

THE RELATIONSHIP BETWEEN TOTAL QUALITY MANAGEMENT AND ITS IMPACT ON PERFORMANCE: FIELD STUDY ON ABU DHABI LIBRARIES WORKERS

Fatima Maktoum Saeed¹

¹ (Corresponding author). Head of Al-Ain Library, United Arab Emirates. fatima.maktoum78@gmail.com

Vol. 10. No. 1
April Issue
2021

Abstract

The study aims at identifying the nature of the relationship between total quality management and its impact on performance. In this study, the researcher used the descriptive analytical method. The study was based on the questionnaire, which was distributed to (100) employees of Abu Dhabi libraries in the United Arab Emirates. The researcher used the statistical package for the social sciences (SPSS), and the non-parametric statistical tests, as well as "Lickert" scale to analyze the data. The study reached many results, the most important of which is that the importance of total quality management in the study community came moderate from the point of view of the study sample. As well, the level of agreement on the areas of human resources in the study community came high from the point of view of the study sample. Moreover, this study showed that the level of performance in the study community came moderate from the point of view of the study sample. Based on the findings, the researcher recommends paying attention to the public's opinion about the quality provided in office services, and the opinions of the beneficiaries regarding the quality of the books should be taken into consideration. In addition to paying attention to the collective motivations of ideas related to improving the quality of the library, as well intensive training programs should be applied to perform multiple tasks in the library management process. Furthermore, the institution should take care of the amounts spent on the selection and recruitment process, and work to adjust it in terms of efficiency and effectiveness, beside the need to pay attention to the level of satisfaction of the public and beneficiaries about the quality of books and the quality of the office services provided in terms of speed, accuracy, commitment and understanding.

Keywords: Relationship, Quality, Management, Performance, Abu Dhabi.

INTRODUCTION

Contemporary management thinking has been filled with many misconceptions, one of them is that total quality is achieved by more tests rather than by workers who make better quality. One of the highly critics is the changes in manufacturing in human resources management, as human resources

management considerations may be more important than other aspects of modern manufacturing, such as JIT, TQM. The attention to this issue is now increasing among most theorists who view HR Management as a vital link in the transition to the modern manufacturing model (Snell, 1992: 467).

Human resources management has become a key element of the models and standards designed for total quality management, including as an example the model of the Baldrige international Quality Awardz (Bernardin & Russell, 1998: 353). It referred to the element (development and management of human resources), which is one of its seven elements. A full understanding of the 14 elements of quality remains, which can only be achieved if there is a capable leadership that believes in the fact that quality is a philosophy of living, development and stability.

During the past period, many researches have been conducted on total quality, but these researches focused on descriptive and theoretical aspects. While others focused on quality practices without paying much attention to the fields of human resources. However, this does not mean that the past two decades of the last century have seen some interest from researchers on the issue of linking quality to the human element.

In the light of what was mentioned above, this study illustrates the correlation and impact relationships between total quality management and its impact on performance.

PROBLEM STATEMENT

Despite the great acceleration of libraries in the UAE in dealing with total quality issues, the objectives of this are still limited to the narrow perspective of achieving technical advantages used for different purposes. Moreover, the topic has not been dealt with from its broad perspective of the integrative framework of total quality including administrative factors.

Libraries in the UAE still need to apply total quality management in all matters of performance improvement, due to the lack of performance, which is represented in organization, leadership, improved workforce performance, quality of work and improved competitiveness.

According to what was mentioned above, the problem of the study can be clarified in the following main question:

What is the nature of the relationship between total quality management and its impact on performance?

THE IMPORTANCE OF THE STUDY

1. The importance of the study is evident on the basic themes that reflect the integrative perspective of total quality, as total quality has returned as a shift from an old system or model of management to a new one.
2. The new management model that includes this shift (organization, leadership, center of interest, motivation, structure, markets, sources, preference, manpower, worker expectations, work, quality...). Drucker described this ongoing shift from the old model of management to a coup, which requires a desire to rethink and retest the organization's business management theory.
3. The need for an interest in a more advanced perspective of the philosophy of change in organizations, both in how to deal with the changing external environment, and with the requirements of improving internal and external performance. As it is a systematic perspective of thinking and action, where the organization sees it as complementary.
4. Seeking to take more care of how to meet the requirements of the public than the interest in the work that does not benefit the public. As improving the performance of operations, avoiding any additional costs, reducing waste and loss opportunities, achieving the best exploitation of assets and productivity, and improving competitiveness are essential pillars of total quality management.
5. The importance of providing intellectual direction and professional commitment to workers through the development of knowledge, skills and abilities, improving trends and guiding behaviors to adopt and achieve that system.

THE OBJECTIVES OF THE STUDY

The main objective is to identify the nature of the relationship between total quality management and its impact on performance. From this, there are several sub-objectives:

1. To know the nature of the relationship between total quality and quality performance.
2. To determine the nature of the relationship between total quality and the areas of human resources.
3. Revealing the relationship between the areas of human resources and quality performance.

STUDY QUESTIONS

The main question is: what is the nature of the relationship between total quality management and its impact on performance? There are several sub-questions:

1. What is the relationship between total quality and quality performance?
2. What is the nature of the relationship between total quality and the areas of human resources?
3. What is the nature of the relationship between the areas of human resources and quality performance?

