEN PUBLIC SECTORS EMPLOYEES RESPONSES ANALYSIS IN STATE OF BAHRAIN AND STATE OF KUWAIT.

COMPARISON BETWEEN RECEIVED RESPONSES ON Q 2 - 32 & 55 FROM PUBLIC SECTOR EMPLOYEES IN STATE OF BAHRAIN AND STATE OF KUWAIT.

1 - A) TOTAL PUBLIC SECTOR EMPLOYEES RESPONSES ANALYSIS IN STATE OF BAHRAIN (BPS) FOR Q2-32 & 55 :-

According to responses from Bahraini and Kuwaiti public sectors [See Table 5], the average of total responses received from the State of Bahrain public sector employees on Q2 - 32 shows that **50 %** of employees agreed that public sector services (BPS) in the State of Bahrain for productivity and quality are high, **30 %** think it is fair, while **20%** neither responded in favor of high productivity and quality, nor against it. Looking at the median of responses, the tendency of responses is in favor of good.On the other hand responses received on **Q2 - 55,** show that **50%** of employees agreed that public sector is responding fast to customers requirements and need, **40%** think it is fair, while **10%** neither responded in favor of public sector fast response to customers requirements and need nor against . Looking again at the median of responses, the results show that the tendency of responses is in favor of good. **(See Table KB1)**

CONTINGENCY ANALYSIS:

The total association or relationship between State of Bahrain public sector high productivity and quality of services, and its fast response to customers requirements and need is studied through contingency analysis.This is analysed out by formulating the null hypothesis:

H0 :The quality of service is independent of the attitude of bosses.

This hypothesis is tested against an alternative hypothesis :

H1 :The quality of service depends upon the attitude of bosses.

The average of Bhraini public sector Chi-square (χ^2) test of total statistic is used. This statistic average contingency table is X= **11. 757.** Comparing this value with the critical value **3.841** noted from the table of the critical values of X at 5% level of significance,it is noticed that the test statistic value **11. 757** lies in the rejection region : RR: $X \geq$ **11. 757** at the level of **5 %** significance and 1 degree of freedom. On the basis of this information H0 is rejected and H1 is accepted. The result leads to the conclusion with **95%** confidence that there is an association or relationship between Bahraini public sector high productivity and quality of services, and its fast response to customer's requirements and need. To check the strength of the relationship the coefficient of contingency (∅) is computed using Phi-coefficient which is ∅ = 0.44586.

1- B) TOTAL PUBLIC SECTOR EMPLOYEES RESPONSES ANALYSIS IN STATE OF KUWAIT (KPS) FOR Q2-32 & 55 :-

The average of total responses received from the State of Kuwait public sector employees on Q2 - 32 shows that **66 %** of employees agreed that public sector services (KPS) in the State of Kuwait for productivity and quality are high, **27 %** think it is fair, while **7%** neither responded in favor of high productivity and quality nor against it. Looking at the median of responses, the tendency of responses is in favor of good. On other hand, responses received on Q2 - 55, show that **49%** of employees agreed that the public sector is responding fast to customers requirements and need, **44%** think it is fair, while **7%** neither responded in favor of public sector fast response to customer's requirements and need nor against. Looking again at the median of responses, the results show that the tendency of responses is in favor of fair. **(See Table KB1)**

CONTINGENCY ANALYSIS:-

The total association or relationship between the State of Kuwait public sector high productivity and quality of services, and its fast response to customers requirements and need is studied through contingency analysis.This is analysed out by formulating the null hypothesis:

H0: public sector high productivity and quality independent of public sector fast response to customers requirements and need.

This hypothesis is tested against an alternatives hypothesis.

H1 :There exists a relationship between the public sector high productivity and quality and public sector fast response to customers requirements and need.

The average of Kuwaiti public sector Chi-square (χ^2) test of total statistic is used. This statistic average contingency table is X= **9. 281.** Comparing this value with the critical value **3.841** noted from the table of the critical values of X at **5%** level of significance, it is noticed that the test statistic value **9. 281** lies in the rejection region : RR: $X \geq$ **9. 281** at the level of **5 %** significance and degree of freedom. On the basis of this information H0 is rejected and H1 is accepted. The result lead to the conclusion with **95%** confidence that there is an association or relationship between Kuwaiti public sector high productivity and quality of services, and its fast response to customers requirements and need. To check the strength of the relationship the coefficient of contingency (∅) is computed using Phi-coefficient which is ∅ = 0.15619.

COMPARISON BETWEEN RECEIVED RESPONSES ON Q2-32 & 55 IN PUBLIC SECTORS IN STATE OF BAHRAIN AND STATE OF KUWAIT :-

1 - The responses received on Q2-32 "public sector service productivity and, quality are high " show the following :

A- Kuwaiti public sector employees (KPS) agreed **more** than Bahraini public sector employees (BPS) by **11 %** that "public sector services productivity and quality high " [BPS 55 % - KPS 66%].

B- Bahraini public sector employees (BPS) agreed on "fair " **less** than Kuwaiti public sectors employees (KPS) by **7 %** that "public sector services productivity and quality are high "[BPS 34 % - KPS 27 %].

C- Bahraini public sector employees (BPS) did not respond **more** than Kuwaiti public sectors employees (KPS) by **4 %** that "public sector services productivity and quality are high " [BPS 11 % - KPS 7 %].

This feedback on Q2- 32 give the following indications :-

A) Kuwaiti public sector employees (KPS) are **more** satisfied by **11 %** with their public sector services productivity and quantity level than Bahraini public sector employees (BPS).

B) Kuwaiti public sector employees are **more** courageous in reflecting and giving their opinions about the level of productivity and quality of services provided by their public sector, than Bahrain public sector employees by **4 %**.

These results give the indication that Kuwaiti public sector employees " as quality provider " are more satisfied with their public sector services productivity and quality than Bahraini public sector employees. This condition is suitable for TQM application. The negative outcomes of the responses such as **11%** of Bahraini public sector employees (BPS) and **7 %** of Kuwaiti sector employees (KPS) didn't respond to the question about their public sector service productivity and quality. And **34 %** of (BPS) employees, and **27 %** of (KPS) employees and whom said that their public sector productivity and quality are fair. These results need to be studied to find out the reasons that explain them.

2 - The responses received on Q2- 55 " There is fast response in public sector to customers requirements and need " show the following :

A- Bahraini public sector employees agreed that " there is fast response in their public sector to customers requirements and need " **more** than Kuwaiti public sector employees by **6 %** [BPS 55 % - KPS 49 %].

B- Bahraini public sector employees agreed on " fair " - that there is fast responses in their public sector " **less** than Kuwaiti public sector employees by **7 %** [BPS 31 % - KPS 44%].

C- Bahraini public sectors employees didn't respond to " fast response to customers requirements and need **more** than Kuwaiti public sector employees " by **7 %**.

This feedback on Q2-55 gives the following indications :

These results give the indication that Bahraini public sector employees are more satisfied with their public sector speed of responses to customers requirements and need than Kuwaiti public sector employees. This indicator shows that the speed of responses to customer requirements and need in the Bahraini public sector is more effective than the Kuwaiti public sector. The speed of responses to customers requirements and need is required for effective TQM application in both public sectors.The Chi-square X test statistic approved at a level of **5 %** significance and 1 degree of freedom with 95% confidence that there is a relationship between Bahraini public sector **(X 11. 757)**, and Kuwaiti public sector **(X 9. 281)** high services productivity and quality and their speed of response to customers requirements and need. This relationship is stronger in the Bahraini public sector by **(X 2. 478).** This result is very good, and reflects an opportunity for TQM application through customers satisfaction.In the public sector, citizens " customers " always complain that public sector organizations response is very slow to their requirements and need. Therefore it is important to improve public sector response to citizens requirements and need as an important factor of TQM.

COMPARISON BETWEEN RECEIVED RESPONSES ON Q 2 - 58 & 109 FROM PUBLIC SECTOR EMPLOYEES IN THE STATE OF BAHRAIN AND THE STATE OF KUWAIT.

2 -1- A - TOTAL PUBLIC SECTOR EMPLOYEES RESPONSES ANALYSIS IN THE STATE OF BAHRAIN (BPS) FOR Q2-58 & 109 :-

The average of total responses received from State of Bahrain public sector employees on Q2 - 58 shows that **55 %** of (BPS) employees agreed that public sector services in the State of Bahrain is meeting customers need of quality, quantity, and variety, **31 %** think it is fair, while **14 %** neither responded in favor of meeting customers need of quality, quantity, and variety nor against it. Looking at the median of responses, the tendency of responses is in favor of good.On the other hand responses received on Q2 - 109, show that **46%** of employees agreed that the public sector is developing employee's career programs, **43%** think it is fair, while

11% neither responded in favor of the public sector in developing employees career programs development nor against. Looking again at the median of responses, the results show that the tendency of responses is in favor of fair. **(See Table KB2)**

CONTINGENCY ANALYSIS:

The total association or relationship between the ability of the State of Bahrain public sector in meeting customers need of quality, quantity, and variety of services, and its employee's career programs development is studied through contingency analysis.This is analysed out by formulating the null hypothesis :

H0 : public sector ability to meet customers need of service in quality, quantity, and variety is independent of public sector employee's career programs development.

This hypothesis is tested against an alternative hypothesis:

H1 : There exists a relationship between the public sector ability to meet customers need of service in quality, quantity, and variety and public sector employees career programs development.

The average of a Bhraini public sector Chi-square (x) test of statistic is used . This statistic of total average contingency table is X= **6. 515.**Comparing this value with the critical value **3.841** noted from the table of the critical values of X at 5% level of significance,it is noticed that the test statistic value **6. 515** lies in the rejection region : RR: $X \geq$ **6. 515** at the level of significance and 1 degree of freedom. On the basis of this information H0 is rejected and H1 is accepted. The result leads to the conclusion with **95%** confidence that there is an association or relationship between Bahraini public sector ability to meet customers need of services in quality, quantity, and variety, and the employee's career programs development in State of the Bahrain public sector. To check the strength of the relationship the coefficient of contingency (∅) is computed using Phi-coefficient which is ∅ = 0.33889.

2 - 1 - B - TOTAL PUBLIC SECTOR EMPLOYEES RESPONSES IN THE STATE OF KUWAIT (KPS) FOR Q2-58 & 109 :-

The total average of total responses received from State of Kuwait public sector employees on Q2 - 58 shows that **51 %** of (BPS) employees agreed that public sector services in the State of Kuwait is meeting customer's need of quality, quantity, and variety, **44 %** think it is fair, while **5 %** neither responded in favor of meeting customers need of quality, quantity, and variety nor against it. Looking at the median of responses, the tendency of responses is in favor of good. On the other hand responses received on Q2-109, show that **53%** of employees agreed that the public sector is developing employee's career programs, **36%** think it is fair, while **11%** neither responded in favor of the public sector in developing employee's career programs development nor against. Looking again at the median of responses, the results show that the tendency of responses is in favor of good. **(See Table BK2)**

CONTINGENCY ANALYSIS:

The total association or relationship between the ability of the State of Kuwait public sector in meeting customers need of quality, quantity, and variety of services, and its employees career programs development is studied through contingency analysis.This is analysed out by formulating the null hypothesis :

H0 : public sector ability to meet customers need of service in quality, quantity, and variety is independent of public sector employees career programs development.

This hypothesis is tested against an alternative hypothesis:

H1 : There exists a relationship between the public sector ability to meet customers need of service in quality, quantity, and variety and public sector employees career programs development.

The average of Kuwaiti public sector Chi-square (χ^2) test statistic is used.This statistic of total average contingency table is X= **13. 903.** Comparing this value with the critical value **3.841** noted from the table of the critical values of X at 5% level of significance,it is noticed that the test statistic value **13. 903** lies in the rejection region : RR: $X \geq$ **13. 903** at the level of significance and 1 degree of freedom. On the basis of this information H0 is rejected and H1 is accepted. The result leads to the conclusion with **95%** confidence that there is an association or relationship between public sector ability to meet customer's need of services in quality, quantity, and variety, and the employees career programs development in the State of Kuwait public. To check the strength of the relationship the coefficient of contingency (∅) is computed using Phi-coefficient which is ∅ = 0.4853.

Comparison between received responses from the Bahrain public sector and the Kuwait public sector on q2-58 & 109 in public sectors in state of Bahrain and state of Kuwait :-

1) The responses received on Q2-58 "public sector service is meeting customers need of quantity, quality, and variety of services " show the following " :

A- Bahraini public sector employees (BPS) agreed **more** than Kuwaiti public sector employees (KPS) by **3 %** that "public sector service is meeting customers need of quantity, quality, and variety of services " [BPS 55 % - KPS 44 %].

B- Bahraini public sector employees (BPS) agreed on fair **less** than Kuwaiti public sectors employees (KPS) by **13%** that "public sector service is meeting customers need of quantity, quality, and variety of services " [BPS 31 % - KPS 44 %].

C- Bahraini public sector employees (BPS) did not respond **more** than Kuwaiti public sectors employees (KPS) by **10 %** on "public sector service is meeting customers need of quantity, quality, and variety of services " [BPS 14 % - KPS 4 %].

This feedback on Q2 - 58 received from the Bahrain public sector and the Kuwait public sector gives the following indications :

A) Bahraini public sector employees (BPS) are more satisfied by **5 %** with public sector services quality, quantity, and variety than Kuwaiti public sector employees (KPS).

B) Kuwaiti public sector employees are more courageous in reflecting or giving their opinions about provided services by their public sector, than Bahrain public sector employees by **10%**.

These results give the indication that Bahraini public sector employees " as quality provider " are more satisfied with their public sector services quality, quantity, and variety than Kuwaiti public sector employees. This condition is suitable for TQM application. The negative outcomes of the responses such as the **14%** of Bahraini public sector employees who didn't respond to the question about their public sector service quality, quantity, and variety, needs to be studied to find out the reasons that explain them.

2) The responses received on Q2- 109 " employees career programs have been developed in public sector " show the following :

A- Bahraini public sector employees agreed on " employee's career programs have been developed in public sector " **less** than Kuwaiti public sector employees by **7 %** [BPS 46 % - KPS 53 %].

B- Bahraini public sector employees agreed on fair - that " employee's career programs have been developed in public sector " **more** than Kuwaiti public sector employees by **8 %** [BPS 44 % - KPS 36 %].

C- Both public sectors employees didn't response to " employee's career programs have been developed in their public sectors " by **11 %**.

This feedback on Q2- 109 received from the Bahrain public sector and the Kuwait public sector gives the following indications :-

These results give the indication that Kuwaiti public sector employees are more satisfied with employees career programs development than Bahraini public sector employees. This indicator show that human resource development in Kuwaiti public sector is more effective than Bahraini public sector. The employees career programs development environment is suitable for TQM application through HRD in Kuwaiti public sector. The Chi-square (χ^2) test statistic approved at **5 %** level of significance and 1 degree of freedom with 95% confidence that there is are relationship between the ability of Bahraini public sector **(X 6. 515)**, and Kuwaiti public sector **(X 13. 903)** to meet customers need of services quantity,quality,and variety with their employees career development. This relationship is more stronger in Kuwaiti public sector by **(X 7. 388).** This result is very good, and reflect an opportunity for TQM application through HRD in both sectors.

COMPARISON BETWEEN RECEIVED RESPONSES ON Q 2 - 17 & 117 FROM PUBLIC SECTOR EMPLOYEES IN THE STATE OF BAHRAIN AND THE STATE OF KUWAIT.

3 - 1 - A - TOTAL PUBLIC SECTOR EMPLOYEE'S RESPONSES ANALYSIS IN THE STATE OF BAHRAIN (BPS) FOR Q2-17& 117 :-

The average of total responses received from State of Bahrain public sector employees on Q2 - 17 shows that **62 %** of public sector employees agreed that Civil Service Bureau in State of Bahrain (BPS) is helping public sector in establishing TQM system, **26 %** think it is fair, while **12 %** neither responded in favor of Civil Service Bureau in helping public sector in establishing TQM system nor against. Looking at the median of responses, the tendency of responses is in favor of good. On the other hand responses received on Q2 - 117, show that **33%** of Bahraini public sector employees are satisfied with public sector service quality, **47 %** think it is fair, while **20%** neither responded in favor of satisfaction with public service quality nor against. Looking again at the median of responses, the results show that the tendency of responses is in favor of fair. (**See Table KB1**)

CONTINGENCY ANALYSIS:

The total association or relationship between State of Bahrain public sector employees as quality provider satisfaction with provided service quality and Civil Service Bureau help for public sector in establishing TQM system is studied through contingency analysis.This is analysed out by formulating the null hypothesis:

H0 : Civil Service Bureau is helping public sector in establishing TQM system is independent of public sector employees satisfaction with the quality of provided services by public sector.

This hypothesis is tested against an alternative hypothesis:

H1 : There exists a relationship between Civil Service Bureau help for public sector in establishing TQM system with public sector employees satisfaction with the quality of provided services by public sector.

The average of Bhraini public sector Chi-square (χ^2) test of statistic is used. This statistic average contingency table is X= **3. 683.** Comparing this value with the critical value **3.841** noted from the table of the critical values of X at level of significance,it is noticed that the test statistic value **3. 683** lies in the rejection region : RR: $X \geq$ **3. 686** at the level of **5 %** significance and 1 degree of freedom. On the basis of this information H0 is rejected and H1 is accepted. The result leads to the conclusion with **95%** confidence that there is an association or relationship between Bahraini public sector employees satisfaction with public sector quality of services, and Civil Service Bureau help for public sector in establishing TQM system. To check the strength of the relationship the coefficient of contingency ($\varnothing$) is computed using Phi-coefficient which is $\varnothing = 0.27122$.

3 - 1 - B - TOTAL PUBLIC SECTOR EMPLOYEES RESPONSES ANALYSIS IN THE STATE OF KUWAIT (KPS) FOR Q2-17& 117 :-

The average of total responses received from State of Kuwait public sector employees on Q2 - 17 shows that **57 %** of public sector employees agreed that Civil Service Commission in the State of Kuwait (KPS) is helping public sector establishing TQM system, **31 %** think it is fair, while **12 %** neither responded in favor of Civil Service Commission in helping their organizations in establishing TQM nor against. Looking at the median of responses, the tendency of responses is in favor of good.On the other hand responses received on Q2 - 117 show that **41 %** of Kuwaiti public sector employees are satisfied with public sector service quality, **54%** think it is fair, while **5 %** neither responded in favor of satisfaction with public service quality nor against. Looking again at median of responses, the result show that tendency of responses in favor of fair. **(See Table KB1)**

CONTINGENCY ANALYSIS:-

The total association or relationship between State of Kuwait public sector employees as quality provider satisfaction with provided service quality and Civil Service Commission help for public sector in establishing TQM system is studied through contingency analysis. This is analysed out by formulating the null hypothesis:

H0 : Civil Service Commission helping public sector in establishing TQM system is independent of public sector employees satisfaction with the quality of provided services by public sector.

This hypothesis is tested against an alternative hypothesis :

H1 :There exists a relationship between Civil Service Commission help for public sector in establishing TQM system with public sector employees satisfaction with the quality of provided services buy public sector.

The average of Kuwaiti public sector Chi-square (χ^2) test of statistic is used. This statistic average contingency table is X= **10. 014.** Comparing this value with the critical value **3.841** noted from the table of the critical values of X at 5% level of significance,it is noticed that the test statistic value **10. 014** lies in the rejection region : RR: $X \geq$ **10. 014** at the level of **5 %** significance and 1 degree of freedom. On the basis of this information H0 is rejected and H1 is accepted. The result leads to the conclusion with **95%** confidence that there is an association or relationship between Kuwaiti public sector employees satisfaction with public sector quality of services, and Civil Service Commission help for public sector in establishing TQM system. To check the strength of the relationship the coefficient of contingency (Ø) is computed using Phi-coefficient which is Ø =0.12678.

Comparison between received responses on Q2-17 & 117 in public sectors in State of Bahrain and State of Kuwait

3 - A - The responses received on Q2 - 17 " Civil Service Bureau is helping public sector in establishing TQM system " Show the following :

A-Bahraini public sector employees (KPS) agreed **more** than Kuwaiti public sector employees (KPS) by **5 %** that " Civil Service Commission is helping public sector in establishing TQM system " [BPS 62 % - KPS 44%].

B-Bahraini public sector employees (BPS) agreed on "fair " **less** than Kuwaiti public sectors employees (KPS) by **5 %** that " Civil Service Commission is helping public sector in establishing TQM system " [BPS 26 % - KPS 31 %].

C- Both Bahraini public sector employees (BPS) and Kuwaiti public sectors employees (KPS) didn't respond by **12 %** that " Civil Service Commission is helping public sector in establishing TQM system " [BPS 12 % - KPS 12 %].

This feedback on Q2 - 117 gives the following indications :

These results give the indication that Bahraini public sector employees are **less** satisfied with Civil Service Bureau help for the public sector in establishing TQM system than Kuwaiti public sector employees. This indicator shows that the Civil Service Bureau in the State of Bahrain is **more** effective than the Kuwaiti public sector in helping the public sector in establishing TQM system. Civil Service Bureau service quality is important for TQM application in both public sectors. There are 12 % of employees in both sectors who didn't respond on Civil Service Bureau help for public sector in establishing TQM. This feedback needs further study to find reasons to explain it.

This feedback on Q2- 17 received from the Bahrain public sector and the Kuwait public sector gives the following indications :

A) Bahraini public sector employees (BPS) are **more** satisfied by **5 %** with Civil Service Bureau help for the public sector in establishing TQM system than Kuwaiti public sector employees (KPS).

B) Both public sector employees didn't give their opinions about Civil Service Bureau help for the public sector in establishing TQM system by **12 %**.

These results give the indication that Bahraini public sector employees are more satisfied with Civil Service Bureau help for public sector in establishing TQM system quality than Kuwaiti public sector employees. This condition is suitable for TQM application under Civil Service Bureau plan and control in the public sector. The negative outcomes of the responses are seen as **26 %** of Bahraini public sector employees (BPS) and **12 %** of both sectors employees (KPS + BPS) who didn't respond to the question about Civil Service Bureau help for public sectors in establishing TQM system. And **26 %** of (BPS) employees, and **31 %** of (KPS) employees whom said that Civil Service Bureau help for public sector in establishing TQM is fair. These results need to be studied to find out the reasons that explain them.

2- The responses received from the Bahrain public sector and the Kuwait public sector on Q2-117 " As quality provider you are satisfied with the public sector service quality " show the following :

A) Bahraini public sector employees agreed that " they are satisfied with public sector service quality " **less** than Kuwaiti public sector employees by **8 %** [BPS 33 % - KPS 41 %].
B) Bahraini public sector employees agreed on " fair " satisfaction with public sector service quality **less** than Kuwaiti public sector employees by **7 %** [BPS 47 % - KPS 54 %].
C) Bahraini public sectors employees didn't respond to show their satisfaction " fast responses to toward their public sector service quality **more** than Kuwaiti public sector employees " by **15 %** [BPS 20 % - KPS 5 %].

This feedback on Q2 - 117 gives the following indications :

These results give the indication that Bahraini public sector employees are **less** satisfied with their public sector service quality than the Kuwaiti public sector employees. This indicator shows that the Bahraini public sector is less effective than Kuwaiti public sector in providing service quality that satisfied public sector employees as quality provider. Service quality improvement is one important goal for TQM application in both public sectors. The Chi-square X test statistic approved at level of **5 %** significance and 1 degree of freedom with **95 %** confidence that there is a relationship between Bahraini public sector **(X 3. 686)**, and Kuwaiti public sector **(X 10. 014)** employees satisfaction with provided service quality and Civil Service Bureau help for public sector in establishing TQM system. This relationship is stronger in Kuwaiti public sector by **(X 6. 328).** This result is very good, and reflects an opportunity for TQM application through employees satisfaction with service quality, and through Civil Service Bureau plans and control for TQM application in the public sector.In the public sector, citizens " as customers " always complain that public sector service quality is not high, and here the employees as quality provider are not satisfied with the quality of service they provide too. Therefore it is important to improve public sector services quality for employees and citizens as an important factor of TQM.

4) COMPARISON BETWEEN RECEIVED RESPONSES ON Q1 - 5 & 21 FROM PUBLIC SECTORS EMPLOYEES IN THE STATE OF BAHRAIN AND THE STATE OF KUWAIT.

4- 1-A) TOTAL PUBLIC SECTOR EMPLOYEES RESPONSES ANALYSIS FOR Q1- 5 & 21 IN THE STATE OF BAHRAIN (BPS) :-

The average of total responses received from State of Bahrain public sector employees on Q1 - 5 shows that **25 %** of employees are **satisfied** with the way their bosses handle their employees, **10 %** only were **very satisfied**, while **20% neither** responded in favor of satisfaction nor against. **35 %** were **dissatisfied** with the way their bosses handle their employees, and **5 %** were **very dissatisfied** Looking at the median of responses, the tendency

of responses is in favor of fair. On the other hand responses received on Q1 - 21 show that **44%** of employees are **satisfied** with provided service quality, only **6%** of employees were **very satisfied**, **15 % neither** responded in favor of public sector service quality satisfaction nor against. **26 %** were **dissatisfied** with the service quality provided by public sector,While **9%** were **very dissatisfied**. Looking again at median of responses, the result show that tendency of responses in favor of fair. (**See Table KB 4**)

CONTINGENCY ANALYSIS:

The total association or relationship between State of Bahrain public sector services quality and public sector bosses way in handling their employees is studied through contingency analysis.This is analysed out by formulating the null hypothesis :

H0 :The quality of service is independent of the attitude of bosses.

This hypothesis is tested against an alternative hypothesis :

H1 :The quality of service depends upon the attitude of bosses.

The average of Bhraini public sector Chi-square (χ^2) test of total statistic is used. This statistic average contingency table is X= **34. 912.** Comparing this value with the critical value **3.841** noted from the table of the critical values of X at level of significance,it is noticed that the test statistic value **34. 912** lies in the rejection region : RR: $X \geq$ **34. 912** at the level of **5 %** significance and 1 degrees of freedom. On the basis of this information H0 is rejected and H1 is accepted. The result leads to the conclusion with **95%** confidence that there is an association or relationship between Bahraini public sector service quality and the way public sector bosses handle their employees. To check the strength of the relationship the coefficient of contingency (∅) is computed using Phi-coefficient which is ∅ = 0.84326. The relationship in the Bahraini sector is stronger than Kuwaiti public sector by X **18. 7. 1** [BPS 34. 912 - KPS 16. 211].

4- 1-B) TOTAL PUBLIC SECTOR EMPLOYEES RESPONSES ANALYSIS FOR Q1- 5 & 21 RECEIVED FROM STATE OF KUWAIT (KPS) :-

The average of total responses received from State of Kuwait public sector employees on Q1 - 5 shows that **37 %** of employees are **satisfied** with the way their bosses handle their employees, **37 %** only were **very satisfied**, while **5 % neither** responded in favor of satisfaction nor against.**17 %** were **dissatisfied** with the way their bosses handle their employees, and **4 %** were **very dissatisfied**. Looking at the median of responses, the tendency of responses is in favor of fair. On the other hand responses received on Q1 - 21, show that **59 %** of employees are **satisfied** with public sector service quality, **12 %** only of employees were **very satisfied**, **1 % neither** responded in favor of public sector service quality satisfaction nor against. **25 %** were **dissatisfied** with the service quality provided by public sector, While **3 %** were **very dissatisfied**. Looking again at the median of responses, the results show that the tendency of responses is in favor of fair. (**See Table KB 4**)

CONTINGENCY ANALYSIS:

The total association or relationship between State of Kuwait public sector services quality and public sector bosses way in handling their employees is studied through contingency analysis.This is analysed out by formulating the null hypothesis :

H0 :The quality of service is independent of the attitude of bosses.

This hypothesis is tested against an alternative hypothesis :

H1 :The quality of service depends upon the attitude of bosses.

The average of Kuwaiti public sector Chi-square (χ^2) test of total statistic is used. This statistic average contingency table is X= **16. 211.** Comparing this value with the critical value **3.841** noted from the table of the critical values of X at level of significance,it is noticed that the test statistic value **16. 211** lies in the rejection region : RR: $X \geq$ **16. 211** at the level of **5 %** significance and 1 degree of freedom. On the basis of this information H0 is rejected and H1 is accepted. The result leads to the conclusion with **95%** confidence that there is an association or relationship between Kuwaiti public sector service quality and the way public sector bosses handle their employees. To check the strength of the relationship the coefficient of contingency ($\varnothing$) is computed using Phi-coefficient which is $\varnothing = 0.75485$.

Comparison between received responses on Q1- 5 & 21 from public sectors in State of Bahrain and State of Kuwait :-

4-1 -A - The responses received from Bahraini public sector and Kuwaiti public sector on Q1- 5 " the way public sector bosses handle their employees " show the following :-

A- Kuwaiti public sector employees (KPS) are **more very satisfied** than Bahraini public sector employees (BPS) by **27 %** with the way their bosses handle their employees [BPS 10 % - KPS 37%].

B- Bahraini public sector employees are **less satisfied** than Kuwaiti public sector employees by **7 %** [BPS 25 % - KPS 37 %].

C- Bahraini public sector employees did not respond **more** than Kuwaiti public sector employees by **20 %** on the way that public sector bosses handle their employees [BPS 25 % - KPS 5 %].

D- Bahraini public sector employees are **more dissatisfied** than Kuwaiti public sector employees by **18 %** with the way their bosses handle their employees.

This feedback on Q1 - 5 gives the following indications :-

A) Kuwaiti public sector employees (KPS) are **very satisfied more** by **27 %**, and **satisfied** by **18 %** with the way their public sector bosses handle their employees than Bahraini public sector employees (BPS). This factor is very important for TQM application.

B) Kuwaiti public sector employees are **more courageous** in reflecting and giving their opinions about the way their bosses handle their employees than Bahrain public sector employees by **20 %**.

These results give the indication that Kuwaiti public sector employees are **more satisfied** with their public sector bosses methods or ways in handling public sector employees. This management condition is suitable for TQM application through (HRD) human resource development. The negative outcomes of the response's are seen as **35 %** of Bahraini public sector employees and **17 %** of Kuwaiti sector employees **dissatisfaction** with the way public sector bosses handle their employees, and **5 %** of (BPS) employees, with **4 %** of (KPS) employees **very dissatisfied** with the way their bosses handle their employees. These results need to be studied to find out the reasons that explain them and treat them.

4- 1 - B- The responses received from Bahraini public sector and Kuwaiti public sectors on Q1 - 21 " The quality of provided services " show the following :-

A- Bahraini public sector employees are **less very satisfied** with public sector service quality than Kuwaiti public sector employees by **6 %** [BPS 6 % - KPS 12 %].

B- Bahraini public sector employees are **less satisfied** with public sector service quality than Kuwaiti public sector employees by 15 **%** [BPS 44 % - KPS 59 %].

C- Bahraini public sectors employees reflect their satisfaction or dissatisfaction with public sector service quality **more** than Kuwaiti public sector employees by **14 %** [BPS 15 % - KPS 1 %].

D- Bahraini public sector employees are **very dissatisfied more** than Kuwait public sector employees by **6 %** with service quality.

This feedback on Q1 - 21 gives the following indications :-

These results give the indication that Bahraini public sector employees are **very satisfied less** with their public sector service quality than Kuwaiti public sector employees. This indicator shows that Bahraini public sector employees are **less** effective than Kuwaiti public sector in providing service quality. This condition needs TQM application service improvement. Bahraini public sector employees didn't respond to show if they are satisfied or dissatisfied with service quality **more** by **14 %** than Kuwaiti public sector employees. These negative responses need further study to find the reasons to explain them and treat them effectively. Chi-square X test statistic proved at a level of **5 %** significance and 1 degree of freedom with 95% confidence that there is a relationship between Bahraini public sector **(X 34. 912)** - Kuwaiti public sector services quality **(X 16. 211)**, and the way both public sectors bosses handle their employees. This relationship is stronger in Bahraini public sector by **(X 18. 7.1).** This result reflects the need for TQM application through service quality satisfaction.

The interviews carried out with top management's and managers in Bahraini and Kuwaiti public sectors and GCC reflect the follows :-

- There are no practical plans and applications for TQM system in the studied States or other GCC States public sectors.
- TQM system is advanced management system and required for public sectors to improve processes and outputs quality.
- All managers reflect the importance of the study, and the need for TQM application in GCC States under GCC council coordination and plans.
- There are many efforts to improve public sector service quality in State of Kuwait and State of Bahrain but these activities are not organized under comprehensive methods such as TQM system. This condition shows the need for TQM system application.

The overall received responses show that public sector employees in State of Bahrain are **more satisfied** than Kuwait public sector with :

Q2- 32 - Public sector productivity and quality.
Q2 -55 - Public sector speed of responses to customer's requirements and need.
Q2- 58 - Public sector ability in meeting customer's need of quality, quantity, and variety.

While public sector employees in State of Kuwait are more satisfied than Bahraini public sector employees with :
Q2 - 109 - Public sector career programs developments.
Q2 - 117 - Civil Service Commission help for public sector in establishing TQM system.
Q2 - 17 - Public sector service quality.
Q1 - 5 - Public sector bosses ways in handling their employees.
Q1 - 21 - Public sector provided service quality.

This result reflects a healthier management environment in Kuwaiti public sector for TQM system application.The condition in the Bahraini public sector reflects the vital need for TQM system application to improve public sector processes and outputs. It is important to mention that only eight questions out of 119 in this study were analyzed as result of time pressure. Other questions need to be studied and analyzed to understand deeply the actual TQM system application in both public sectors.

5 - 4 Findings

Based on the study data, analysis interviews and observations the following findings could be presented :

Summary of main Finding :-

1- Bahraini public sector employees are more satisfied than Kuwaiti public sector employees with the following :-

A) Their public sector is meeting customer's need of quantity, quality, and variety of services.

B) Their public sector services quality, quantity, and variety.

C) Civil Service Bureau is helping public sector in establishing TQM system.

2- Kuwaiti public sector employees are more satisfied than Bahrain public sector employees with the following :-

A) Their public sector is developing career programs for employees. This condition reflects more effective Human Resource Development in the Kuwait public sector than the Bahraini. This may be as a result of better financial condition in State of Kuwait.

B) The way their bosses handle their employees.

C) The quality of provided service.

D) Their public sector service productivity and quality level. This result reflects that public sector employees in State of Kuwait are more satisfied with service quality they provide for the customer.

3- Kuwaiti public sector employees have more courage in reflecting or giving their opinions about present questions.

4- Many employees of public sectors in State of Bahrain and State of Kuwait weren't very satisfied with :-

A)The way their bosses handled their employees.

B) The quality of services provided by their public sectors.

C) Civil service bureau [commission] efforts in helping public sectors in establishing TQM system.

D) Their public sector service productivity and quality level.

E) Their public sector ability in meeting customer's (citizens) need of quality, quantity, and variety.

F) Employee's career programs development in their public sector organizations.

G) Public sector response's speed for customers requirements and need. " All these elements required more attention, careful plans and actions ".

H) The application of TQM and HRD and other quality improvement activities. They believe that therir organizations haven't applied effectively any one of these systems. This insufficient managerial condition effects negatively public sectors services and processes quality, and leads to public employee's job dissatisfaction and cost increment. These factors produced customers (citizen's) dissatisfaction with public service quality, public service processes, and public service delivery system. This managerial task required effective improvement through efficient application of TQM & HRD systems

5- (A) Only 55 % of Bahraini public sector employees were satisfied with their public sector productivity and quality, while 61 % of Kuwaiti public sector employees were satisfied. The feedback in Kuwait public sector was better than Bahrain public sector. Both countries public sectors feedback wasn't very good.

B) 55 % of Bahraini public sector employees were satisfied with their public sector speed of responses to customers requirements and need, while only 49 % of Kuwaiti public sector employees were satisfied. The feedback in Bahraini public sector was better than Kuwaiti public sector. Both countries public sectors feedback wasn't very good.

C) Only 55 % of Bahraini public sector employees were satisfied with their public sector ability in meeting customers need of quality, quantity and variety, while only 51% of Kuwaiti public sector employees were satisfied. The feedback in Bahraini public sector is better than Kuwaiti public sector. Both public sector responses weren't very good, but Bahraini public sector was better.

D) Only 46 % of Bahraini public sector employees were satisfied with their public sector employees career programs development, while 53 % of Kuwaiti public sector employees were satisfied. The feedback in Kuwaiti public sector was better than Bahraini public sector, but both countries public sectors feedback wasn't very good.

E) Only 62 % of Bahraini public sector employees were satisfied with Civil Service Bureau effort in helping their organization in establishing TQM system, while only 57 % of Kuwaiti public sector employees were satisfied. Both responses weren't very good, but responses in Bahraini public sector were better. Both countries public sectors feedback wasn't very good.

F) Only 33 % of Bahraini public sector employees were satisfied with the service quality provided by their organization, while only 57 % of Kuwaiti public sector employees were satisfied. Both responses weren't very good, but responses in Kuwaiti public sector were better. both countries public sectors feedback wasn't very good.

G) Only 35 % of Bahraini public sector employees were satisfied with the way their bosses handle their employees, while only 74 % of Kuwaiti public sector employees were satisfied. Both responses weren't very good, but responses in Kuwaiti public sector were better.

H) Only 50 % of Bahraini public sector employees were satisfied with the quality of provided service, while only 71 % of Kuwaiti public sector employees were satisfied. Both responses weren't very good, but responses in Kuwait public sector were better. These finding are explained in details in data presentations and are employees chapter and supported by statistical formulas used.

6- There is no plan or application for TQM system as advanced management system that could help public sectors in State of Bahrain and State of Kuwait to improve public service and reduce their costs. This condition reflects the vital need for TQM application in the studied

public sector as an advanced management tool for public sectors services quality improvement, and cost reduction.

7- The management efforts and managerial conditions in State of Kuwait public sector is better than State of Bahrain public sector for TQM application as result for financial, political and managerial condition. The conditions show the need for TQM application in both sectors for better public service quality and cost reduction.

8- Both public sectors in State of Kuwait and State of Bahrain are trying to improve public service quality and processes. The efforts in State of Kuwait are harder, through Bureau of Following-Up and Complaints which is trying to plan a comprehensive public service quality improvement. This fact should be studied by State of Bahrain public sector and used for public service quality improvement within TQM application.

9- The general environment in Kuwaiti public sector is better than Bahraini public sector for TQM application and public service improvement. It is useful for both public sectors to adjust and develop local environments for TQM application to achieve public service quality improvement.

10- There is a kind of conflict between Kuwaiti Civil Service Commission and Bureau of Following-Up and Complaints on authority and responsibility for public service improvement. This position could effect public sector service quality negatively. This condition should be studied carefully and solved for better public service qualify improvement.

11 - The managers and states in the studied public sectors concerned with the quality and delivery of public sectors services, are generally convinced that the developments towards more public service quality could be done throughout TQM system application under Civil Service Bureau plan and control in public sectors.

12 - There is a fairness between some managers and supervisors in Bahraini public sector in giving information. they want permission for simple information, while in Kuwaiti the public sector is totally opposite. They provide all needed information and more,with high cooperation. This phenomena reflects the management system and open door policy in Kuwaiti public sector, which is needed for TQM application.

13 - GCC is trying hard to improve Arab Gulf States public and private sectors products and service quality. GCC is trying to develop and coordinate United Arab Gulf States regulations and procedures. GCC has not tried to establish systemic procedures to follow - up study, and plan the application of advance management systems such as TQM in comprehensive and coordinated system between GCC States. This study shows that GCC has not tried to apply TQM in GCC states as an important tool for public service quality

improvement. They have not at least conducted some practical seminars or conferences about TQM as an advanced and useful managerial tool for public sector services improvement and cost reduction. These goals are main goals for GCC States public sectors at present and future. Of course there are many other findins which could be reached in this study as :

A) Some progress has been made : civil servants are now more cost conscious, and management systems are in place.

B) Budgeting systems and manpower cuts are the two measures which have been most effective in changing attitudes and practices.

C) There is insufficient focus on the delivery of government services (as opposed to policy and ministerial support), even though 95 percent of civil servants work in service delivery or executive functions.

D) There is a shortage of quality management skills and of experience of working in service delivery functions among senior civil servants.

E) Short - term political priorities tend to squeeze out long - term TQM planning on getting results.

F) The civil service is too big and diverse to manage as a single organization.

14 -The management and staff concerned with the delivery of government quality services (some 85 per cent of the Civil Service) are generally convinced that the developments towards more clearly TQM defined and budgeted management are positive and helpful. Most managers of Civil Service said that they felt that they could have an effect on the conditions under which their staff worked and therefore on the results they produced. But this kind of enthusiasm is tempered by frustration at constraints. Although there is a general acceptance of the importance of delegating meaningful authority down to the most effective level, diffused responsibility still flourishes, especially in offices away from the sharp end of delivery of services to the public. Middle managers in particular feel that their authority is seriously circumscribed by unnecessary controls and by the intervention of Ministers and senior officials in relatively minor issues. People who had recently resigned from the Civil Service said that frustration at the lack of genuine responsibility for achieving results was a significant factor in encouraging them to move to jobs outside.

15- Most civil servants are very conscious that senior management is dominated by people whose skills are in policy formulation and who have relatively little experience of managing quality or working where services are actually being delivered. In any large organization senior appointments are watched with close attention. For the Civil Service the present signals are, as one senior said that ' the golden route to the top is through policy not through management '. This is reflected in the early experience and training of fast- stream recruits. This kind of signal affects the unwritten priorities of a whole organization, whatever the formal policy may be introduced.

16- Managing large organizations involves skills which depend a great deal on experience ; without experience senior managers lack confidence in their own ability to manage quality services. Although, at the most senior levels, civil servants are responsible for both policy and service delivery, they give a greater priority to policy, not only because it demands immediate attention but because that is the area in which they are on familiar ground and where their skills lie, and where ministerial attention is focused. A proper balance between policy and fees payers are becoming increasingly conscious of what they should expect from public expenditure on health, education and other services and hold Ministers to blame for their deficiencies and low quality.

17- Senior civil servants inevitably and rightly respond to the priorities set by their Ministers which tend to be dominated by the demands of Parliament (Shora) and communicating government policies. In this situation it is easy for the task of improving performance to get overlooked, especially where there is as observed, confusion between Ministers and Permanent Secretaries over their respective responsibilities for the management of quality service delivery. This confusion is made worse when short- term pressure becomes acute. Nevertheless the ability of Ministers supported by their senior officials to handle politics and political sensitivities effectively is a crucial part of any government's credibility. Changes in the management process should therefore aim to increase rather than diminish this crucial skill

18- The greater diversity and complexity of work in many departments, together with demands from people Parliament (Shora) the media and the public for more information, has added to ministerial overload. Because of other pressures on Ministers, and because for most of them management is not their forte and they don't see it as their function: better management and the achievement of improved performance is something that the Civil Service has to work out largely for itself. It is unrealistic to expect Ministers to do more than give a broad lead. Most Ministers who are worried about overload are of the view that while change in management that reduced the ministerial load would be welcomed, provided they entailed no major political risks, Ministers themselves do not have the time or the experience needed to develop such quality changes.

19- The pressures on departments are mainly on expenditure and activities ; there is still too little attention paid to the quality results to be achieved with the resources. The public expenditure system is the most powerful central influence on departmental management. It is still overwhelmingly dominated by the need to keep within the levels of money available rather than by the effectiveness with which that money is used.

20- There are relatively few external pressures demanding improvement in performance. Government has given a valuable lead and holds seminars to discuss value for money in individual departments. Their advisers on efficiency and effectiveness have annual

discussion with Ministers about their priorities for getting better value for money. These are useful but occasional rather than continuous pressures. Pressure from Ministers of Finance to the internal Accounts Committees and media tends to concentrate on alleged impropriety or incompetence, and making political points, rather than on demanding evidence of steadily improving efficiency and effectiveness. This encourages a cautious and defensive response which feeds through into management. But the process of searching for quality improvement is still neither rigorous nor sustained ; it is not part of the basic institution of government.

