

**THE IMPACT OF TOTAL QUALITY MANAGEMENT
ON KNOWLEDGE MANAGEMENT AND
ORGANIZATIONAL PERFORMANCE IN HIGHER
EDUCATION INSTITUTIONS IN IRAQ**

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By

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**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
in Fulfillment of the Requirement for the Degree of Doctor of Philosophy**

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ABSTRACT

The purpose of this study was to investigate the relationship between Total Quality Management (TQM); Knowledge Management (KM) and Organizational Performance (OP) in Iraqi higher-education institutions (HEIs). TQM core elements included leadership commitment, strategic planning, continuous improvement, customer focus, process focus, employee involvement, training and learning, rewards and recognition, and management by fact. KM processes included knowledge identification, knowledge acquisition, knowledge storage, knowledge sharing, and knowledge application. Meanwhile, measures of organizational performance included students related academic achievement and non-students related academic achievement. Based on the theoretical framework, four main hypotheses were developed, and statistically tested. The study used cross-sectional survey methodology. The samples were drawn from Iraqi HEIs (public universities) using a stratified random sampling procedure based on the directory provided by the Ministry of Higher Education and Scientific Research in Iraq (MHESR-I). The final number of respondents, involved in this study, was 174 colleges (faculties) within 24 public universities. The hypotheses of the study were tested by applying multivariate statistical data analyses. This study reported a significant relationship between TQM core elements and KM processes, between TQM core elements and OP measures, and between KM processes and OP measures. In brief, the results supported all the four main hypotheses, and provided evidence that both TQM core elements and KM processes should be implemented holistically, rather than piecemeal. In addition, the study found that the KM fully mediates the relationship between TQM and OP. The current study provided insight regarding the relationship between TQM, KM and OP. Hence, this study was able to expand the boundary of existing literature. Finally, the findings from this study provided empirical evidence that TQM has a significant and positive impact on KM, which in turn, significantly affect organizational performance.

Keywords: Total Quality Management, Knowledge Management, Organizational Performance, Higher Education

ABSTRAK

Tujuan kajian ini adalah untuk mengkaji hubungan antara Pengurusan Kualiti Menyeluruh (TQM), Pengurusan Pengetahuan (KM) dan Prestasi Organisasi (OP) di dalam konteks institusi pendidikan tinggi (IPT) di Iraq. Elemen-elemen teras TQM meliputi komitmen kepimpinan, perancangan strategik, penambahbaikan yang berterusan, tumpuan pada pelanggan, tumpuan pada proses, penglibatan pekerja, latihan dan pembelajaran, ganjaran dan pengiktirafan, dan pengurusan mengikut fakta. Proses KM termasuk identifikasi pengetahuan, pemerolehan pengetahuan, penyimpanan pengetahuan, perkongsian pengetahuan dan penerapan pengetahuan. Sementara itu, ukuran prestasi organisasi termasuk pencapaian akademik berkaitan dengan pelajar dan pencapaian akademik tidak berkaitan dengan pelajar. Berdasarkan kerangka teori, empat hipotesis utama telah dibangunkan, dan diuji secara statistik. Kajian ini adalah kajian keratan rentas dengan menggunakan kaedah tinjauan. Sampel diambil daripada IPT Iraq (universiti awam) menggunakan prosedur persampelan rawak berstrata berdasarkan direktori yang disediakan oleh Kementerian Pengajian Tinggi dan Penyelidikan Saintifik di Iraq (MHESR-I). Sebanyak 174 kolej (fakulti) dari 24 buah universiti awam telah mengambil bahagian dalam kajian ini. Hipotesis kajian ini telah diuji dengan menggunakan analisis data statistik multivariat. Kajian ini melaporkan hubungan yang signifikan di antara elemen-elemen teras TQM dan proses KM; antara elemen-elemen teras TQM dan ukuran OP; dan antara proses KM dan ukuran OP. Secara ringkas, keputusan analisis menyokong kesemua empat hipotesis utama, dan membekalkan bukti bahawa kedua-dua elemen teras TQM dan proses KM perlu dilaksanakan secara holistik, dan bukannya bahagian demi bahagian. Di samping itu, kajian mendapati bahawa KM menjadi pengantara sepenuhnya bagi hubungan antara TQM dan OP. Kajian ini telah menyumbang kepada peningkatan pengetahuan dan pemahaman tentang hubungan antara TQM, KM dan OP. Oleh itu, kajian ini mampu mengembangkan sempadan literatur yang sedia ada. Akhir sekali, dapatan kajian ini membekalkan bukti empirikal bahawa TQM mempunyai impak positif dan signifikan terhadap KM, yang seterusnya mempengaruhi prestasi organisasi dengan signifikan.

Kata kunci: Pengurusan Kualiti Menyeluruh, Pengurusan Pengetahuan, Prestasi Organisasi, Pendidikan Tinggi

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LIST OF ABBREVIATION

AACSB	Association to Advance Collegiate Schools of Business
AMOS	Analysis Moment of Structures
CFA	Confirmatory Factor Analysis
CMV	Common Method Variance
CSF	Critical Success Factor
EFMD	European Foundation for Management Development
EFQM	European Foundation for Quality Management
EQUIS	European Quality Improvement System
GOF	Goodness-of-Fit
GOFI	Goodness-of-Fit Index
HEI	Higher Education Institution
ISO	International Organization for Standardization
KBV	Knowledge -Based View
KM	Knowledge Management
MBNQA	Malcolm Baldrige National Quality Award
MI	Modification Index
MLE	Maximum Likelihood Estimation
NIST	National Institute of Standards and Technology
NSAA	Non-students Related Academic Achievement
OECD	Organization for Economic Co-operation and Development
OP	Organizational Performance
PCA	Principal Component Analysis
PIHE	Public Institutions of Higher Education
QAA	Quality Assurance Agency for Higher Education
RBV	Resource-Based View
SAA	Students Related Academic Achievement
SEM	Structural Equation Modeling
TQM	Total Quality Management
UNESCO	United Nations Educational, Scientific and Cultural Organization

CHAPTER 1

INTRODUCTION

1.1 Background of the Study

Throughout the world, organizations are now facing a common challenge resulting from rapid changes in the business environment. Organizations need to improve their performance in order to gain sustainable competitive advantages to survive in today's competitive environment. This serves as the driving force for a number of innovative strategic changes in many organizations. To cope with the changing expectations of the organization, there is a need for continuous improvement of the organizational performance. Different innovations can be integrated to keep the performance above the competitors of all time. In enhancing the performance of any organization, in doing this effectively, the factors that drive such performance have to be well understood.

Both Total Quality Management (TQM) and Knowledge Management (KM) practices have been used for improving the performance of many organizations (Hung, Lien, Fang & McLean, 2010; Janpen, Palaprom & Horadal, 2005). The clear definition of TQM is not given until the 1980s (Crosby, 1979; Deming, 1986; Juran, 1986). Practitioners, researchers and the like have collectively defended the positive effects of TQM practices on organizational performance. Many organizations adopt TQM as a management paradigm worldwide. TQM has its own roots established predominantly in the industry. This paradigm was adapted, spread later for the profit-making organizations (such as banks, insurance companies), and ultimately to

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