STUDY VARIABLES

The study is based on testing the relationship between the following:

1. Total quality (independent variable): (consumer the focus point – product design “books” – feedback – management support – enterprise work – personnel management).
2. Human resources areas (intermediate variable): (selection – training – performance evaluation – reward systems).
3. Quality performance (dependent variable): (performance).

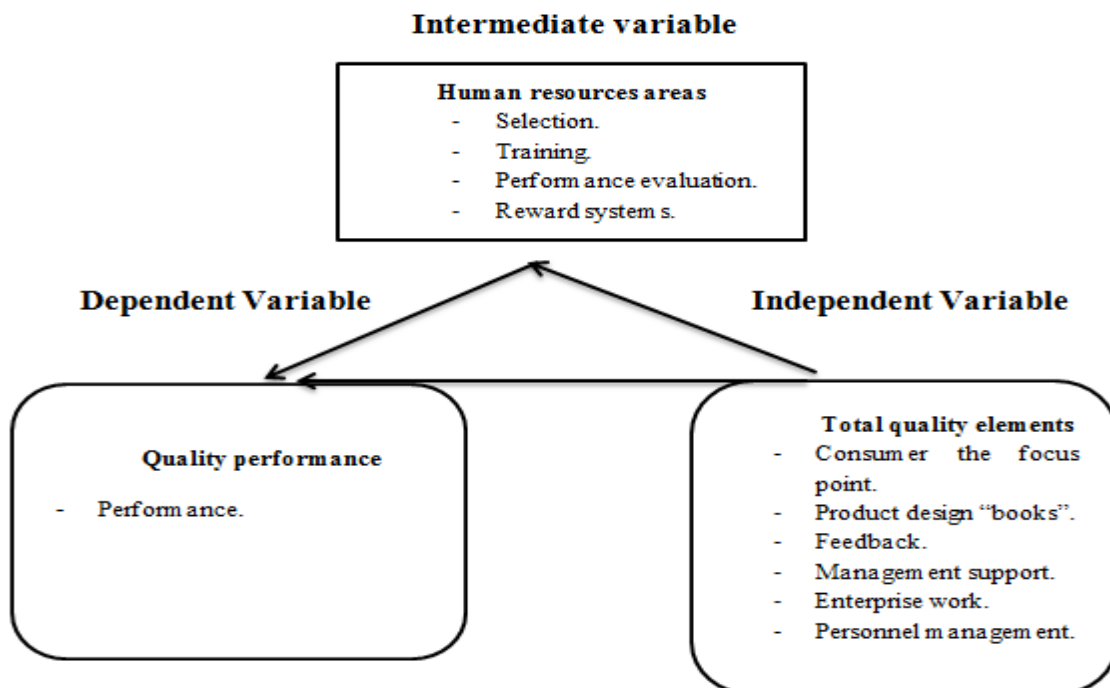


Figure (1) shows the proposed model of the study by the researcher.

STUDY CONCEPTS

Total Quality

It is defined as a modern management philosophy that combines many guidelines, which guide the organization to continuous development and simplifies management processes in a better way. It relies on the measurement of its output on many statistical methods such as Six sigma. Cause and effect diagram, among other statistical methods (Radhi & al-Arabi, 2016: 25).

It is also defined as a modern management philosophy that takes a comprehensive approach or management system based on radical positive changes to everything within the organization. Those changes include (thought, behavior, values, organizational beliefs, management concepts, management leadership style), to reach the highest quality in outputs (Sarhan, 2019: 8).

The Researcher's Procedural Definition

To achieve the total quality management experience in libraries, continuous training should be provided to those working in quality improvement, beside providing statistical control methods, skills analysis, as well as giving employees the opportunity to use their new skills in job performance.

In addition to using reward systems to support the culture of participation and make rewards match the design of work in libraries. As well as making supervisors pay attention to employees, give employees the tools and resources they need to analyze and solve problems in libraries, and finally follow up on the proposals made by workers using natural units for working teams.

PERFORMANCE

It is the work performed by the worker, and the extent of his understanding of his role and competence, beside following the instructions that reach him. In addition to the accomplishment achieved by the worker, and the duration of his compliance with standards and quality levels (Khoam, 2015: 18).

It is also known as the successful achievement of the individual's tasks and duties within the scope of his work (Alymat, 2015: 19).

The researcher's procedural definition: it is the set of behaviors related to the objectives of the library in which employees work.

Human Resources Management

It is a set of functions and activities used to manage human resources in an unprejudiced and effective way to serve the individual, organization and society in a particular environment (Al-Musawi, 2014: 19).

It is also known as planning, organizing, controlling, attracting, developing, efficient, integrating and maintaining human resources for the purpose of achieving the organization's objectives (Ahmed Jamil, 2018: 8).

The Researcher's Procedural Definition

Human resources management is one of the main pillars of quality management. At both theoretical and practical levels, human resources management is an important pillar of total quality, its importance comes in achieving a high level of quality based on the optimal use of the skills and capabilities of the workforce in the organization. To achieve a high level of accomplishment, it is necessary for libraries to train, educate and teach their employees, take advantage of all the potential forces of the workforce and provide an environment conducive to overall participation.