21- The Civil Service is too large, too diverse to manage as a single entity. With 30,000 employees in the State of Bahrain and around 500,000 in the State of Kuwait it is an enormous organization compared with any private sector organization and most public sector organizations. A single organization of this size which attempts to provide a detailed structure within which to carry out functions as diverse as Ministry of Education, Ministry of Health the processing of Parliamentary Questions is bound to develop in a way which fits no single operation effectively.

22- At present the freedom of an individual manager to manage effectively and responsibly in the Civil Service is severely circumscribed. There are controls not only on resources and objectives, as there should be in any effective system, but also on the way in which resources can be managed. Objectives building, recruitment, dismissal, choice of staff, promotion, pay, hours of work, accommodation, grading, organization of work, the use of it information technology equipment, are all outside the control of most Civil Service managers at any level. The main decisions on rules and regulations are taken by the center of the Civil Service. This tends to mean that they are structured to fit everything in general and nothing in particular. The rules are therefore seen primarily as a constraint rather than as a support for TQM application ; and in one sense as a pressure on managers to manage effectively. Moreover, the task of changing the rules is often seen as too great for one unit or one manager or indeed one department and is therefore assumed to be impossible.

23- It was clear that the advantages which a unified Civil Service intend to bring are seen as outweighed by the practical disadvantages, particularly beyond Whitehall itself. The advantages of an all- embracing pay structure are breaking down, that the uniformity of grading frequently inhibits effective management and that the concept of a career in a unified Civil Service has little relevance for most civil servants, whose horizons are bounded by their office or, at most, by their department.

24 - Some summary Finding :

A) Continuous changing in top management which reduce their control on TQM programs.
B) Unclear understanding for training and individual performance evaluation issues.
C) Numbers and differences of customer and their needs.

D) Weak financial and information systems in government sector.

E) The absence of model system for effective management in public sector for TQM application.

F) The need for a long time period to perform duties under TQM model.

25 - Some detailed findings :

A) Most employees I talked to said that there had been quality progress. Most people were enthusiastic about how they did their job.

B) A striking impression I got was that most civil servants now know how much their activities cost.

C) When asked what they meant by progress, most people identified the systems developed under it (top management systems and budgeting systems) as the main difference. They also commented on changes in personnel management systems, particularly linking open appraisal of performance with the achievement of objectives.

26- The main required changes in personnel management are :

A)The introduction of an open appraisal system based on reviewing performance against personal quality objectives.

B) The development of performance - related pay.

C) The prospect of a new pay agreement with professional civil servants which offers much greater flexibility.

D) More delegation of clerical recruitment to local office managers.

27- Schemes for relating pay to performance should be developed. First, in an experimental performance bonus scheme civil servants supported the principle of rewarding good performance with better pay. Second was the developing proposals for discretionary pay for staff at all levels.

28- As a result of government policy, the Civil Service was reduced in size. The cuts were imposed as simple outline targets. Some department's top management was forced take hard decisions about whether to continue particular activities, and to think about different ways of doing things. So the cuts were useful in making some departments ' think the unthinkable '. In other departments, however, cuts were imposed across the board, without regard to the functions affected. A view I heard in a number of departments was that the manpower cuts had ' taken the fat out of the system ' and that further reductions would harm the quality of services delivered by government".

29- Where budgeting systems are working well there is evidence that they change the way people behave. Specifically they enable budget holders to save money or make better use of money and encourage forward quality planning of activities and spending and the setting of priorities.

30- The main concern of most people I met was with the obstacles which stood in the way of management quality improvement.Top management is dominated more by the policy and political support than managerial tasks.

31- The business of top managers in many departments is still dominated by the policy and political support tasks. It was made clear to me that these organizations need highly skilled top managers who can devote most of their time to the business of running them. One top manager of a very large executive organization told me that at present 80 per cent of his time was spent dealing with the Minister and other pressures from the top and only 20 per cent on managing the organization. This condition effects TQM application negatively.

32- The younger staff wanted to get quality experience of management. Departments agreed in principle that younger staff and fast streamers should get management experience, but said that in practice they could not spare their good staff from policy jobs. There is an automatic assumption that fast streamers go into Private Office jobs, but no equivalent assumption that they should also do management jobs. The majority of senior civil servants will still not have been tested in or gained experience from working in large service delivery organizations. Responsibilities for management at the top of departments are unclear.

33-Most managers were answerable for both the policy and the management of their departments. But they said that in practice they were so overloaded that they looked to their supervisors to do the quality management. A few said candidly that they did not have the skills to manage their departments.

34- The main pressures on Ministers stem from Parliament people and coping with crises. Together with routine from departments this creates an extremely heavy workload. In addition Ministers have Parliamentary and constituency duties.The resulting overload tends to espouse out the ability to look to long-term quality improvement. Some managers said to us that they just did not have the time to do so. Outputs are neglected

35- This is not surpising. The finance ministry has two goals : to ensure that public spending does not exceed a specified total and to press departments to achieve maximum output from the resources they are allocated. The two are not mutually exclusive, but as the round progresses, attention inevitably focuses on the absolute levels of spending. Furthermore, at the later stages, the debate is about spending at the margin of the total bid. The combination of these two factors - emphasis on inputs and "marginality" - leads departments to feel that although increased stress is being put on results and outputs, it is inputs which still relay matter.

36- There are also some signs in particular areas of government of an increasing awareness of the importance of outputs.

37- It is apparent that the closer staff are to the sharp end, the more conscious they are of quality outputs. In many areas staff are strongly motivated by a wish to serve the public. A common source of frustration in many local offices is the inadequacy of the service staff feel they are giving. My evidence suggests that very few departments set themselves formal targets for improving the quality of service to the public. There is little support or pressure for value for money.

38- Most pressures on government are to spend money, not to get good value from it. Parliament and the media often reinforce this by judging the government on how much money goes in, not what comes out (e. g. more hospitals, or better education). For example, government has looked at value for money in the National Health Service, probably because the main role of these government bodies is seen as being to find fault with what has happened in the past rather than to apply pressure for improvement quality for the future. The culture of the Civil Service is cautious and works against personal responsibility.

39- The culture of the Civil Service puts a premium on a ' safe pair of hands', not on enterprise. It does not reward the person who says ' I have saved money '. It does not penalize the person who ignores the opportunity to get better value.

40- There will always be limits on individual ownership when civil servants are fulfilling their ministerial support function. However more could be done within the existing framework to encourage personal responsibility. Working and career patterns have changed relatively little.

41- The working patterns of departments have changed relatively little in the last 10 years. Chains of command are to take policies forward in a given time scale the emphasis on consultation across various interests in a department is always time consuming and often leads to compromise decisions ; the system is still paper dominated ; there is insufficient awareness of the possibilities of information technology in government departments.

42- Departments have paid insufficient attention to managing relationships with organizations who are delivering services. In some cases the relationship is direct ; in other cases indirect. In both cases departments have the ability to control or influence the delivery of services. A number of departments are beginning to take this task more seriously.

43- The career pattern of civil servants is relatively predictable though the hierarchy. In practice seniority is usually a requirement for promotion at certain levels (for example, very few people are promoted to Grade E2 under the age of 35). It is almost unheard of for people of that age to be promoted to the top grades in the Civil Service. One manager argued that the Service should have the courage and the flexibility to promote the occasional outstanding young person very fast.

5-4 Summary

This chapter has provided a systematic presentation of the research findings and analysis.The results of the mean scores analysis to determine the management systems most predominant in public sectors main organizations operating in the State of Bahrain and State of Kuwait, a major objective of this study, were presented. Further analysis of the mean scores, to determine whether a significant statistical difference exists between the TQM system in the sample and service quality improvement, was presented in the results of the analysis of variance for the studied organizations. A comparison was made between the main scores on the TQM management system dimensions and the public norms in studied states for about the same managerial levels. Analysis of variance findings on organizational differentiation and its influence on the perception of the management system and other dimensions in the research model were also presented.The results of the T - statistical analysis to determine whether a significant statistical difference can be found between perceived and desired managerial systems were presented. However, in order to determine the relationship and dependency between TQM systems and organizational effectiveness in providing service quality, management systems and internal state and health, the results of Chi - square test statistic for contingency table and coefficient of contingency analysis, as well as graphic representation of these relationships were presented. A summary of these research was findings presented. The implications of these findings and suggestions for future research in this area were introduced in chapter VI. The statistical analysis and findings show that there are no practical plans or application for Total Quality Management (TQM) system through human resource development (HRD) in the studied public sectors.This result is the main reason for ineffective public service processes, quality, and cost control.

CHAPTER SIX

CONCLUSIONS, RECOMMENDATIONS AND RECOMMENDATIONS FOR FUTURE STUDIES

CHAPTER VI

RESEARCH CONCLUSIONS, RECOMMENDATIONS, AND RECOMMENDATIONS FOR FUTURE STUDIES

The purpose of this final chapter is to provide an introduction of the chapter conclusions of this study,recommendations derived from the study, implication of research findings, recommendations for future studies, and summary of the chapter.

6 - 1 Introduction

Research final conclusions and recommendations represent the main goal and advantage of any research activity since it represent the researcher's contribution to the discipline under investigation. Research hypotheses are usually based on scientific evidence reported by research in the field which the research attempts to investigate in a new context. Therefore, nothing would please a researcher more than to confirm his stated hypotheses about a phenomenon which he has researched and which he claims to know something about. However, the ultimate objective of a scientific inquiry must remain one of search for the " facts " whether they confirm or disprove the researcher's preconceived ideas and hypotheses. Social scientists must strive in their search for scientifically oriented disciplines to study and research the social, political and economical phenomena in a manner which enhances our understanding of the complex relationships in this intricate world. Understanding is the first step on the road toward harmony between people and among nations. It is in this spirit of search for " facts " to enhance our understanding the application of TQM system within some public sectors organizations that this research was undertaken, and with the same spirit the following presentation is made. The first objective of this study is to identify Total Quality Management system in public sector organizations operating in some GCC States. Research questions address this area of inquiry. Hypotheses, which are a reflection of the research questions, predict that the most predominant management systems in these organizations under study weren't TQM systems. These hypotheses require a statistical testing to reach scientific results. This chapter reflects in summary the position of TQM and any HRD in Kuwait and Bahrain public sectors. I have carefully built conclusions and recommendations presented in this chapter according to the data and analysis conducted in this study. I hope the submitted conclusions and recommendations receive suitable attention and application from top management in studied public sectors and other GCC states public sectors for better public services quality.

6 - 2 Conclusions

The preceding summary of the research findings suggests that it is possible to draw the following conclusions about the findings of the study:

Direct Conclusion

1- The researcher conduct a subresearch in Islamic religion and culture to discover if there are any values, principles,philosophy, systems or procedures about total quality management. The study clearly proved that Islam. which is the religion of GCC nations has been providing very strong, comprehensive culture and principles for total quality management. The quality in Islam is called perfect work. These principles and values were established 1417 higra years ago. Islamic culture was the foundation of the Islamic state which needed a high managerial quality system to control this empire, one thousand four hundred years ago. No doubt that GCC States have a strong cultural background for TQM application, but the problem is in the people whom don't use this religion and culture to improve their life quality, starting with public service quality and processes improvement. East and West states use weak quality culture and introduce it to us through TQM, and management by values. While quality is our product from the beginning, Islamic culture has distinguished TQM values by establishing a direct relationship between the success of Muslim people in the present life and the next life and the application of perfect or correct work in business and peoples lives. The research model tried to make clear relationship between Islam principles such as Management by example (MBE) and Management by wandering around (MBWA) which is rooted in Islamic culture and other modern management concepts(see figure 17). Islam is a complete way of life and quality is an important part of life.

2- There are no real and comprehensive plans or application for TQM through HRD in public sectors in the State of Bahrain and the State of Kuwait. Employees see any kind of improvement as TQM. They don't know the concepts and methods of TQM. It is important to conclude that there is no practical plans or application for TQM system in the State of Bahrain and the State of Kuwait. This result means that nithers sector tried to apply this useful and advanced tool to improve public service quality.

3- The main themes which have emerged from this study suggest that the changes of the last five years have been important in beginning to shift the attention away from process towards results. The development of public management systems, particularly those which cover program as well as administrative areas, forces senior and junior frustrations because of the lack of freedom to vary the factors on which results depend. The systems demonstrate how far attitudes and institutions have to change toward TQM if the real benefits of the management reforms gained, in the form of improvement in the way public sector delivers its services, are to come through. It was striking that in the study and discussions with civil servants at all levels there was a strong sense that radical change in the freedom to manage through TQM is needed urgently if substantially better public service quality results are to be achieved.

4- In public sectors in the State of Bahrain and the State of Kuwait, most managers and employees don't know concepts and methods of TQM, but there is more understanding and knowledge of TQM methods and importance in the State of Kuwait public sector than the State of Bahrain public sector.

5- Public sector employees complaints system in the State of Kuwait is better than the complaints system in the State of Bahrain. The employee in the Kuwaiti public sector could present his / her complaint case according to these steps :-

First step : To the top management in his organization. Then
Second step : To Civil Service Commission. Then
Third step : To Bureau of Complaints and Follow - Up. Then
Fourth step : Administrative court.

This strong complaints system provides suitable working conditions and satisfaction for public sector Human Resource Development. While in Bahrain the employee could present his / her complaint case according to these steps :-

Step one : To the top management in his organization. Then

Step two : To Civil Service Bureau. But the authority and the structure here is weaker to take corrective actions, on the other hand citizens or employees could not raise a case against official public sector employees. This system need development in the State of Bahrain.

6- Public sector managers in the State of Bahrain and the State of Kuwait believe that it is not possible to apply TQM system in the public sector in the State of Bahrain and the State of Kuwait. The most important reasons for their reaction are :-

A- Political influence in public sectors.
B- Bureaucracy systems in public sectors.
C- Weak financial support for TQM application.
D- Weak motivation and rewarding systems in public sector.
E- Weak Civil Service Bureau or commission activities to apply advanced management systems such as TQM system or others.

7- TQM is not a widely known expression in the State of Bahrain and the State of Kuwait public sectors to introduce TQM system.

8- Bahraini and Kuwaiti public sectors top managements introduce quality systems partly because of the demands of the cost reduction and for the need of service quality improvement, especially with budget deficit conditions, and the changing consumer requirements.

9 - Civil Service Bureaus or Commissions in both sectors are not planning for TQM system application in their public sectors as a main advanced tool to improve public sectors processes and service quality.

10- Public sectors in both states are seeking ways of improving the quality of public services without adding to their costs. Both public sectors organisations seemed to deliver services that were designed to suit them as providers rather than the recipients. The need to address these problems had become one of the great challenges facing public service managers.

11- Statistical analysis results as explained and shown in the study reflect employee's weak satisfaction toward quality improvement, TQM and HRD application. This main result needs an effective solution from top management, because the satisfaction of internal customers (employees) will lead to satisfaction of external customers (citizens).

12- Most public sector (PS) employees are ineffective and inefficient in their performance for the following reasons :

A) There is no healthy and suitable internal environment for TQM and HRD application in the public sector.

B) There is no real understanding of the importance of TQM and HRD and the methods of their applications by public sector administration.

C) The administration haven't provided suitable systems and procedures for employee's creativeness, especially for administrative employees.

D) There is no effective and efficient control, communication and employee evaluation.

E) Most of the directors prefer centralized methods of management.

F) The directors have been complaining that there is no clear application of public sector management main elements such as :

A) Vision. B) Mission. c) Objectives. D) Strategy.

E) Annual measurable plans at public sector.

13) Most directors are not satisfied with their employees skills, behaviors and performances.

14) There are no clear, flexible, effective and efficient :

- Working procedures.
- Communication systems.
- Development systems or plans.
- Public service quality improvements.

15) There haven't been effective and efficient human resource development plans at public sector.

16) There is no effective and efficient:-

- Performance appraisal process applied on administrative staff.
- Promotion and rewards systemfor employees.

17) Training and development plans have not been planned carefully according to the public sector, departments and staff quality improvement needs.

18) Public sector concentrates on education (Certificates)- "input approach" more than continuous training developing the employee's performance and skills "output approach", therefore the employees skills and experience are still weak.

19)The promotion and rewards systems have been applied according to the education level instead of the effective performance.

20)Involvement, training, and promotion rules in the public sector have not been supporting TQM and HRD application. TQM and HRD depend on continuous training and development. Training is a tool for survival and development for an effective public sector, but there is no plan for this process.

21)Gulf states growth required high quality products and services which depend on efficient TQM training, education programs, which support the empowerment, the technology changes required continues training and development, and this is not really available in the public sector.

22)Consulting employees is a very important part of TQM and HRD and empowerrment. The structures, procedures, and policies have not been supporting employees TQM and HRD and empowerment or involvement in practice.

23) The study shows that there are insufficient plans to improve customers satisfaction through TQM and HRD application. There is insufficient use of planning, people, and processes. there is insufficient attention for public sector results on customer satisfaction. This condition require careful study and plan to achieve better public service quality (see figure 19).There is weak implication for continuous job design, work simplification, and measurement. These activities are very important for public service quality and processes improvement, and internal and external customers satisfaction. These activities provide greater value, reducing efforts, time, and cost which could be achieved by applying these activities which contribute highly to quality and customer satisfaction and TQM application (see figure 20).

Indirect conclusion

1- Five main issues have emerged from the study:

First: A lack of clear and accountable management responsibility, and the self confidence that goes with it, particularly among the higher ranks in public sector organizations.

Second: The need for greater precision about the quality results expected from people and from public organizations.

Third : A need to focus the attention on outputs as well as inputs.

Fourth: The handicap of imposing a uniform system such as TQM in organizations of the size and diversity of the present public sector.

Fifth: A need for a sustained pressure for improvement through TQM from top management.

2- It is important to recognize that the changes implied by these conclusions, although straightforward, are quite fundamental in the overall impact they will have if carried forward as we'll suggest. Some fairly radical decisions and a tightly- knit timetable will be required if the necessary momentum for TQM change is to be built up. But the process, although it must be quite rapid to maintain that momentum, will need to be evolutionary so as to gain full

advantage from the favorable, some climate observed, and to built on moves of the right kind already taking place in some ministries. It will also need to be tightly managed so that the actual problems of transition for TQM system are properly handled, and so that drive for more positive management and more freedom for local decision is not undermined by vested interests or lack of confidence in the public sector.

3- The public sector as a service output can be notoriously difficult to measure. It is no wonder that an attitude of " if you can't measure it, don't manage it " prevailed. There is a need for a nationwide quality symbol awarded to service products which were deemed of high quality and there is a need for a version of quality circles in public sectors.

4- Problems need to be solved; the lack of financial motivation, the shortages of materials, the difficulty of estimating quality costs and savings and with a set lack of quality people the leader was frequently a management nominee.

5- Bahrain and Kuwait could not engage in international trade without the usual implicit quality assumptions in their public sectors.

6- Bahraini and Kuwaiti public sectors were advised to follow one of the golden rules for success in quality : that domestic quality demands should not be lower than that applied in other State's public sectors.

7- A new quality reward system in Dubai concentrates on international and local companies that operate from the Emirate of Dubai. This system is very good to support Dubai as a commercial center and free market. I advice the public sector of United Arab of Emirates to extend this system to cover all United Arab Emirates and include public sectors in order to improve private and public organizations quality and advice. The State of Bahrain and the State of Kuwait are advised to follow this important step for quality improvement.

8- A glance to the future. Some speculations follow about the future of quality management in the State of Bahrain and the State of Kuwait.One very positive development is that involvement in work can now be distinguished from involvement in the State / society, thus making quality initiatives more personal and less politically alienating.

9- The private sector is expanding, and the public sector is contracting, thus bringing employees closer to the marketplace - this must be good for the prospects of TQM. Indeed to the extent that the mass privatization includes elements of employee ownership, this will help prepare the ground for TQM activity in public sector.

10- A new generation is coming to power. In these educated young people there lies a lot of hope. They do not possess the same degree of cynicism as their elders. They are far more likely to know foreign languages (especially English), and to have traveled to Western and Eastern countries, and are generally eager to access Western and Eastern thought and management skills. Some of them are highly quality conscious. Indeed, there is a strong

awareness that planning quality is possible. Some service firms actively seek new qualified recruits with experience so they have a chance to learn faster about TQM.

11- How much is TQM a movement for " mature " organizations in " mature " economies ? In the State of Bahrain and the State of Kuwait love has a feel of a country where much is possible ; where enterprise and energy will take precedence over sophisticated systems of organizational modeling and management. Maybe, of course, that's exactly the right time to have the principles of TQM installed in public sector organizations. Perhaps a functioning TQM methodology for the public sector would function more effectively than some other over - sophisticated models.

12 - Against such a background TQM is not easy to implement. But the State of Bahrain and the State of Kuwait don't have a number of important things going for them except a small but dedicated native quality movement. The State of Bahrain and the State of Kuwait need more experience of TQM and ISO 9000.The trainers themselves need to keep moving up the learning curve. The West and East could contribute some of their TQM know -how to a country which had the short straw of twentieth century history drawn for them.

13 - GCC states are always exposed to Western and Eastern quality ideas and concepts, for that they are advised to get the advantage of advanced management systems such as TQM to develop their public sector's processes and outputs quality.

14- TQM practice requires modification to be effective in the public sector. Public sectors are advised to push control of policy out of the bureaucracy and into the community to empower people rather than simply serve them, through creative strategy to reduce dependency and build self - sufficiency.

15- Key ingredients of public sector's quality management as Deming has remarked, is not " instant pudding. " The challenge of transforming the public sector system from within is enormous. The desire and necessity to improve public sector systems and the identification of TQM as a means of improvement are only two parts to a three - part problem. The third part is committed and determined leadership to make those improvements comprehensive and continuous. The road to quality in public sector operations is long and full of obstacles. It's time the journey is joined by committed leadership and employees at all levels in public sectors.

16- These are serious problems (see employee's opinions in chapter III) which need leadership, and commitment to change for TQM, from Ministers and the senior Civil Service if they are to be dealt with. My conclusions are that to begin the process of change three main priorities are necessary :

I) The work of each department must be organized in a way which focuses on the job to be done, the systems and structures must enhance the effective delivery of policies and services.

II) The management of each department must ensure that their staff have the relevant experience and skills needed to achivce the tasks that are essential for an effective public sector.

III) There must be a real and sustained pressure on and within each department for continuous quality improvement through TQM and the value for money obtained in the delivery of policies and service.

These three priorities apply equally to all aspects of the public sector. To deliver public services, the task of departments,simultaneous action is needed.

17- It is important to recognize that the changes implied by these conclusions, although straightforward, are quite fundamental in the overall impact they will have if carried forward as I suggest. Some fairly radical decisions and a tightly- knit time table will be required if the necessary momentum for change is to be built up. But the process, although it must be quite rapid to maintain that momentum, will need to be evolutionary so as to gain full advantage from the favorable climate I observed, and to built on moves of the right kind already taking place in some departments. It will also need to be tightly managed so that the acute problems of transition are properly handled, and so that drive for more positive Total Quality Management and more freedom for local decision is not undermined by vested interests or lack of confidence.

18 - The changes which civil servants are most aware of are the introduction of systems. There is enthusiasm for the benefits the systems can bring in terms of greater flexibility, more personal responsibility, and more precision about what the job is they are there to do. At the same time many civil servants question whether the underlying assumptions which mold the way in which the public sector does its business have changed sufficiently to realize the benefits. The key themes which emerge as obstacles in the way of real change are :

a) The lack of focus of top management on the TQM,service delivery and executive functions of the public sector.
b) The effects of treating the Civil Service as a single organization.
c) The lack of effective pressure to get better results.

19-Main principles which underlie the development of the modern Civil Service recommendations fell into four categories :

a) Recruitment by competitive examination rather than patronage.
b) A division between intellectual and mechanical work.
c) Promotion by merit.
d) Measures to unify the Civil Service, including a common basis of recruiting across ministries.

20- There is a need for the Civil Service to change in line with the changed external world. Its opening worlds were : ' The Home Civil Service today is still fundamentally the product of

nineteenth- century philosophy. The tasks it faces today are those of the second half of the twentieth century'. (See figures A, B, C, & D)

21- Six main deficiencies which it attributed to the fact that the structures and practices of the Civil Service had not kept up with changing tasks :

- the Service was based on the philosophy of the amateur.
- the division into classes made for a cumbersome structure.
- specialists had no authority.
- too few civil servants were quality skilled managers.
- The public sector had too little contact with the outside world.
- there were deficiencies in personnel management.

22- Civil Service should keep up with the changing world : " One basis guiding principle should be in view of governing the future development of the Civil Service. It applies to any organization and is simple to the point of banality, but the root of much criticism is that it has not been observed. The principle is : look at the quality job first. The Civil Service must continuously review the quality tasks it is called upon to perform and the possible ways in which it might perform them ; it should then think out what new skills and kinds of men are needed, and how these men can be found, trained and deployed. The Service must avoid a static view of a new ideal man-and structure which in turn could become as much of an obstacle to quality change as the present inheritance.'

23- The principles of accountable management should be introduced into the Civil Service, and recommended further study of 'hiding off ' functions as a means to ensuring accountable management should be conducted. In the meanwhile the report made proposals :

a. To distinguish those within ministries whose primary responsibility is quality planning for the future, from whose main concern is the operation of existing policies or the provision of services ;

b. To establish in ministries forms of quality organization and principles of accountable management, by which individuals and branches can be held responsible for quality, objectively measured performance. '

24 - Creation of a Civil Service quality Department and the Civil Service quality training center ; and unified plans for TQM application between administrators and professional groups and public organizational units.

6 - 3 Recommendations

According to study analysis results and conclusions, public sectors top management in the State of Bahrain and the State of Kuwait are advised to study and apply the following recommendations :

Special Recommendations :

1- Top management in public service is advised to support Civil Service Bureaus (Commissions) in studying, planning, applying and following-up the application of TQM system as an effective system for developing public sector organizations, in order to improve public sector services processes, outputs quality, and to reduce their cost. They are also advised to follow - up and apply any new, advanced and effective management system that could develop public sector's service quality.

2- Improve the way that public sector bosses handle their employees, through involvement, empowerment, team building, open door policy, and other advanced methods that encourage employees to share their opinions, suggestions, and complaints with management and without any fair. These methods are important for HRD.

3- Establishing high services quality standards for public services.The aim of these standards advised to be as follows :

A) Improve public service quality.
B) Reduce public service cost (improve cost efficiency).
C) Improve customer's (citizens) satisfaction toward public services.
D) Improve public sector employee's satisfaction with services quality provided by their organizations.
E) Improve continually public sector services productivity and quality.
F) Support corporate public sector Total Quality Management culture.
G) Empower employees and improve empowerment.
H) Achieve high quality services.
I) Improve employee morale.
J) Establish and improve training in TQM system.
K) Improving quality of delivery of public services.

4- Study, plan and develop public sector ability in meeting customer's requirements and need of public services quality, quantity, and variety. This action will lead to customer's satisfaction with public services.

5- Civil Service Bureau (Commission) in coordination with public sector organizations are advised to concentrate on manpower development as a main resource for TQM system, and establishing employees career programs development to improve job satisfaction and skills.

This activity will lead to higher performance and service quality improvement in the public sector.

6- We are living in " time of speed ", for that public sector top management is required to plan a fast response system to customers requirements and need. They most plan the required actions to meet customer satisfaction with the provided quality of service.

7- There are a number of different ways in which Bahraini and Kuwaiti public sectors managers could acquire knowledge and experience of quality management (and in particular of TQM system). Managers should be sent abroad either on official aid - financed projects or by private arrangements internally by direct university employees through consultancy and seminars. To countries such as Denmark, France, Germany, Great Britain, Holland, Japan, Sweden, and USA. The high cost of external training should lead many public firms to develop their own quality internal training. This usually takes the form of lectures and workshops.

Propose a prize a proposed : individual and team. The individual prize is earmarked for people who have done most to develop the theory or practice of TQM in Bahraini, Kuwaiti, and GCC States ; have been successful in introducing and applying the concept of TQM into public sectors organizations ; or have successfully provided training in quality systems both practically and theoretically. The team prize is earmarked for public and private firms which have introduced and applied a TQM system and in doing so achieved a significant improvement in the satisfaction of customers, employees and other groups connected with the firms over the last few years (e.g. suppliers, operators). They will have achieved improvements in working conditions, processes, systems, goods / services, as well as having enjoyed success.Public sectors organizations can apply for the award regardless of their level of output or employment. The assessment model stresses self - assessment, advised to be based on the advanced nine elements of the European Foundation for Quality Management (EFQM) which are :-

A) Leadership 10 %.
B) People management 9 %.
C) Policy and strategy 8 %.
D) Resources 9 %.
E) Processes 14 %.
F) People satisfaction 9 %.
G) Customer satisfaction 20 %.
H) Impact on society 6 %.
I) Business results 15 %, or other suitable elements.

(These elements are used as advanced elements).

8- The application of Total Quality Management system in state of Bahrain and state of Kuwait should begin with some pilot agencies including main ministries. Legislation for TQM

application, training fund should be provided for a mechanism of transfer or by TQM projects in the public sector. The public sector should provide TQM tools, training, team leaders in house, and training in house by inter agency training unit.Citizen "customer " satisfaction surveys about state service quality should be conducted periodically. These surveys asks citizens to rate state service in quality, courtesy, clarity, efficiency, accuracy, professionalism, and helpfulness. The postage paid survey reply card asks for comments and suggestions. The public sector is required to produce real service improvement and significant cost saving, reducing Duplication of effort. Legislative barriers to greater improvement should be removed through reinventing the public sector.

9- The State of Bahrain and State of the Kuwait need a (**NPSDC**) National Public Sector development commissions assembly of prime minister, ministers, professional association members, companie's managers, educators and government employees to improve the management quality task force and services quality in the public sector. TQM system application in the public sector should include an active schedule of : -

A) TQM orientation and training sessions.

B) Public sector Quality Conferences emphasizing the importance of committed leadership by top management.

C) Bi- monthly publication of a promotional and educational newsletter in TQM resource center with a lending library and computerized clearinghouse in TQM training, curriculum. Consultants and speakers should be established in public sector.

10- Public sectors are advised to search out and reduce overlap and redundancy in programs and personnel, and they must encourage action from those affected by the outcome. By becoming more participatory and less hierarchical, public sector agencies can be more productive while eliminating layers of middle management.

11- Created priority for TQM application must be given to the organizing public sector so that its service delivery operations function effectively. This must be backed by supporting changes in the attitudes and day-to-day behavior of Ministers and their officials.

12- Changes of the kind I'm proposing (TQM) are so fundamental that they can be brought about only with the lead and support of Ministers. Without this lead they will falter partly because of the inertia of any public sector large organization and a natural tendency for fine details to be discussed at length, but partly because it is Ministers who will have to explain, promote and defend them in Parliament (shora) as and when the difficulties are encountered.

13- Public sector firms need internal quality improvement (QI) groups to lead at the beginning TQM system application in organizations and coordinate them in a perfect manner.

14- TQM requires improvement in physical facilities, processes and procedures which include :

A) Perfect location, layout, size, and decor of service organization.

B) Improve facility reliability, process flexibility, timeliness and speed of service.

C) Improve range of public services offered for customers and improve the communication system.

D) Improve public sector employees warmth, friendliness,tact, attitude and tone of voice with customers (citizen's) and other employees.

E) Improve handling complaints and solving problems for customers.

F) Improve diagnosis system, advice, guidance and innovation.

G) Improve the honesty, confidentiality, flexibility and direction.

H) Improve TQM knowledge and skill of employees.

15- Public sectors are required to establish quality cost accounting to spend resources and invest in establishing TQM systems, maintaining and improving public service quality.

16- Civil Service Bureau in the State of Bahrain, and Civil Service Commission in the State of Kuwait are required to plan, support, and follow - up the establishing and application of TQM system in public sector organizations, to improve public sector process, service quality, and reduce or rationalize public sector cost. The aim of this recommendation is to plan and coordinate TQM system application in the public sector under one umbrella which is Civil Service Bureau (Commission).

17- Bahraini and Kuwaiti public sectors are required to survey and evaluate periodically the public sector customer's " citizens " and employees satisfaction toward public sector organization's service quality in order to improve service quality, customers and employees satisfaction.

18- These are serious problems which need leadership and commitment to change from Ministers and the senior Civil Service if they are to be dealt with. My recommendations are that to begin the process of change, three main priorities are necessary :

First : The work of each ministry must be organized in a way which focuses on the job to be done, the systems and structures must enhance the effective delivery of policies and quality services.

Second : The management of each ministry must ensure that their staff have the relevant experience and skills needed to execute the tasks that are essential to an effective public sector.

Third : There must be a real and sustained pressure on and within each ministry for TQM application and continuous improvement in the value for money obtained in the delivery of policies and quality service.

These three priorities apply equally to all aspects of the public sector. In my recommendations I advise to apply them to the delivery of quality services.

19- The Internet communication system is and will play an important role in public sector operation. I advise top management to use this system effectively for TQM application and public service quality improvement.

20- GCC Sates are advised to support the establishment and improvement of united management information internent in GCC states. Use this system for public service improvement through TQM.

21- Bahraini public sector top management is advised to study and learn from Diwan of Follow-up and complaints efforts in improving public service in the State of Kuwait. Both public sectors organizations are advised to study and learn from Ministry of Health (State of Bahrain) effort to establish quality improvement system through American consultants.

22- The State of Bahrain is advised to establish an administrative court similar to the State of Kuwait to look into any case about :-

A) Salaries, rewards, allowances, and wages in civil services.
B) Requests for cancellation of recruitment resolutions in civil service positions.
C) Requests for cancellation of promotion resolutions.
D) Requests for cancellation of punishments and discharges resolutions.

The recommendation for the administrative court will support HRD through job satisfaction. This environment will be suitable for TQM application.

23- The State of Bahrain is advised to take council from article 4 of civil service law, issued in 1 march 1970, which prevents citizens to raise cases against the government (public sector). This law prevents public sector service improvement.

24- Civil service top management in the State of Bahrain and the State of Kuwait is advised to apply the following :

A) Establish total quality improvement organizational units in their organizational structure, and apply TQM in public sector organizations.
B) Establish human resources development organizational units in Civil Service Bureau organizational structure in the State of Bahrain, in order to improve public sector manpower efficiently and effectively.
C) Reorganize organizational structure for public sector organizations to improve public service quality,and reduce public sector cost.
D) Civil Service Bureau in the State of Bahrain is advised to establish a department for developing civil service quality improvements and work performance. Both sectors are advised to establish an organizational unit for improving public service quality, and public work procedures in both public organizations.

General Recommendations :-

1- Public sectors top management are required to study and understand W. Edward's Deming, Philip Crosbhy and Genichi Taguchi quality methods and others methods for quality

improvement. Work hard on the application of (QI) Quality Improvement or TQM system to improve public service quality.

2- The output below the quality norm level should not count towards the quantity target in the public sector firm's plan. Also, the cost of such output could be lowered. State shops, hotels, restaurants, offices, etc. could have complaint books, in which a dissatisfied customer could officially record his or her complaint. This system could be applied effectively in the public sector.

3 - Drive out fear, build security and create an environment where improvement is possible, devise a system of reward for employees based on their commitment to quality, a long with training, retraining, and placement for those whose jobs change as a result of quality initiatives.

4- Public sector employees philosophy should be " I will not allow any defects ".

5- Reward workers for " Good work " (financial and with recognition) for their quality work.

6- Public sectors should follow and learn about TQM system from Japanese Union of Scientists and Engineers (JUSE), American Society for Quality Control (ASQC), and European Organization for Quality Control (EOQ) Quality Movement (QM), and literature and experts.They provide brief details of bodies and publications involved with quality in the world.

7- Public sector organizations are required to :-

- Identify their customers, customers requirements and need, and redo this activity at least once 3 years.
- Improve public service delivery by providing convenient and dependable access to public services for all customers for community service and for employees.
- Establish and improve communication with customers, suppliers and other public sector organizations.
- Ensure that customers property and financial interested are protected.
- Use as possible automated public service supply systems by using fast, flexible automation.

8- One of the latest developments needed in the State of Bahrain and the State of Kuwait is the National quality committee to implement a Bahriani, Kuwaiti and GCC States quality award. Be concerned with the quality of output of production / service, and not the system of quality management ; whereas the purpose of the Bahraini, Kuwaiti, and GCC Quality Award is to have a yearly promotion of Bahraini, Kuwaiti and GCC States systems of quality management. This system is advised to be scheduled to be awarded annually from 1997 on National Bahraini, Kuwaiti day (Independence Day) and GCC States establishment day. Two categories of quality award prizes are advised to be established, individual and group quality award prize.

9- Although TQM system is an international concept, in different parts of the world and in different industries its content varies. Accordingly it is not surprising that in Bahraini and Kuwaiti public sectors, there are certain ways of putting across the TQM message which are more powerful and better at overcoming objections than other ways. The following are a selection which tend to go down well in a TQM presentation :

A) Presenting TQM system as one main duty for Muslim people whom are required by Allah to produce perfect work.

B) Presenting TQM system as a long - term cost reduction and profit strategy.

C) Wrapping TQM system up in the provided public services - related language of customer satisfaction, customer retention, word - of- mouth and so on, it can be identified more closely with protecting and developing income streams through public sector top management support.

Focusing on the job to be done

1- Greeted priority must be given to organizing the public sector so that its service delivery operations function effectively. This must be backed by supporting changes in the attitudes and day-to-day behavior of Ministers and their officials through TQM system.

The delivery of services

2- I recommend that ' agencies ' should be established to carry out the executive functions of the public sector within a policy and resources framework set by a department (TQM system). An ' agency ' of this kind may be part of the public sector and the public service, or it may be more effective outside the public sector. I use the term ' agency ' not in its technical sense but to describe any executive unit that delivers a quality service for the public sector. The choice and definition of suitable agencies is primarily for Ministers and senior management in departments to decide.

3- These units, large or small, need to be given a well defined framework in which to operate such as TQM system, which sets out the policy, the budget, specific targets and the results to be achieved. It must also specify how politically sensitive issues are to be dealt with and the extent of the delegated authority of management. The management of the agency must be held rigorously to account by their department for results they achieve.

4- The TQM framework will need to be set and updated as part of a formal annual review with the responsible Minister, based on a long-term plan and an annual report. The main strategic control must lie with the Minister and Permanent Undersecretary. But once the policy objectives and budgets within the framework are set, the management should then have as much independence as possible in deciding how those objectives are met. A crucial element in the relationship would be a formal understanding with Ministers about the handling of sensitive issues and the lines of accountability in a crisis. The presumption must be that,

provided management is operating within the strategic direction set by Ministers, it must be left as free as possible to manage within a framework. To strengthen operational effectiveness, there must be freedom to recruit, pay, grade and structure in the most effective way as the TQM framework becomes sufficiently robust and a mended to handle the task.

5- Once the TQM framework had been set the head of the department would be given personal responsibility to achieve the best possible results within it. He or she must be seen to be accountable for doing so. In due course formal accountability, before the Public or Internal Accounts Committees for example, might develop so that for significant departments the Permanent Undersecretary would normally be accompanied by the head of the department. The Permanent Undersecretary's role would be to justify and defend the TQM framework ; the manager would have to answer for his or her performance within that framework.

6- Placing responsibility for TQM Performance squarely on the shoulders of the manager of a department also has implications for the way in which Ministries answer to Parliament (shora) on operational issues. Clearly Ministers have to be wholly responsible for Policy, but it is unrealistic to suppose that they can actually have knowledge in depth about every operational question. The convention that they do is in part the cause of the overload.

I believe it is possible for Parliament (shora) through Ministers, to regard managers as directly responsible for operational matters and that there are precedents for this and precisely defined ways in which it can be handled. If management in the Civil Service quality is truly to be improved, this aspect cannot be ignored. In view of its importance it is considered in more detail, where it is suggested that to achieve total quality changes in the arrangements for formal accountability would generally require legislation and that in suitable instances this should be considered.

7- The detailed nature of the relationship between a department and its employees will vary with the job to be done or the service to be delivered. The department structure could be used to cover a substantial proportion of the activities of the Civil Service. Any decision of this kind should taken pragmatically- the test must always be adopting the structure which best fits the job to be done.

The tasks for departments

8- The setting up of departments has substantial implications for the staff of departments, for Ministers, and for Parliament. Departments have two main functions - ministerial support including policy development and evaluation, and total quality managing or influencing the delivery of public sector services. Where departments are directly responsible for service delivery, their task will no longer be the detailed prescription of operational functions : it will be the definition of a rigorous policy and resources TQM framework within which the department management is set free to manage operations, and is held to account for results.

9- The setting of a policy and resources TQM framework is needed not only for departments but also in situations where the department has to proceed by influence rather than by direct control. It applies therefore to the relationship with any organization which is providing services for which the department carries some responsibility, whether agency, nationalized industry, local authority, or public body. although the detail and the structure will vary with the precise relationship and the job that has to be.

10-In any of these relationships the department's task is to set a TQM framework, tailored to the job to be done, which specifies policies, objectives, the results required, and the resources available. It will also need to ensure that indicators of effective performance are developed and used for regular monitoring. For directly managed departments, Ministers and civil servants must then stand back from operational details and demonstrate their confidence in the competence of their managers and the robustness of the framework by leaving managers free to manage.

11- Although setting a TQM framework is not a new task for public sector departments and Ministries, it is one which has not generally attracted the attention it deserves. To do it successfully requires a balanced expertise in policy, the political environment and service delivery which too few civil servants possess at present. Operational effectiveness and clarity need to be given a higher priority in the interpretation of policy objectives and the thinking of Ministers.

12- I have already emphasized that, for the successful operation of any department politically sensitive issues must be handled effectively. Ministers and departments will have to ensure that this happens if difficulties are to be sorted out without shattering the position and confidence of executive managers. Unless the inevitable political crises are handled well, while safeguarding the effectiveness of the department, the benefits of giving more independence to management and so getting better quality performance will not emerge. In some instances legislation may be necessary to establish a TQM framework which the department can operate with sufficient independence.

13- In order to direct the tasks of a department effectively, senior management will need the same kind of flexibility that I consider necessary for departments. In particular they must have greater freedom about how the department is staffed and structured to ensure that they are able to give priority to the main tasks for which the department is responsible.

14- I have concentrated on the role of departments in relation to their service delivery systems, but the management of the policy areas of departments, although on a smaller scale in terms of the staff numbers employed, is no less important than managing the large executive areas. Precision about the results required and the resources involved is crucial when large program resources are at stake.

The center of public sector

15- The identification of ministries and providing the necessary framework within which they can be managed effectively are essentially tasks for ministries, but the quality cultural changes implicit in these simple ideas will only take place if a strong lead is given from the center. Moreover the center (CSB) has to have confidence in the new pattern before it can responsibly start relinquishing some of the present constraints on departments. I am convinced that my recommendations can be implemented successfully only if the center takes a leading role in managing the change.

16- It is important to distinguish the task of managing change, from the longer term role of the center, when the new situation has been brought about.Once the change has been established I see four continuing tasks for the center which no one else can do.

First: : To allocate resources.

second : To ensure there is continuous rigorous external pressure on ministries to improve results.

third : To ensure that the overall shape of the Civil Service continues to respond to changes in the needs of public the sector and country.

fourth: To set and police essential rules on propriety for the public service in carrying out its essential functions. The center has to be authoritative, demonstrably efficient and low cost, and a helpful resource to ministries, not a handicap.