The success of the work in libraries depends on the performance of its employees at all levels. This requires that they be of interest in all areas, from selection, recruitment, job placement, performance evaluation, training programmes, motivation, self-managed team building, participation and collaboration in demonstrating problems and finding appropriate solutions for them to achieve continuous improvement.

The human element is the most important element in the organization,

and management must adopt a system that facilitates the process of employees' understanding of their organization and its desired future. So that, human resources management is one of the most vital elements and considered a key to the success of other elements of total quality management programs.

METHODOLOGY

The study was based on the following approach:

1. Descriptive Analytical Approach

In this study, the researcher used the descriptive analytical approach based on the characterization of the phenomenon, the description of its nature and the quality of the relationship between its variables, causes and trends.

The descriptive analytical approach is based on the interpretation of the current status in the study society and the identification of the conditions and relationships between the variables of total quality (independent variable), areas of human resources (intermediate variable), and quality performance (dependent variable).

2. The Instrument of the Study

The study was based on the questionnaire, which was distributed to (100) employees of Abu Dhabi libraries in the United Arab Emirates.

a. Data Analysis Methods:

The researcher used the statistical package for the social sciences (SPSS), and the non-parametric statistical tests, as well as "Lickert" scale which is a five-ordinal scale, where the following statistical tools were used:

- i. Cronbach's Alpha test for the stability of the paragraphs of the questionnaire.
- ii. Relying on percentages, mathematical averages and standard deviations, this is mainly used for the purposes of knowing the frequency of variable categories, as it is useful for the researcher in describing the sample of the study.
- iii. Rely on the simple correlation coefficient to determine the

strength and nature of the relationship between the variables.

- iv. Rely on simple linear regression to measure the moral impact of the independent variable in the approved variable.

STUDY COMMUNITY AND SAMPLE

Study Community

Sample of employees has been selected in Abu Dhabi libraries, where the actual total size of the study community is (100) from Abu Dhabi libraries.

Study Sample

The study community consists of librarians, including all employees related to total quality systems, whether they are employees or those who participated in the process of preparation and initialization for its application in libraries.

Thus, focusing on a limited group that possesses experience and knowledge of quality issues within the framework of its organizations, and may have a specific perception and a clear understanding of the constituent dimensions and factors affecting the quality system.

PREVIOUS STUDIES

Several field studies have been conducted on total quality management, mostly in the private sector, and in this part we will try to shed light on some of these studies taking into account the basics of the current study:

The study of (Fadel, 2011) aimed at identifying the degree of the application of the standards of total quality and accreditation at Um al-Qura and King Abdul Aziz Universities. The descriptive survey method was used with all its techniques, as the study tool was designed to collect data and consisted of 85 phrases.

It was applied to a sample of the heads and agents of the academic departments and faculty members of Um al-Qura and King Abdul Aziz Universities. Due to the large study community which exceeded 822 in Um al-Qura and 1832 in King Abdul Aziz, a random sample was

taken by 20% of Um al-Qura University which is estimated by 164 members, and a random sample of 15% from King Abdul Aziz University which is estimated by 275 members.

The most important results of the study is that the degree of application of the standards of total quality and accreditation in the academic departments are moderate in some areas represented in the field of management and organization, educational program, student services and education institution, where its SMA ranged from (3.11 to 2.75).

As well the study sample members see that the degree of application of the standards of the total quality in the academic departments and accreditation in some areas represented in scientific research and community service are low, with SMA ranging from (2.068 to 2.51).

Furthermore, the study of (Abdel Momen, 2008) aimed at identifying the need and the possibility of using the principles and standards of total quality management in application to the field of higher education and higher studies in Libyan universities on the basis of an integrative sociological vision.

The system of higher education and graduate studies in an interactive relationship with its general social structural contexts, for the benefit of society and its development system. This paper relied on a descriptive analysis approach to study the subject of research and dismantle its elements.

Thus, installing new formative data to formulate a proposed model that could represent a future perspective on the use of the principles and standards of total quality to be applied to the field of higher education and postgraduate studies in Libyan universities.

The study (Al Harbi, 2006) came to identify the most prominent challenges facing universities in the Kingdom, and ways to confront them by establishing the requirements of total quality management and clarifying the mechanisms of their application, in addition to highlighting the relationship

between the application of quality universities and obtaining accreditation.

The researcher used in this study the descriptive methodology, and the questionnaire form applied to the University of Um al-Qura, where the researcher applied (200) questionnaire forms. One of the most important findings of the study is the failure to modernize and develop the systems of universities in the Kingdom, and to identify the requirements and mechanisms of establishing the principles of comprehensive quality management in its organizational structures and academic programs in order to ensure quality and obtain accreditation.

(Harman & Meek V. Lane, 2000) conducted a study aimed at identifying the development of a modern Australian model, to ensure the application of total quality in Australia by reviewing several quality assurance and certification models in New Zealand, the United Kingdom, and modern Australian national education and training systems.

So that it would be ensure that Australian vocational education and training (VET) to develop and evaluate quality model in Australia. The researchers used the descriptive analytical approach in this study. The study reached many conclusions, the most important of which is the lack of a joint quality assurance agency between the Government (Commonwealth countries, the United States, and the higher education sector).