The right people

17- My first recommendation - the establishment of ministries for public sector services - has implications for the functions and organization ministries and may need a legislative framework in some instances. Success depends critically on the people working in ministries and to skills they bring to the task. I recommend that ministries ensure that their staff are properly trained and experienced in the TQM and delivery of service whether within or outside the central public sector ; the staff will then be in a position to develop and interpret public sector policy and manage the ministries in a way that can maximize TQM results.

18- Ministries must ensure that they have people who have the managerial skills necessary to run a ministry. This will mean that experience managing the delivery of services must be built up at all levels in the ministry. It is most important that there should not be two classes of people in ministries - those in ministries and those at the top. The aim must be to have senior managers who at junior levels have had substantial experience of the skills and practical reality of the ministry as well as effective experience of the political and policy aspects of work in the ministry. They must be prepared to show real qualities of leadership and the ability to back their judgment and to take and defend unpopular decisions. Hitherto relatively few civil servants have had an opportunity to learn to exhibit these skills. A wide

range of new arrangements will be needed including training and secondments to give the required experience and the promotion of some younger people.

19- One of the benefits that will come as senior managers in ministries obtain greater experience of quality management is that the policy areas in ministries will also become better managed. There will be an increasing need for these senior managers to have greater freedom about how the ministry is structured and staffed to ensure that they can give effective priority at any time to the most important quality tasks.

Pressure for quality improvement

20- The aim of my first two recommendations is to ensure that the organizational structure and the skills of the Civil Service are adapted to deliver the public sector quality services as effectively as possible. The radical change entailed for ministries will not happen without some external pressure on the organizations directly involved. That pressure must be both for quality change and for continuous improvement in the delivery of services.

21- The responsibility for setting the management strategy for the Civil Service and ensuring that there is pressure for quality change and improving inevitably rests with the Prime Minister and the Head of the Civil Service, they need the commitment of Ministers and Permanent Undersecretaries to ensure that the changes are pursued with urgency and are not sacrificed to other priorities.The pressure for change from within the public sector must also be sustained by understanding and support from Parliament (Shora) for the long- term benefits which are being sought.

22- For each of these groups - for Parliament, for Ministers and for civil servants - a precise means of ensuring their support needs to be developed. The Civil Service must own the changes as they evolve ; it must not feel ill- considered change is being thrust on it. Ministers must be confident that they can influence political aspects of the changes, and that one of the benefits will be their being able to concentrate more on their main political task. Further consideration needs to be given to what arrangements would best ensure that each group plays the right role in directing and sustaining the quality changes toward TQM application.

23- However, pressure at the highest level will only be effective if the center of the Civil Service is organized with certain essential characteristics. It must be authoritative and able to ensure that its authority is recognized and acted upon. It must be " slimline " : the quality development of a new bureaucracy would be disastrous. It must be seen to be competent and helping rather than obstructing the delivery of effective service by operational ministries. It must be cohesive and not as apparently diverse and fragmented as at present.

24- My recommendations on quality changes in the way ministries operate are fundamental and radical. They will only be introduced successfully if there is an extremely senior official

who has unequivocal personal responsibility for achieving the change. The Head of the Civil Service has to be personally committed to be the TQM change ; but with his other responsibilities he cannot be expected to devote the time and energy to managing the change that the task demands. I recommend that a full Permanent Undersecretary should be designated as 'quality improvement Project Manager " as soon as possible to ensure that the change takes place. He will need to work with the authority of the Ministers and Head of the Civil Service, to whom he should report.

25- The Project Manager will be responsible for TQM planning and supervising the process of change. The Ministers will regularly receive reports from him, via the Head of the Civil Service, on the decisionsmade by ministries in setting frameworks for their agencies and on the timetable for relaxing the constraints on management. The Project Manager will also have to ensure that ministries have enough flexibility to complete their tasks effectively. To do this, he will have to make certain that obstacles to change are removed and that the totality of the center is helpful to the management of change. The need to have a very high level project manager cannot be over emphasized. A more junior project manager will not carry weight with ministries. The slow rate of progress on so many of the of the changes, even with ministerial support and an abundance of small units, is ample evidence of this.

26 - Public sector top management is advised to establish and improve systems to :-

A- Determine public sector total quality management goals and philosophy.

B- Measure quality of public sector services.

C- Develop human resources management.

D- Develop information management.

E- Develop financial resources management.

F- Understand TQM model, and the root of total quality management in studied states culture (Islam) which determines the role of public sector employees.

27- Work on TQM application in the public sector and apply it according to careful plan. Start with the most suitable and largest public organizations such as Civil Service Bureau, Ministry of Health, Ministry of Education.

28- The public sector is advised to work on developing TQM programs that suit their organizational cultural, political, economical, and unemployment conditions. The general social and civilzational condition for the state most be taken into consideration.

29 - The public sectors should restudy previous experiences in applying TQM or CQI and get advantage from other experiences. Try hard to apply Deming, Grosby, Juran models, and others. Public sector management should know and understand the differences between the public sector and the private sector in all aspects. Try to use their suitable experiences with necessary adjustment in TQM application.

30 - Establish a new organizational quality unit to work on coordinating the improvement of public services and the application of TQM ; provide technical support for administration systems.

31- GCC is advised to work on TQM application in the public sectors of GCC states to improve their effectiveness and efficiencies to reduce the cost of public services and increase their quantity and quality.

32 - Develop strong education, training, retraining and development programs for each employee in relation to work quality improvement and career development.

33- To achieve succeeded application for TQM, it is very important for top management in the public sector to know the follow facts :-

A) TQM program should get a strong and continuous support of top management.

B) Public organizations need long term quality improvement plan.

C) Train and develop employees on TQM system, and recognize distinguished or high performance through a suitable reward system.

D) Measure the performance and analyse the quality of outputs and services processes.

E) Guarantee quality and quantity for citizens.

F) Give employees the authority for work performance, and achieve team spirit in the achievement process.

G) Reingineer administrative processes and redesign jobs, simplify work for the best quality outputs.

34 - It is very important to establish processes that lead to improved performance through the participation of internal customers (employees) and external customers (citizens).

35 - Always build and support the culture of TQM in the public sector as an important part of its organizational culture, through suitable methods, and clear up that TQM is not a temporary program.

36 - Provide effective communication tools and methods to follow productivity and quality improvement in the public sector.

37- Continuously train managers and employees on suitable quality skills with special concentration on statistical procedures at all levels.

38- GCC states are advised to build and start TQM models in their public sectors and coordinate their efforts, and exchange their experiences in this field.

39 - Public sectors are advised to invest in quality improvement processes to provide quality public services despite budget deficits.

40 -GCC States are advised to establish the following :-

A)National reward for public service quality improvements in each state.

B) Regional center for public service quality improvement.

C) New laws and regulations to improve public service quality in GCC States.

41-Quality improvement these days needs advanced technology. It is vital for the public sector to use advanced technology and try the best to transfer it as needed for TQM application, and public service improvement.

6 - 4 Implications of research findings

The implications of the findings of this study could be treated on two levels, an empirical result - oriented level where the focus is on empirical findings, and a philosophic argumentative level which looks beyond empirical findings. On the empirical level, the research findings can be taken as a testimony to the convergence in total quality managerial practices and techniques. The desire of TQM application is studied in Bahraini and Kuwaiti public sectors as samples of GCC States public sectors through these questions: Are your organization productivity and quality high ? Is there fast response in your organization to customers requirements and need ? Have employees career programs been developed ? does your organizations service meet customers need of quality, quantity and variety ? Is civil Service Bureau helping your organization in establishing (TQM) system ? And as quality provider are you satisfied with your organization provided service quality ? Total Quality Management systems employ the principle of supportive relationship, group method of supervision and decision making, high performance goals and public service quality improvement. Furthermore, this study shows that it is possible to use the human organization dimensions in a TQM setting and obtain empirical results similar to those found in the United Kingdom and United States. The implication of such findings may be that people are people and their basic human needs are not after all that different, they all look for quality improvement. The humanist assumptions about people are applicable across boundaries and in public sector organizations. Further on the empirical level, it was possible in this study to use perceptual measures of organizational effectiveness in conjunction with TQM measures of the human organization and to find comparable results to those found by other advanced managerial systems. Likert reported that organizations scoring high on the human organization dimensions are found to be the high producing organizations. In this study the high scores on the human organization dimensions are associated with high scores on measures of organizational effectiveness. These findings point to the usefulness of using perceptual measures to determine TQM effectiveness.

On the philosophical level, the implication of the research findings is the universal desire of public sectors, people of all public organizations are required to participate in TQM application and decisions affecting their lives.The quality improvement or perfect work values are strongly rooted in the religion of Islam which is the religion of people in this part of the world. The comprehensive philosophic argumentative about Total Quality Management is

explained in chapter 2 with the philosophy of increasing productivity and quality through management by values.It is the researcher's conviction that on the public organization's stability and success, a nation's stability and progress, global harmony and the avoidance of conflicts rest on a TQM system and principle of power equalization and power sharing among those concerned. Which could achieved through TQM culture. TQM is in the hands of the public sector's top management, and hence applies to the disintegration of human aggregations. The research finding prove the need for TQM application through improving efficient methods to improve public services processes quality, and to reduce their cost.

The history of mankind is full of pages that show injustice to be at the heart of conflict between people and among nations. The same is true for any human aggregation. It is only through fair and just systems as TQM culture that are based on power equalization that a resolution of human conflicts can be achieved to improve our life quality.

The research finding, conclusions and recommendation prove the need for TQM implications through establishing and improving :

- Public organizations productivity and quality levels.
- Public sector organization's fast response to customer's requirements and need.
- Employees career programs development and HRD.
- Public sector ability in meeting customers need of service quality, quantity and variety.
- Civil Service Bureau capability in helping public sector organizations in establishing TQM system.
- Quality providers you are satisfied with in your organization provide service quality
- The way bosses handles their employees.
- The quality of provided service.

All these elements are advised to be studied in a further and deeper manner with other questions responses to improve public service quality through careful study and implications of research findings.

6 - 5 Recommendations for future studies

This study focuses attention on a new phenomenon which is on the rise, that is TQM application as an important management tool for public sectors, where people work together to produce a quality product or to render a service. Further study of this type of TQM would undoubtedly enhance our understanding of working relationships and strengthen the prospect for advancing general principles in management and organization theory. On the other hand it would support public service quality improvement and cost reduction goals. This study was limited to some public organizations in some GCC States. A comparable study which might be undertaken is to study the public sectors services quality levels in all GCC States and see whether similar relationships could be achieved. In this study the environment as well as the type of

organizations were taken to be fixed. Another study which could be undertaken would be one with a variety of organizations involved in several activities and in different GCC States to see if the relationships achieved in this study could be obtained. This study points to some potential problem areas : (1)Civil Service Bureau help for public organizations in establishing TQM system service quality.(2)Ways bosses handle their employees.(3)Speed of responses to customer's requirements and need.(4) Employee's career development. (5)Organization ability in meeting customers need of quality, quantity and variety.(6)Public sector employees satisfaction with service quality provided by their public organizations.(7)Public organizations productivity and quality levels.(8)The quality of provided service.
An investigation of such problems might be worthwhile. One study which might be pursued is to combine the TQM and human resource development in a model with objective performance data and test it in a public sectors in GCC States.

1-Efficiency and effectiveness of public organizations in developing nations is being viewed as the key to progress. People in the developing nations are their salvation in moving rapidly toward industrialization. The development of human as well as the natural resources is a goal to achieve prosperity. The Arab states around the Arabian Gulf are moving in the direction of industrialization and specifically petroleum and petrochemical industries, and reducing their budget deficit. One important will established fact about this region is that personnel in the public sector, have low productivity and quality. People come from all over the world to work in these states.To manage public organizations and make them more efficient and effective requires a highly developed management system as TQM.Research is a major instrument in the advancement and progress of any industry or nation. To this researcher's knowledge, no research has been made to study TQM as management systems in the public sector in GCC states. Therefore, this will be a beginning and might invite more studies to come.

2- TQM is a very important management tool to develop public sectors service quality. Public employees required to meet public sectors needs and goals, enhance performance, improve the public service quality and productivity which affect directly and indirectly the private sector quality and productivity and international business for the states. In general thess influences effect public sectors management efficiency and effectivenes, and the economic growth in the country as a whole. This study is concerned with analyzing the effectiveness and efficiency of possible application of TQM systems in some GCC States. It is important to extend this study to cover other GCC states, to evaluate their effort in applying TQM as an advanced management tool. Public sector's advice is to seek ways of improving of public service quality without adding to their costs. It is useful to study and learn from U. K experience in public service improvement.

3- At present and in the near future, the State of Bahrain and the State of Kuwait and other GCC States are facing difficult economical, financial, and employment conditions as result of oil

price reduction. The expected condition produces high pressure on public sectors to improve their :

- Service quality and productivity.
- Service processes.
- Cost reduction.
- Satisfaction of their internal and external customers.

These vital Goals couldn't be achieved without Total Quality Management system. For that I advise public sectors top management to take practical steps toward the application of this system in their public sectors and try hard to coordinate quality goals and methods in GCC States for better public service quality.I advise all responsible people in these fields to invite and support any study, conference, seminars, and activity toward TQM application. Islam provided strong culture for TQM application in our life 1417 years, but the problem is the absence of Islam quality value's application. Islam supports quality management, increasing productivity and quality through management by values which is explained in chapter 2 and reflects the importance of value for TQM application. These topics need further study.

6 - 6 Summary

Pressures for workforce productivity and quality is intensifying, public organizations are looking beyond obvious efficiency gains to more systemic and "breakthrough" ways of being low- cost services producers of high - quality products and services. Most of the experts predict that the pace of change will continue to accelerate. Cycle times will be reduced, the useful life of information will shrink, work will change due to advances in technology, and time will become a more valuable resource. The bottom line is that organizations that work in less time will have a competitive advantage for quality. Public organizations of the nineties will also continue to shift their focus to the customer and quality. That shift will be more than a fad or fleeting tactic. It will be pervasive because it is a key nation competitive characteristic. In tomorrow's superior organization,customer and quality focus will permeate the public sectors, with every employee clear about the value he or she adds in both areas for internal as well as external customers. In many organizations in the nineties, the arena for quality planning and action will be global. Markets, resource pools, competition, partnerships, or all of them will cross national lines. For some, competitors will be suppliers or even customers. Relationships, in short, will be complex and the boundaries will blur between the public sectors and its environment. Public services strategies will become more dependent on the quality and versatility of the human resource which reflect the importance of HRD for TQM. Whether they rely on improved productivity, quality, or innovation, the strategies of the nineties will not be delivered if the organization's people aren't capable and committed. Organizations that apply only money and technology to problems, without bringing the people along, will not survive-especially in industries in which

peoples' knowledge, attitudes, skills, and willingness to change are critical to competitive advantage.

Work structure and design will change dramatically, building on changes that have already begun. Hierarchies will melt into, or be displaced by flatter and more flexible organization's designs. the boundaries between individual jobs will blur, with more team accountability and flexible, multiskilled job designs. Autocratic decision structures will give way to more participative molds. Some of those are already underway. But, by the end of the nineties-the end of the century - the workplace will be a different place, everywhere. The changes that public organizations must make will only be successful if people change, develop, and grow, and if organizations as social systems can mobilize themselves to work in different ways_ as TQM methods. This is what we need for quality culture. The workforce of the nineties will be more diverse. In the nineties more people will do knowledge work, which requires judgment, flexibility, and personal commitment rather than submission to procedures. In the future, most work, because everyone - whether sweeping the floor or running the company- will be expected to generate and act on GCC societies for training and development ideas for improvement. Creating competent knowledge employees is a key challenge facing tomorrow's public organizations. Major workforce change reflects a value shift: people in the nineties will expect meaningful work and involvement. They will see their skills as resources to be used. They will have access, through technology rather than hierarchy, to more of the information they need to do their jobs. They will expect to participate in decisions as well as in the wealth they help create.

A shift is occurring in the nature of the contract between public organizations and their employees. Merit is replacing loyalty as the basis of the bond. In the nineties, organizations must earn the right to "own" employees' relevant skill for TQM application. Individuals The study of quality and quality control has enjoyed a long and rich history in management literature. The field has recently enjoyed a revival with the strong interest in Japanese management. Most previous studies have been devoted to managing the quality of manufactured goods. Despite the well-known prevalence of services in the economies of developed nations and the low quality of many services, researchers have largely ignored the problems of managing quality in the service sector. This situation has begun to change because examples of poor quality in the overwhelmingly dominant service sector are so common, it is important for managers and scholars to understand service quality better. This study proposes to study service quality improvement through TQM system.Quality means different things to different people, it depends on their expectations of what they should receive. This point is important to understanding and controlling service quality because both expectations and perceptions are experiential states of mind rather than necessarily being real.

This study proved that there are no real and practical plans or application for TQM in public sectors in the State of Bahrain and the State of Kuwait, and the employees see any kind

of improvement as TQM. They don't know the concept and methods of TQM. It is important to conclude that there are no practical plans or application for TQM system in the State of Bahrain and the State of Kuwait. This result means that both sectors didn't try to apply this useful system to improve public service processes and outputs quality. The main themes which have emerged tool from this study suggest that the changes of the last seven years have been important in beginning to shift the attention away from process towards results. The development of management systems, particularly those which cover program as well as administrative areas, forces senior and junior frustrations because of the lack of freedom to vary the factors on which results depend. The systems demonstrate how far attitudes ministries have to change if the real benefits of the management reforms, in the form of improvement in the way public sector delivers its services are to come through. It was striking that in this study there is a strong sense that radical change in the freedom to manage is needed urgently if substantially better results are to be achieved through TQM and HRD application. Most managers and employees don't know the concept and methods of TQM in public sectors in the State of Bahrain and the State of Kuwait,but There is more understanding and knowledge about TQM methods and importance in the State of Kuwait public sector than the State of Bahrain public sector. The study findings and conclusions reflect the need for the following :

1) The application of TQM as an important tool for public service quality improvement and cost reduction.
2) The study of customer's expectation about quality of service, customers expectations about type of service, customers complaints and praise and trying to meet them.
3) State of Bahrain and State of Kuwait public sectors top management is advised to coordinate TQM application in their public sectors, and GCC states public sectors top management in the near future to improve their public service processes and quality, and to reduce their cost in rational methods. They are advised to review their performance and internal organisational issues which include :-

- Service quality as perceived by the customer (citizens).
- Effectiveness of service processes and satisfaction delivery systems.
- Customers and employee's satisfaction.
- Employee satisfaction and commitment.
- Adaptability of service delivery infrastructure (people, automation, facility, procedures, etc.).
- Management processes.
- Prior years' public services quality objectives.

The most critical element in environmental scanning, is the public sector organisation knowledge of its internal and external customers. It is important to identify and Prioritise the most valuable constituencies or customer groups in each major public service area. Their current and future requirement and expectations must be met through TQM. This topic needs further and deep study within GCC states to study the application of advanced management methods such

TQM and HRD which are rooted in our culture and religion. These system are very useful to improve public processes and service quality and reduce their cost and budgets deficits.

4- They are advised to implement total quality management through planning public quality, people processes, and resources effectively.(see figure 21).

5- Finally I believe that TQM system or any advanced management system's aim to improve quality starts with a recruitment decision. The first step toward TQM is to start with an effective recruitment system. The system must put the right man in the right position. The second important decision is the strategic decisions which direct the organization's resources and activities toward a specific direction within limited methods, for that it is important to take care with these decisions.

TOTAL QUALITY MANAGEMENT

People	✶✶ Process	Resources	✓ Quality
Management of People	**Management of Process**	**Management of Resources**	**Management of Quality**
Management Team	Process Satiability	Cost of Quality Program	Quality Definitions
Total Quality Education	SPC	Performance Indicators	Total Quality Policy
Team-work Organization	Capable Processes	Activity Costing	Total Quality Education
Motivational Techniques	Problem Solving Techniques	Resource Conservation	Internal Customer Relationship
Communication Links	Process improvement	MITEMS	Quality Systems
One-more Theories	Design FMEA	Environmental Improvement	Quality Circles
Multi-skills Training	Process FMEA	JIT	Taguchi Methods
	MRP2	Kanban Activity	

Figure 21: TQM Implementation Plan (See Quality through people, Choppin, p 365, 1991)

6-7 Important glossary

These explanations should be considered as tools, rather than dictionary definitions.Use words and concepts dynamically.

Accountability: A management function, whereby managers, or management teams, explain the functioning of processes, for which they have the responsibility to facilitate.

Activity costing: A means of tracking the costs of any process or activity, by treating it as a mini-business.

Appraisal costs: The costs involved with all activities undertaken to check during and after the process, that the process has conformed and given satisfactory results. Such costs are a 'Quality cost' rather than a 'production cost'

Attitude: The stance taken as a result of the perception of reality. It embodies the judgement of the individual, based on limited knowledge.

Attribute: A characteristic that can be counted or checked whether it meets, or does not meet, a given requirement, (on / off, pass / fail, go/no go).

Blame: An expensive commodity designed to divert the understanding of processes.

Brain-storming: A method of quickly emptying minds of all possible thoughts on a particular subject. It is best performed by individuals in temporary isolation from others.

Capability: The measurement of the ability of a process to produce acceptable results.Capability relates process performance to specified tolerances, and the most common Capability Index is Cpk.

Cause: An input to a process, leading to an effect.The cause is a condition or action that is present, or takes place, prior to the process.

Cause & Effect diagram: Method of solving problems, Sometimes called an Ishikawa diagram after Dr Kaoru Ishikawa, or fishbone diagram after its appearance.

Competition: Others that seek the same source of wealth.

Concept: An original idea.

Conformance: Performing to produce acceptable results.

Control The degree to which process inputs are known, stable and predictable.

Cost of Quality: The sum of all resources expended to ensure that acceptable results are produced, plus all the production lost as a result of non-acceptable results being produced.These will not all be known, since lost reputation and opportunities can never be calculated.

Culture: The generalised sense of reality within which people make decisions.

Customer: A customer is the recipient of the fruits of a person's work.

Customer care: Defined by the principles: Co-operation, Confidence, Continuity and Quality.

Design failure: A failure that can be attributed to an inherent design fault. As such, its occurrence should be considered as inevitable until a design change is accomplished.

Detection: The ensuring that a defect in a process will be found prior to the results leaving the location.

Diffuse structure: The structure of a company with departments and areas operating with different sets of values, agendas, priorities and objectives.

Direct & indirect costs: Direct Quality costs are those that are incurred within the location of the organization, and hence can be found. Indirect Quality costs are those that are consequential to the failure, such as lost reputation, and hence will seldom be accurately known.

DNPL: Demand Now Pay Later, the out-dated and expensive accountancy practice, whereby money is demanded within the negotiated credit period, but retained as long as possible from suppliers, thus breaking their negotiated agreement.

Effect: An effect is the result of a process. It is the condition prevailing after the process is complete.

End-user: The customer who makes use of the product. It is usually the end-user who converts the product into wealth.

External customer: A customer who is outside, and is thus served by, the organization.

Failure: A failure is the inability to produce the desired Quality level. All failures are either design or process failures. A potential failure should be considered to be a failure.

False competition: The setting up of quasi competitive situations between people, or groups of people, who will benefit from cooperation in the acquisition of wealth, and will share the wealth so acquired.

FMEA: Failure Mode and Effects Analysis is a technique that prioritises improvements to design and /or process.

Fundamentals of TQM: The four management aspects that combine to give Total Quality Management are the management of Quality, people, process and resources.

Honesty: An open approach that gives the company a person's or personal full potential.

Human failure: An unhelpful and expensive means of allocating blame, associated with a misunderstanding of the concepts of process, and management.

'I only' syndrome: The self perception that a task or process has a low status, or is peripheral to the main organization activity.

Internal customer: A customer who is inside the organization. The person whose work is dependent upon other's Quality outputs.

Internal energy: Energy expended by a organization, internally, in the act of doing business with itself.

JIT 'Just-In-Time' is the manufacturing principle, by which nothing is done until it is needed, thus reducing the inventory of work in hand.

Kailban: A Japanese system of applying push and pull to work in a factory, thus ensuring an effective Just - In Time system.

Manager: The facilitator of a process, or several processes. The manager's task is to ensure that all the manpower, machine, material, methodological, measurement and environmental requirements are fully met.

Four 'A's of management: A mnemonic to describe good management.They are Access, Action, Attitude and Activity.

MITEMS: A mnemonic to orientated people in wealth conservation. It identifies Money, Information, Time, Energy, Materials and Space.

Motivation: To stimulate attitudes and actions to produce high Quality work.

MRP Materials Resource Planning is a system that organises the efficient use of materials.

MRP2: Manufacturing Resource Planning is a system for organising all the variables necessary for efficient manufacturing, including materials, staff, plant and equipment. Pioneered by Oliver Wight.

6 Ms: A mnemonic to describe all the aspects of any process, or all the possible inputs or effects of the process. They are Manpower, Machine, Method, Materials, Measurement and Milieu (the environmental conditions).

Negotiation: Purposeful discussion to determine the expectations and requirements of a customer, either internal or external.A negotiation will include the expectations and requirements of the supplier, who will become the customer immediately after the product has been supplied.

One more theories: Suggest that everyone should have an additional skill, or area of experience, than is needed for the present job.Also, for every skill and position of responsibility, there should be one additional person within the company than is needed at present.

Pareto analysis: A graphical analysis of information, in which groups of similar data are arranged in order of magnitude. It is used to identify priorities.

Peer group: Those people, usually of the same status, who exert an influence over an individual.

Preferred suppliers: A list of suppliers who can display the ability to perform to a high Quality standard, and with whom the organization seeks a long-term relationship.

Performance indicator: A measure of present performance compared with the past. This may be applied to a organization department, team or individual.

Prevention: The virtual elimination of the causes of a problem. Problem A process or design failure. The problem inhabits the active inputs to the process, rather than its results.

Problem fix: Sufficient action to obtain a temporary solution, but not preventing further recurrence.

Process: The dynamic change of something.
The Macro level of process is the overall process, from concept, or raw material, to end-user.
The *Micro* level of process is an individual process, and is governed by the inputs (6Ms), Manpower, Machine, Materials, Method, Measurement and Milieu.

Process failure: Some aspect of the process that produces, or potentially produces, unacceptable results.

Process thinking: A concentration on the dynamic activities of a organization, in preference to the static results.

Production costs: The sum of all the necessary expenditure to produce the goods and services of the organization. These will not include those costs incurred to ensure that high standards of Quality are maintained.

Productivity: The conversion of the fruits of the organization assets into wealth. Assets can be listed under the 6Ms, evaluated and compared with the output of products and services, to arrive at a unit cost.

Quality: The meeting of the negotiated requirements and expectations of the customer.

Quality Circle: A meeting of those involved with a process to identify, analyse and solve job-related problems.

Quality Policy: The statement to everyone concerned, both inside and outside the organization, of its intentions, with respect to Quality.

Quality Strategy: A written set of actions that together will enable the Quality Policy to be accomplished.

Responsibility: Having the control of a process, which an individual or a team is employed to operate.

Senior manager: A manager contributing to decisions concerning organization strategy and which policy.

Solution: A solution is a combination of:

- An understanding of the causes.
- Remedial action, and
- Preventative action.

SPC: Statistical Process Control is the control of process inputs by understanding what is actually happening during the process. It is achieved by sampling process data and using a simple statistical analysis.

Statistical control: A stable condition of a process, from which the results can be predicted.

Suppliers: A partner who provides goods and / or services.

Superlative: judgement with a single ill-defined definition, such as the best, the quickest or the cheapest.

Team A group of people sharing responsibility for a process or set of processes.

Team work: The organisation of people to work in teams.

Unemployment Frictional: unemployment is caused by the normal movement between jobs of individual people for personal reasons. It is met by people finding alternative employment.

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APPENDIXES

APPENDIXES

Questionnaire (1)

In my present job, this how I feel about :-

O	ITEMS	VDS	DS	N	S	VS	NR	TOTAL
1	Being able to keep busy all the time.							
2	The apportunity to work alone on the job.							
3	The apportunity to do different things from time to time.							
4	The apportunity to be "somebody" in the community.							
5	The way my boss handles his employees.							
6	The competence of my supervisor in making decisions.							
7	Being able to do things that don't go against my conscience.							
8	The way my job provides for steady employment.							
9	The chance to do things in quality for other people.							
0	The chance to tell people what to do.							
1	The chance to do something that makes use of my abilities.							
2	The way organization policies are put into practice.							
3	My pay and the amount of work I do.							
4	The chance for advancement on this job.							
5	The freedom to use my own judgment.							
6	The chance to try my own method of doing the job.							
7	The working conditions.							
8	The way my co-workers get along with each other.							
9	The praise I get for doing a good job.							
0	The feeling of accomplishment I get from the job.							
1	The quality of services provided.							
	TOTAL							

Abbreviations:

VDS : Means I am very dissatisfied
DS : Means I am dissatisfied
N : Means I can't decide whether I am satisfied or not .
VS : Means I am very satisfied .
S : Means I am satisfied
N : No reply.

Questionnaire (2)

Kindly read the contents accurately, and put the right mark in the box that reflect your belief.

NO	ITEMS	YES	NO	NR	TOTAL
1	Is there a continuous improvement of work processthrough training of employees?.				
2	Is there a use scientific methods in developing process system ?				
3	Is there a feeling among employees that they are all part of one team working towards a common goal ?				
4	Civil Service Bureau training programs improve the quality of the work.				
5	Civil Service Bureau develops total quality management in your organization.				
6	There is a total quality management in your programs provided by Civil Service Bureau.				
7	There are quality circle (QC) training programs provided by Civil Service Bureau.				
8	Civil Service Bureau is providing training programs in Service Statistical Process Control (SPC).				
9	Civil Service Bureau is organizing training programs in management tools for quality.				
10	Have you heard about Deeming approach for quality ?. (Kindly see definitions).				
11	Is there a total quality management system established by the Civil Service Bureau in the Government sector ?.				
12	Is there department competition and conflict in your organization?.				
13	Are there numerical goals in your organization ?				
14	Are there Arbitrary targets in your organization ?				
15	Civil Service Bureau has been establishing team spirit in Government sector through major roles.				
16	Civil Service Bureau has been building total quality management (TQM) culture in Government sector.				
17	Civil Service Bureau is helping your organization in developing (TQM) system.				
18	Civil Service Bureau is working for continuous improvement in service quality by all means.				
19	You are satisfied with the quality of Civil Service Bureau services				
20	You are satisfied with the quality of training programs provided by Civil Service Bureau.				
21	Civil Service Bureau has been stressing on the importance of commitment and involvement by everybody in Government sector for continuous improvement in process and services.				
22	There are many complaints about service quality of the customers.				
23	You are using statistical tools to control the quality in your department.				
24	There is a quality control unit in your organization.				
25	Your organization is providing the work need.				

NO	ITEMS	YES	NO	NR	TOTAL
26	n your organization the process is fast and accurate in dealing with required services.				
27	You believe that the cost of work is high in your organization.				
28	There are quality circles (QC) in your organization (Kindly see definitions).				
29	There is organization wide quality control system (OWQC) in your organization.(Kindly see definitions).				
30	There is an effective system for suggestions and complaints in your organization.				
31	You have clear understanding of total quality management.				
32	Your organization productivity is high and quality is high too.				
33	There is a focus on quality more than quantity in your organization.				
34	The reason for work problems is the process used.				
35	The work is always achieved according to the prepared time tables.				
36	There is a clear and simple system for getting your rights and defending yourself in Government sector.				
37	You have the authority needed to solve work problems.				
38	Employees complete the work in an easy manner in your organization.				
39	Your organization is studying the work need from time to time.				
40	The developments are moving fast in your organization.				
41	There is a continuous evaluation for provided service.				
42	The work procedures are clear for employees.				
43	You are not satisfied with your job.				
44	The weakness of the employees skill is the reason for work problems.				
45	There is limited percentage for work failure.				
46	Quality means perfection of work.				
47	There is a system to reduce/minimize work failure.				
48	One of the employee's responsibilities is correcting his mistakes.				
49	The management is slow in solving work problems.				
50	The customers are satisfied with your organization performance.				
51	There is some one listening to the customer's complaints in your organization.				
52	The reason for work problems is inefficient supervisors.				
53	The speed of coordination and development meet the work need.				
54	You believe that the goals of your work are clear and limited.				
55	There is a fast response to customers requirement and need.				
56	The customers influence your organization management decisions.				
57	The work procedures are clear, written and approved.				
58	Your organization services meet the customers need of quality, quantity and variety.				
59	There have been continuous studies for the services lines in your organization.				
60	Are there roles established by CSB for managing service quality (MSQ).(Kindly see definitions.)?				

NO	ITEMS	YES	NO	NR	TOTAL
61	egarding total quality management, the rate of learning and development in your organization is fast.				
62	Management is encouraging the employees to practise self development.				
63	Is There are a quality service culture manual that explains in detail your organization's vision and how it is to be attained ?				
64	There is a total quality management section in Civil Service Bureau.				
65	Your organization is studying the customers' needs from time to time.				
66	Employees hide their mistakes against the organization.				
67	Employees have been punished for providing honest reports about the organization outputs.				
68	Employees have been rewarded for providing the answers that management require.				
69	Top management don't know the real number for failures passed to the customers.				
70	Are you satisfied with services quality that is provided by suppliers.				
71	There is high appreciation for your performance.				
72	There are rewards for work "group performance".				
73	Your organization is sharing the employees in achieved financial saving.				
74	Decisions are taken according to the objective data and information.				
75	There is an efficient use for performance appraisal.				
76	Management watch the employees satisfaction.				
77	Management is working toward employees involvement.				
78	There is development for your career.				
79	There are plans for development and changing organization culture.				
80	Politics prevent quality development.				
81	Private relationships prevent the quality development.				
82	Financial budget prevent the quality development.				
83	Not providing suitable statistical abilities prevent the quality development.				
84	Not saving the documents prevent the quality development.				
85	Inability in evaluating the achieved development prevents the quality development.				
86	No existence of examples and experiments prevent the quality development.				
87	Employees resistance for changing prevent the quality development.				
88	Employees resist objective evaluation.				
89	upporting employees, authorities and autonomy prevent the quality development.				
90	Goals clashing in the organization prevent quality development.				
91	Inability in transferring employees prevent quality development management.				
92	Insufficient suitable support of top management prevent quality development.				
93	There is a commitment of top management to achieve the quality needed by customers.				

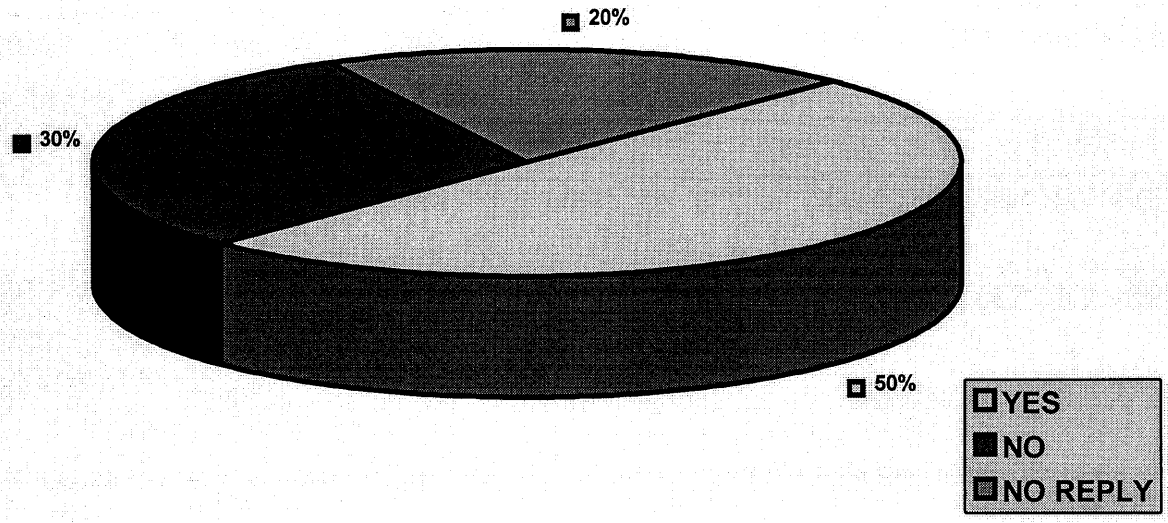
NO	ITEMS	YES	NO	NR	TOTAL
94	Employees involve and share in quality development process.				
95	Applied procedures to develop the quality are based on good data, analysis and facts.				
96	There is an organization commitment towards continuous quality improvement .				
97	As a starting point, there is a commitment towards automatic quality development .				
98	You support and agree with the application of Total Quality Management.				
99	Coordination among the organization units has increased to achieve quality development.				
100	To achieve quality development the organization rewrites its mission.				
101	There is an application for new systems of performance evaluation in the organization.				
102	Quality development committee has been established in the organization.				
103	Customer's needs have been determined.				
104	Internal performance has been watched effectively.				
105	Customers satisfaction have been watched effectively.				
106	The performances have been appraised effectively.				
107	Employees satisfaction have been watched.				
108	Employees have been trained on technical methods.				
109	Employees career programs have been developed.				
110	Managers have been trained on working team skills.				
111	Employees have been trained on working team skills.				
112	There is a use of others service process examples in other areas.				
113	Financial budgets have been provided for quality development				
114	There are visits to other organizations to get experience.				
115	There is concern about managers training.				
116	is performance comparison between organization units and similar best performance unit.				
117	As a quality provider, you are satisfied with provided quality.				
118	Working in the Government sector provide you with the required career development.				
119	You prefer working in private or joint sector to working in Government sector.				
120	there are effect on TQM application of internal and external factors in your organization .				
	TOTAL				

PUBLIC SECTOR EMPLOYEES RESPONSES IN STATE OF BAHRAIN ON (Q2- 32 & 55)

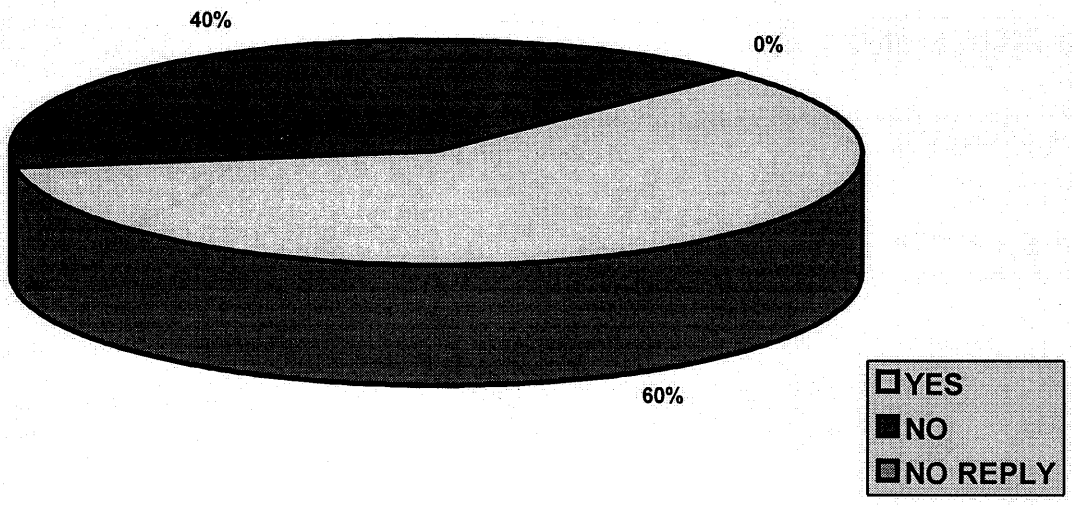
PUBLIC ORGANIZATIONS	YES	NO	NO REPLY	TOTAL %	TOTAL EMPLOYEES
)2-32 : YOUR ORGANIZATION PRODUCTIVITY AND QUALITY ARE HIGH.					
MINISTRY OF EDUCATION BME)	50 %	30 %	20 %	100 %	39
MINISTRY OF HEALTH BMH)	60 %	40 %	0 %	100 %	42
CIVIL SERVICE BUREAU BCSB)	54 %	32 %	14 %	100 %	40
TOTAL AVERAGE PERCENTAGE	55 %	34 %	11 %	100 %	
NO'S OF EMPLOYEES	67	41	13		121
)2-55 : THERE IS FAST RESPONSE IN YOUR ORGANIZATION TO CUSTOMERS REQUIREMENTS AND NEED.					
MINISTRY OF EDUCATION BME)	50 %	40 %	10 %	100 %	39
MINISTRY OF HEALTH BMH)	40 %	50 %	10 %	100 %	42
CIVIL SERVICE BUREAU BCSB)	76 %	20 %	4 %	100 %	40
TOTAL AVERAGE PERCENTAGE	55 %	37 %	8 %	100 %	
NO'S OF EMPLOYEES	66	45	10		121

(Table B1)

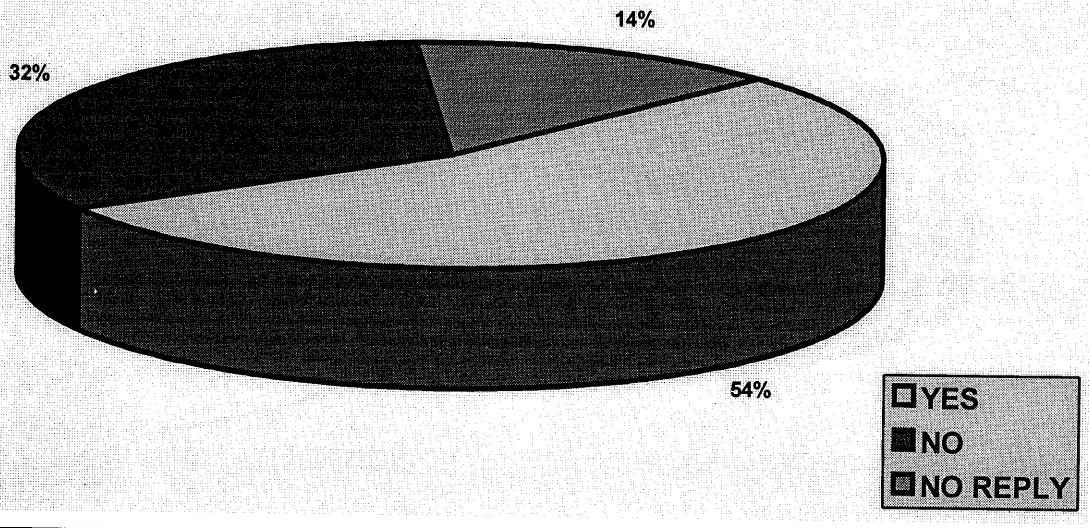
Ministry of Education employees responses in State of Bahrain on question 2-32