In addition to the lack of consultation of key stakeholders on education, as well as the lack of focus on financial and quality aspects before the development of quality legislation.

Moreover, (Johnson, 1993) conducted a study aimed at identifying the general foundations for the implementation of total quality management with reference to changing leadership roles. As well as the nature of the organization's policy (culture of the organization), setting quality objectives, training faculty, planning, work, examination, performance assurance, in addition to quality evaluation and

achievement, and evaluating the outcomes of the educational process.

The study used the analytical descriptive approach and questionnaire tool on a sample of the faculty. The study reached many conclusions, including that the benefit of total quality management lies in giving employees the ability to participate collectively and cooperatively, and to form teams with the tasks of achieving quality workshops in work and training in the management of total quality, and solving problems facing the educational institution. As well, many views on the use of total quality tools and standards in the field of education in general.

Commenting On Previous Studies

After careful reading by the researcher on previous studies, it was found that they are involved with the current research in dealing with the relationship between total quality management and its impact on performance.

The researcher has benefited from previous studies in several aspects, the most important of which are:

1. Helping in identifying the problem of the study and highlighting its importance, as well as helping the researcher in identifying the variables of the study.
2. Benefit from previous studies in guiding the researcher towards many references and sources of useful information related to the subject of research, as well as trying to use their results in arranging the results of the current study.
3. Some studies revealed different methods of study through its methodology, and the researcher has benefited in designing the

questionnaire and how to use it in the current study.

Differences Between Previous Studies And Current Studies:

The nature of the general objective and sub-objectives of the study differ from previous studies. As well as the concepts of the study although it was agreed on their characteristics in the previous studies and the current research, as these concepts have emerged in some studies as an independent variable and in others as a dependent variable, and it emerged just as dimensions of variables in previous studies.

Current studies have pointed to the gap that has not been adequately filled in previous studies, namely that none of these studies has been directly exposed to the relationship between total quality management and its impact on performance in libraries.

STUDY LIMITS

This study is defined by the following limits:

1. Human limits: Determined in the areas where the questionnaire was applied by Abu Dhabi librarians, in order to identify the relationship between total quality management and its impact on performance.
2. Spatial limits: The libraries of Abu Dhabi in UAE, have been selected.
3. Time limits: Data collection was implemented in March 2020.

Field Study Framework Of The Study Questionnaire Stability

The stability of the resolution paragraphs was calculated using the Alpha Cronbach statistical method. Table (1) showing the Alpha Cronbach coefficient for all search dimensions:

Dimensions	Alpha Kronbach	Validity
Consumer	0.746	0.864
Individuals Management	0.788	0.888
Feedback	0.943	0.971
Product Design (Books)	0.700	0.837
Management support	0.807	0.898
Working environment	0.878	0.937
Selection and recruitment	0.704	0.839
Training	0.767	0.876
Performance assessment	0.839	0.916
Reward systems	0.890	0.943
Quality performance	0.706	0.840

Table (1) shows Alpha Kronbach coefficient for search variables

From all the data in the table above, all the basic research variables have an acceptable stability rate, with the Alpha Kronbach rate of study variables ranging from (0.700 - 0.943). This indicates the accuracy and reliability of the questionnaire paragraphs, and the validity coefficient shows that the scale can measure what was put in place to measure it, with the index of validity coefficient of all dimensions ranging from (0.839 - 0.943).

Analysis of The Results Of Research Questionnaire Paragraphs

The researcher seeks to provide a comprehensive vision of the nature of research variables by analyzing the opinions of respondents in the study community, in order to describe and diagnose the importance of study variables on the one hand and to find a relationship between the correlation and the impact between total quality management on performance in the libraries of Abu Dhabi.

Description and Diagnosis of The Importance of Study Variables

The importance of research dimensions in knowing the impact of total quality

management on performance in Abu Dhabi libraries is described and diagnosed here through some measures of central tendency and dispersion measures conducted on the questionnaire paragraphs where it reached (49) paragraphs as follows:

Analysis Of The Results Of The Independent Variable Total Quality Management

Here, the leadership should be sufficiently convinced of the importance of recognizing the impact between total quality management on performance in the libraries of Abu Dhabi. This axis included six dimensions: (consumer focus point) represented by four paragraphs, (product design (books)) represented by four paragraphs, (feedback) represented by three paragraphs, (management support) expressed by three paragraphs, (working environment in the institution) represented by three paragraphs, and (personnel management) represented by eight paragraphs. The results of which were described in the tables numbers (2), (3), (4) and (5). The following is a presentation of each:

No.	Consumer focus point	Average arithmetic	standard deviation	Percentage of agreement	Result
1	We are often in close contact with the public.	3.6	0.95	72	High
2	The public rarely visits the library.	3.05	0.4	61	High
3	The audience gives us feedback on quality.	2.2	0.45	44	Average
4	The library has the best relationships with the reader.	1.75	0.9	35	Low
Indicator		2.65	0.67	53	Average

Table (2) shows the average arithmetic and standard deviation of the answers of the study sample on (consumer focus point) paragraphs.