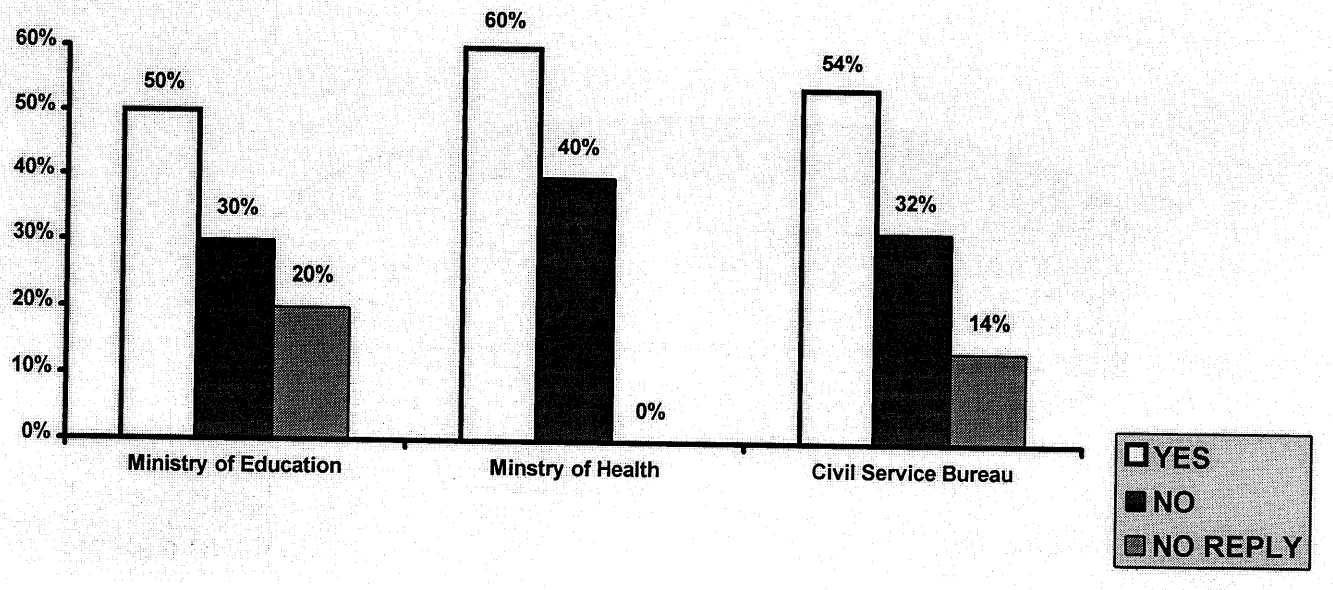
Ministry of Health employees responses in State of Bahrain on question 2-32



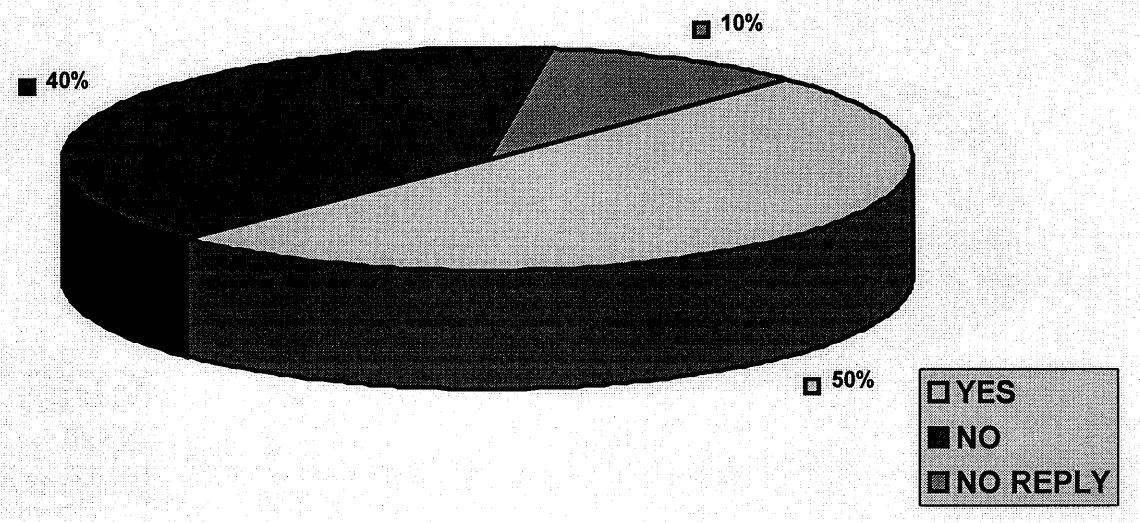
Civil Service Buearu employees responses in State of Bahrain on question 2-32



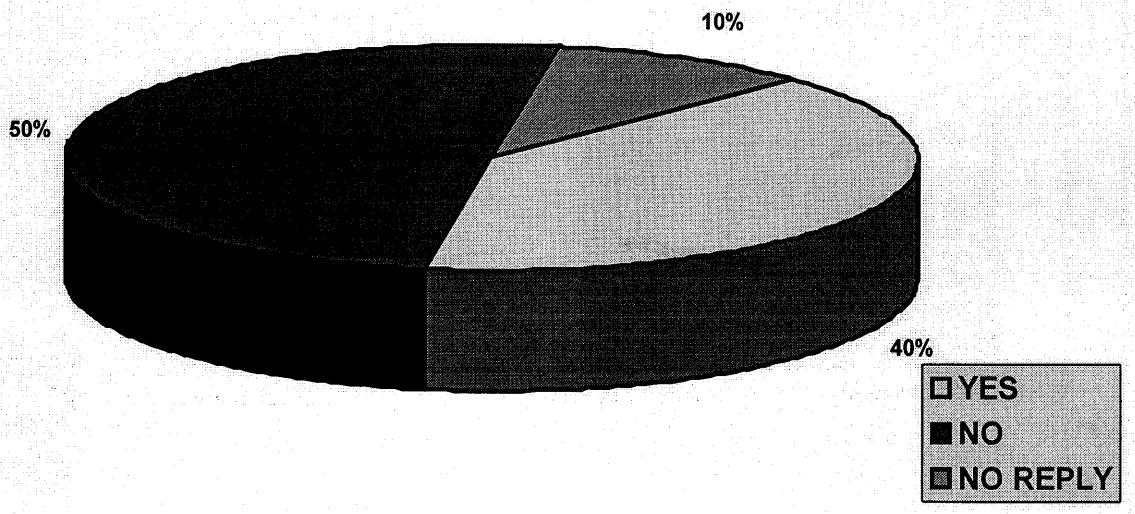
Public sector employees responses in State of Bahrain on question 2-32



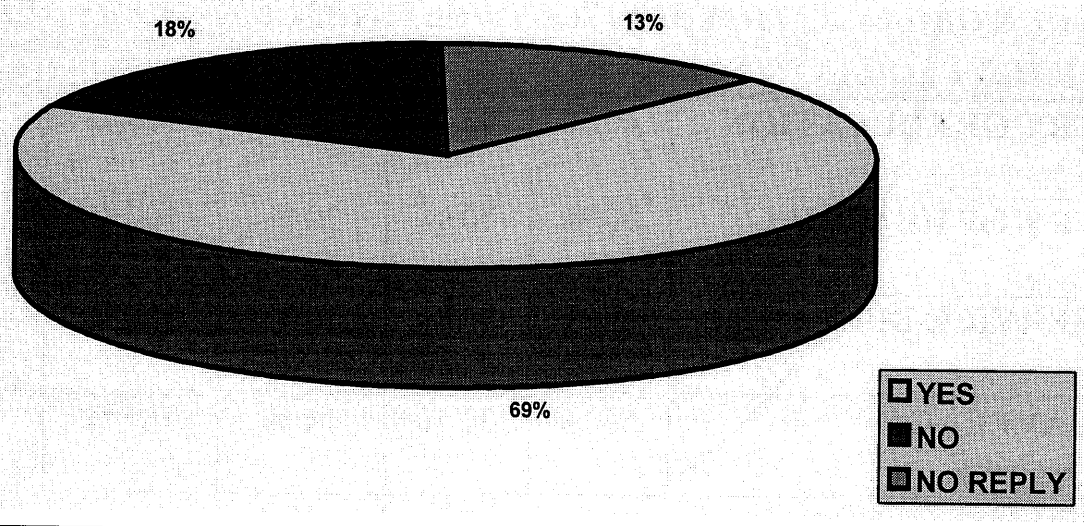
Ministry of Education employees responses in State of Bahrain on question 2-55



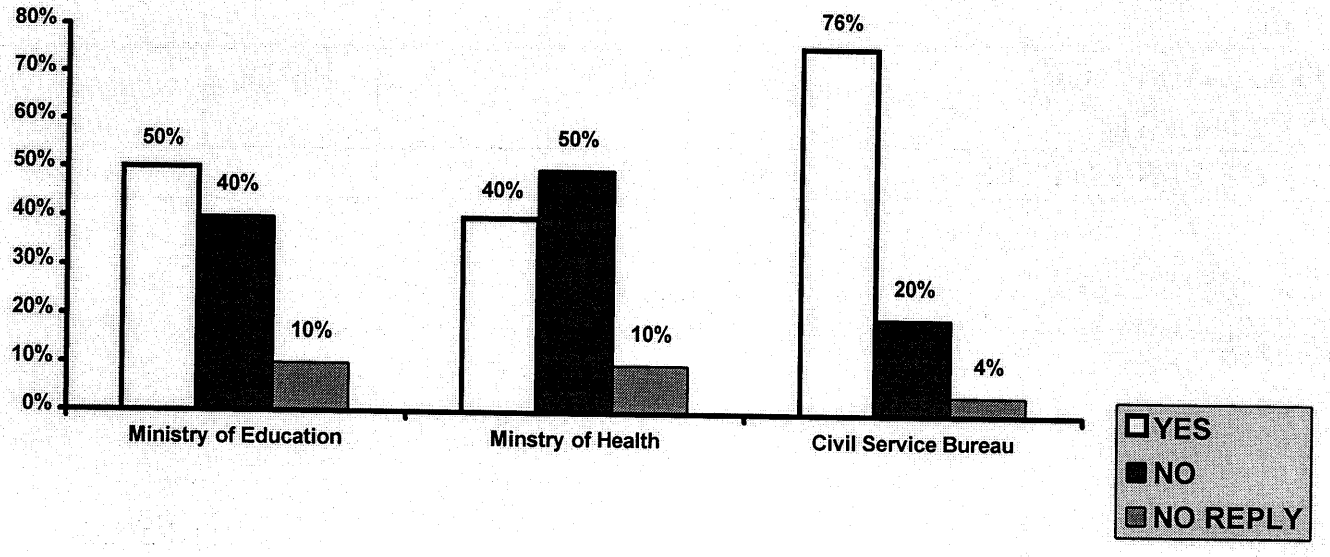
Ministry of Health employees responses in State of Bahrain on question 2-55



Civil Service Buearu employees responses in State of Bahrain on question 2-55



Public sector employees responses in State of Bahrain on question 2-55

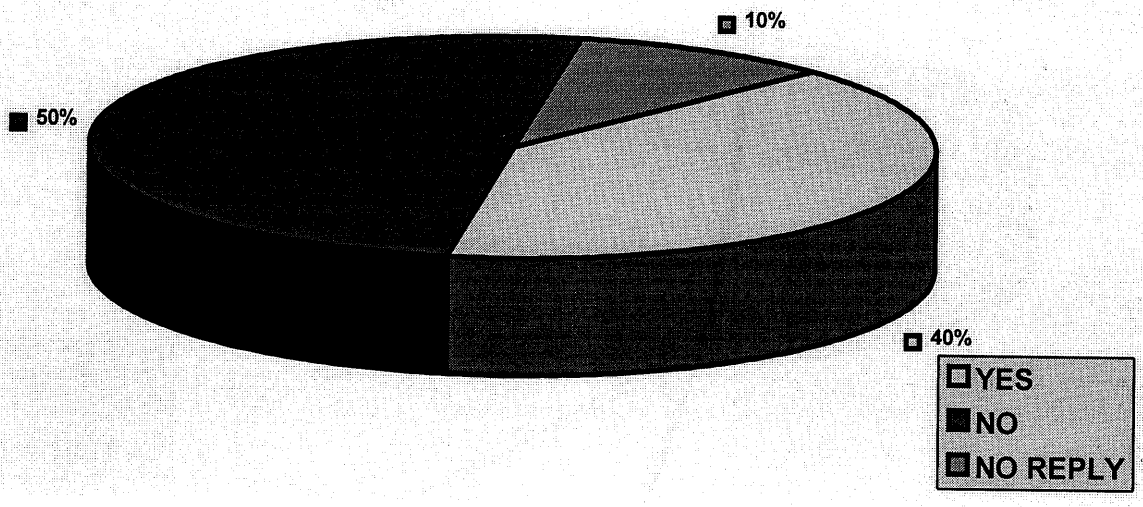


PUBLIC SECTOR EMPLOYEES RESPONSES IN STATE OF BAHRAIN ON(Q2- 58 & 109)

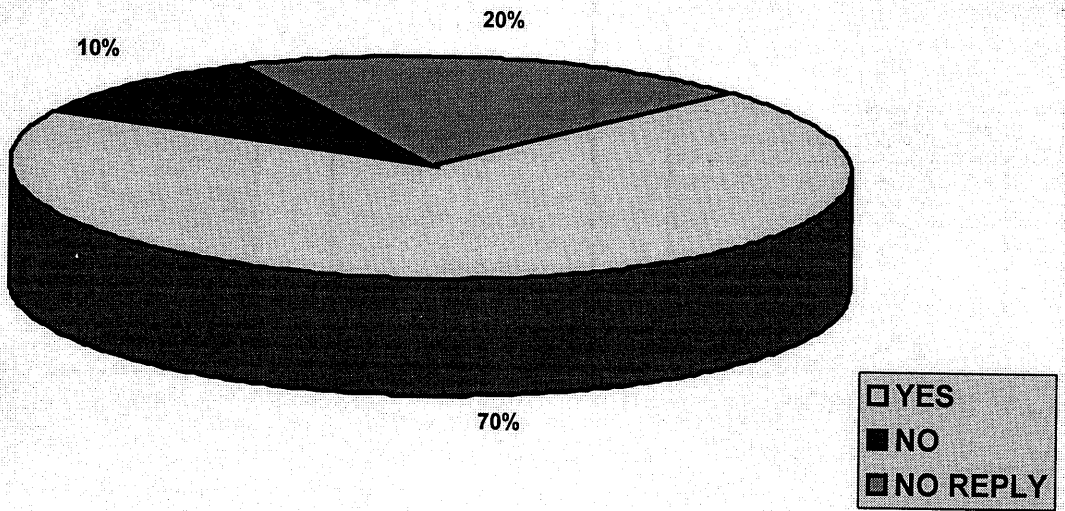
PUBLIC ORGANIZATIONS	YES	NO	NO REPLY	TOTAL	TOTAL EMPLOYEES
Q2-58 : YOUR ORGANIZATION SERVICES MEET THE CUSTOMERS NEED OF QUALITY , QUANTITY , AND VARIETY.					
MINISTRY OF EDUCATION (BME)	40 %	50 %	10 %	100 %	39
MINISTRY OF HEALTH (BMH)	70 %	10 %	20 %	100 %	42
CIVIL SERVICE BUREAU (BCSB)	56 %	34 %	10 %	100 %	40
TOTAL AVERAGE PERCENTAGE	55 %	31 %	14 %	100 %	
NO'S OF EMPLOYEES	67	37	17		121
Q2-109: EMPLOYEES CAREER PROGRAMS HAVE BEEN DEVELOPED					
MINISTRY OF EDUCATION (BME)	60 %	30 %	10 %	100 %	39
MINISTRY OF HEALTH (BMH)	30 %	50 %	20 %	100 %	42
CIVIL SERVICE BUREAU (BCSB)	48 %	50 %	2 %	100 %	40
TOTAL AVERAGE PERCENTAGE	46 %	43 %	11 %	100 %	
NO'S OF EMPLOYEES	56	52	13		121

(Table B2)

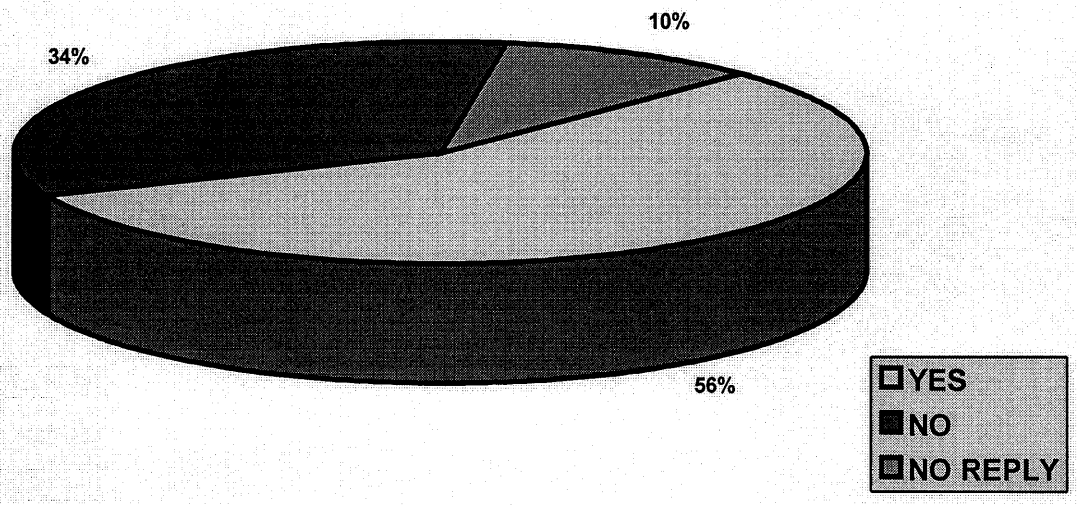
Ministry of Education employees responses in State of Bahrain on question 2-58



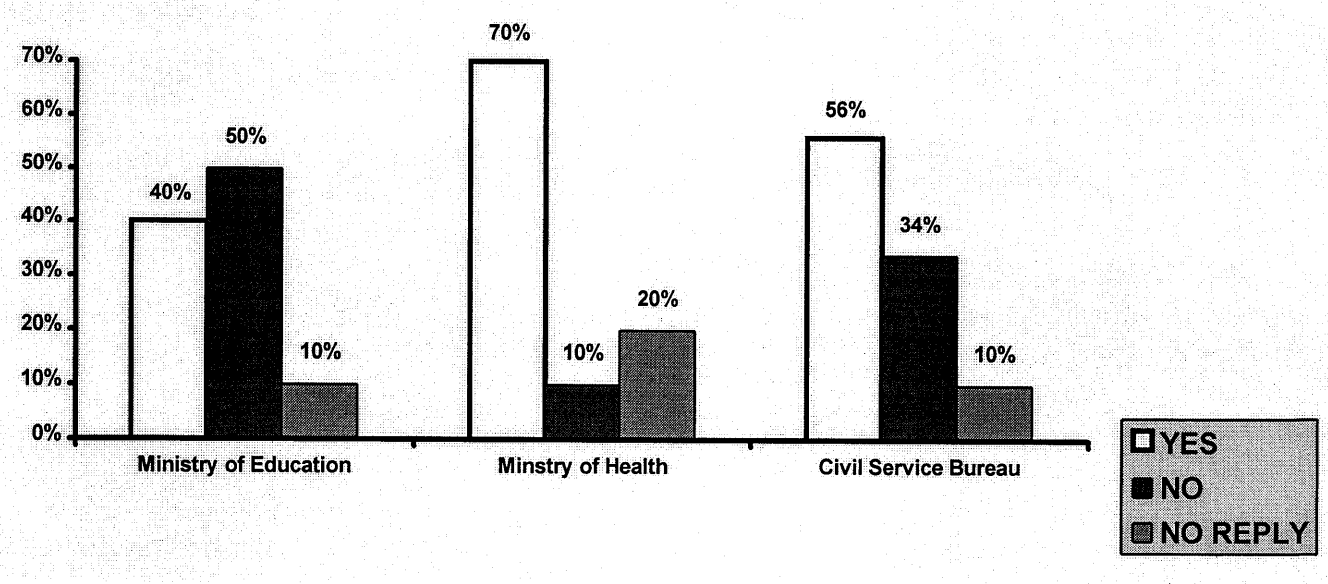
Ministry of Health employees responses in State of Bahrain on question 2-58



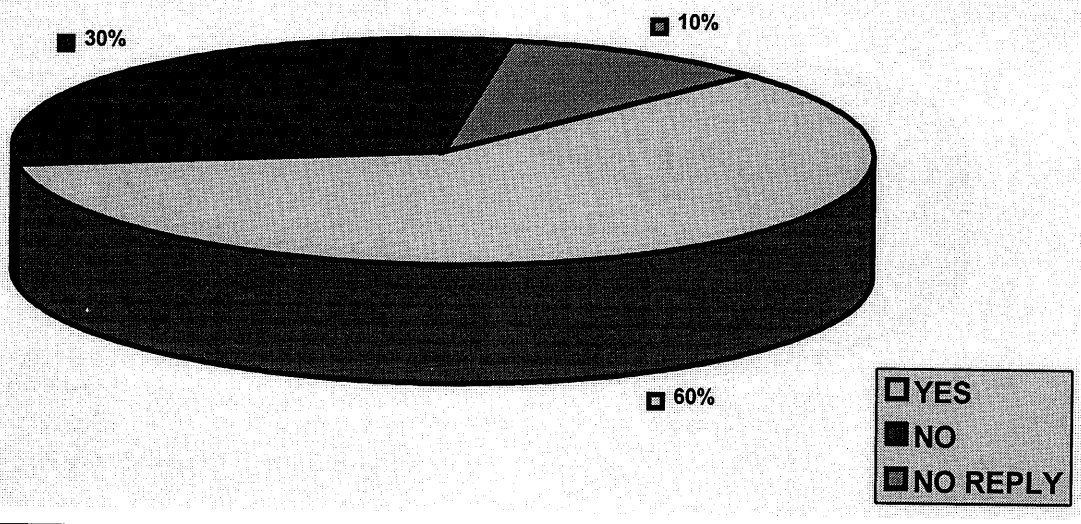
Civil Service Buearu employees responses in State of Bahrain on question 2-58



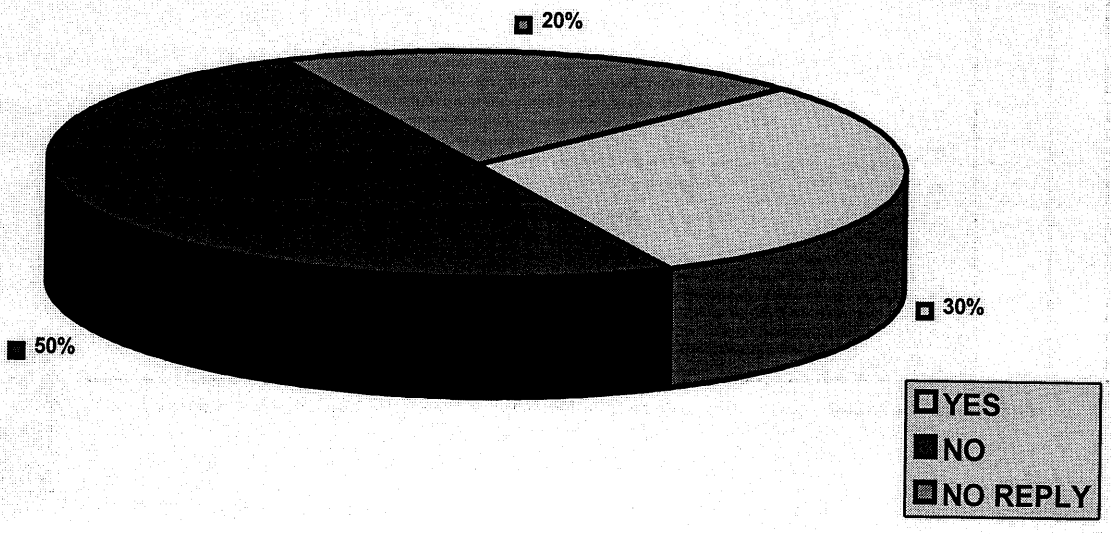
Public sector employees responses in State of Bahrain on question 2-58



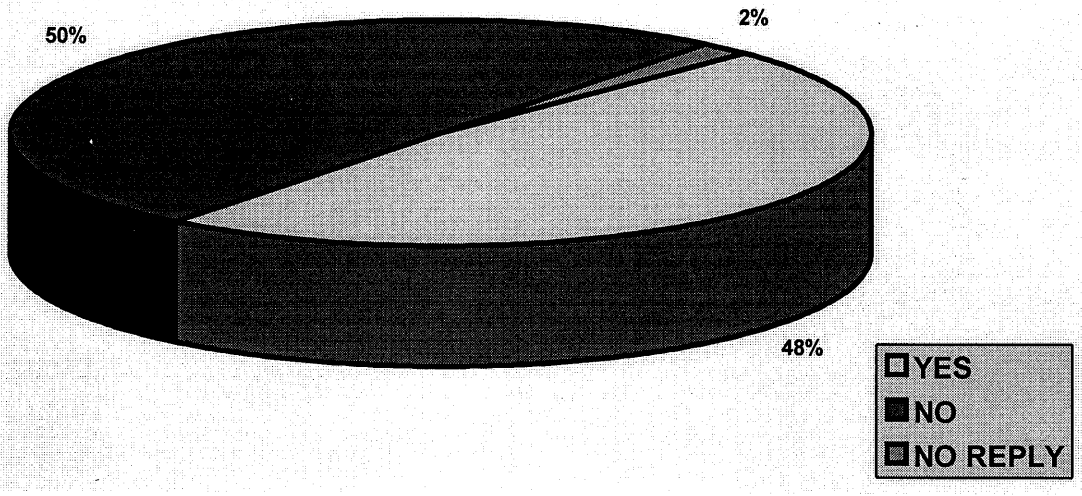
Ministry of Education employees responses in State of Bahrain on question 2-109



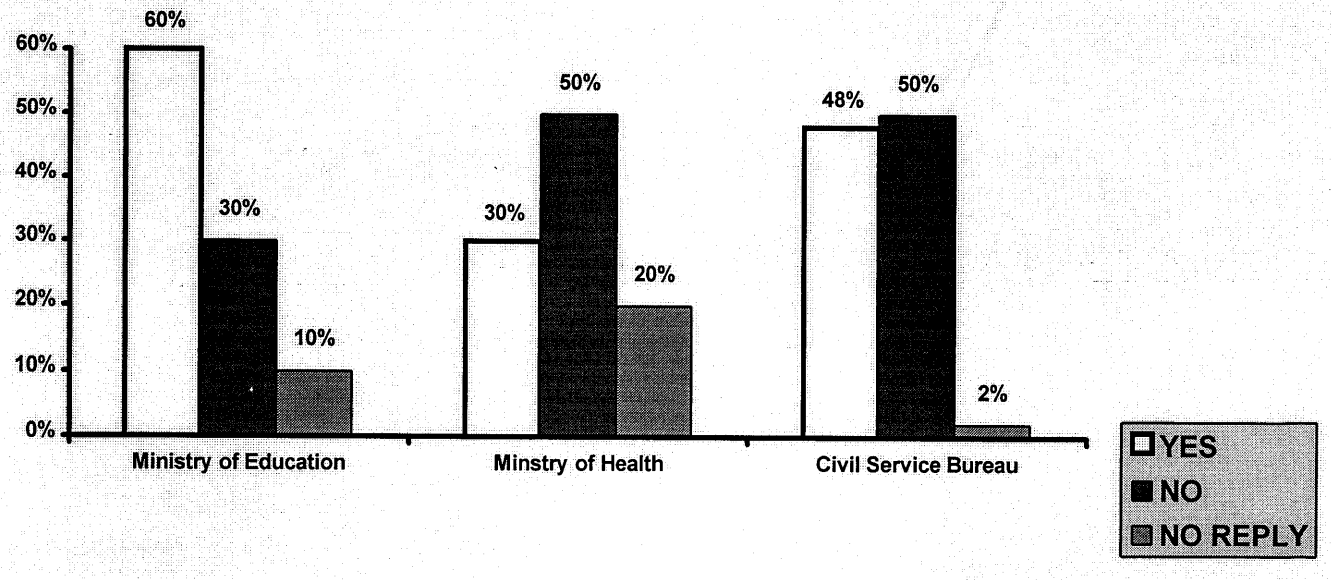
Ministry of Health employees responses in State of Bahrain on question 2-109



Civil Service Buearu employees responses in State of Bahrain on question 2-109



Public sector employees responses in State of Bahrain on question 2-109

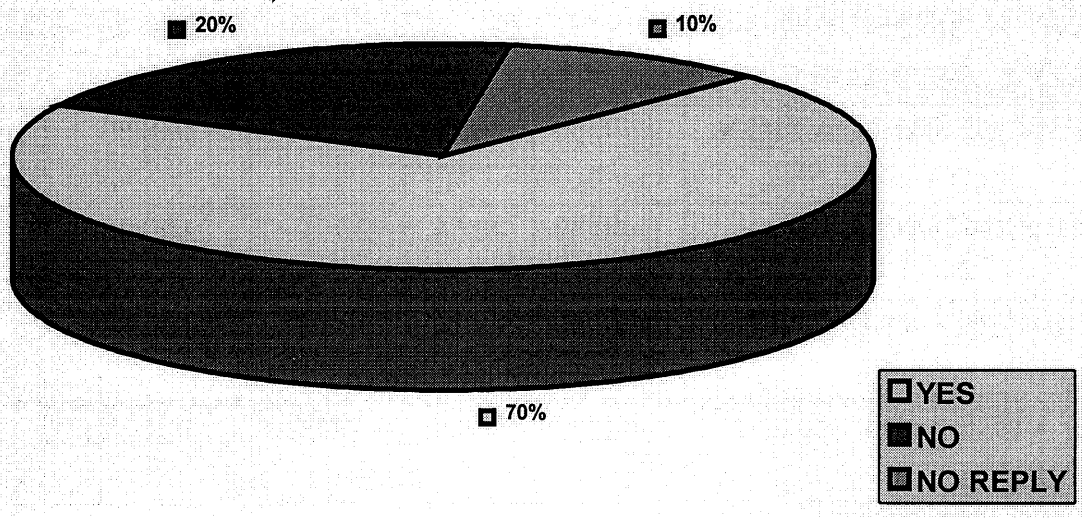


PUBLIC SECTOR EMPLOYEES RESPONSES IN STATE OF BAHRAIN ON(Q2 - 17 & 117)

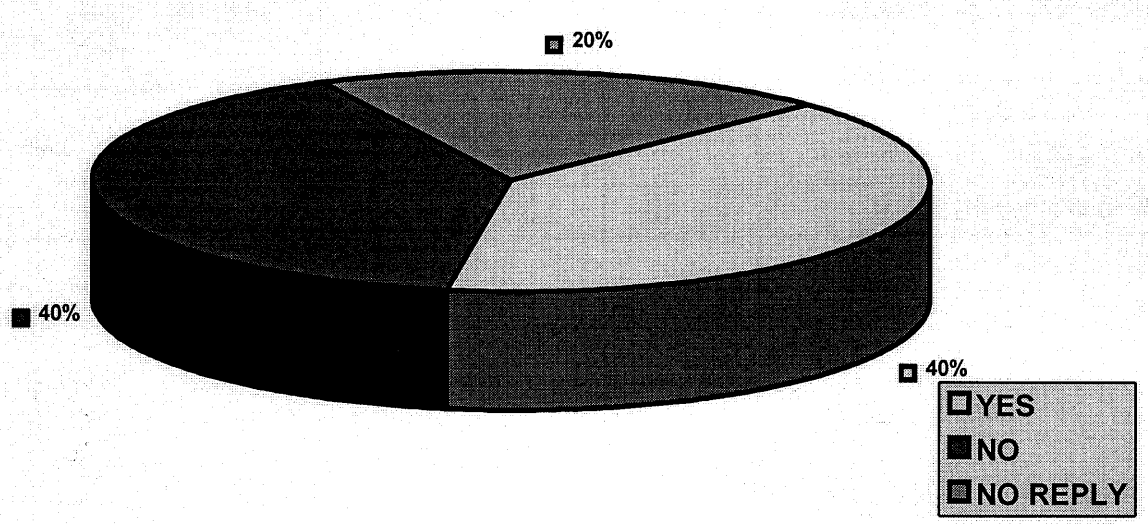
PUBLIC ORGANIZATIONS	YES	NO	NO REPLY	TOTAL	TOTAL EMPLOYEES
Q2-17 :CIVIL SERVICE BUREAU IS HELPING YOUR ORGANIZATION IN ESTABLISHING (TQM) SYSTEM.					
MINISTRY OF EDUCATION (BME)	70 %	20 %	10 %	100 %	39
MINISTRY OF HEALTH (BMH)	40 %	40 %	20 %	100 %	42
CIVIL SERVICE BUREAU (BCSB)	76 %	18 %	6 %	100 %	40
TOTAL AVERAGE PERCENTAGE	62 %	26 %	12 %	100 %	
NO'S OF EMPLOYEES	75	31	15		121
Q2-117: AS QUALITY PROVIDER YOU ARE SATISFIED WITH YOUR ORGANIZATION PROVIDE SERVICE QUALITY.					
MINISTRY OF EDUCATION (BME)	50 %	40 %	10 %	100 %	39
MINISTRY OF HEALTH (BMH)	10 %	50 %	40 %	100 %	42
CIVIL SERVICE BUREAU (BCSB)	40 %	50 %	10 %	100 %	40
TOTAL AVERAGE PERCENTAGE	33 %	47 %	20 %	100 %	
NO'S OF EMPLOYEES	40	57	24		121

(Table B3)

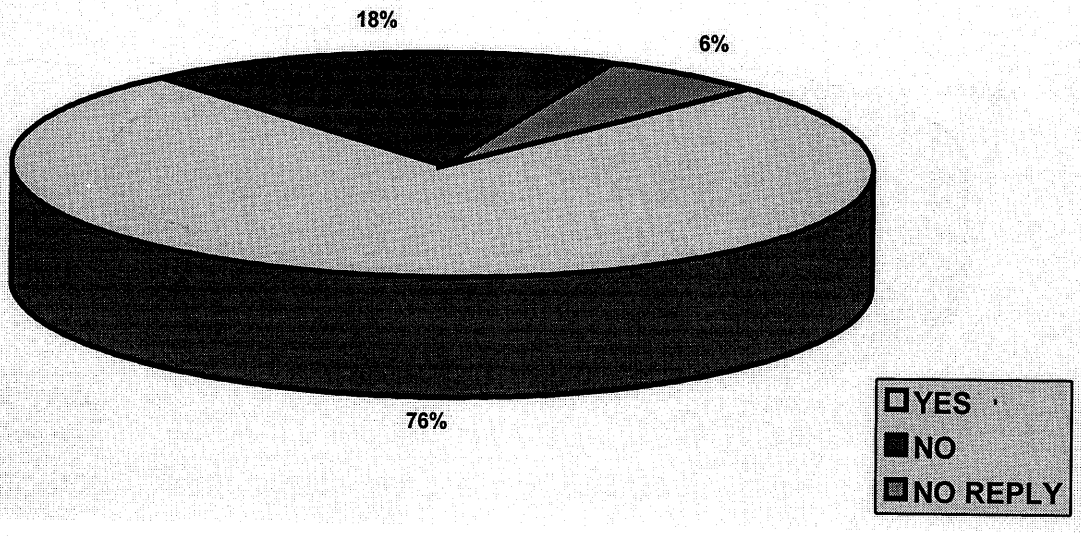
Ministry of Education employees responses in State of Bahrain on question 2-17



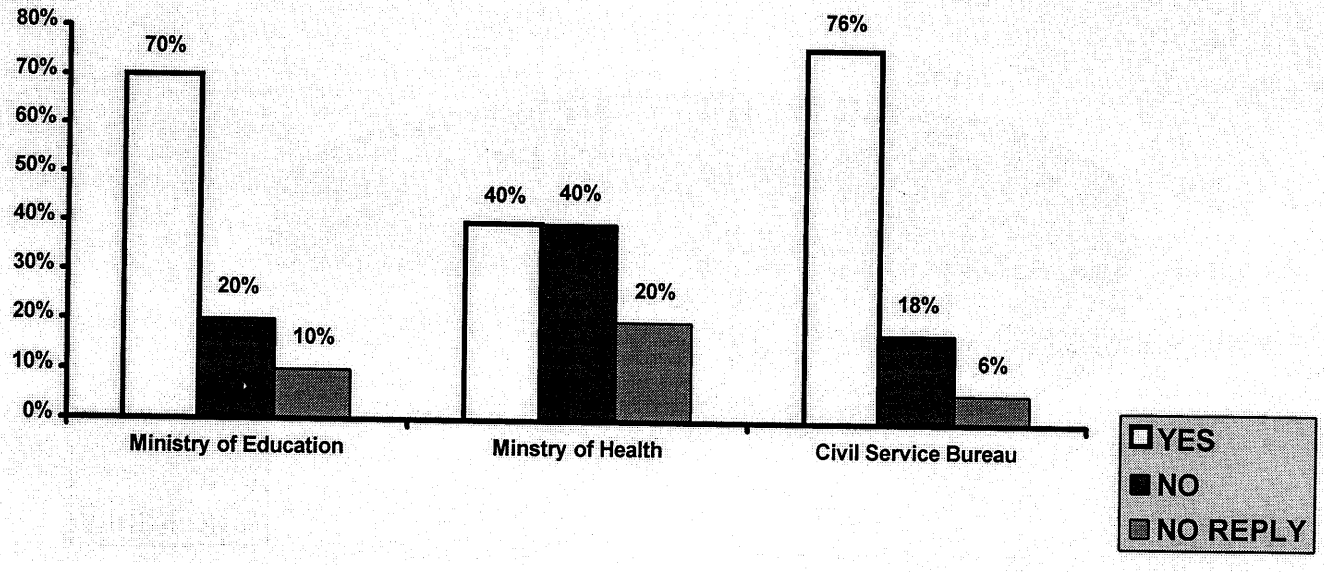
Ministry of Health employees responses in State of Bahrain on question 2-17



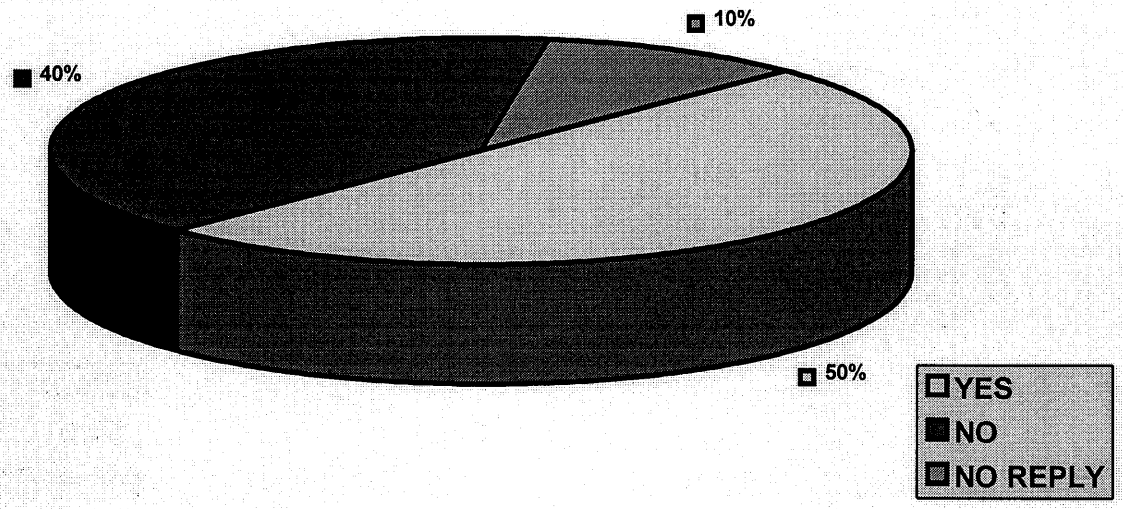
Civil Service Buearu employees responses in State of Bahrain on question 2-17



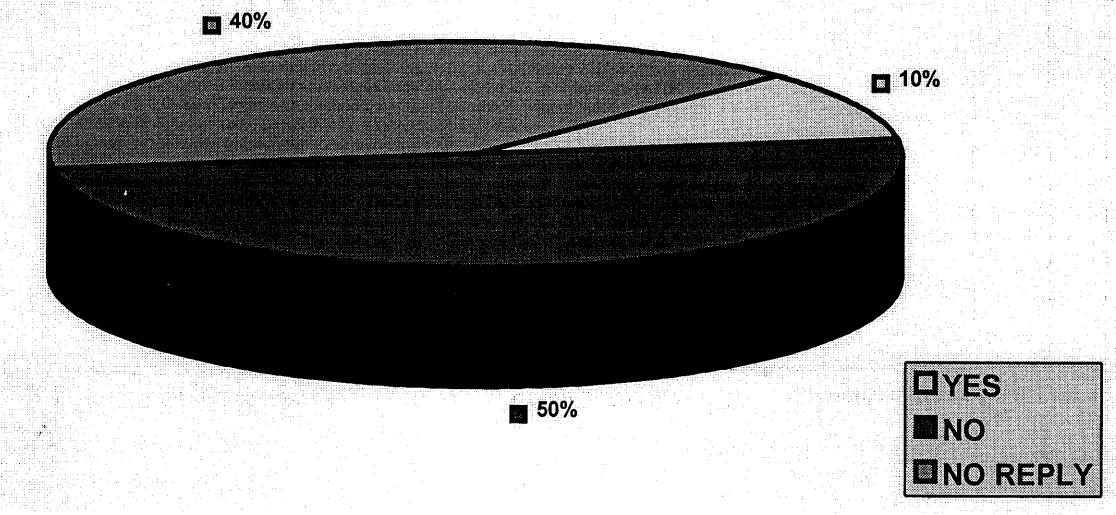
Public sector employees responses in State of Bahrain on question 2-17



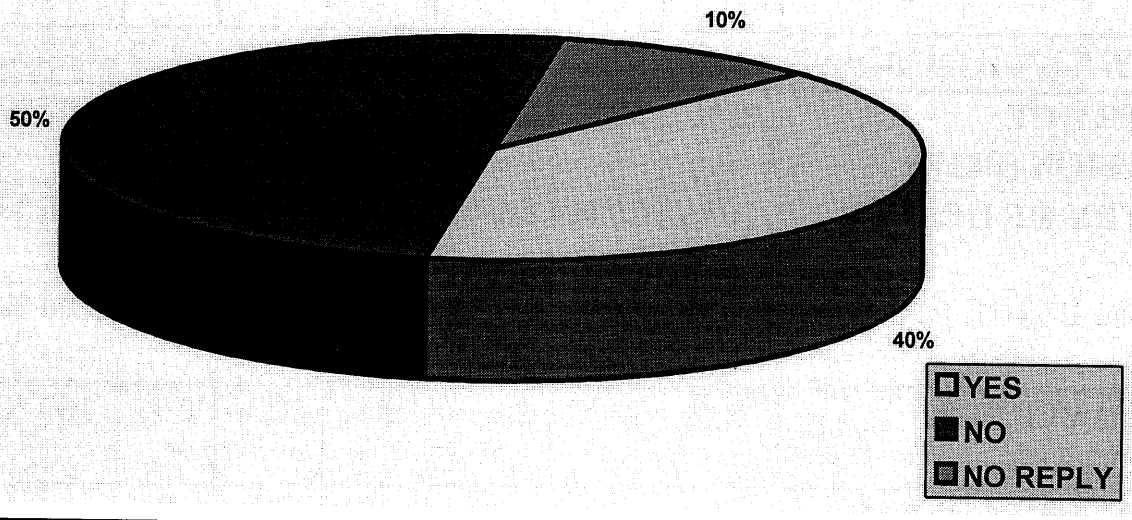
Ministry of Education employees responses in State of Bahrain on question 2-117



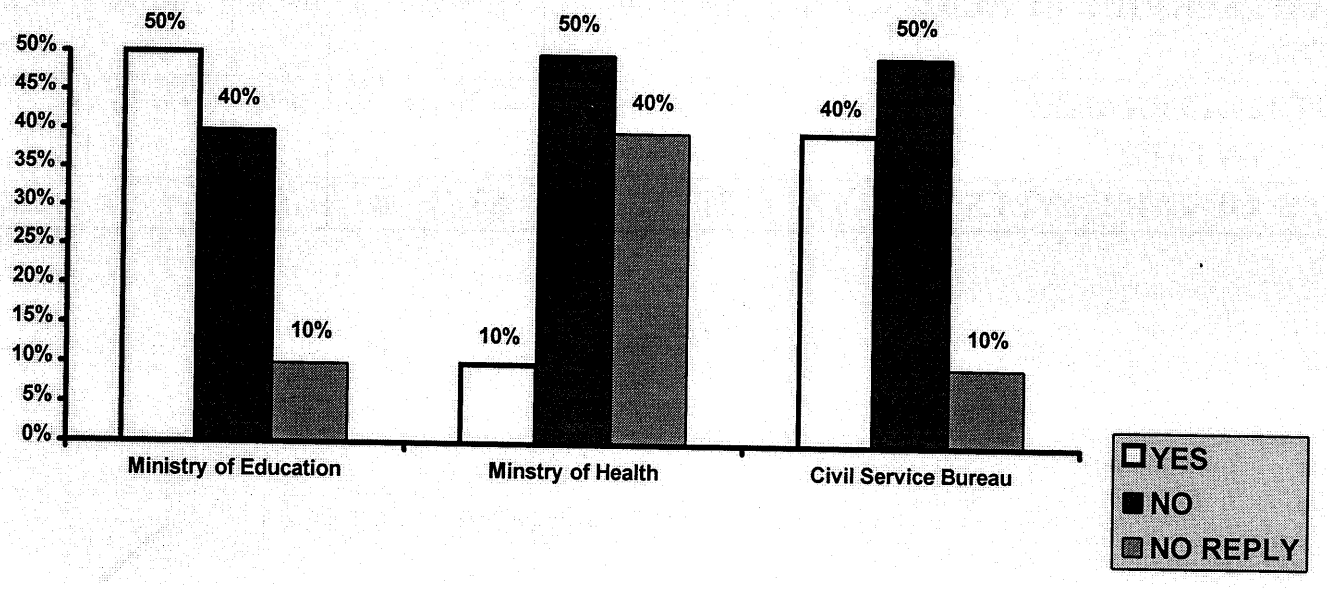
Ministry of Health employees responses in State of Bahrain on question 2-117



Civil Service Buearu employees responses in State of Bahrain on question 2-117



Public sector employees responses in State of Bahrain on question 2-117

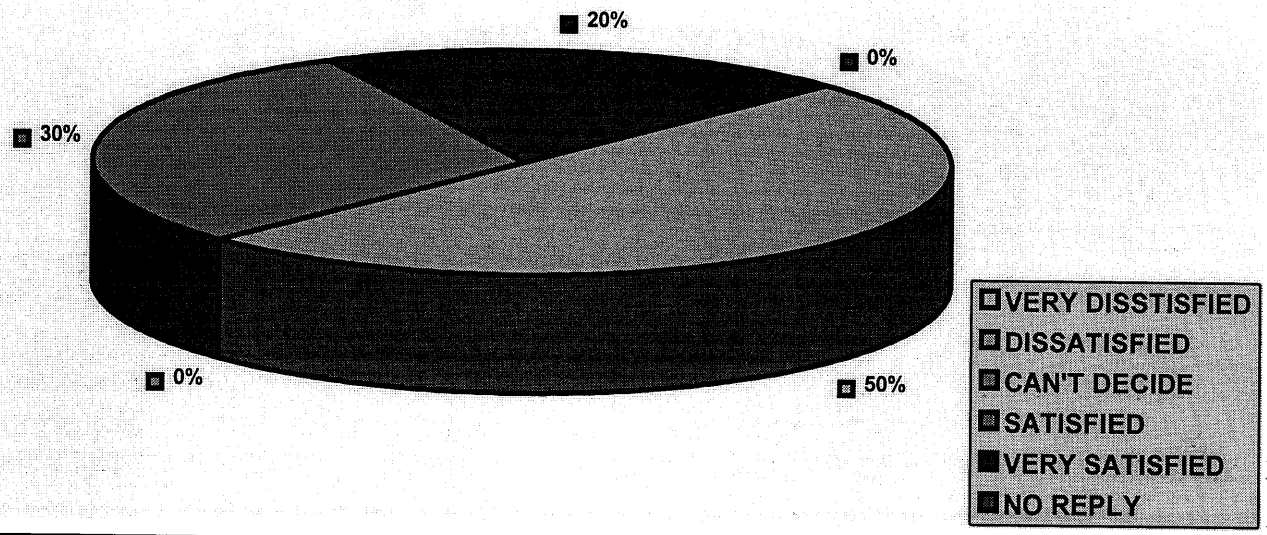


PUBLIC SECTOR EMPLOYEES RESPONSES IN STATE OF BAHRAIN ON (Q1- 5 & 21)

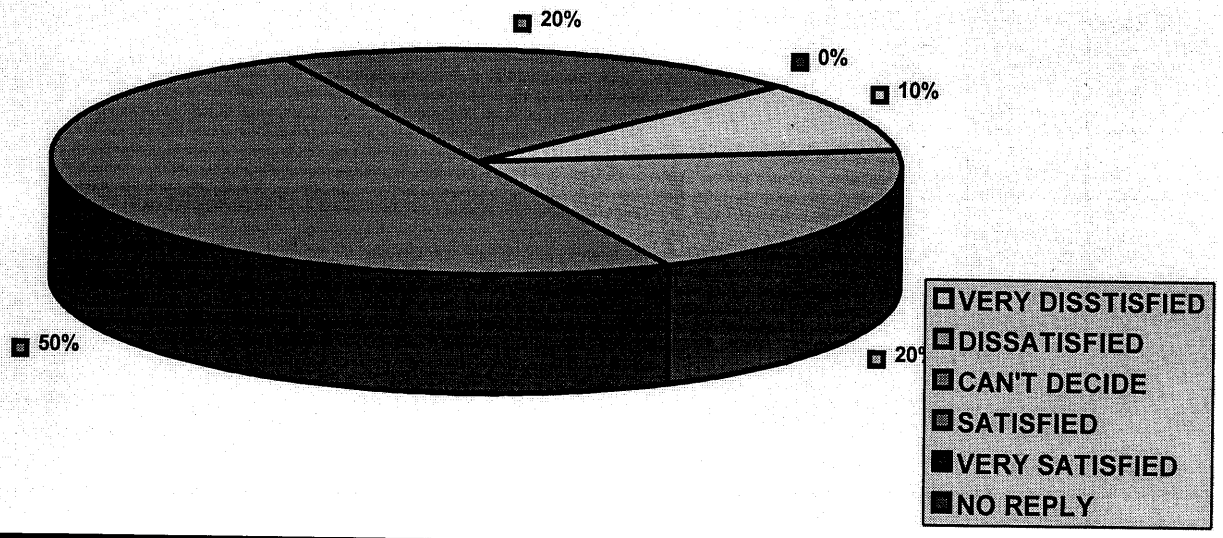
PUBLIC ORGANIZATIONS	VDS	DS	N	S	VS	NR	TOTAL	TOTAL EMPLOYEES
Q1-5 : THE WAY MY BOSS HANDLES HIS EMPLOYEES.								
MINISTRY OF EDUCATION (BME)	0 %	50 %	0 %	30 %	20 %	0 %	100 %	39
MINISTRY OF HEALTH (BMH)	10 %	20 %	50 %	20 %	0 %	0 %	100 %	42
CIVIL SERVICE BUREAU (BCSB)	4 %	36 %	24 %	24 %	12 %	0 %	100 %	40
TOTAL AVERAGE PERCENTAGE	5 %	35 %	25 %	25 %	10 %	0 %	100 %	
NO'S OF EMPLOYEES	6	42	30	30	13	0		121
Q1-21 : THE QUALITY OF PROVIDED SERVICE.								
MINISTRY OF EDUCATION (BME)	0 %	40 %	0 %	50 %	10 %	0 %	100 %	39
MINISTRY OF HEALTH (BMH)	20 %	20 %	10 %	50 %	0 %	0 %	100 %	42
CIVIL SERVICE BUREAU (BCSB)	7 %	18 %	36 %	32 %	7 %	0 %	100 %	40
TOTAL AVERAGE PERCENTAGE	9 %	26 %	15 %	44 %	6 %	0 %	100 %	
NO'S OF EMPLOYEES	11	31	18	53	8	0		121

(Table B4)

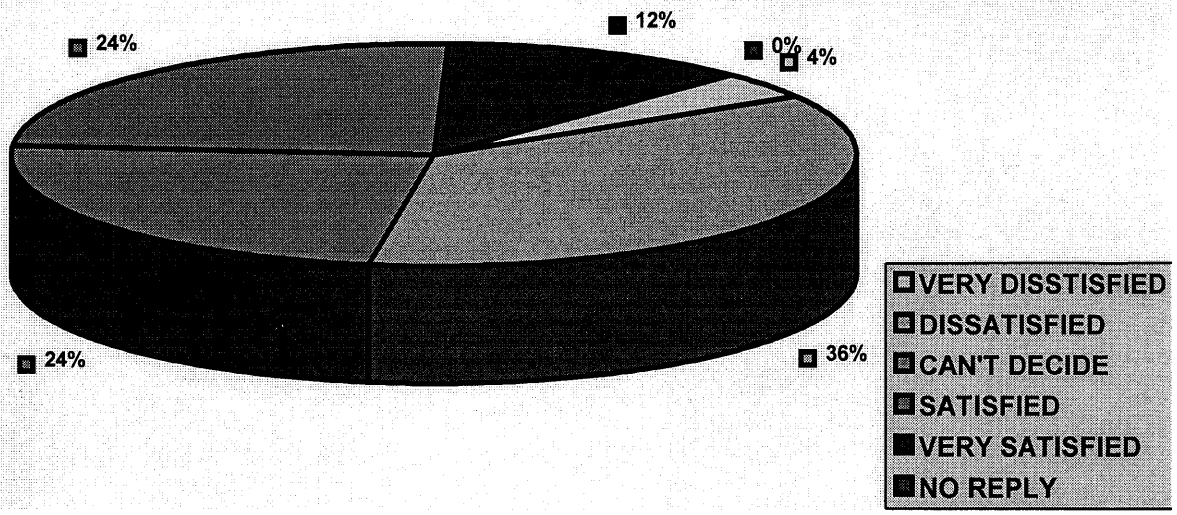
Ministry of Education employees responses in State of Bahrain on question 1-5



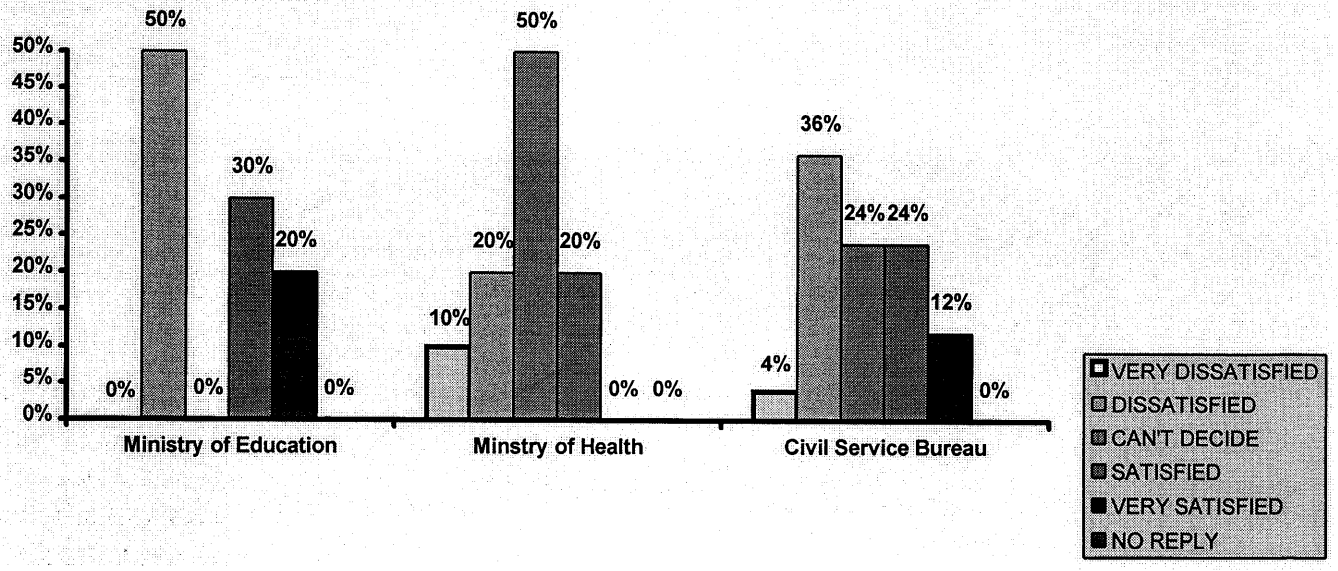
Ministry of Health employees responses in State of Bahrain on question 1-5



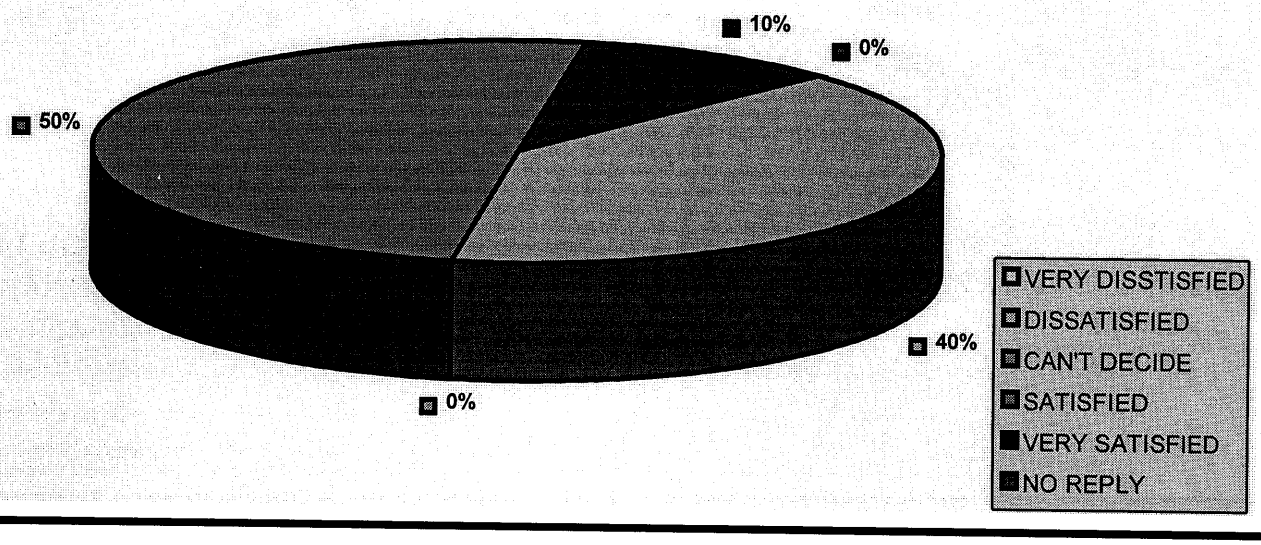
Civil Service Bureau employees responses in State of Bahrain on question 1-5



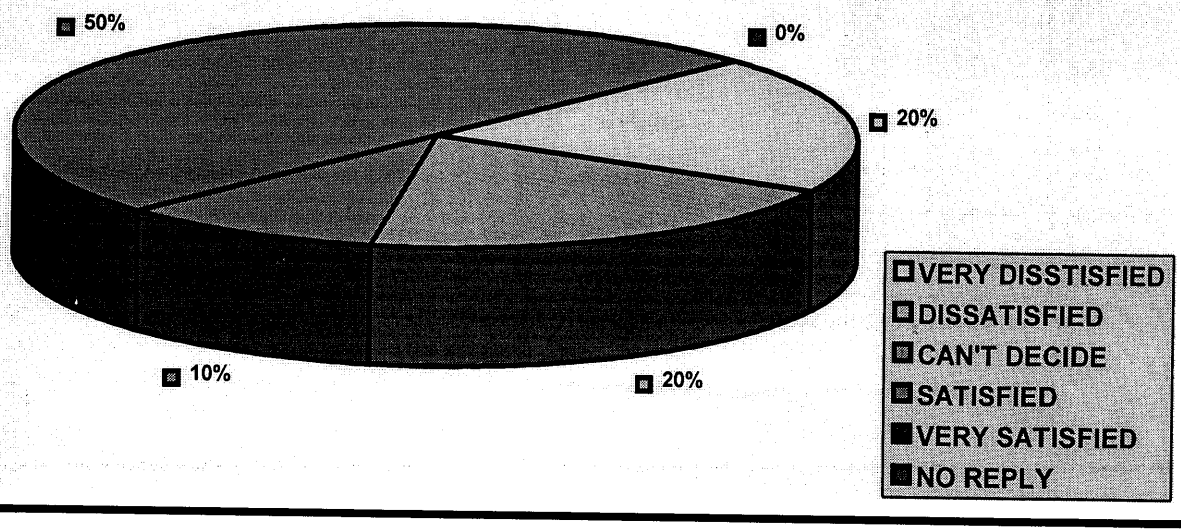
Public sector employees responses in State of Bahrain on question 1-5



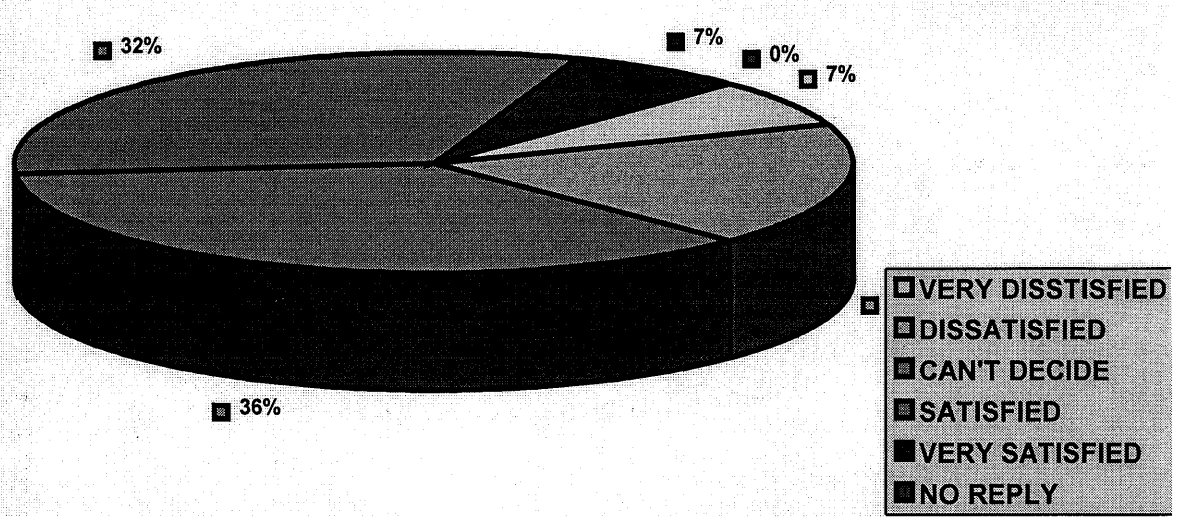
Ministry of Education employees responses in State of Bahrain on question 1-21



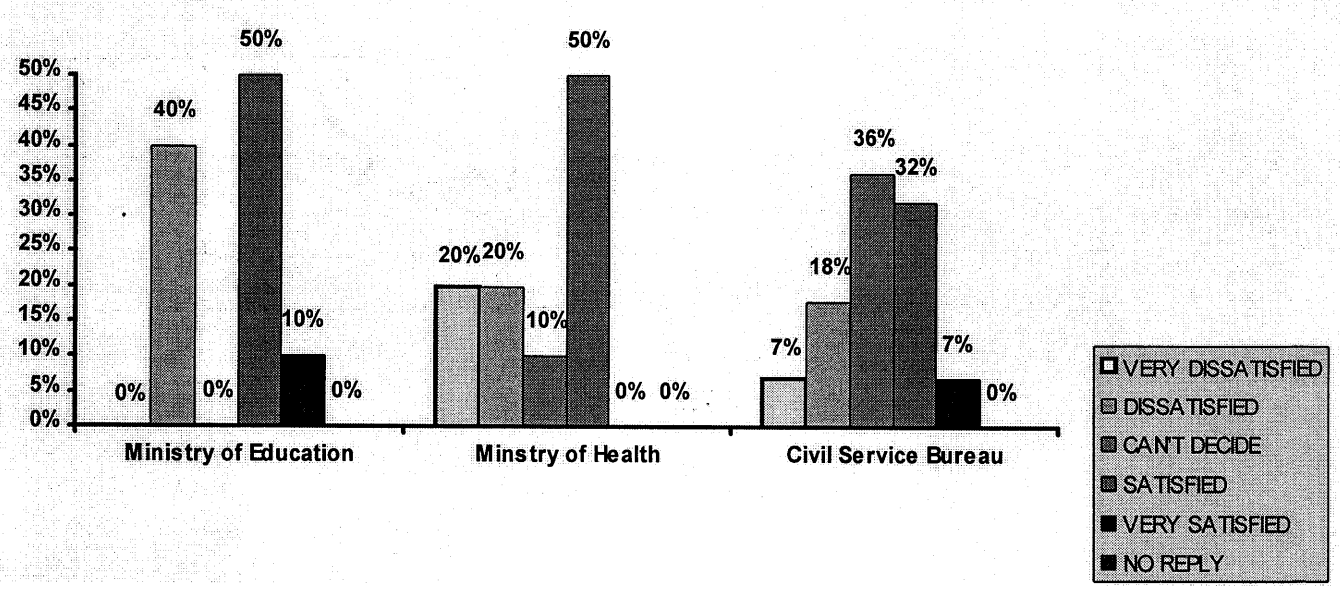
Ministry of Health employees responses in State of Bahrain on question 1-21



Civil Service Bureau employees responses in State of Bahrain on question 1-21



Public sector employees responses in State of Bahrain on question 1-21

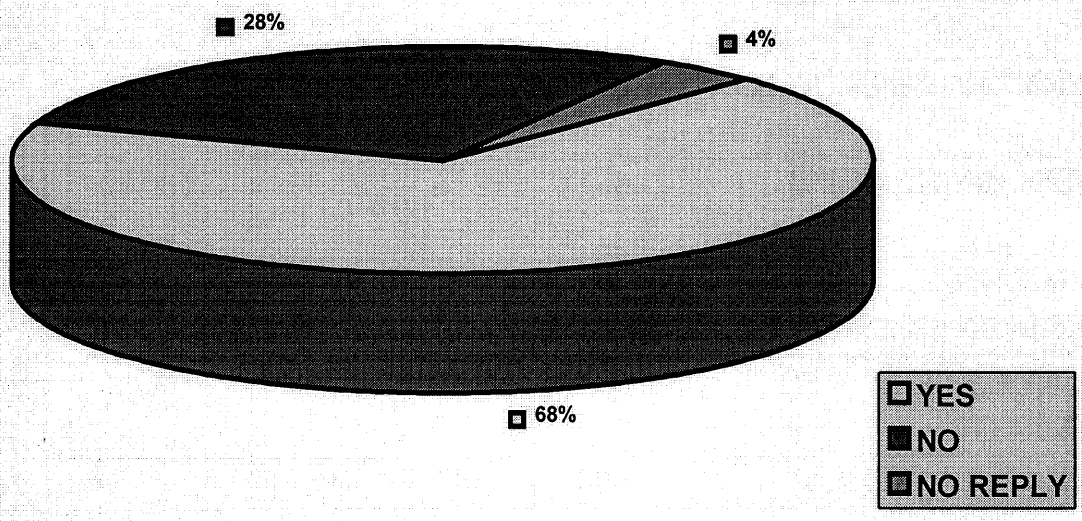


PUBLIC SECTOR EMPLOYEES RESPONSES IN STATE OF KUWAIT ON (Q2 - 32 & 55)

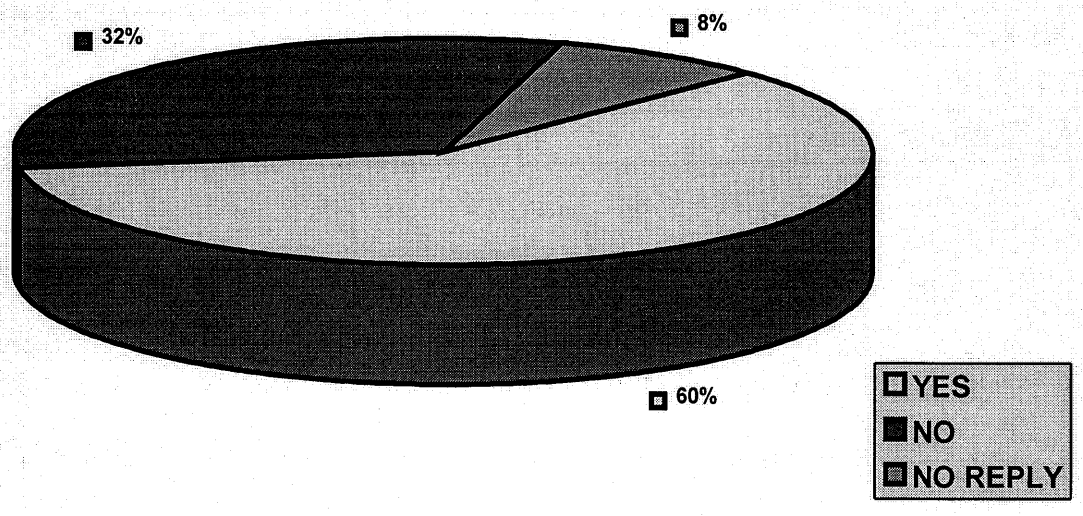
PUBLIC ORGANIZATIONS	YES	NO	NO REPLY	TOTAL %	TOTAL EMPLOYEES
)2-32 : YOUR ORGANIZATION PRODUCTIVITY AND QUALITY ARE HIGH.					
MINISTRY OF EDUCATION KME)	68 %	28 %	4 %	100 %	40
MINISTRY OF HEALTH KMH)	60 %	32 %	8 %	100 %	43
CIVIL SERVICE COMMISSION (KCSC)	70 %	20 %	10 %	100 %	44
TOTAL AVERAGE PERCENTAGE	66 %	27 %	7 %	100 %	
NO'S OF EMPLOYEES	84	34	9		127
)2-55 : THERE IS FAST RESPONSE IN YOUR ORGANIZATION TO CUSTOMERS REQUIREMENTS AND NEED.					
MINISTRY OF EDUCATION KME)	68 %	28 %	4 %	100 %	40
MINISTRY OF HEALTH KMH)	28 %	56 %	16 %	100 %	43
CIVIL SERVICE COMMISSION (KCSC)	50 %	50 %	0 %	100 %	44
TOTAL AVERAGE PERCENTAGE	49 %	44 %	7 %	100 %	
NO'S OF EMPLOYEES	62	56	9		127

(Table K1)

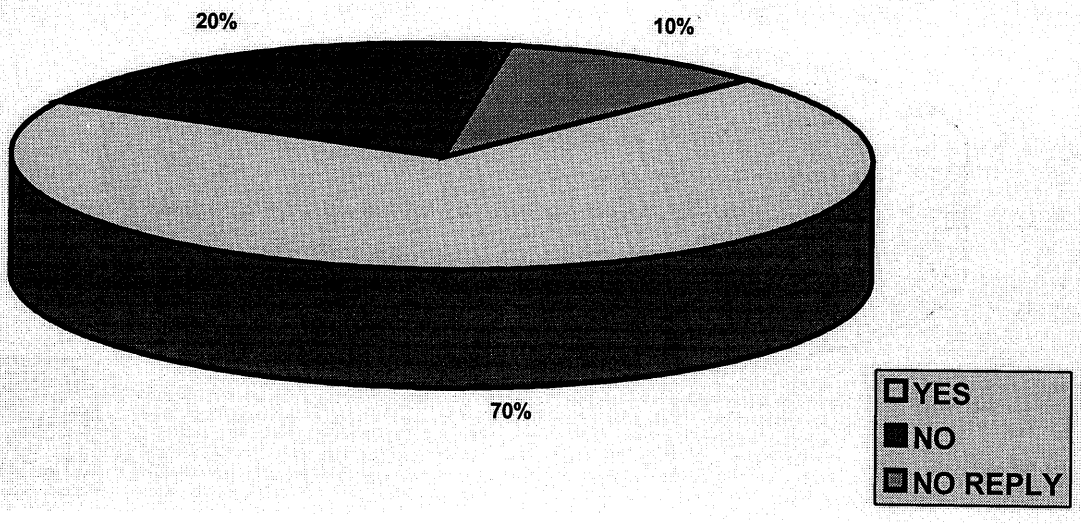
Ministry of Education employees responses in State of Kuwait on question 2-32



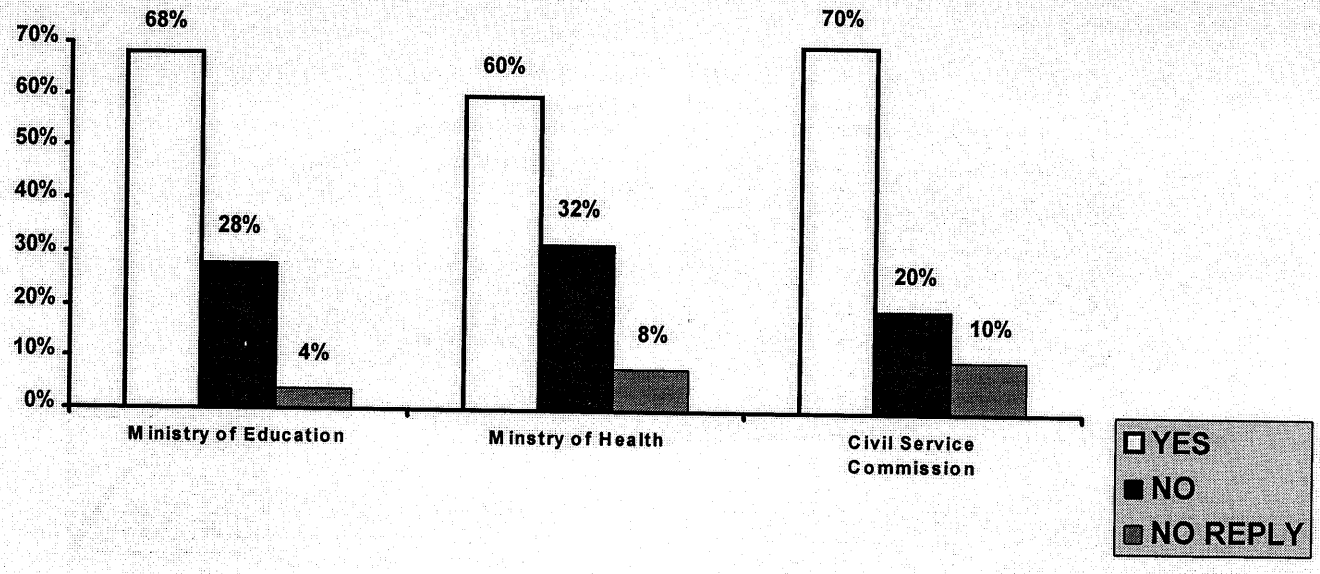
Ministry of Health employees responses in State of Kuwait on question 2-32



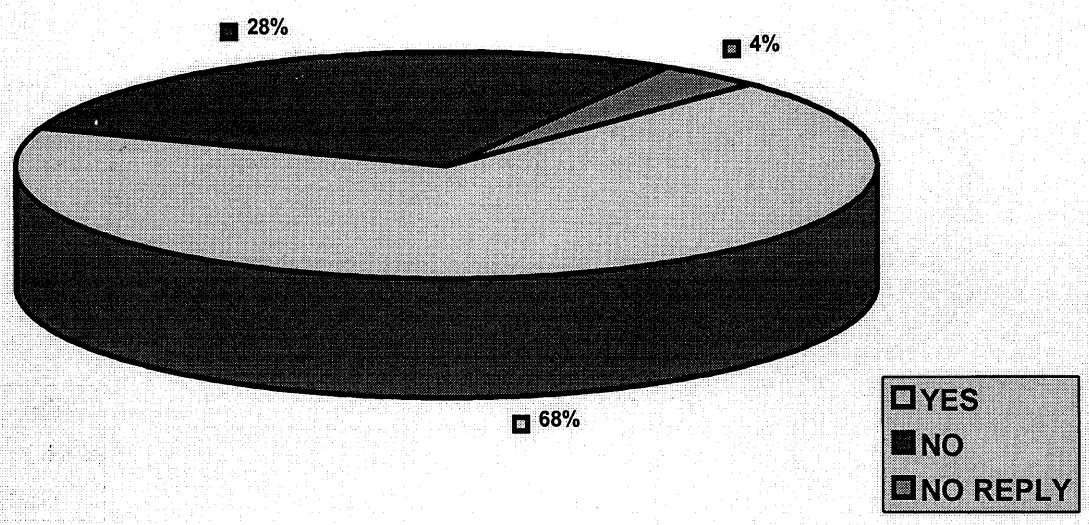
Civil Service Commission employees responses in State of Kuwait on question 2-32



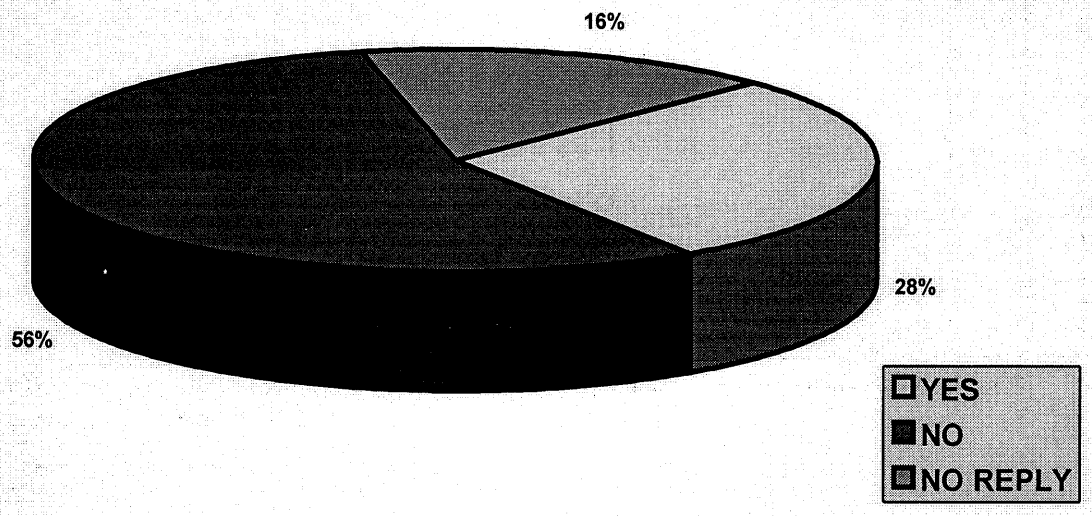
Public sector employees responses in State of Kuwait on question 2-32



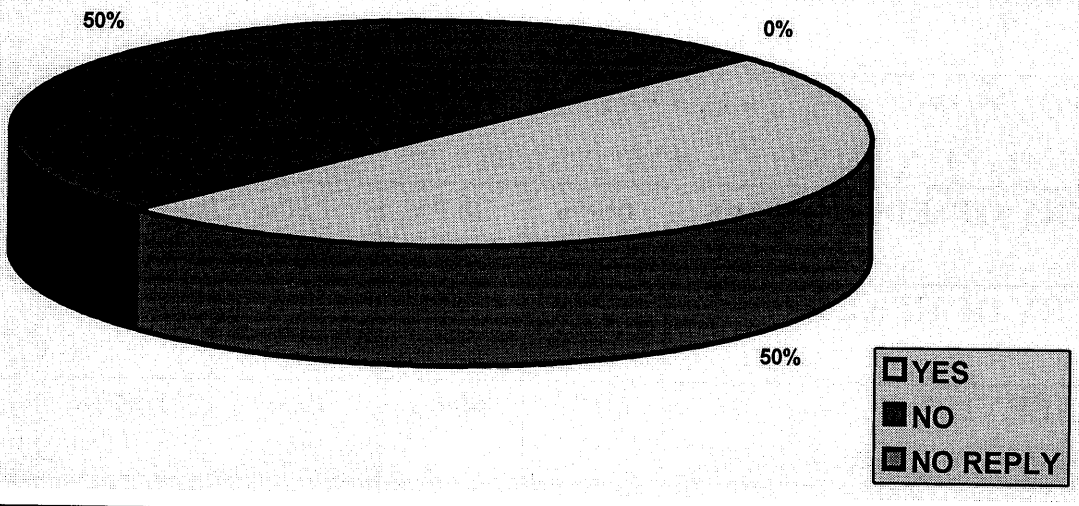
Ministry of Education employees responses in State of Kuwait on question 2-55



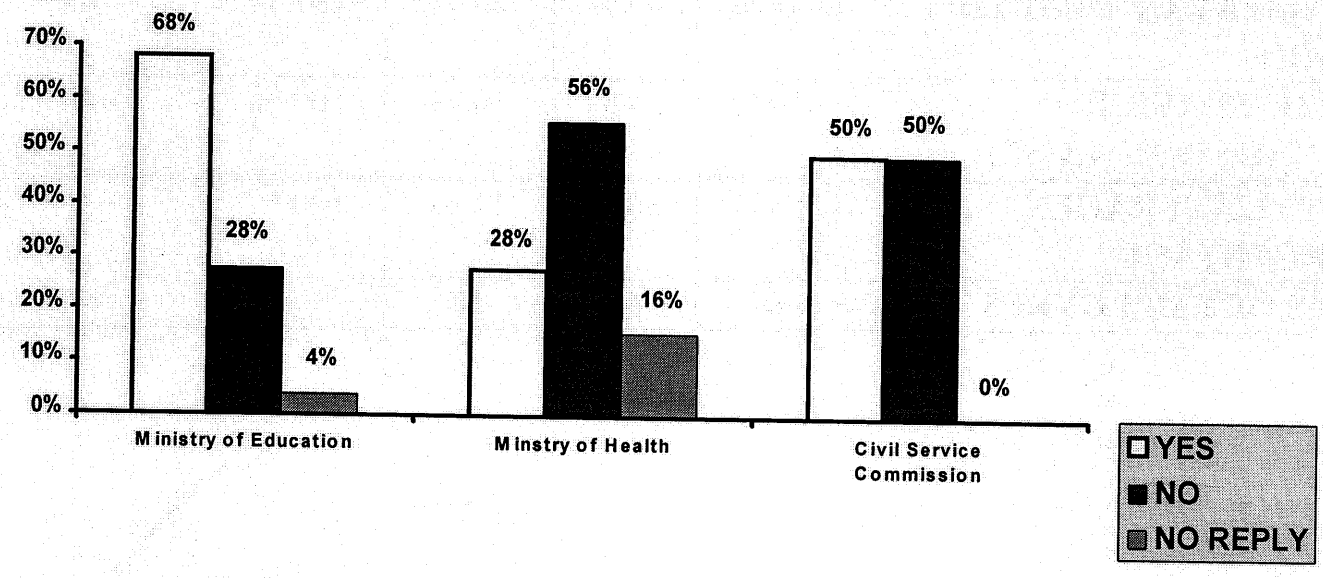
Ministry of Health employees responses in State of Kuwait on question 2-55



Civil Service Commission employees responses in State of Kuwait on question 2-55



Public sector employees responses in State of Kuwait on question 2-55

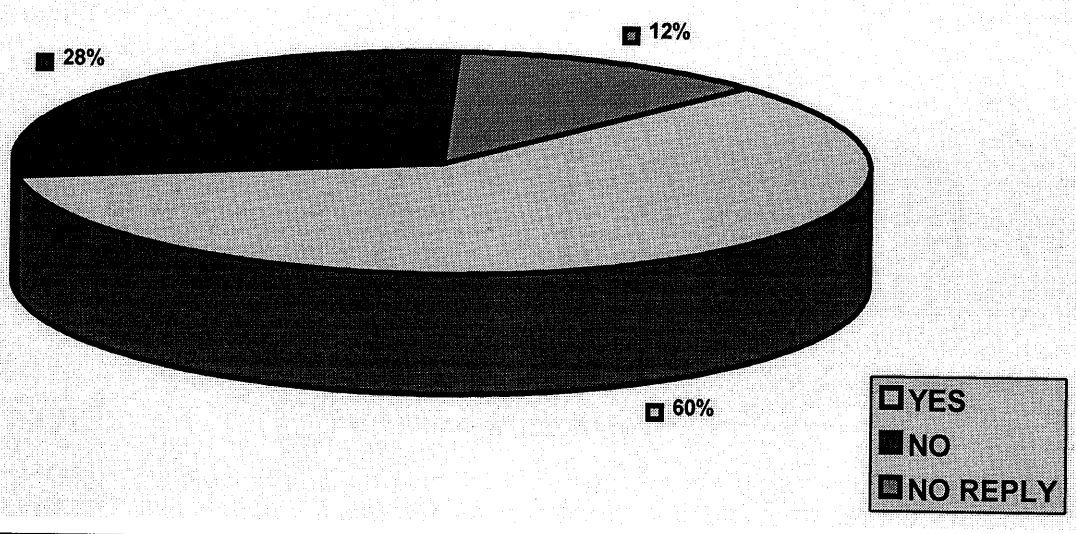


PUBLIC SECTOR EMPLOYEES RESPONSES IN STATE OF KUWAIT ON (Q2 - 58 & 109)

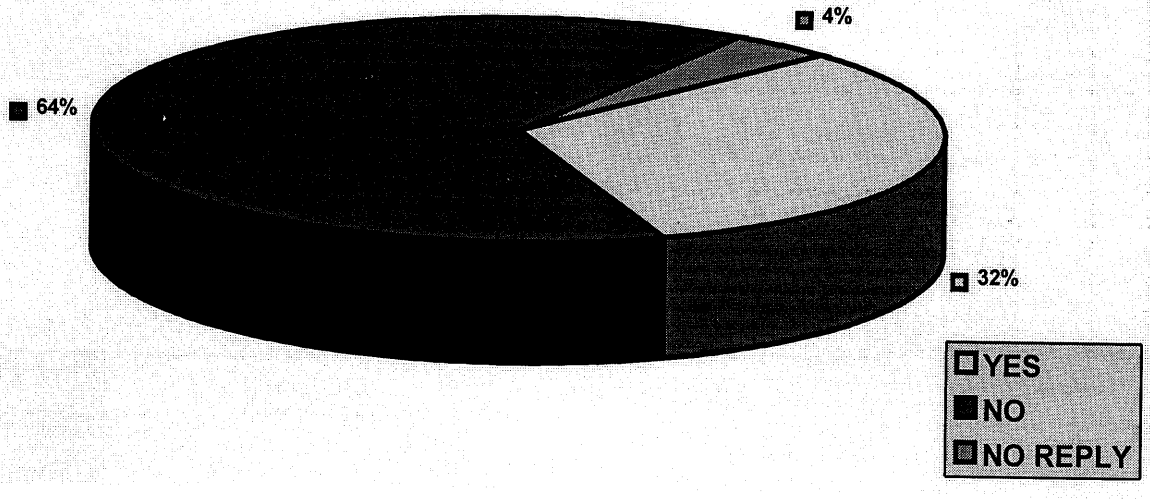
PUBLIC ORGANIZATIONS	YES	NO	NO REPLY	TOTAL (%)	TOTAL EMPLOYEES
Q2-58: YOUR ORGANIZATION SERVICE MEET THE CUSTOMERS NEED OF QUALITY, QUANTITY, AND VARIETY.					
MINISTRY OF EDUCATION (KME)	60 %	28 %	12 %	100 %	40
MINISTRY OF HEALTH (KMH)	32 %	64 %	4 %	100 %	43
CIVIL SERVICE COMMISSION (KCSC)	60 %	40 %	0 %	100 %	44
TOTAL AVERAGE PERCENTAGE	51 %	44 %	5 %	100 %	
NO'S OF EMPLOYEES	65	56	6		127
Q2-109:EMPLOYEES CAREER PROGRAMS HAVE BEEN DEVELOPED					
MINISTRY OF EDUCATION (KME)	44 %	48 %	8 %	100 %	40
MINISTRY OF HEALTH (KMH)	44 %	40 %	16 %	100 %	43
CIVIL SERVICE COMMISSION (KCSC)	70 %	20 %	10 %	100 %	44
TOTAL AVERAGE PERCENTAGE	53 %	36 %	11 %	100 %	
NO'S OF EMPLOYEES	67	46	14		127