The indicators shown above show that the overall arithmetic average of the variable (consumer focus point) was (2.65) with a standard deviation of (0.67) and a total agreement of 53%.

This result is reinforced by the first and second paragraphs (We are often in close contact with the public), (the public rarely visits the library), as each received a high agreement ratio of 72%, 61% respectively, and a standard deviation (0.95) and (0.40) respectively.

These paragraphs achieved a high score relative compared to the theoretical average, followed by the third paragraph

(The audience gives us feedback on quality) with 44% agreement and a standard deviation of (0.45).

This paragraph joins the fourth paragraph as the paragraphs that have achieved a lower than the theoretical average agreement ratio, indicating that the level of agreement on the variable (consumer focus point) is generally average, and that's what's found in reality.

No.	Product design (books)	Average arithmetic	standard deviation	Percentage of agreement	Result
1	There is poor use of beneficiaries' views on the quality of books.	1.95	1.415	39	Low
2	Experienced library management professionals are most extensively used to improve functionality.	2.75	0.615	55	Average
3	The efforts of staff in the library management process are focused on including processes that are clearly necessary.	3.75	0.385	75	High
4	Full computer use is available in the process of obtaining books as soon as possible.	5	1.635	100	Very high
Indicator		3.365	1.012	67.3	High

Table (3) shows the arithmetic average and the standard deviation of the answers of the study sample on (product design (books)) paragraphs.

The indicators shown above show that the overall arithmetic average of the variable (product design (books) was (3.365), with a standard deviation of (1.012), and a total agreement of 67.3%.

This result is reinforced by paragraphs 4 and 3 (full computer use is available in the process of obtaining books as soon as possible), (the efforts of staff in the library management process are focused on including processes that are clearly necessary), each receiving a high agreement rate of 100%, 75% respectively, with a standard deviation (1.635) and (0.385) respectively.

These paragraphs achieved a high result relative to the theoretical average,

followed by the second paragraph (Experienced library management professionals are most extensively used to improve functionality) with a 55% agreement ratio, and a standard deviation of (0.615).

This paragraph joins the first paragraph as the paragraphs that have achieved lower than the theoretical average agreement ratio, which indicates that the level of agreement on variable (product design) is generally high, and that's what's found in reality.

As for the third dimension (information feedback) in the study community, the results of the field study were as shown in Table (4).

No.	Information feedback	Average arithmetic	standard deviation	Percentage of agreement	Result
1	Information about the quality of books is always available to employees.	1.75	0.615	35	Low
2	The direct head never cares about the quality of the work.	0.4	0.735	8	Very low
3	I didn't report on whether I was doing my job well.	1.25	0.115	25	Low
Indicator		1.135	0.488	22.7	Low

The indicators shown above in the table show that the general arithmetic average of a variable (feedback) was (1.135), with a standard deviation of (0.488), and a total agreement of (22.7%). This result is reinforced by the first and third paragraphs (information about the quality of books is always available), (I didn't report on whether I was doing my job well), each got a high approval rating of 35% and 25% respectively, and standard deviation (0.615) and (0.115) respectively.

These paragraphs achieved a high result relative to the theoretical average, followed by the second paragraph (the direct head never cares about the quality of work) with an agreement of 8%, and a standard deviation of (0.735), which is the only paragraph that has received a very low agreement ratio compared to the

theoretical average. Generally, the ratios shown above indicate that the level of agreement after (feedback) is low, and that's what's found in reality.

As for the fourth dimension (management support) in the study community, the results of the field study were as shown in Table (5).

No.	Management support	Average arithmetic	standard deviation	Percentage of agreement	Result
1	All the heads of departments in the library accept their responsibilities towards quality.	4.75	2.235	95	Very high
2	Library management provides self-driving for book quality and improvement purposes.	0.95	1.565	19	Very low
3	Management devotes most of the time to improving quality.	1.85	0.665	37	Low
Indicator		2.515	1.488	50.3	Average

Table (5) shows the arithmetic average and the standard deviation of the answers of the study sample to (management support) paragraphs.

The indicators shown above show that the general arithmetic average of a variable (management support) in the study community was (2.515), with a standard deviation of (1.488), and a total agreement of 50.3%.

This result is reinforced by the first paragraphs (all the heads of departments in the library accept their responsibilities towards quality), each received a high approval rate of 95%, and a standard deviation (2.235).

It is followed by the third and second paragraphs (management devotes

most of the time to improving quality), (library management provides self-driving for book quality and improvement purposes), with an agreement of 37% and 19% respectively, which is significantly lower than the theoretical average. This indicates that the approval rate for this variable was moderate in the study community.

As for the fifth dimension (working environment in the institution) in the study community, the results of the field study were as shown in Table (6).

No.	Working environment in the institution	Average arithmetic	standard deviation	Percentage of agreement	Result
1	The management emphasizes that all tools and equipment are placed in their designated locations.	4.6	0.785	92	Very high
2	Employees are proud to belong to this library.	4.4	0.585	88	Very high
3	We have sufficient flexibility in the performance of work and in solving the problems we face while working in the library.	2.45	1.365	49	Average
Indicator		3.815	0.912	76.3	High

Table (6) shows the arithmetic average and the standard deviation of the answers of the study sample to (working environment in the institution) paragraphs.