(Table K2)

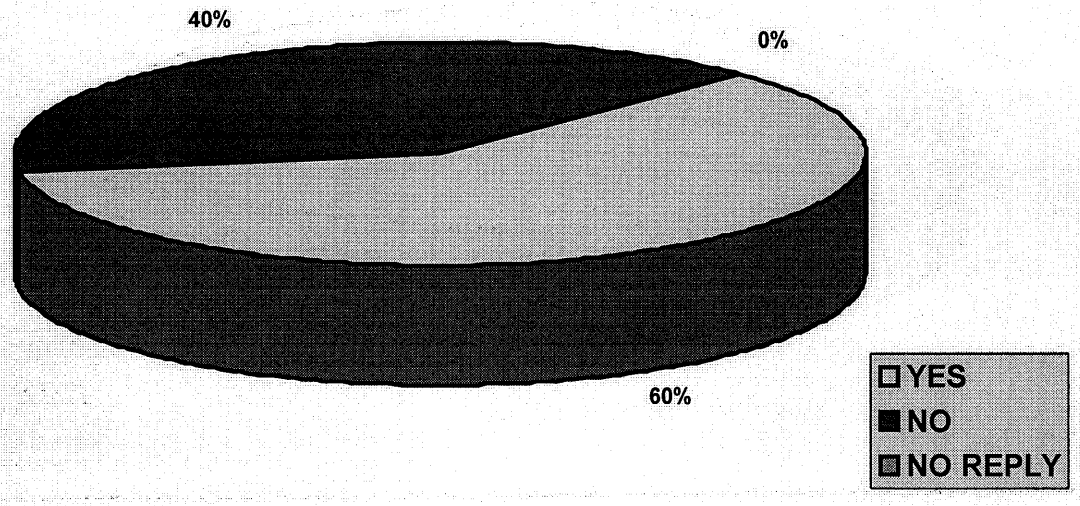
Ministry of Education employees responses in State of Kuwait on question 2-58



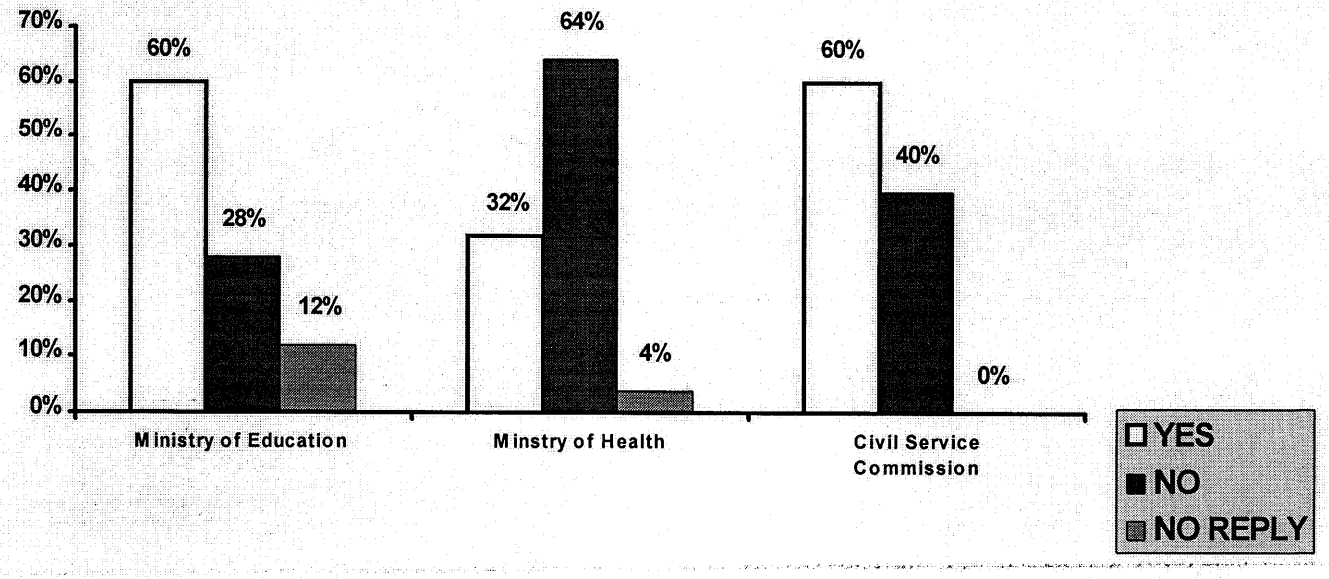
Ministry of Health employees responses in State of Kuwait on question 2-58



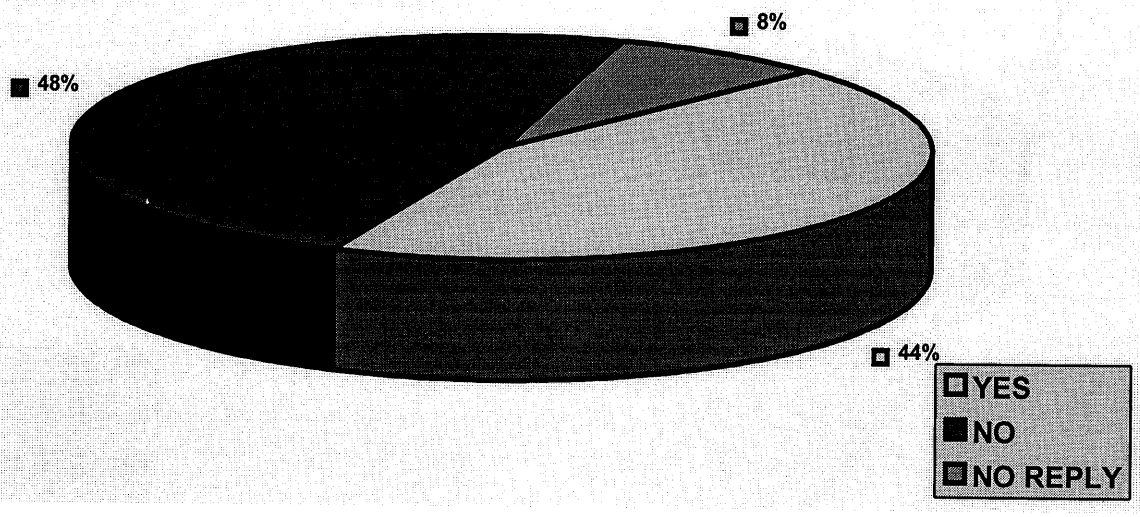
Civil Service Commission employees responses in State of Kuwait on question 2-58



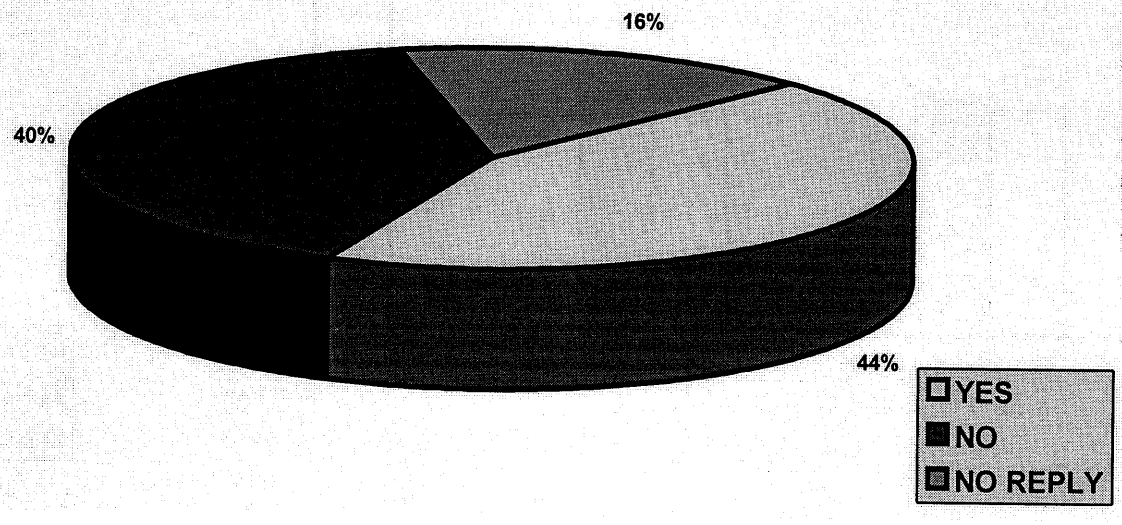
Public sector employees responses in State of Kuwai on question 2-58

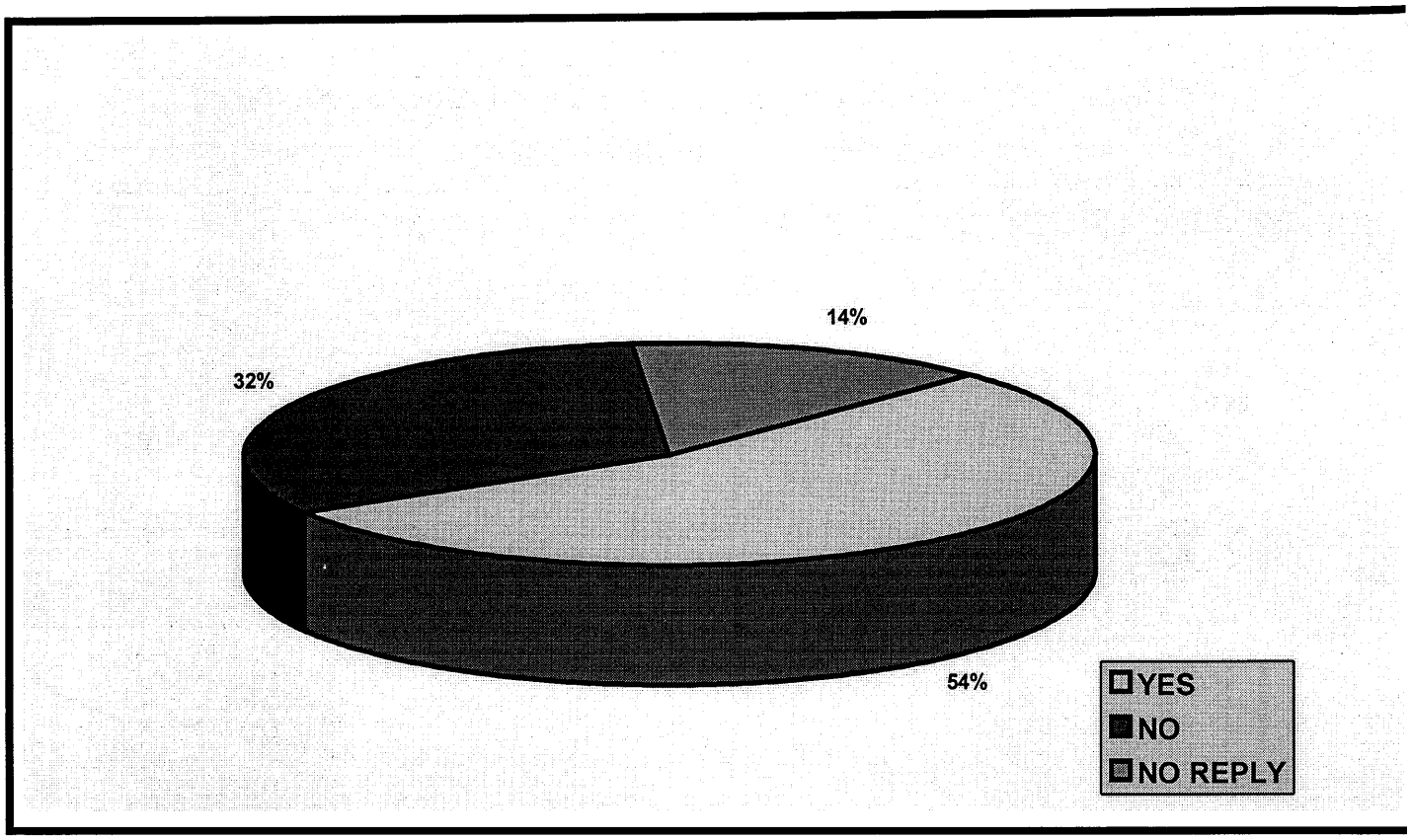


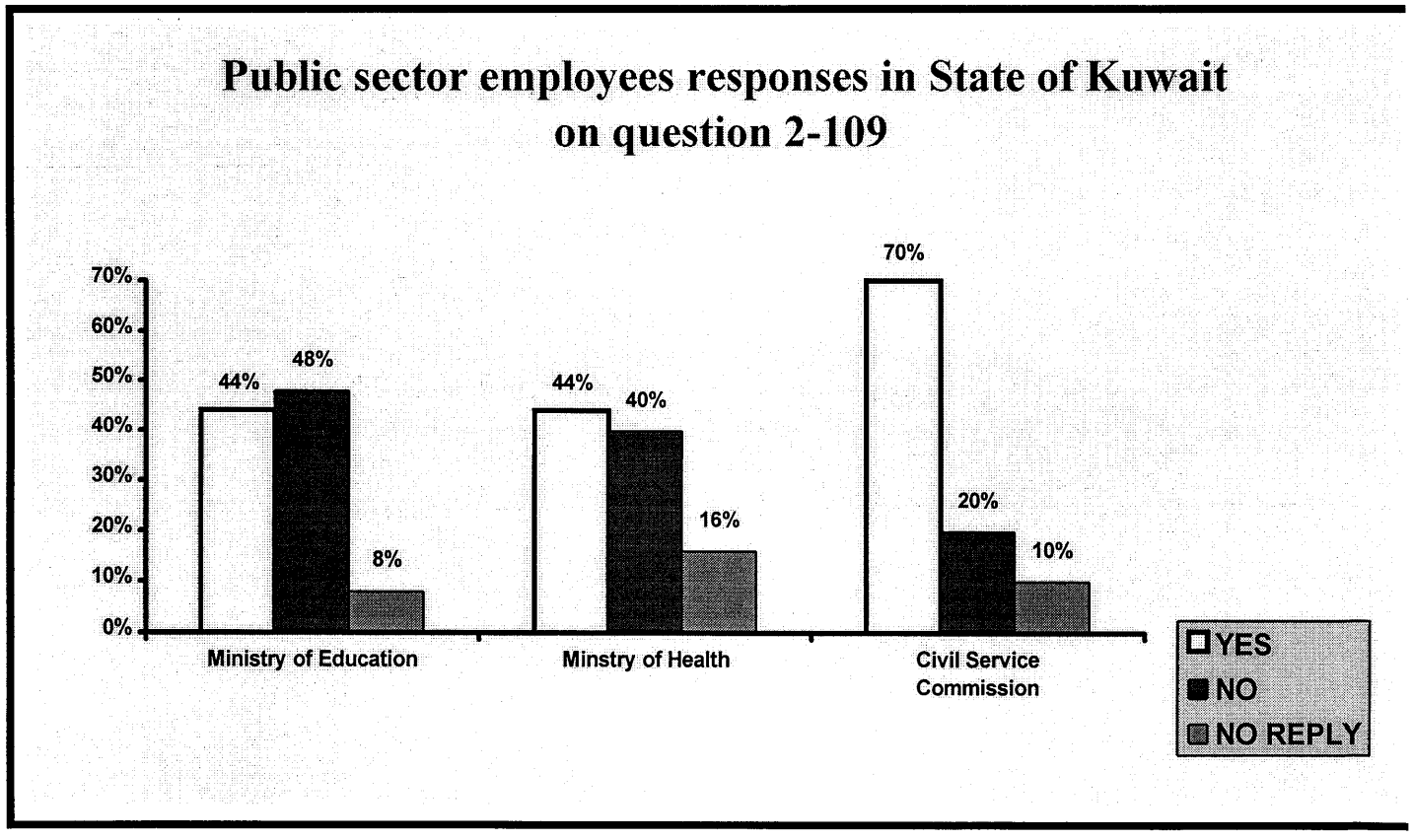
Ministry of Education employees responses in State of Kuwait on question 2-109



Ministry of Health employees responses in State of Kuwait on question 2-109




14%
32%
54%
YES
NO
NO REPLY

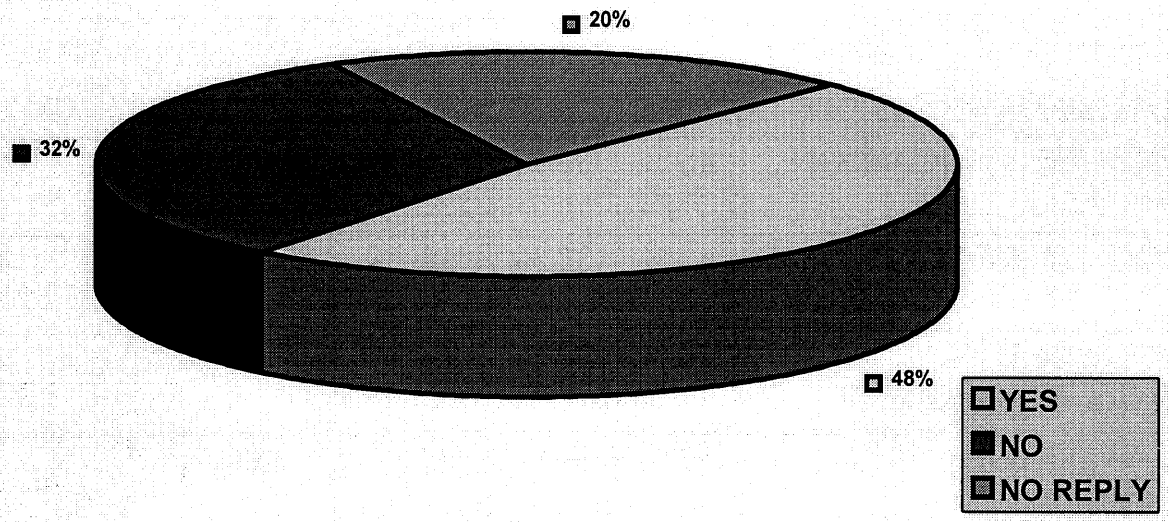

Public sector employees responses in State of Kuwait
on question 2-109
70%
60%
50%
40%
30%
20%
10%
0%
44%
48%
8%
44%
40%
16%
70%
20%
10%
Ministry of Education
Minstry of Health
Civil Service
Commission
YES
NO
NO REPLY

PUBLIC SECTOR EMPLOYEES RESPONSES IN STATE OF KUWAIT ON (Q2 - 17 & 117)

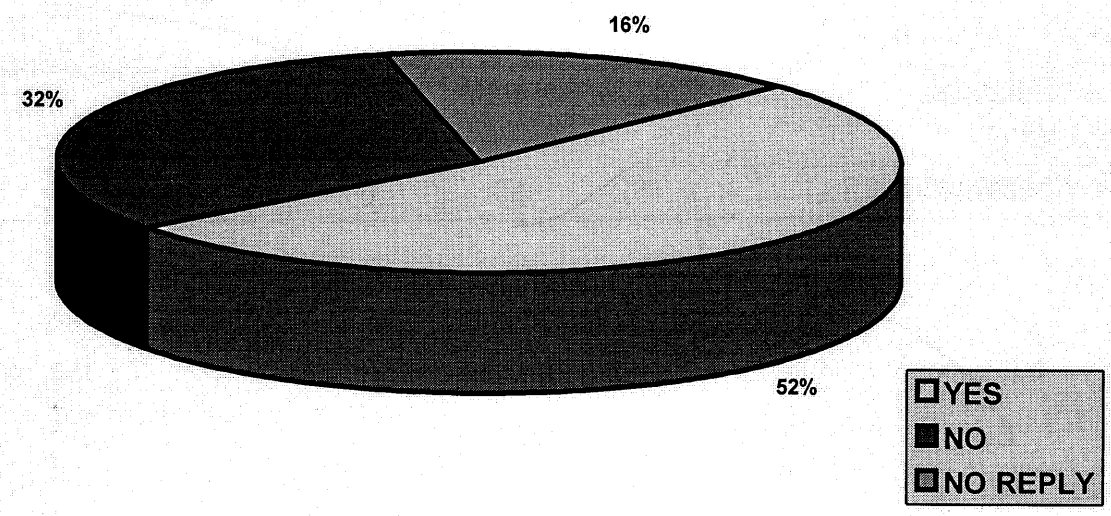
PUBLIC ORGANIZATIONS	YES	NO	NO REPLY	TOTAL	TOTAL EMPLOYEES
Q2-17 :CIVIL SERVICE BUREAU IS HELPING YOUR ORGANIZATION IN ESTABLISHING (TQM) SYSTEM.					
MINISTRY OF EDUCATION KME)	48 %	32 %	20 %	100 %	40
MINISTRY OF HEALTH KMH)	52 %	32 %	16 %	100 %	43
CIVIL SERVICE COMMISSION (KCSC)	70 %	30 %	0 %	100 %	44
TOTAL AVERAGE PERCENTAGE	57 %	31 %	12 %	100 %	
NO'S OF EMPLOYEES	73	39	15		127
Q2-117: AS QUALITY PROVIDER YOU ARE SATISFIED WITH YOUR ORGANIZATION PROVIDE SERVICE QUALITY.					
MINISTRY OF EDUCATION KME)	48 %	48 %	4 %	100 %	40
MINISTRY OF HEALTH KMH)	36 %	64 %	0 %	100 %	43
CIVIL SERVICE COMMISSION (KCSC)	40 %	50 %	10 %	100 %	44
TOTAL AVERAGE PERCENTAGE	41 %	54 %	5 %	100 %	
NO'S OF EMPLOYEES	52	69	6		127

(Table K3)

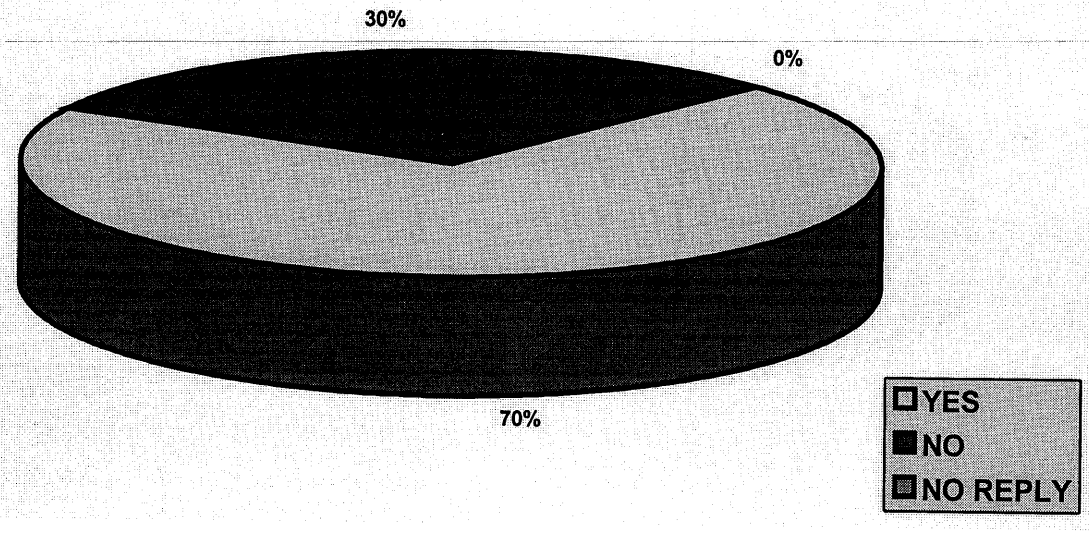
Ministry of Education employees responses in State of Kuwait on question 2-17



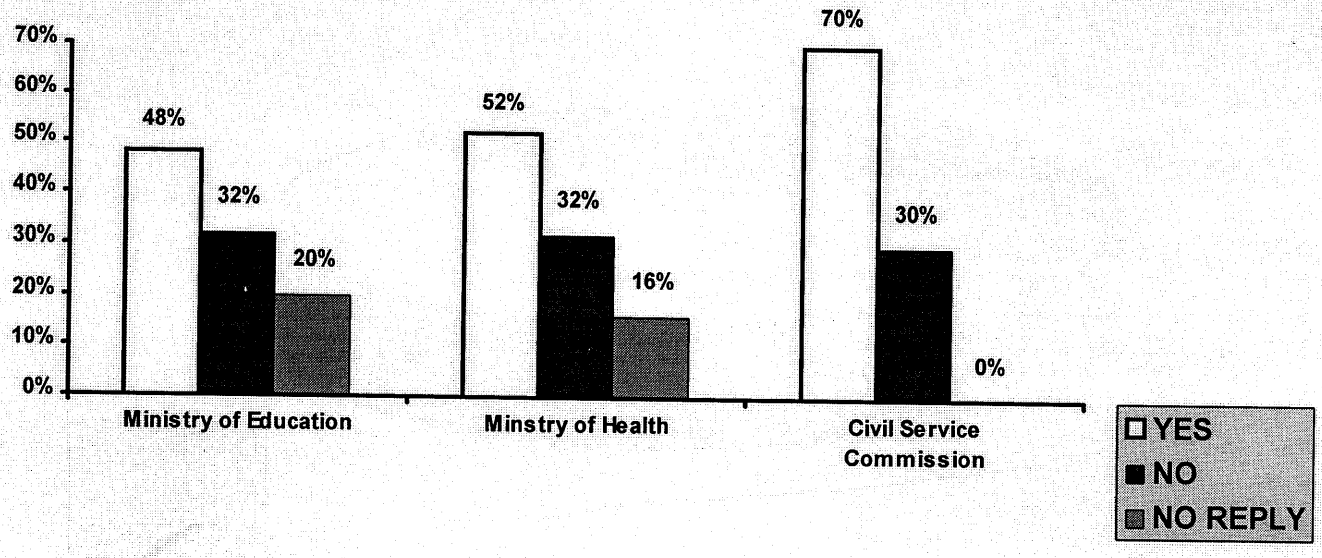
Ministry of Health employees responses in State of Kuwait on question 2-17



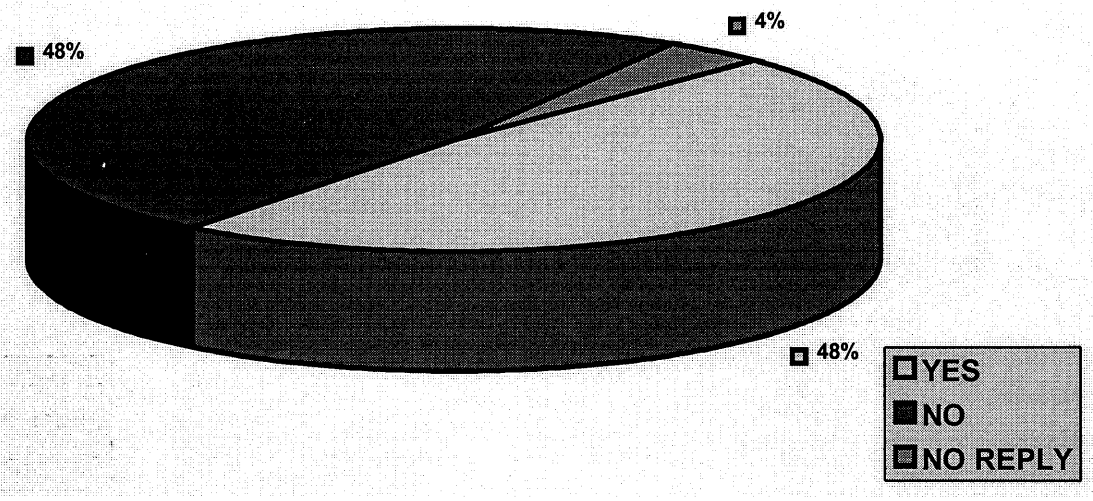
Civil Service Commission employees responses in State of Kuwait on question 2-17



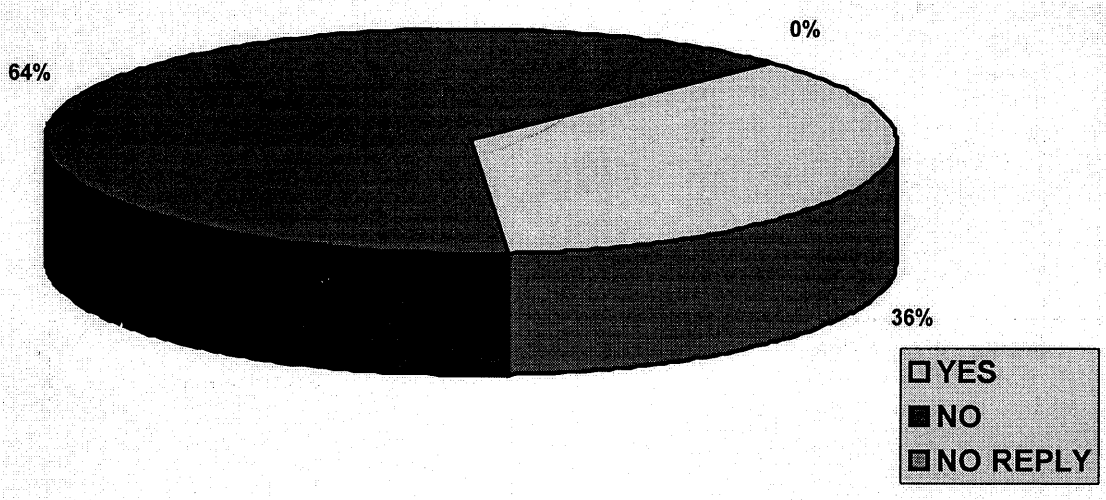
Public sector employees responses in State of Kuwait on question 2-17



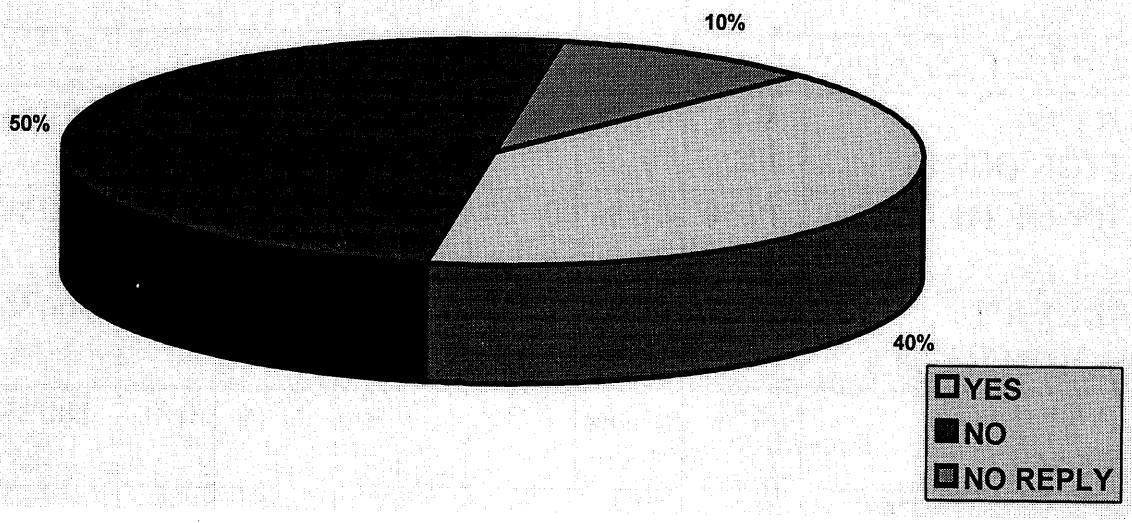
Ministry of Education employees responses in State of Kuwait on question 2-117



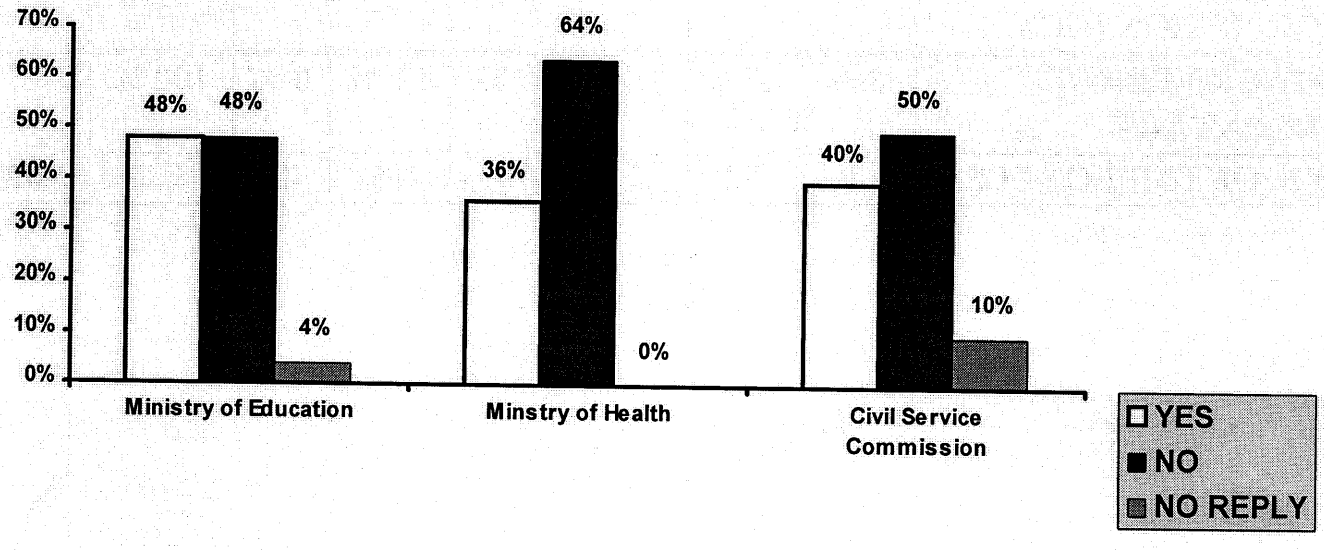
Ministry of Health employees responses in State of Kuwait on question 2-117



Civil Service Commission employees responses in State of Kuwait on question 2-117



Public sector employees responses in State of Kuwait on question 2-117

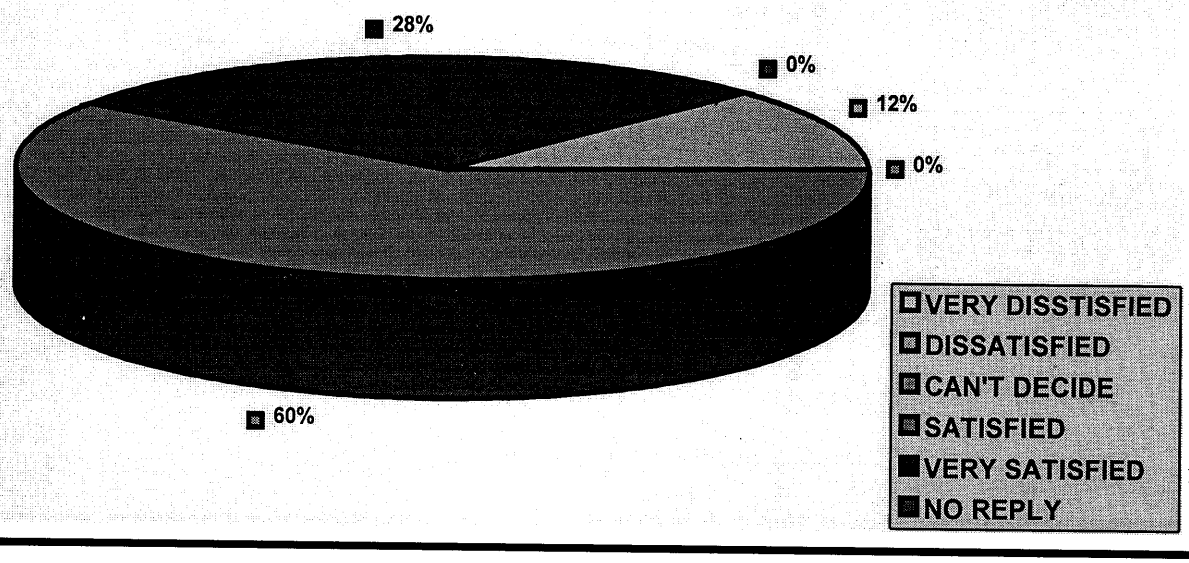


PUBLIC SECTOR EMPLOYEES RESPONSES IN STATE OF KUWAIT ON (Q1- 5 & 21)

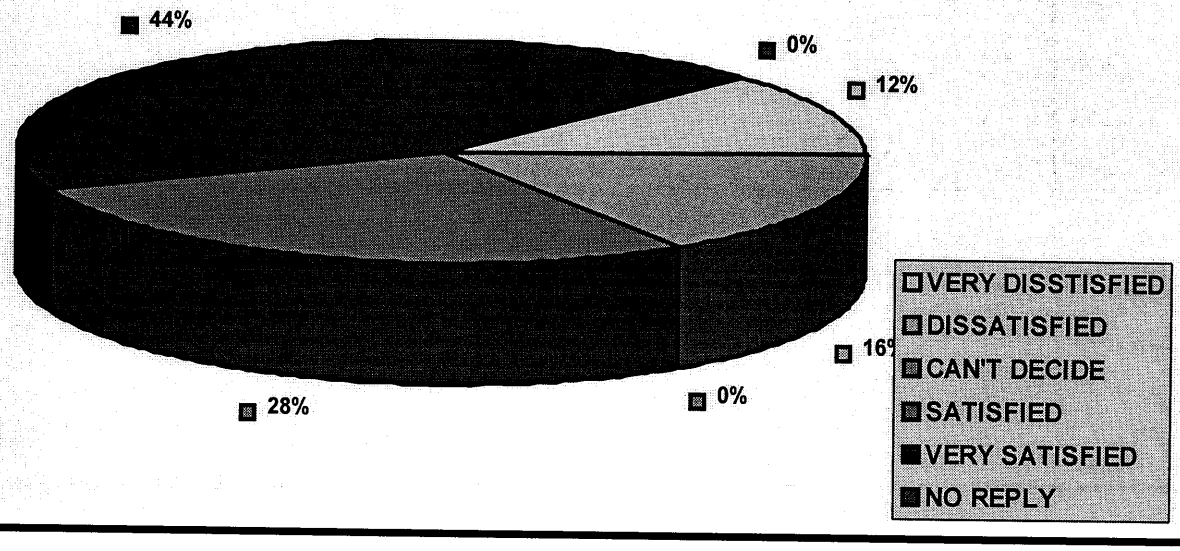
PUBLIC ORGANIZATIONS	VDS	DS	N	S	VS	NR	TOTAL	TOTAL EMPL-OYEES
Q1-5 : THE WAY MY BOSS HANDLES HIS EMPLOYEES.								
MINISTRY OF EDUCATION (KME)	0 %	12 %	0 %	60 %	28 %	0 %	100 %	40
MINISTRY OF HEALTH (KMH)	12 %	16 %	0 %	28 %	44 %	0 %	100 %	43
CIVIL SERVICE COMMISSION (KCSC)	0 %	22 %	14 %	24 %	40 %	0 %	100 %	44
TOTAL AVERAGE PERCENTAGE	4 %	17 %	5 %	37 %	37 %	0 %	100 %	
NO'S OF EMPLOYEES	5	22	6	47	47	0		127
Q1-21 : SATISFACTION WITH THE QUALITY OF PROVIDED SERVICE.								
MINISTRY OF EDUCATION (KME)	0 %	4 %	4 %	88 %	4 %	0 %	100 %	40
MINISTRY OF HEALTH (KMH)	0 %	28 %	0 %	64 %	8 %	0 %	100 %	43
CIVIL SERVICE COMMISSION (KCSC)	8 %	44 %	0 %	24 %	24 %	0 %	100 %	44
TOTAL AVERAGE PERCENTAGE	3 %	25 %	1 %	59 %	12 %	0 %	100 %	
NO'S OF EMPLOYEES	4	32	1	75	15	0		127

(Table K4)

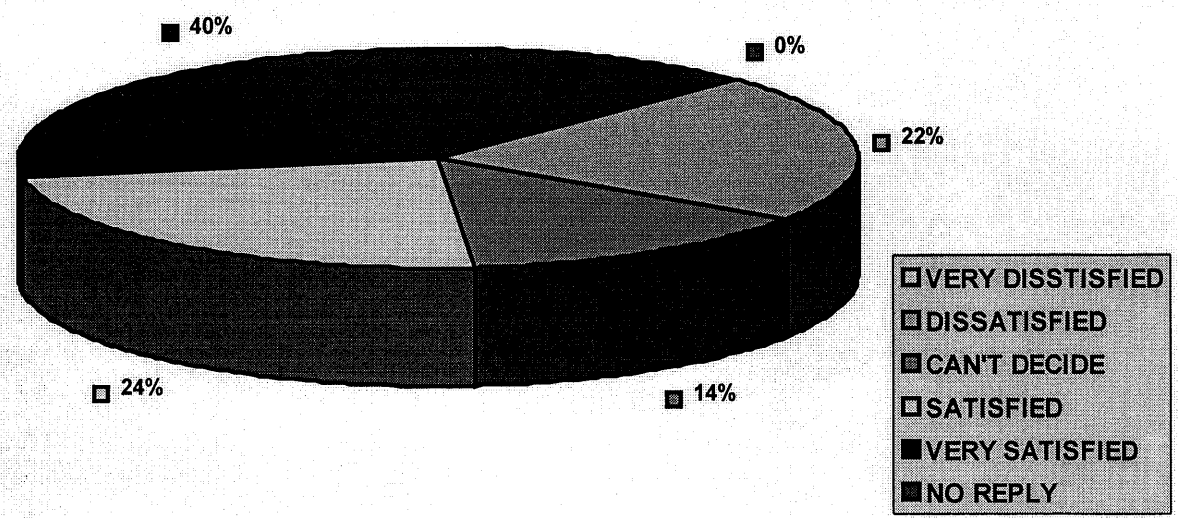
Ministry of Education employees responses in State of Kuwait on question 1-5



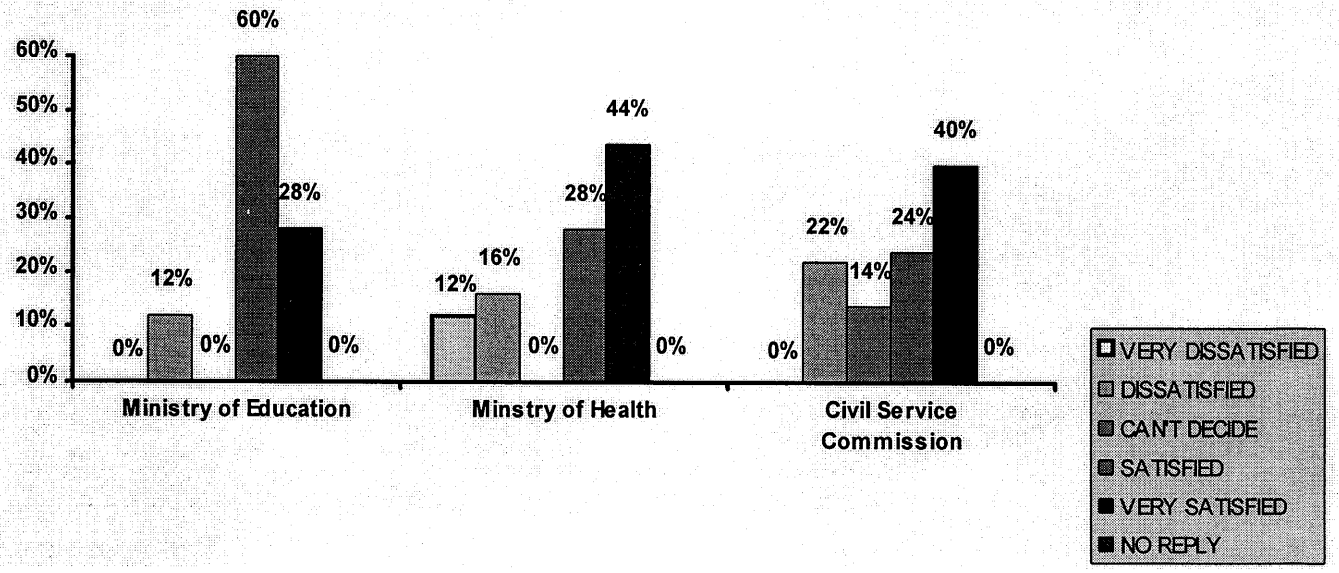
Ministry of Health employees responses in State of Kuwait on question 1-5