The indicators shown above show that the general arithmetic average of the variable (working environment) in the study community was (3.815), with a standard deviation of (0.912) with a total agreement of 76.3%.

This result is reinforced by the first and second paragraphs (the management emphasizes that all tools and equipment are placed in their designated locations), (Employees are proud to belong to this library), each with a high approval rate of 92% and 88%, respectively, and a standard deviation (0.785), (0.585) respectively.

It is followed by the third paragraph (we have sufficient flexibility in the performance of the work and in solving the problems we face while working in the library) by an agreement of 49%, which is significantly lower than the theoretical average. This indicates that the approval rate for this variable was high in the study community.

As for the sixth dimension (personnel management) in the study community, the results of the field study were as shown in Table (7).

No.	Personnel management	Average arithmetic	standard deviation	Percentage of agreement	Result
1	Managers believe it is important to use a lot of face-to-face communications.	3.8	0.8	76	High
2	Technical competencies are directed to work at high levels in the library.	4.5	1.5	90	Very high
3	Managers encourage individuals who work as a team.	4.05	1.05	81	Low
4	Management drives collective incentives for ideas to improve the quality of the library.	0.95	2.05	19	Very low
5	Managers encourage individuals who exchange ideas and opinions among themselves.	3.9	0.9	78	Very high
6	Intensive training programs are applied to perform multiple tasks in the library management process.	2	1	40	Average
7	Managers often hold group meetings with employees and realistically discuss work-related issues with them.	3.6	0.6	72	High
8	Library staff are rewarded for learning new skills.	1.25	1.75	25	Low
Indicator		3.00	1.206	60.1	High

Table (7) shows the arithmetic average and the standard deviation of the answers of the study sample to (personnel management) paragraphs.

In the study community, it reached (3) with a standard deviation of (1.206) with a total agreement of (60.1%). This result is reinforced by the second and third paragraphs (technical competencies are directed to work at high levels in the library), (managers encourage individuals who work as a team), each received a high approval rating of 90% and 81% respectively, and a standard deviation (1.5) (1.05).

It is followed by the first, fifth and seventh paragraphs (managers believe it is important to use a lot of face-to-face communications), (Managers encourage individuals who exchange ideas and opinions among themselves), (managers often hold group meetings with employees and realistically discuss work-related issues with them) with an agreement of 76%, 78% and 72% respectively.

While the rest of the paragraphs decreased in the percentage of the study community agreement from the general average in paragraphs 4, 6 and 8 and they are significantly lower than the theoretical average, which indicates that the variable (personnel management) achieved a high rate of agreement in the study community.

Analysis Of The Results Of The Intermediate Variable Human Resources Areas:

The leadership should be sufficiently

convinced of the importance of recognizing the impact of human resources areas on performance in Abu Dhabi libraries.

This axis included four dimensions (testing and recruitment) represented by five paragraphs, (training) represented by six paragraphs, (performance evaluation) represented by six paragraphs, and (reward systems) expressed in two paragraphs. The results of which were shown in tables (8), (9), (10) and (11), the following is a presentation of each:

No.	Selection and recruitment	Average arithmetic	standard deviation	Percentage of agreement	Result
1	This process is comprehensive.	3.2	0.11	64	High
2	The job is given to the best and the worthiest.	4.5	1.19	90	Very high
3	Selection and recruitment take a long time.	2.5	0.81	50	Average
4	The foundation spends large amounts on this process.	2.35	0.96	47	Average
5	This process receives an extensive attention from the management.	4	0.69	80	Very high
Indicator		3.31	0.752	66.2	High

Table (8) shows the arithmetic average and the standard deviation of the answers of the study sample to (selection and recruitment) paragraphs.

The indicators shown above show that the general arithmetic average of a variable (testing and recruitment) in the study community was (3.31), with a standard deviation of (0.752), and a total agreement of (66.2%).

This result is reinforced by the second and fifth paragraphs (the job is given to the best and the worthiest), (this process receives an extensive attention from the management), each with a high approval rate of 90% and 80%, respectively, and a standard deviation (1.19) (0.69) respectively.

It is followed by the first, third and fourth paragraphs (this process is comprehensive), (Selection and recruitment take a long time), (The foundation spends large amounts on this

process) by an agreement of 64%, 50% and 47%, respectively, which is lower than the theoretical average. This indicates that the approval rate for this variable in the study community was high.

No.	Training	Average arithmetic	standard deviation	Percentage of agreement	Result
1	The training process in the library is given great importance.	3.5	0.885	70	High
2	The training process in the library is inclusive of all employees.	1.65	0.965	33	Low
3	The training process is planned.	3.85	1.235	77	High
4	Sufficient time is allocated to the training of individuals.	3	0.385	60	High
5	Training programs vary in the library.	3.15	0.535	63	High
6	Enough money is spent on training in the library.	0.55	2.065	11	Very low
Indicator		2.615	1.01	52.3	Average

Table (9) shows the arithmetic average and the standard deviation of the answers of the study sample to (training) paragraphs.

The indicators shown above show that the general arithmetic average of a variable (training) in the study community was (2.615), with a standard deviation of (1.01), and a total agreement of 52.3%.

This result is reinforced by the first and third paragraphs (the training process in the library is given great importance), (the training process is planned), each with a high agreement ratio of 70% and 77%, respectively, and a

standard deviation (1.235) (0.885) respectively.

It is followed by paragraphs 4 and 5 (sufficient time is allocated for the training of individuals), (enough money is spent on training in the library) by 60% and 63%, respectively, while the second and sixth paragraphs were 33% and 11%, which is lower than the theoretical average. This indicates that the approval rate for this variable in the study community was moderate.

No.	Performance evaluation	Average arithmetic	standard deviation	Percentage of agreement	Result
1	Great efforts are being made to measure the performance of library staff.	3.5	0.285	70	High
2	The participation of workers in the development of objectives and evaluation is expanding.	4.5	1.285	90	Very high
3	The reality of performance is discussed with employees on a daily basis.	2.4	0.815	48	Average
4	(Promotion – Upgrade) is related to performance evaluation.	4	0.785	80	Very high
5	The library's performance standards are flexible.	1.05	2.165	21	Low
6	Performance discussions are focused on current performance.	3.85	0.635	77	High
Indicator		3.22	0.995	64.3	High

Table (10) shows the arithmetic average and the standard deviation of the answers of the study sample to (performance evaluation) paragraphs.

The indicators shown above show that the overall arithmetic average of a variable (performance evaluation) in the study community was (3.22), with a standard deviation of (0.995), and a total agreement of 64.3%.

This result is reinforced by the second and fourth paragraphs (the participation of workers in the development of objectives and evaluation is expanding), (Promotion – Upgrade) is related to performance evaluation) each received a high approval rate of 90% and

80% respectively, and a standard deviation (1.285) (0.785) respectively.

It is followed by the first and sixth paragraphs (great efforts are being made to measure the performance of library staff), (performance discussions are focused on current performance.) by 70% and 77% respectively, while the third and fifth paragraphs were 48% and 21%, which is lower than the theoretical average. This indicates that the approval rate for this variable in the study society was high.

No.	Reward systems	Average arithmetic	standard deviation	Percentage of agreement	Result
1	Payment levels are high compared to other libraries.	3.45	1.05	69	High
2	Justice is achieved in the process of paying wages among workers.	3.55	0.20	71	Low
Indicator		3.5	0.625	70	Average

Table (11) shows the arithmetic average and the standard deviation of the answers of the study sample on (reward systems) paragraphs.

The indicators shown above show that the general arithmetic average of a variable (reward system) in the study community was (3.5), with a standard deviation of (0.625), and a total agreement of 70%.

This result is reinforced by the first and second paragraphs (payment levels are high compared to other libraries), (justice is achieved in the process of paying wages among workers), each received an agreement ratio of 69% and 71%, respectively, and a standard deviation (1.05) (0.20) respectively. This indicates that the approval rate for this variable in the study community was medium.

Analysis of The Results of the Dependent Variable Quality Performance

The importance of quality performance is explained by interpreting the responses of the target sample to reach an accurate diagnosis, through which results that

simulate reality can be produced.

This can be achieved by interpreting the profound results in the paragraphs of the variable, and the analysis of the respondents' answers which has been carried out. This variable included five paragraphs, the results of which were described in table (12) as follows:

No.	Quality performance	Average arithmetic	standard deviation	Percentage of agreement	Result
1	The library is characterized by the creation of high-quality books compared to other libraries.	4.05	1.96	81	Very high
2	The public has been very satisfied with the quality of books for a long time.	0.85	1.24	17	Very low
3	The library's ability to measure the cost of quality of books with great accuracy.	0.75	1.34	15	Very low
4	Employees are routinely provided with quality feedback on books' quality.	0.9	1.19	18	Very low
5	The organization uses approved systems to improve the quality of books.	3.9	1.81	78	high
Indicator		2.09	1.508	41.8	Average

Table (12) shows the arithmetic average and the standard deviation of the answers of the study sample on (quality performance) paragraphs.

In the study community, it was (2.09) with a standard deviation of (1.508), and a total agreement of (41.8%). This result is reinforced by paragraphs one and five (the library is characterized by the creation of high-quality books compared to other libraries), (the organization uses approved systems to improve the quality of books) each received a high agreement ratio of 81% and 78% respectively, and a standard deviation ranging from (1.96) (1.81), as these paragraphs achieved a high result relative to the theoretical average.

The second, third and fourth paragraphs (the public has been very satisfied with the quality of books for a long time), (the library's ability to measure the cost of quality of books with great accuracy), (employees are routinely provided with quality feedback on books) with an agreement rate of 17%, 45% and 18%, respectively, and thus fall sharply below the theoretical average. This indicates that (quality performance) in the study community is of average importance.

TEST RESEARCH HYPOTHESES AND ANALYZE CORRELATION AND IMPACT RELATIONSHIP

Study Hypotheses

In order to achieve the objectives of the study, the researcher formulated the following assumptions:

1. There is no positive moral effect of statistical significance between total quality and quality performance.
2. There is no positive moral effect of statistical significance between total quality and areas of human resources.
3. There is no positive moral impact of statistical significance between the areas of human resources and quality performance.