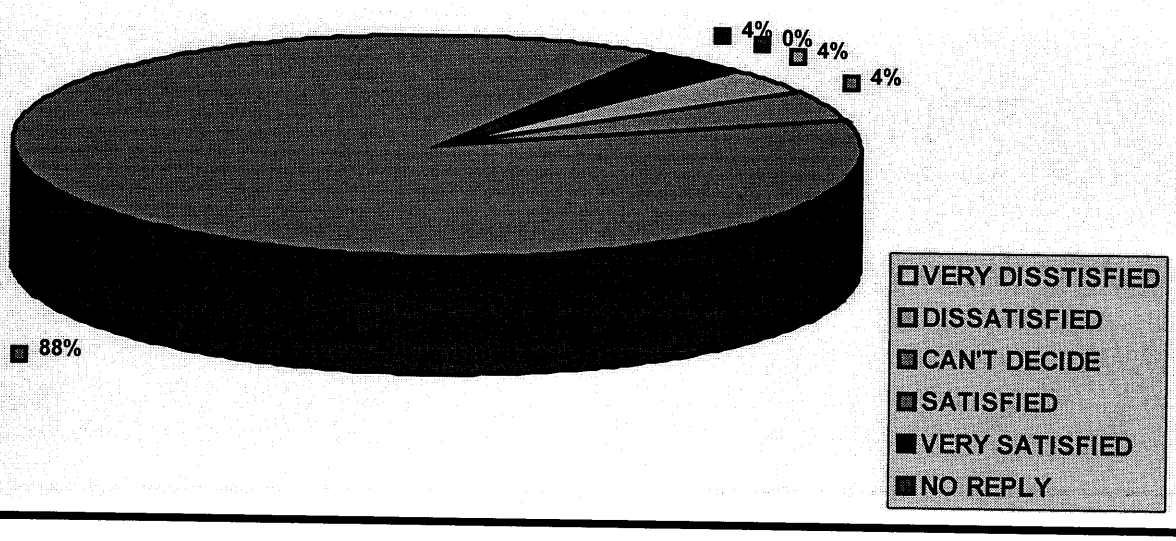
Civil Service Commissionemployees responses in State of Kuwait on question 1-5



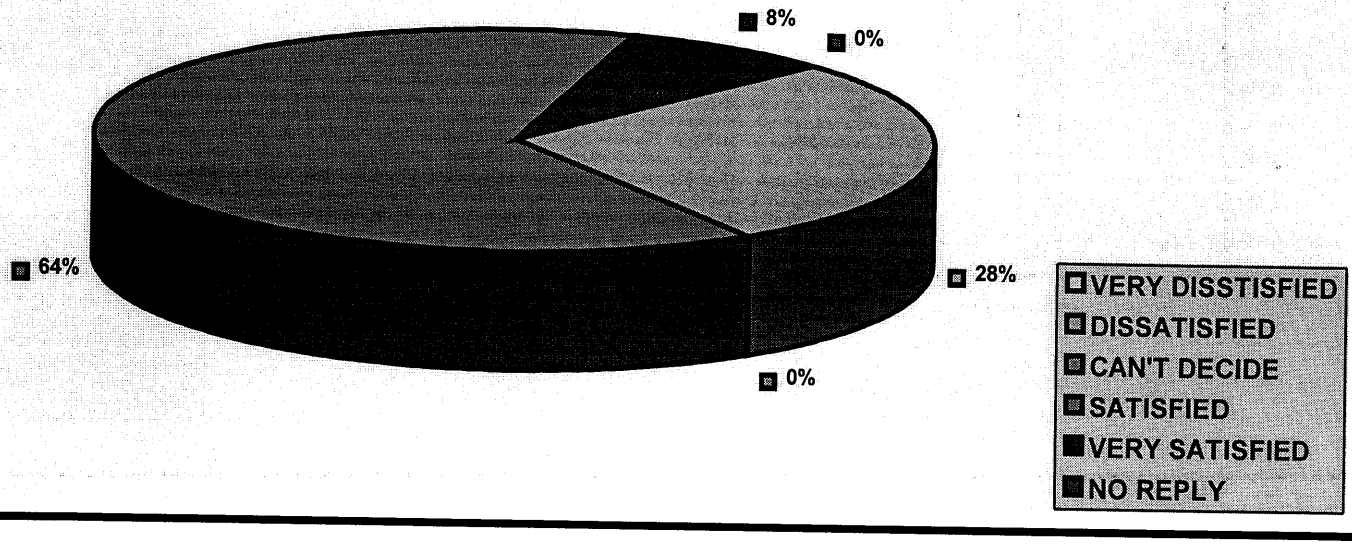
Public sector employees responses in State of Kuwait on question 1-5



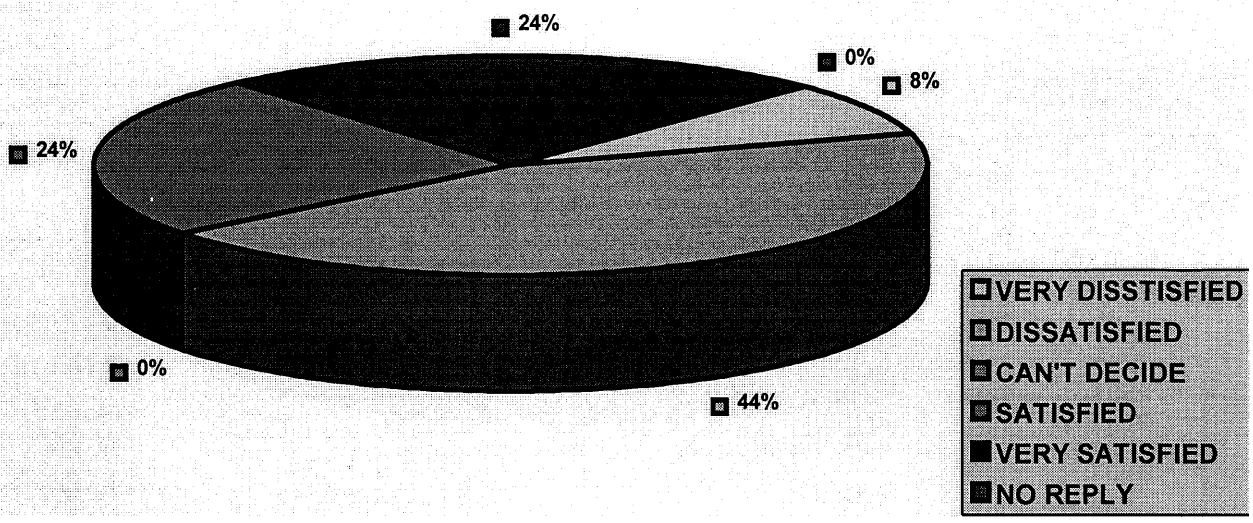
Ministry of Education employees responses in State of Kuwait on question 1-21



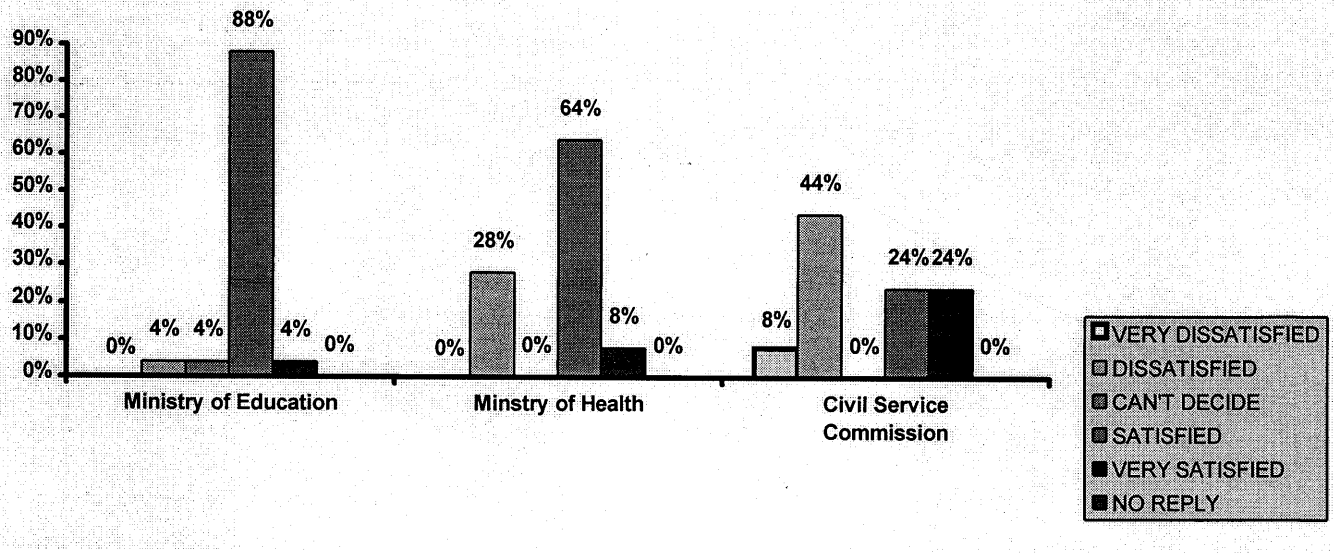
Ministry of Health employees responses in State of Kuwait on question 1-21



Civil Service Commission employees responses in State of Kuwait on question 1-21



Public sector employees responses in State of Kuwait on question 1-21

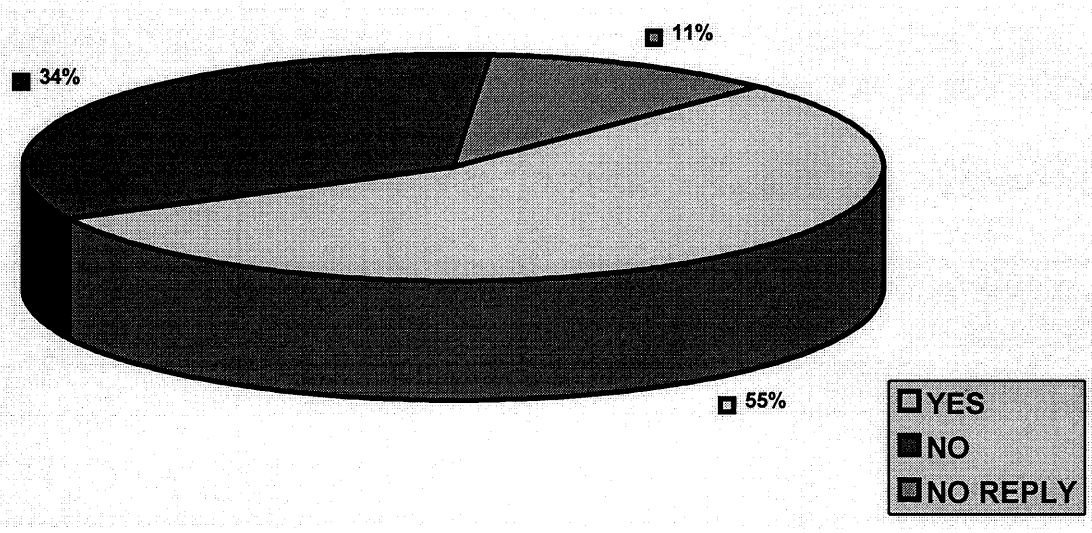


PUBLIC SECTORS EMPLOYEES RESPONSES IN STATE OF BAHRAIN & STATE OF KUWAIT ON (Q2-32 & 55)

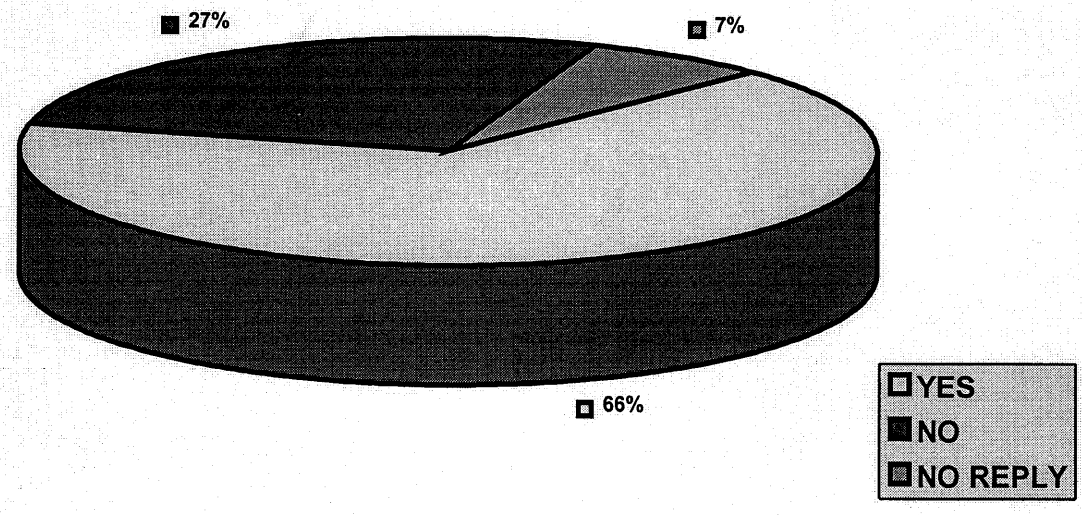
PUBLIC ORGANIZATIONS	YES	NO	NO REPLY	TOTAL	TOTAL EMPLOYEES
)2-32 : YOUR ORGANIZATION PRODUCTIVITY AND QUALITY ARE HIGH.					
BAHRAIN PUBLIC SECTOR BPS)	55 %	34 %	11 %	100 %	121
KUWAIT PUBLIC SECTOR KPS)	66 %	27 %	7 %	100 %	127
TOTAL AVERAGE PERCENTAGE	61 %	30 %	9 %	100 %	
NO'S OF EMPLOYEES	151	74	23		248
)2-55 : THERE IS FAST RESPONSE IN YOUR ORGANIZATION TO CUSTOMERS REQUIREMENTS AND NEED.					
BAHRAIN PUBLIC SECTOR BPS)	55 %	37 %	8 %	100 %	121
KUWAIT PUBLIC SECTOR KPS)	49 %	44 %	7 %	100 %	127
TOTAL AVERAGE PERCENTAGE	52 %	41 %	7 %	100 %	
NO'S OF EMPLOYEES	129	102	17		248

(Table BK1)

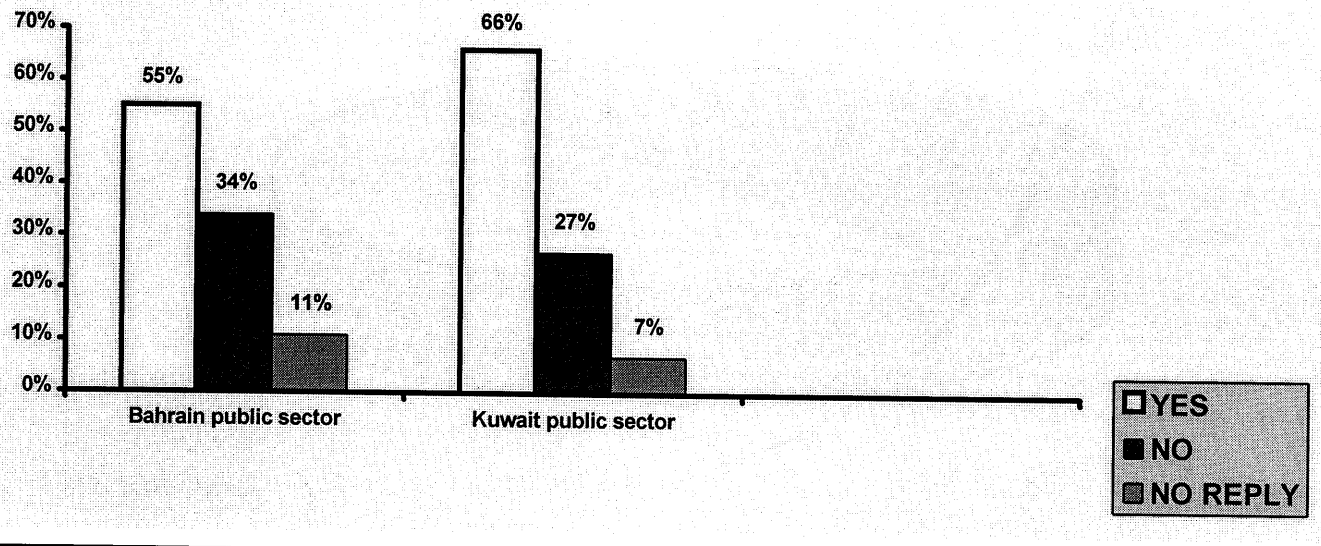
Bahrain public sector employees responses on question 2-32



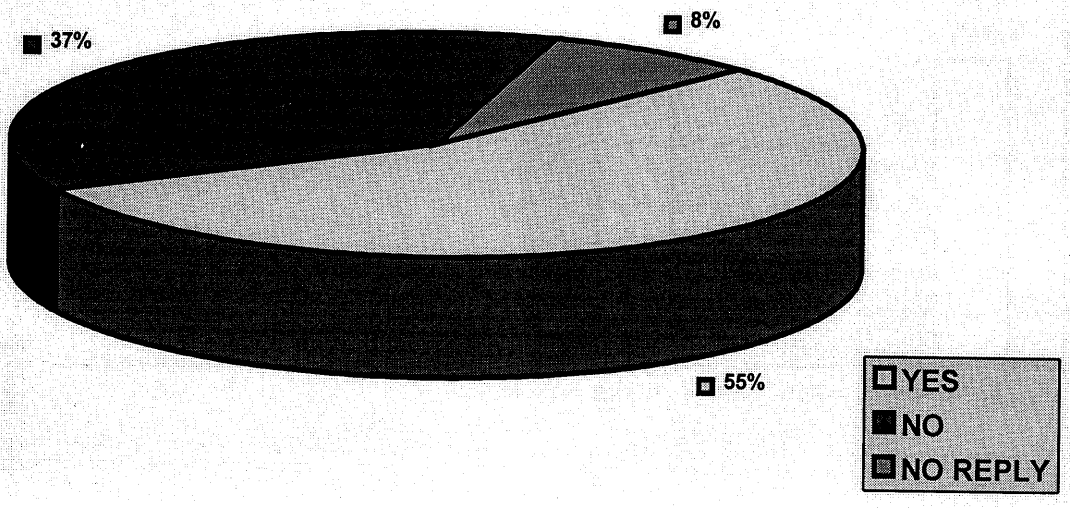
Kuwait public sector employees responses on question 2-32



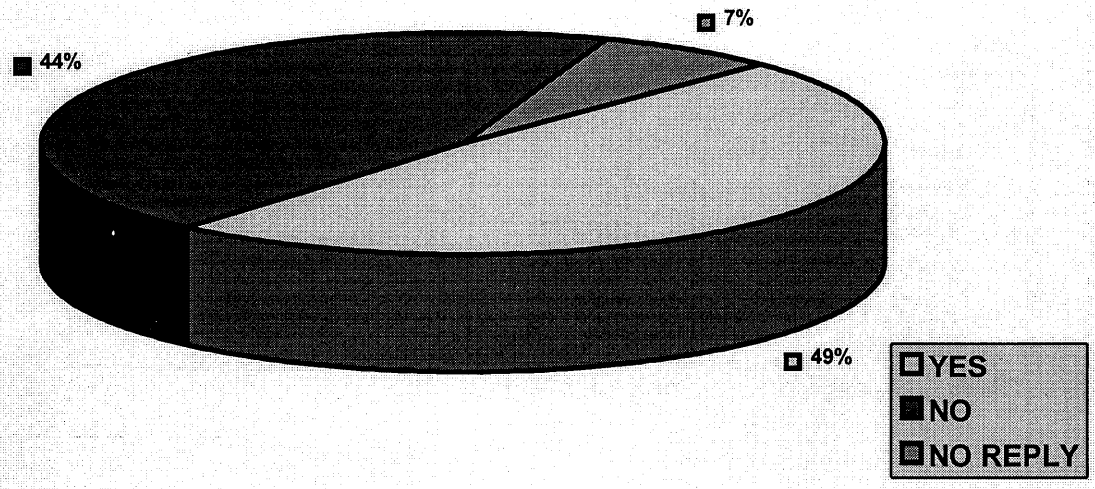
Bahrain and Kuwait public sectors employees responses on question 2-32



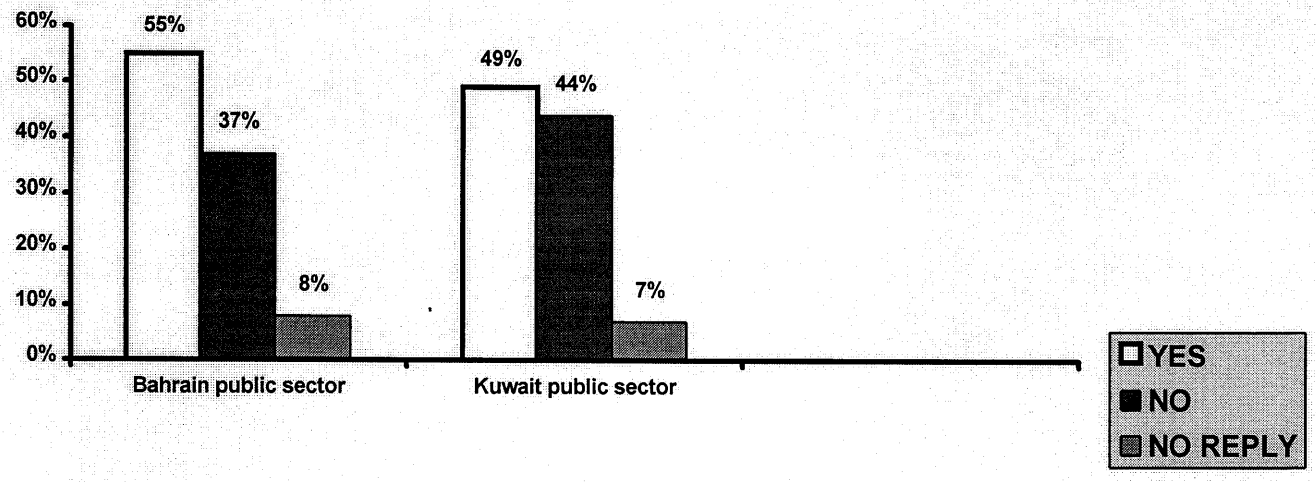
Bahrain public sector employees responses on question 2-55



Kuwait public sector employees responses on question 2-55



Bahrain and Kuwait public sectors employees responses on question 2-55

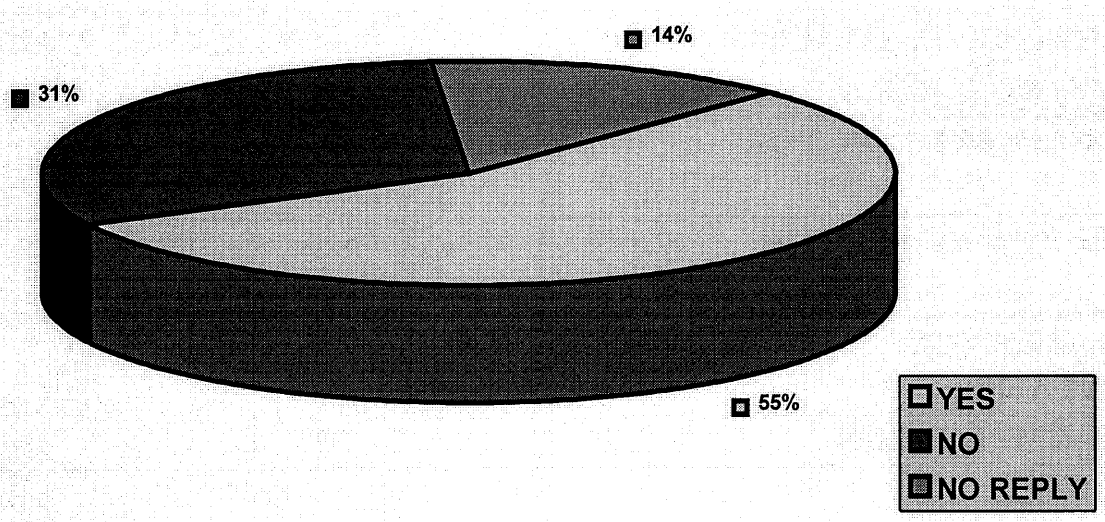


PUBLIC SECTORS EMPLOYEES RESPONSES IN STATE OF BAHRAIN & STATE OF KUWAIT ON (Q2-58 & 109)

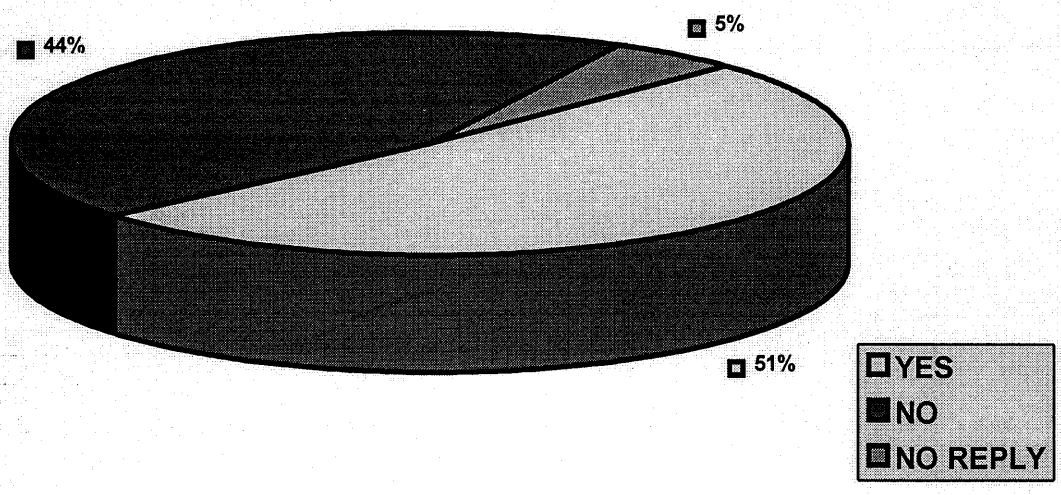
PUBLIC ORGANIZATIONS	YES	NO	NO REPLY	TOTAL	TOTAL EMPLOYEES
Q2-58: YOUR ORGANIZATION SERVICE MEET THE CUSTOMERS NEED OF QUALITY, QUANTITY, AND VARIETY.					
BAHRAIN PUBLIC SECTOR (BPS)	55 %	31 %	14 %	100 %	121
KUWAIT PUBLIC SECTOR (KPS)	51 %	44 %	5 %	100 %	127
TOTAL AVERAGE PERCENTAGE	53 %	38 %	9 %	100 %	
NO'S OF EMPLOYEES	132	94	22		248
Q2-109: EMPLOYEES CAREER PROGRAMS HAVE BEEN DEVELOPED					
BAHRAIN PUBLIC SECTOR (BPS)	46 %	43 %	11 %	100 %	121
KUWAIT PUBLIC SECTOR (KPS)	53 %	36 %	11 %	100 %	127
TOTAL AVERAGE PERCENTAGE	50 %	39 %	11 %	100 %	
NO'S OF EMPLOYEES	124	97	27		248

(Table BK2)

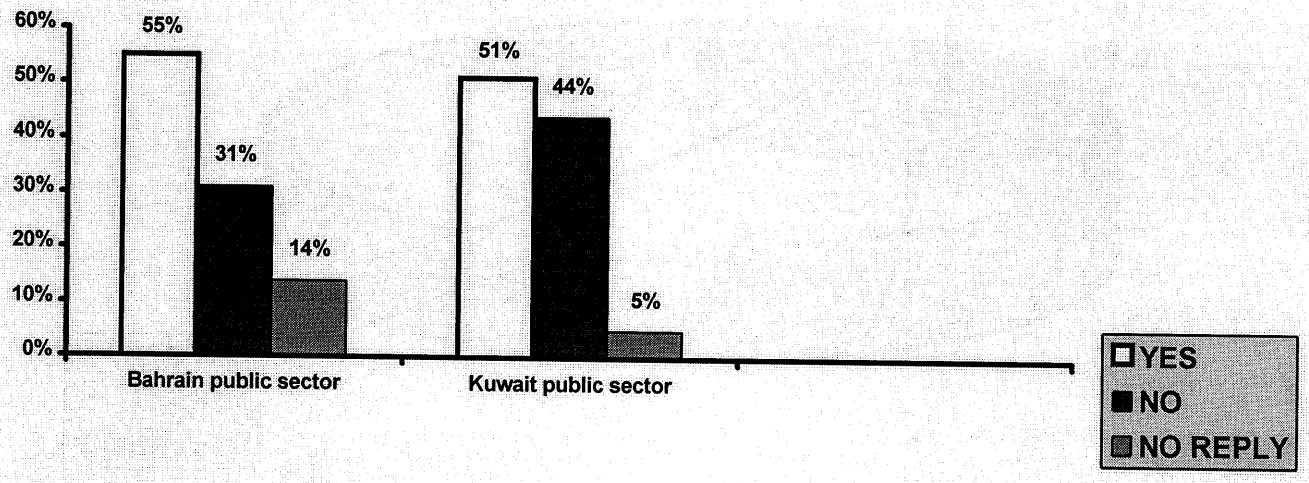
Bahrain public sector employees responses on question 2-58



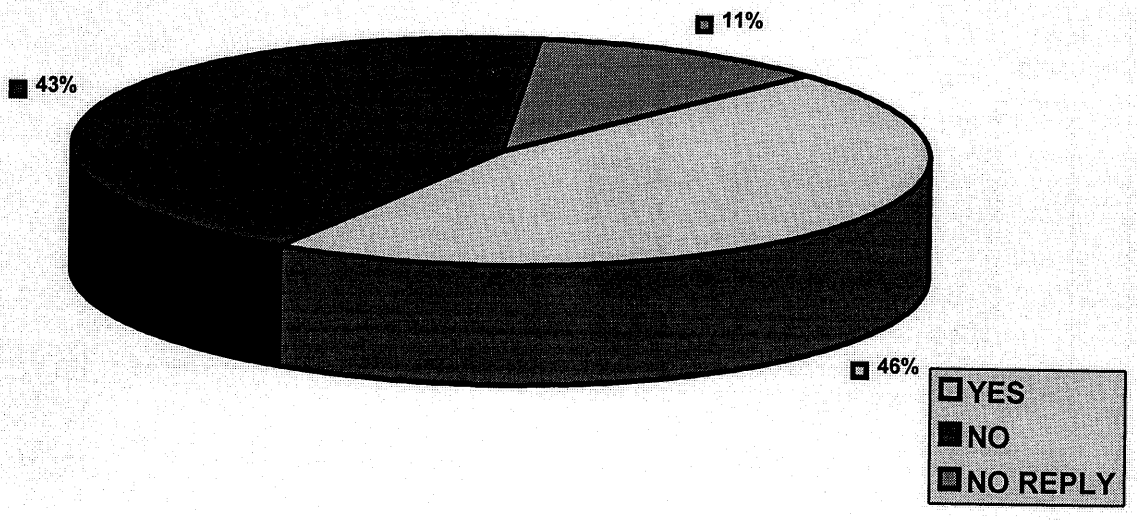
Kuwait public sector employees responses on question 2-58



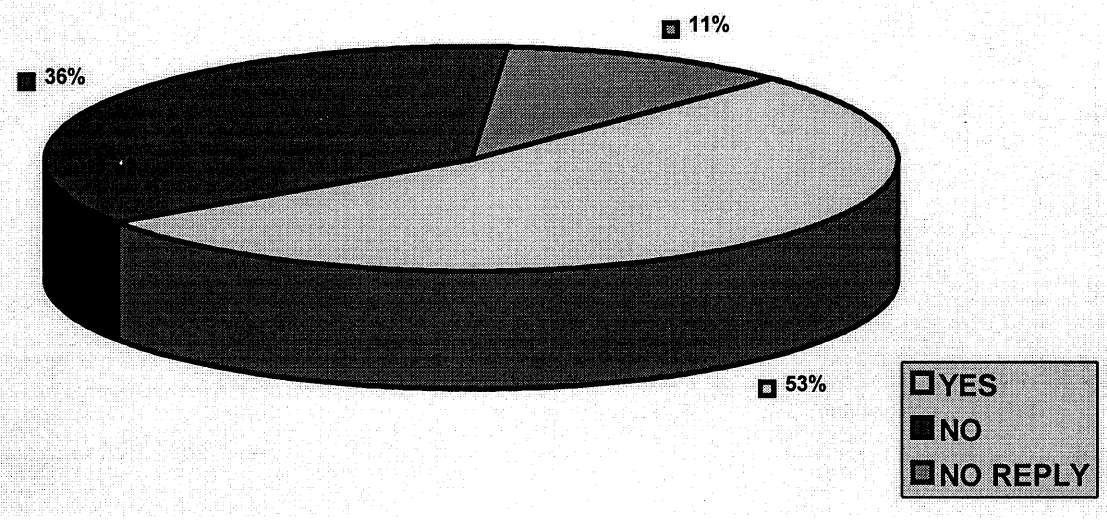
Bahrain and Kuwait public sectors employees responses on question 2-58



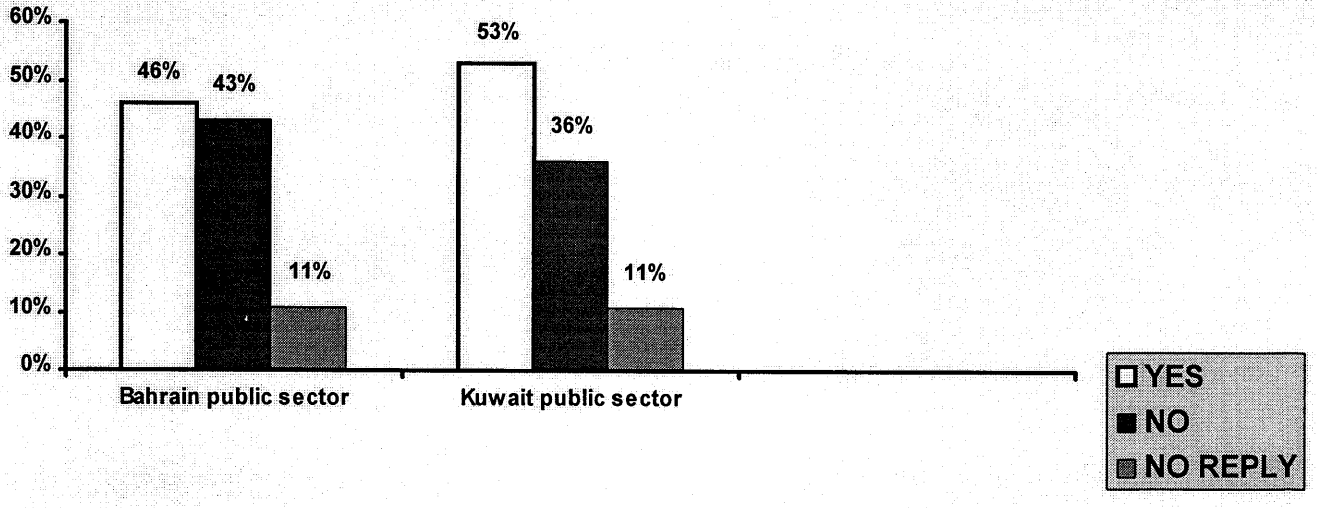
Bahrain public sector employees responses on question 2-109



Kuwait public sector employees responses on question 2-109



Bahrain and Kuwait public sectors employees responses on question 2-109

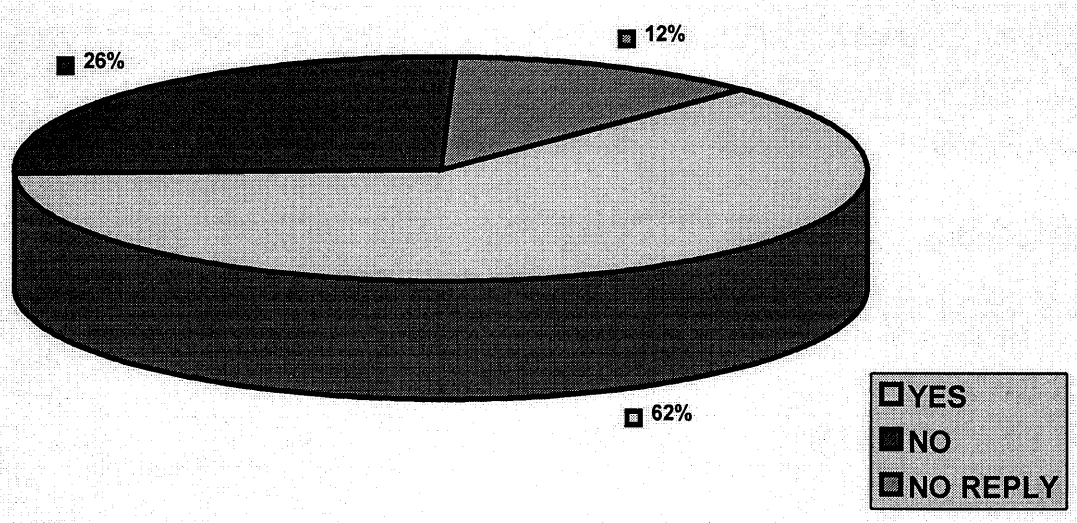


PUBLIC SECTORS EMPLOYEES RESPONSES IN STATE OF BAHRAIN & STATE OF KUWAIT ON (Q2-17 & 117)

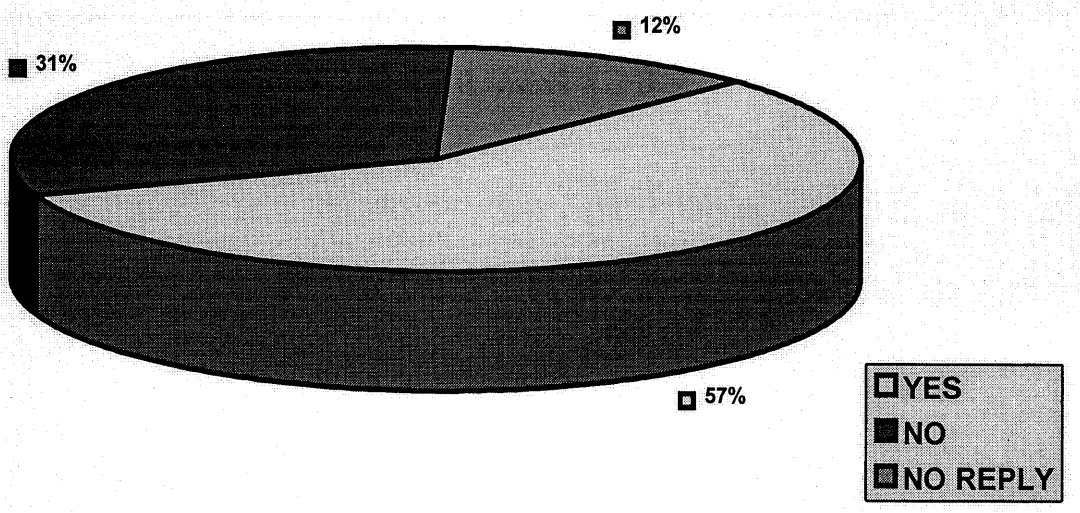
PUBLIC ORGANIZATIONS	YES	NO	NO REPLY	TOTAL	TOTAL EMPLOYEES
Q2-17 :CIVIL SERVICE BUREAU IS HELPING YOUR ORGANIZATION IN ESTABLISHING (TQM) SYSTEM.					
BAHRAIN PUBLIC SECTOR (BPS)	62 %	26 %	12 %	100 %	121
KUWAIT PUBLIC SECTOR (KPS)	57 %	31 %	12 %	100 %	127
TOTAL AVERAGE PERCENTAGE	59 %	29 %	12 %	100 %	
NO'S OF EMPLOYEES	146	72	30		248
Q2-117: AS QUALITY PROVIDER YOU ARE SATISFIED WITH YOUR ORGANIZATION PROVIDE SERVICE QUALITY.					
BAHRAIN PUBLIC SECTOR (BPS)	33 %	47 %	20 %	100 %	121
KUWAIT PUBLIC SECTOR (KPS)	41 %	54 %	5 %	100 %	127
TOTAL AVERAGE PERCENTAGE	37 %	51 %	12 %	100 %	
NO'S OF EMPLOYEES	92	127	29		248

(Table BK3)

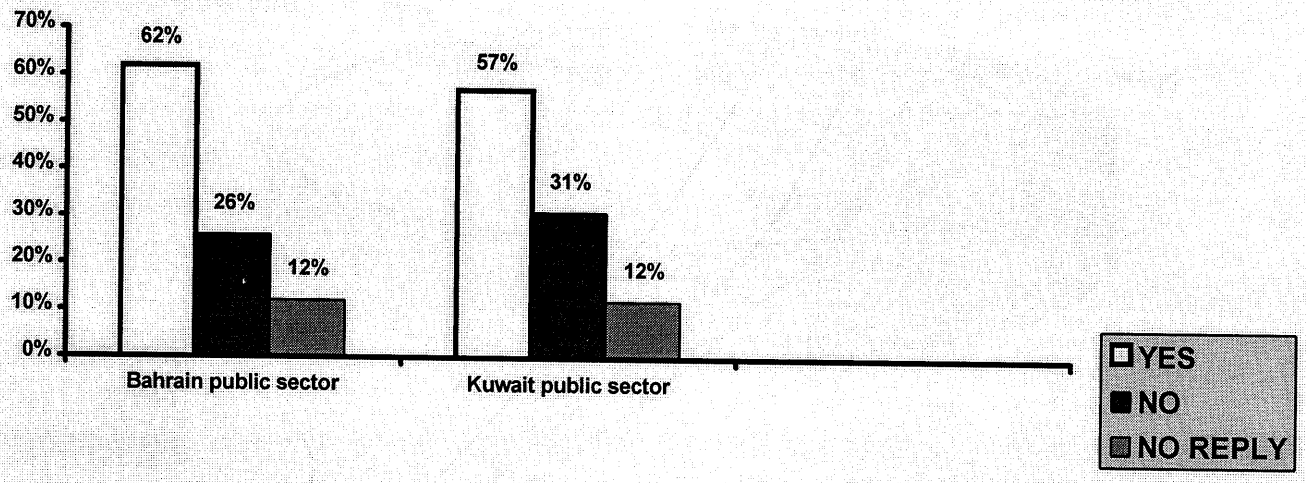
Bahrain public sector employees responses on question 2-17



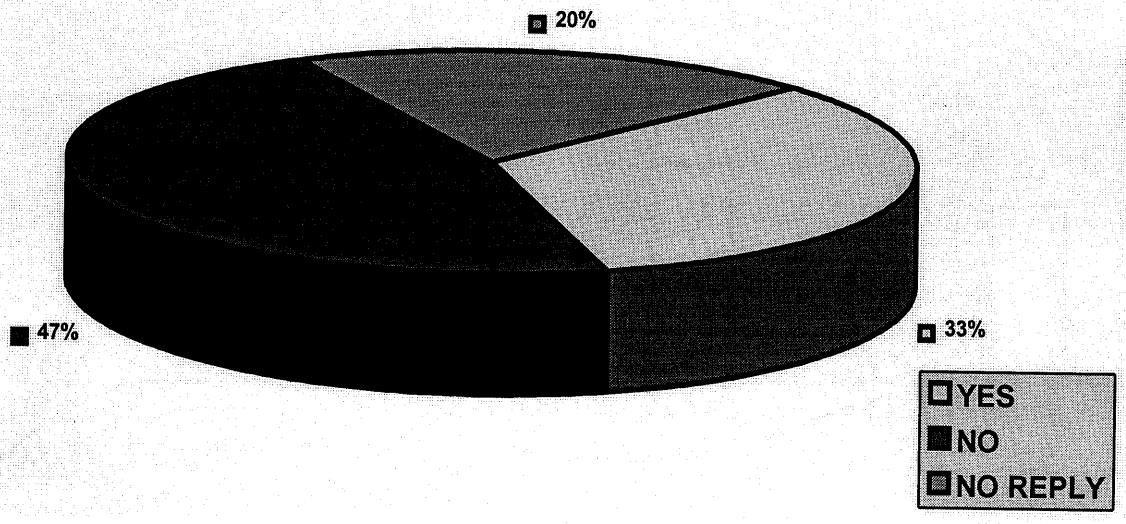
Kuwait public sector employees responses on question 2-17



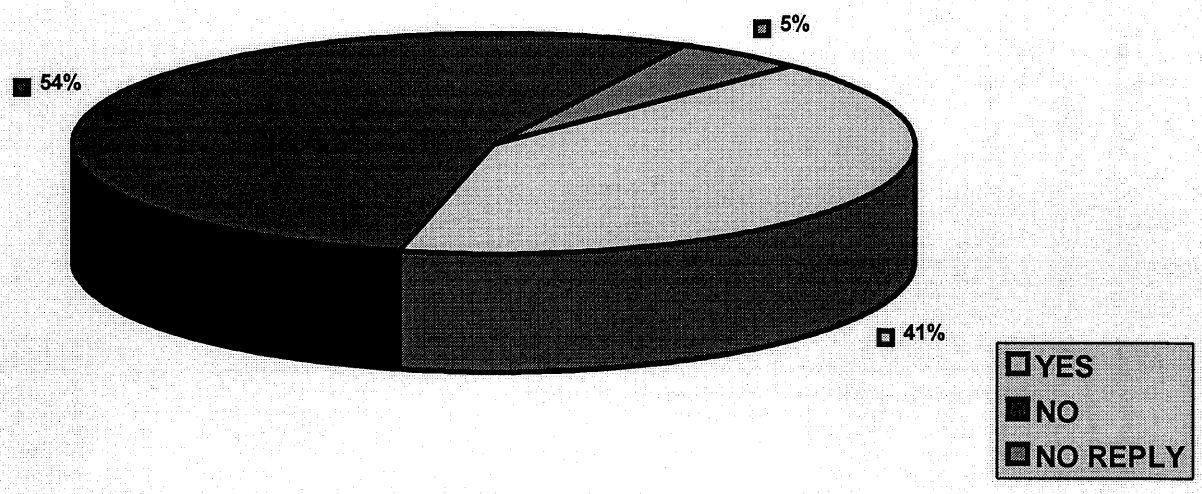
Bahrain and Kuwait public sectors employees responses on question 2-17



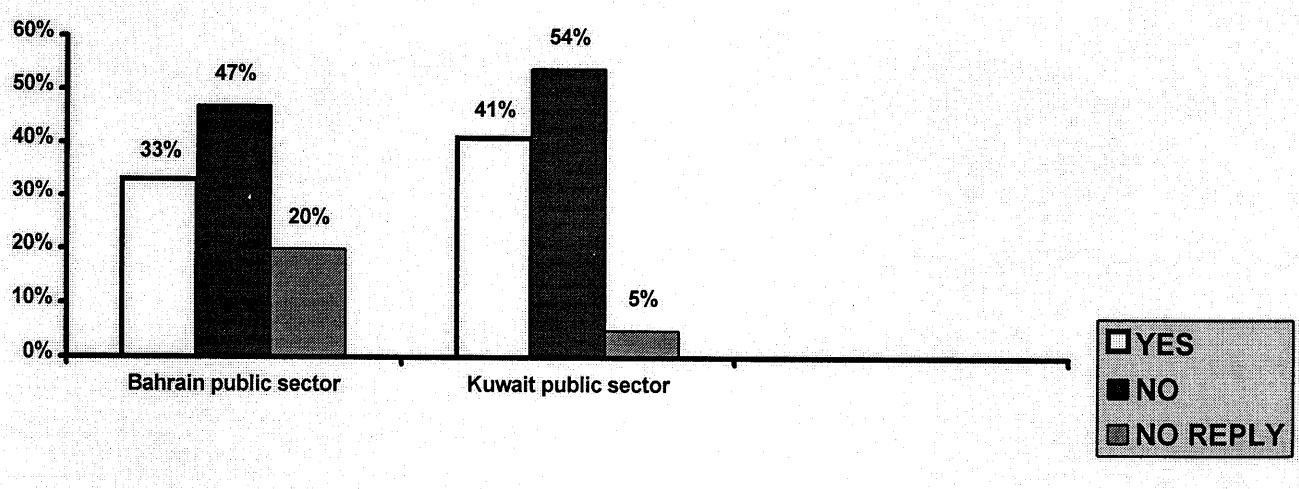
Bahrain public sector employees responses on question 2-117



Kuwait public sector employees responses on question 2-117



Bahrain and Kuwait public sectors employees responses on question 2-117

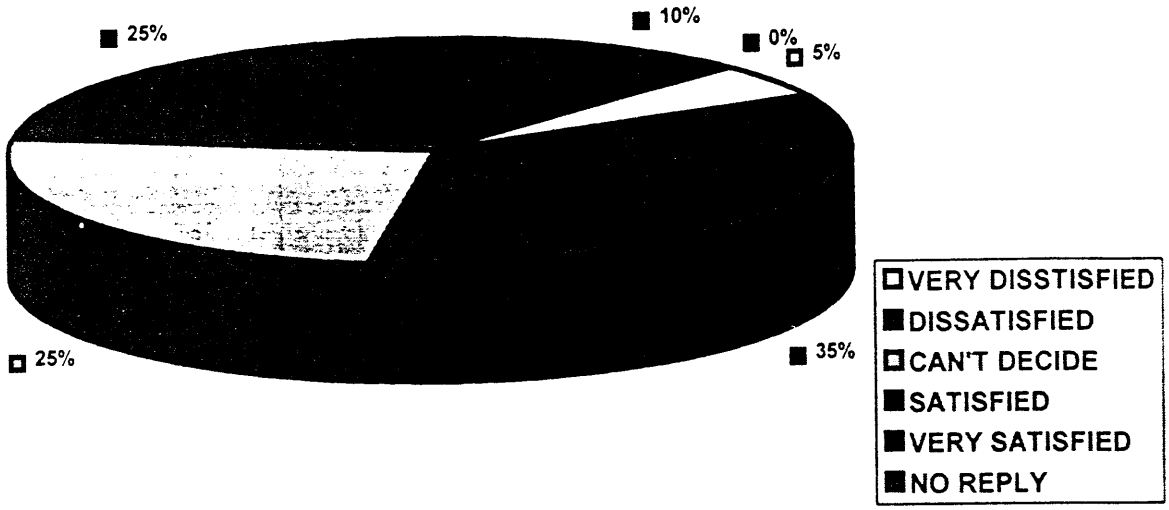


PUBLIC SECTORS EMPLOYEES RESPONSES IN STATE OF BAHRAIN & STATE OF KUWAIT ON (Q1 - 5 & 21)

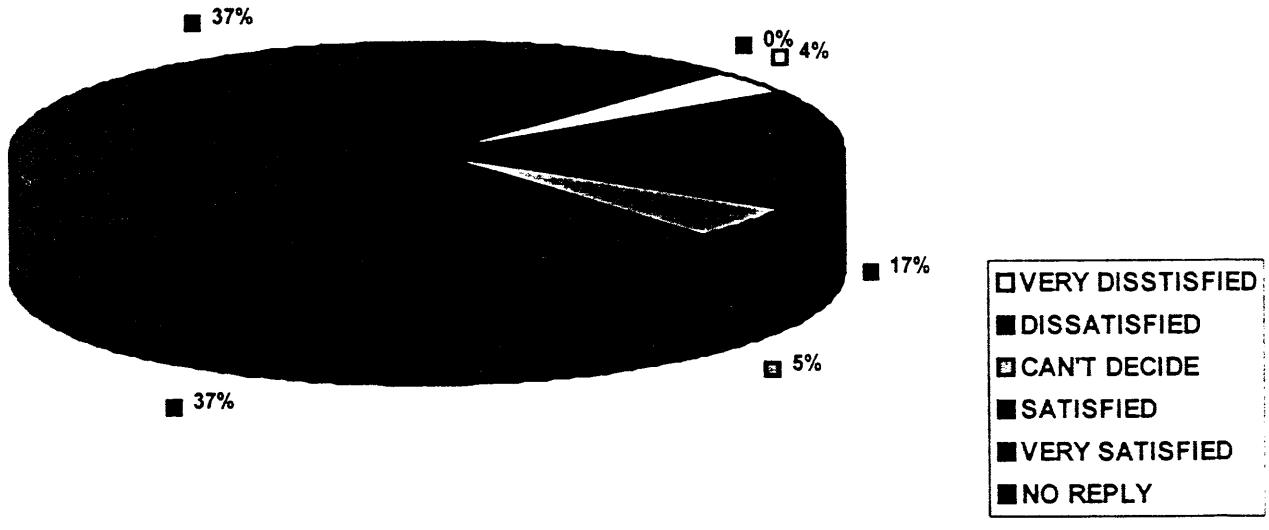
PUBLIC ORGANIZATIONS	VDS	DS	N	S	VS	NR	TOTAL	TOTAL EMPL-OYEES
Q1-5 : THE WAY MY BOSS HANDLES HIS EMPLOYEES.								
BAHRAIN PUBLIC SECTOR (BPS)	5 %	35 %	25 %	25 %	10 %	0 %	100 %	121
KUWAIT PUBLIC SECTOR (KPS)	4 %	17 %	5 %	37 %	37 %	0 %	100 %	127
TOTAL AVERAGE PERCENTAGE	5 %	26 %	15 %	31 %	23 %	0 %		
NO'S OF EMPLOYEES	12	65	37	77	57	0		248
Q1-21 : SATISFACTION WITH THE QUALITY OF PROVIDED SERVICE.								
BAHRAIN PUBLIC SECTOR (BPS)	9 %	26 %	15 %	44 %	6 %	0 %	100 %	121
KUWAIT PUBLIC SECTOR (KPS)	3 %	25 %	1 %	59 %	12 %	0 %	100 %	127
TOTAL AVERAGE PERCENTAGE	6 %	25 %	8 %	52 %	9 %	0 %	100 %	
NO'S OF EMPLOYEES	15	62	20	129	22	0		248

(Table BK4)

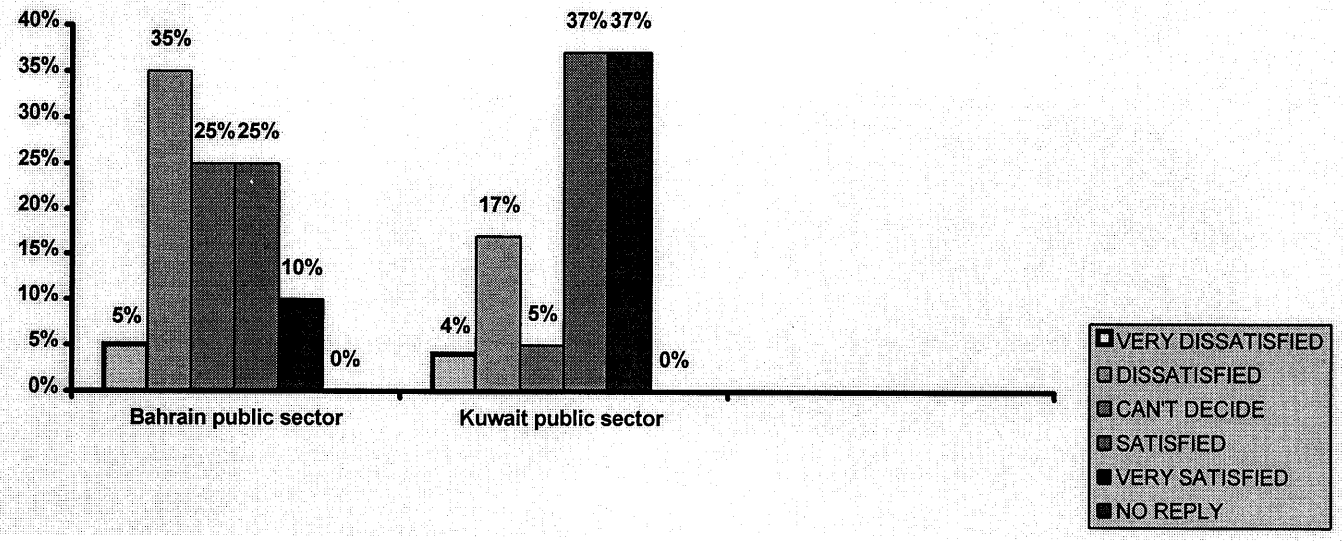
Bahrain public sector employees responses on Q1-5



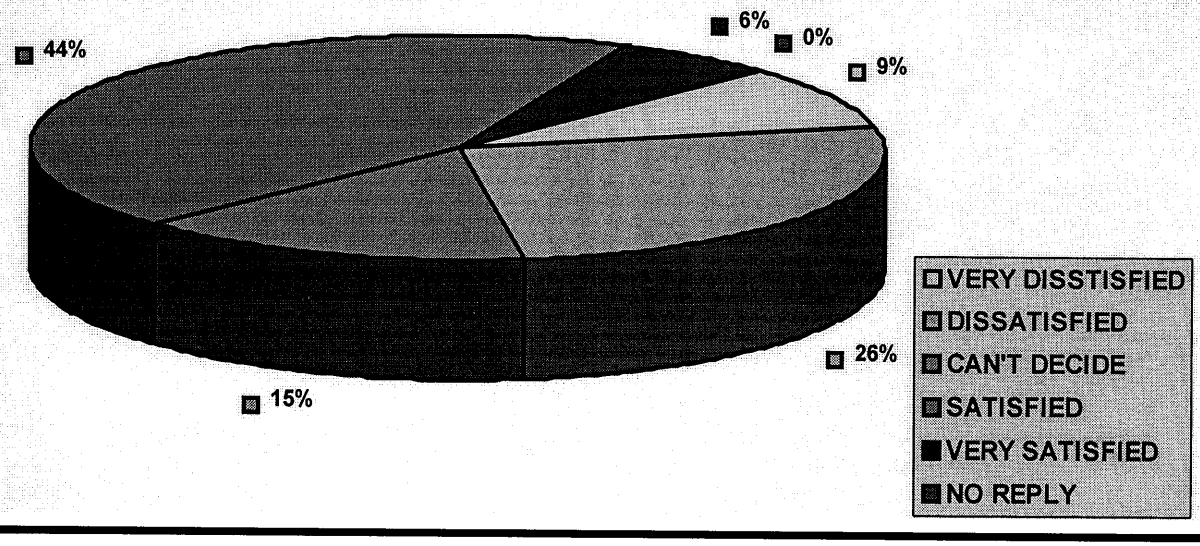
Kuwait public sector employees responses on Q1-5



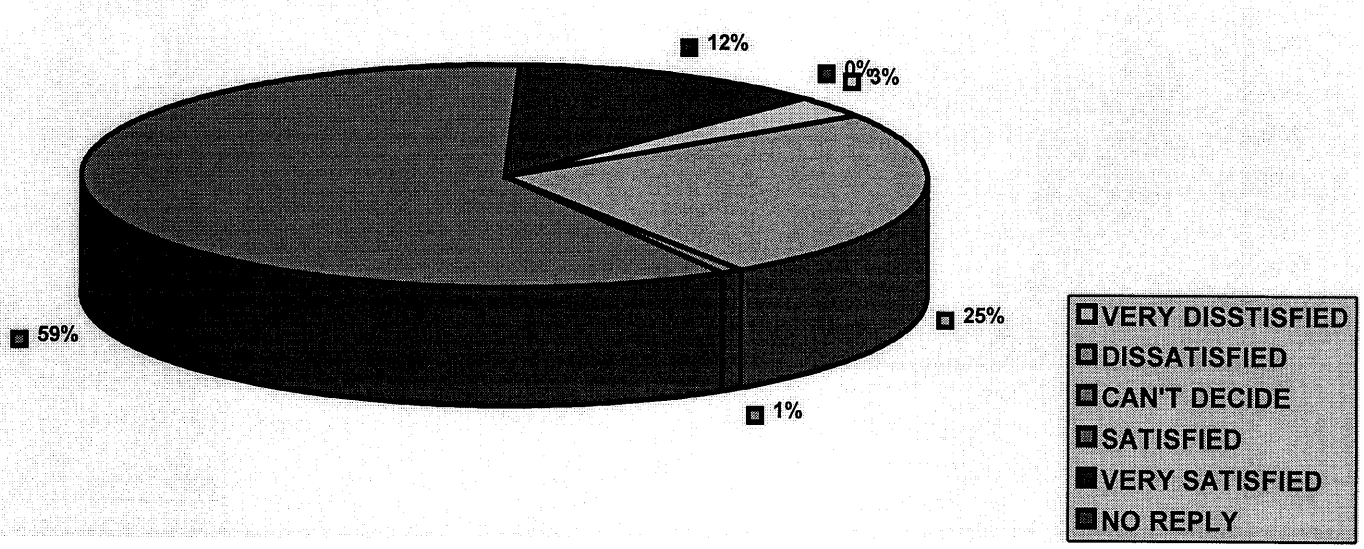
Bahrain and Kuwait public sectors employees responses on Q1-5



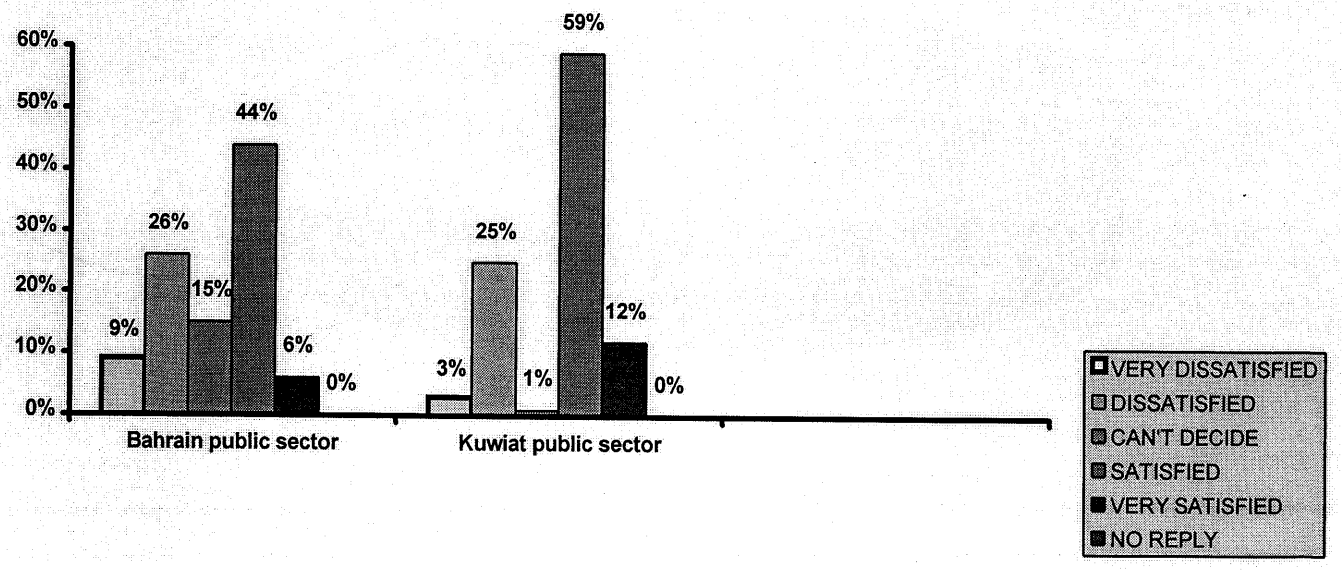
Bahrain public sector employees responses on Q1-21



Kuwait public sector employees responses on Q1-21



Bahrain and Kuwait public sectors employees responses on Q1-21



Gulf state revenues of oil production was as follows

Years	Billion	Arab states
1991	62	97
1992	72	93.5
1993	67	87
1994	63	82

Resource : United Arabic economical report 1994 .

Some special indicators about Gulf states Oil and Gas industrial for 1994 .

Indicator	Gulf states	World	Gulf states Percentages
Oil serve	Billion 464.5 barred	1021 Billion barreled	45 . 5 %
Natural Gas	21	148 Billion barreled	13 . 7 %
Oil production	14	65.4 Billion barreled	21 . 5 %
Natural Gas production	139	2663 Billion barreled	5 . 2 %
Refinery capacity	3	74 Billion barreled	4 %

Resource : OPEC annual statistical bulletin 1994 .

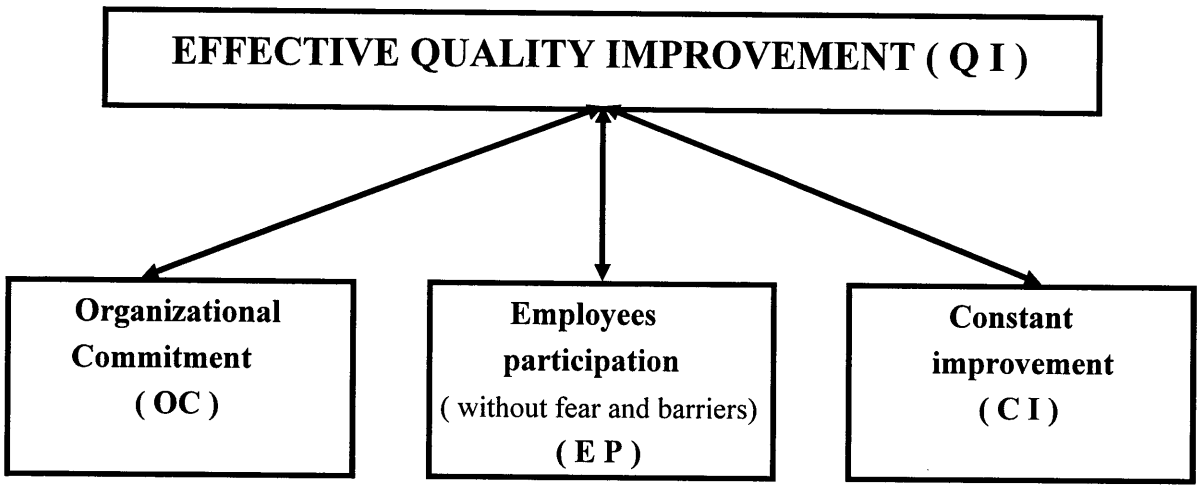


Figure 7: Important factors for effective quality improvement

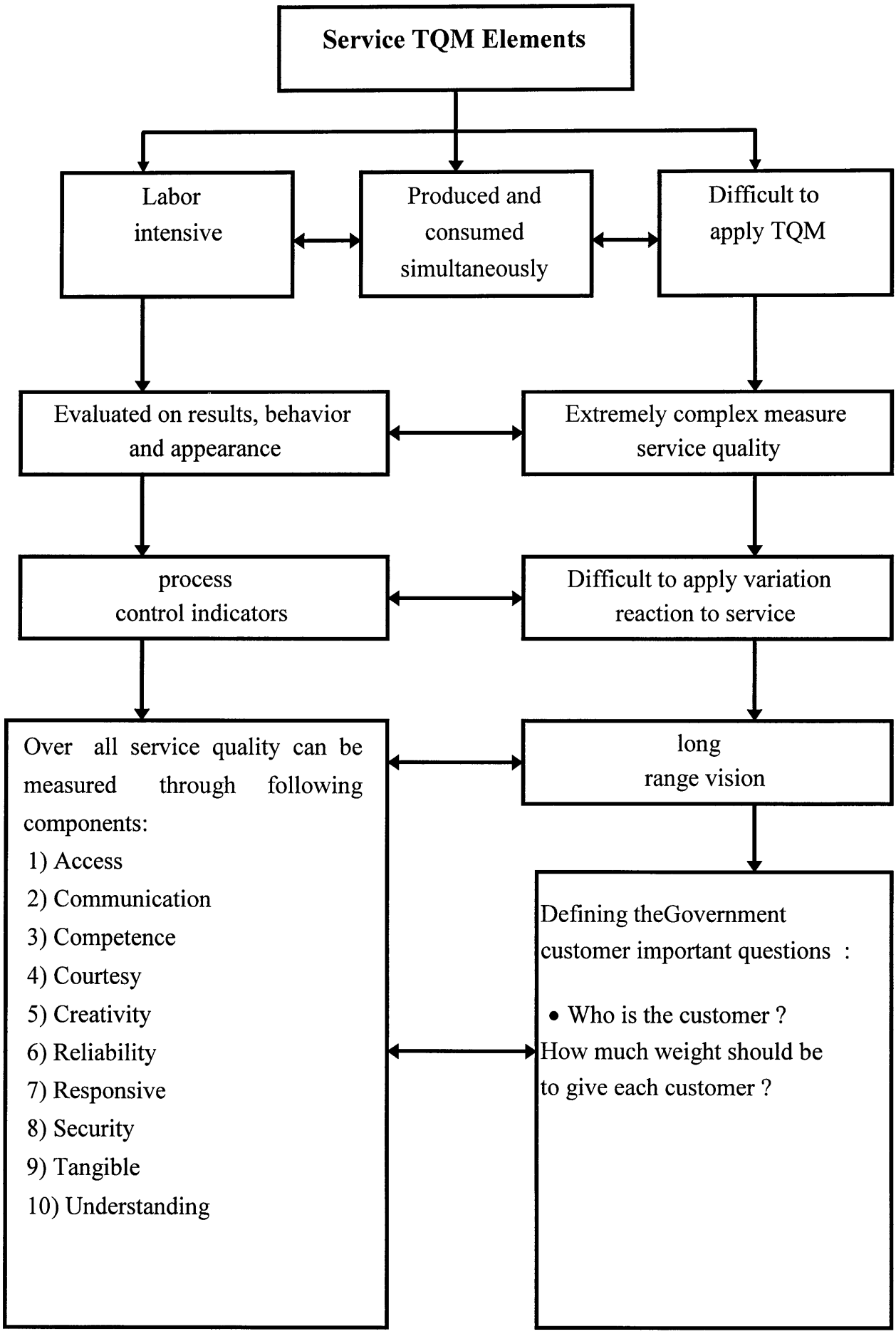


Figure 8: Important service for service Total Quality Management

Organization Chart of Civil Service Commission in State of Kuwait for 1996

State of Kuwait 1996

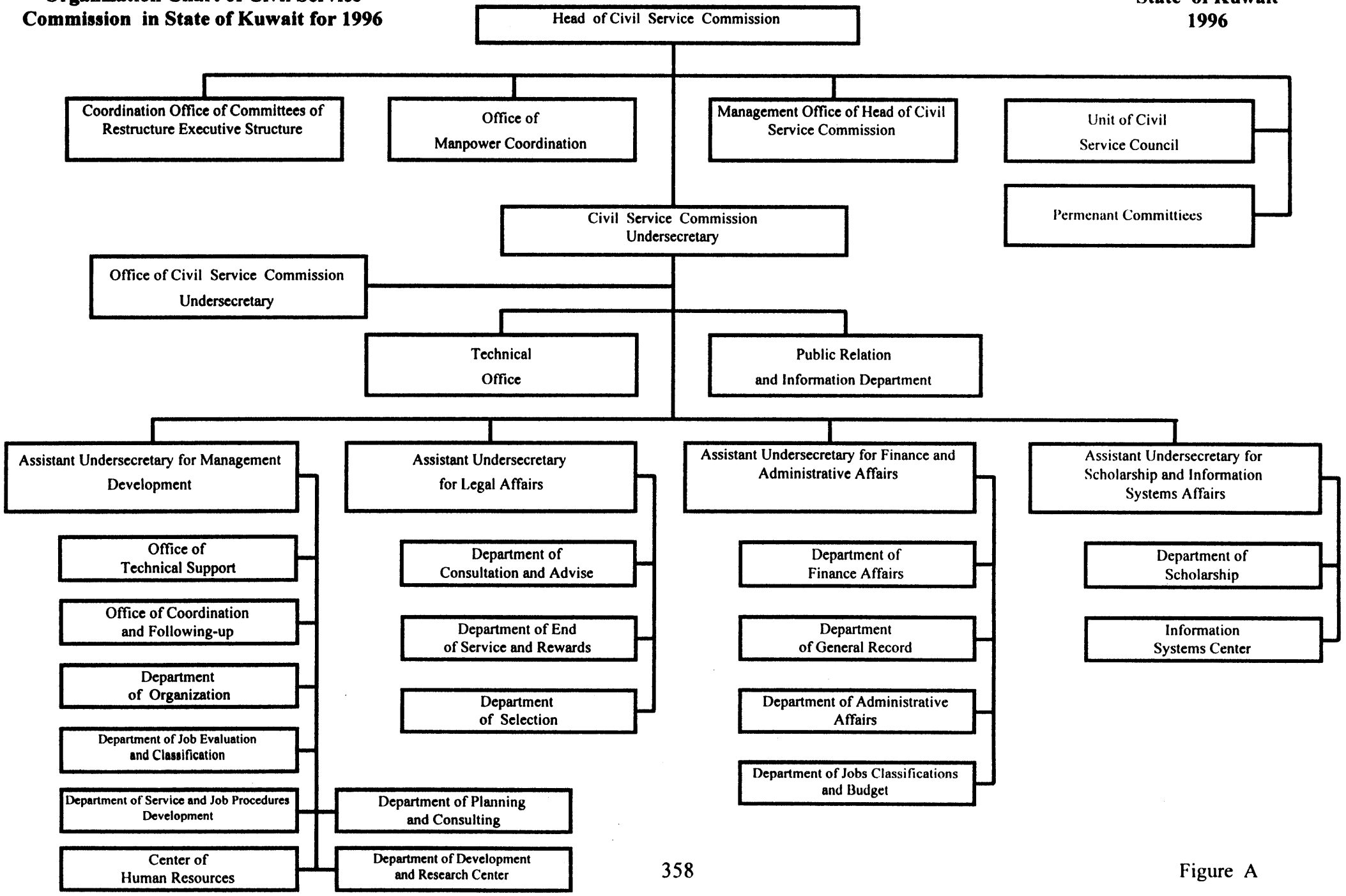


Figure A

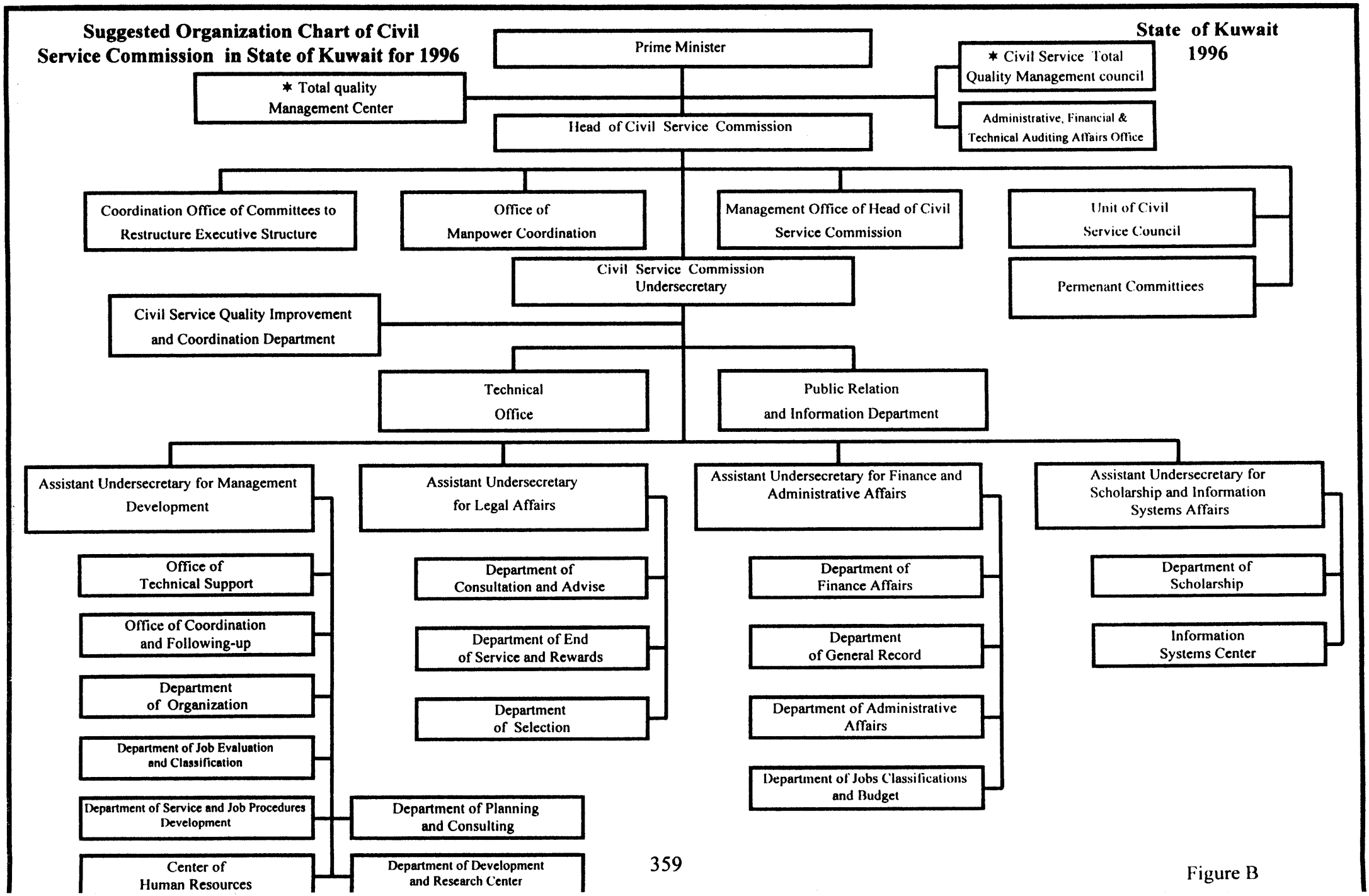

Suggested Organization Chart of Civil Service Commission in State of Kuwait for 1996
State of Kuwait
1996
Prime Minister
* Total quality Management Center
* Civil Service Total Quality Management council
Administrative, Financial & Technical Auditing Affairs Office
Head of Civil Service Commission
Coordination Office of Committees to Restructure Executive Structure
Office of Manpower Coordination
Management Office of Head of Civil Service Commission
Unit of Civil Service Council
Permenant Committiees
Civil Service Commission Undersecretary
Civil Service Quality Improvement and Coordination Department
Technical Office
Public Relation and Information Department
Assistant Undersecretary for Management Development
Assistant Undersecretary for Legal Affairs
Assistant Undersecretary for Finance and Administrative Affairs
Assistant Undersecretary for Scholarship and Information Systems Affairs
Office of Technical Support
Office of Coordination and Following-up
Department of Organization
Department of Job Evaluation and Classification
Department of Service and Job Procedures Development
Center of Human Resources
Department of Consultation and Advise
Department of End of Service and Rewards
Department of Selection
Department of Planning and Consulting
Department of Development and Research Center
Department of Finance Affairs
Department of General Record
Department of Administrative Affairs
Department of Jobs Classifications and Budget
Department of Scholarship
Information Systems Center

Figure B

Organization Chart of Civil Service Bureau in State of Bahrain for 1996

State of Bahrain 1996

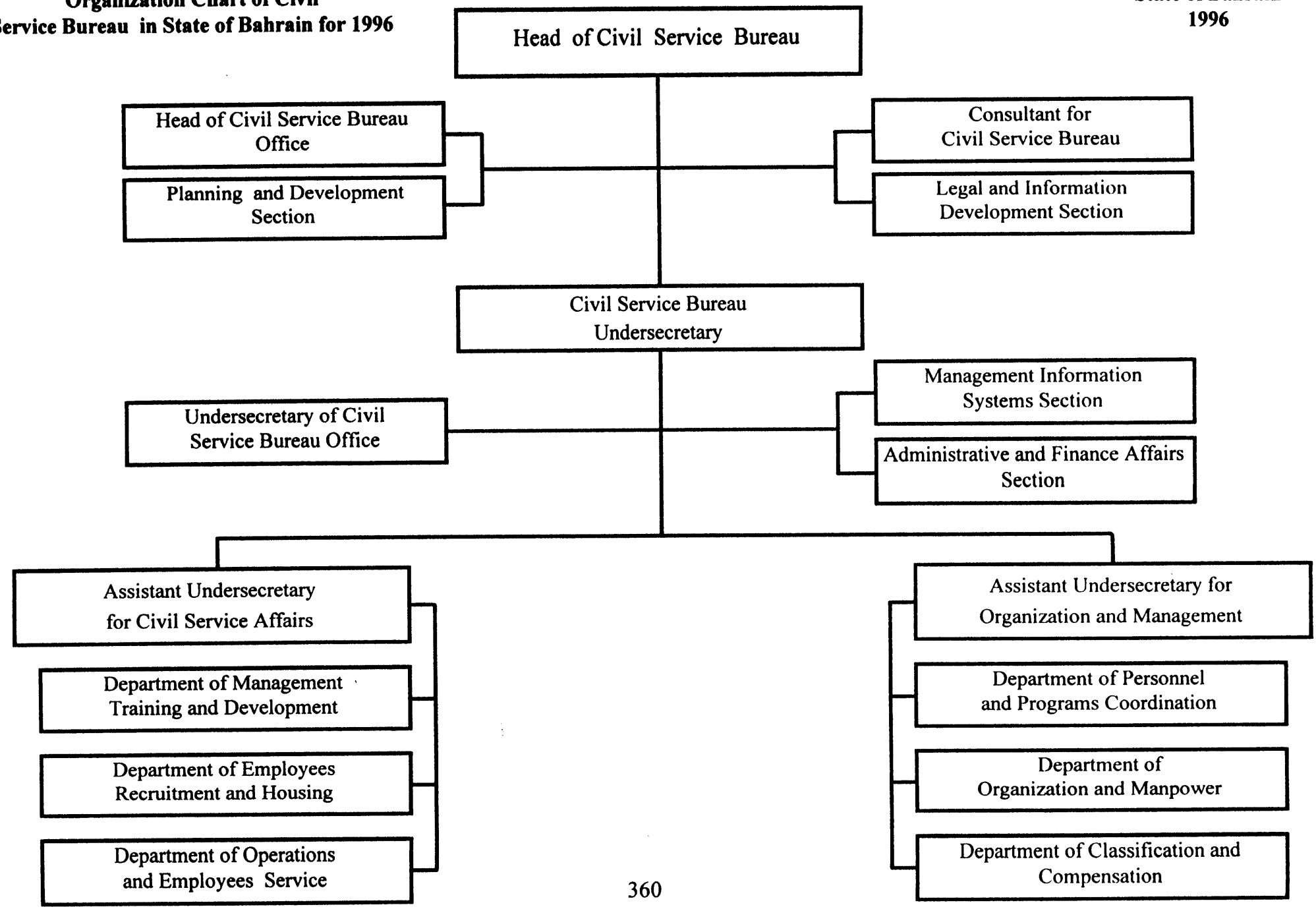
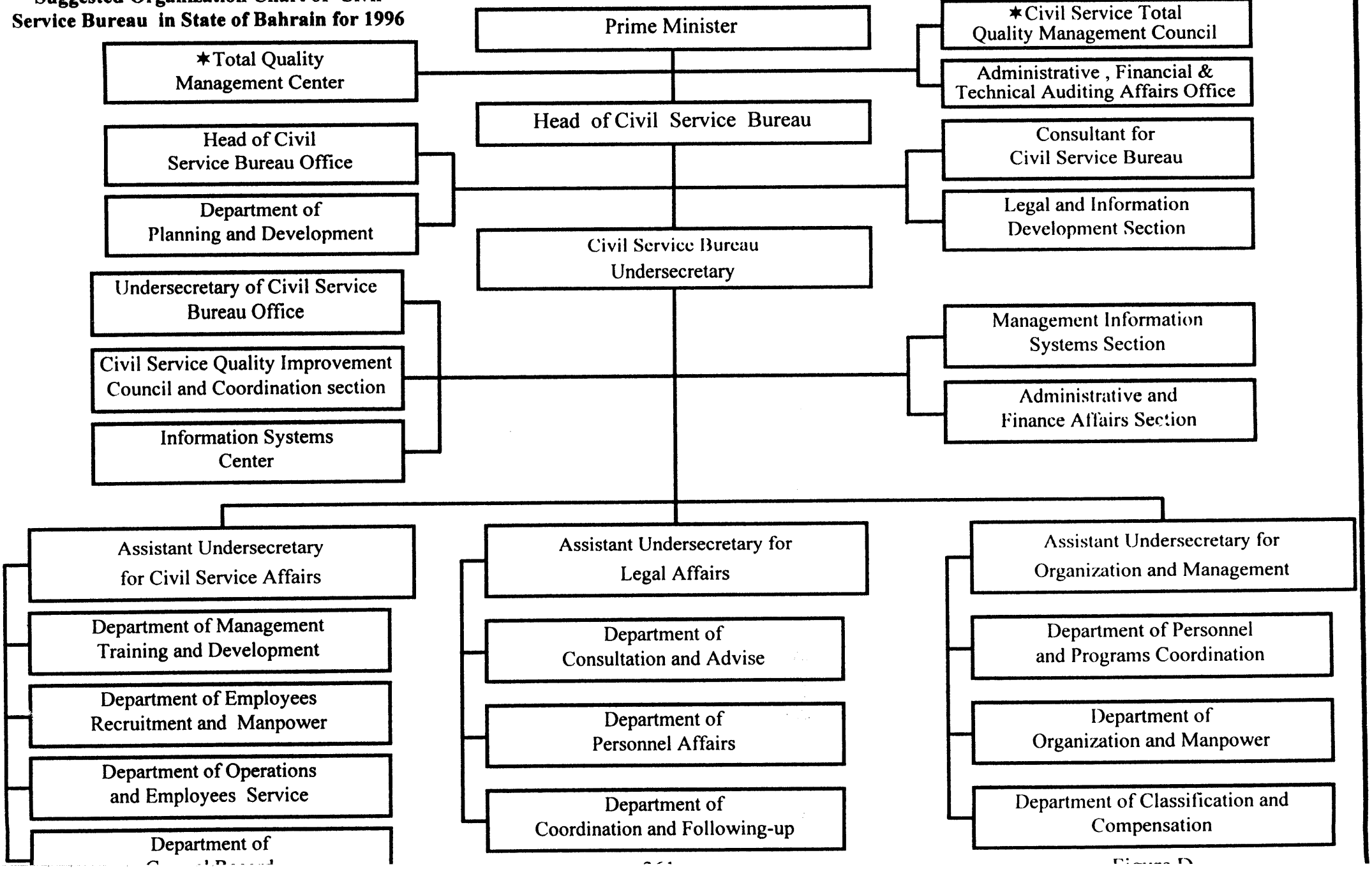


Figure C

State of Bahrain 1996

Suggested Organization Chart of Civil Service Bureau in State of Bahrain for 1996



END