In these paragraphs, the researcher aims to test the hypotheses of research, present and analyze the relationships of association and influence and explains table (13), (14) and (15) indicators through which the relationship and influence can be inferred to determine the validity of the hypotheses.

The First Hypothesis: H₁

There is no positive moral effect of statistical significance between total quality and quality performance.

Total quality	Correlation coefficient	R2	(F) calculated value	The value of the calculated function
Quality performance	0.748	0.560	3.816	0.146

Table (13) shows the indicators that place the relationship and influence between the study variables.

The indicators above show that the value of the calculated function was (0.146), and thus greater than the function (0.05). The indicators confirmed a strong correlation between the research variables, but not statistically significant. The value of the correlation coefficient (0.748) indicated that total quality does not affect the quality performance from the point of view of the study community.

This answer is reinforced by the R2 determined value of (0.560), which indicates that (56%) from achieving quality performance due to total quality, as shown by the calculated value (F) (3.816) at the level of indication (0.146), which indicates that there is a medium

effect of total quality on quality performance from the point of view of the study community.

All the indicators above prove the validity of the hypothesis, if there is no statistically significant effect at the level of indication ($0.05 \geq \alpha$) to share total quality on quality performance in the study community.

The Second Hypothesis H₂

There is no positive moral effect of statistical significance between the total quality and the areas of human resources, table (14):

Total quality	Correlation coefficient	R2	(F) calculated value	The value of the calculated function
Areas of human resources	0.967	0.935	43.473	0.007

Table (14) shows the indicators that place the relationship and influence between the study variables.

The indicators above show that the value of the calculated function was (0.007), and thus lower than the function (0.05). The indicators confirmed a strong correlation between the research variables, the value of the correlation coefficient (0.967), indicating that total quality affects the areas of human resources from the point of view of the study community.

This response is reinforced by the value of the R2 coefficient of (0.935) indicating that (93.5%) of the factors influencing the areas of human resources is due to total quality. As it turns out that

the value of F calculated (43.473) at the level of indication (0.007), which indicates that there is a very strong impact of total quality on the areas of human resources from the point of view of the study society.

All the indicators mentioned above prove the incorrectness of the hypothesis, if there is a statistically significant effect at the level of indication ($0.05 \geq \alpha$) of total quality on the areas of human resources in the study society.

The Third Hypothesis H₃

There is no positive moral effect of statistical significance between the areas

of human resources and quality performance, table (15):

Total quality	Correlation coefficient	R2	(F) calculated value	The value of the calculated function
Quality performance	0.609	0.371	1.768	0.276

Table (15) shows the indicators that place the relationship and influence between the study variables.

The indicators above show that the value of the calculated function was (0.276), and thus greater than the function (0.05). The indicators confirmed the existence of a medium correlation between the research variables, and the value of the correlation coefficient (0.609), indicating that the areas of human development affect quality performance from the point of view of the study community.

This response is reinforced by the value of the R2 coefficient of (0.371) indicating that (37.1%) of the factors influencing quality performance is due to the areas of human resources. As it is shown that the value of F calculated (1.768) at the level of indication (0.276), which indicates that there is an influence of the average areas of human resources on the dimension of quality performance from the point of view of the study society.

All the indicators above prove the validity of the hypothesis, if there is no statistically significant effect at the level of significance ($0.05 \geq \alpha$) for the areas of human resources on the quality performance of the study society.

RESULTS AND RECOMMENDATIONS

Results

In this paper, some of the results of the study will be discussed, which aims to identify the impact of the total quality management on performance in the libraries of Abu Dhabi. This can be explained by the following:

1. Discuss The Results Of Total Quality Management

The results showed that the importance of total quality management in the study community came moderate from the point of view of the study sample members. This shows that performance is directly or indirectly affected by the total quality management within the study community, and that makes libraries interested in achieving total quality and exploiting it in the development and sustainable development in the field of libraries.

Through that the objectives sought by libraries can be achieved, as well as various educational institutions, as the application of total quality management helps to achieve maximum access to available resources, which is reflected in all libraries. As well, it increases the economic and social return of libraries, which in turn makes the applied total quality management policies more effective at the executive level.

2. Discussing Results Related To Human Resources Areas

This result showed that the level of agreement on the areas of human resources in the study community came high from the point of view of the study sample members. That shows the importance of the areas of human resources in the study community, and how it leads to more development in order to help achieving the public and

private benefit, directly and indirectly, within the study community.

As well, how compliance with the rules required by the application of human resources development policies and areas achieves the desired goal of the development process, which is sustainability, development and serve the largest number of the beneficiaries in the first place.

3. Discussion Of Performance-Related Results

This result showed that the level of performance in the study community came moderate from the point of view of the study sample members. That shows the importance of performance in the study community, and how it needs more development in order to help achieve public and private benefit, directly and indirectly, within the study community.

As well, how compliance with the rules required by the application of performance development achieves the desired goal of the development process, which is sustainability and development and serve the largest number of beneficiaries in the first place.

Recommendations

Based on the findings, the researcher recommends the following:

1. Pay attention to the public's opinion about the quality provided in office services.
2. The library must have the best relationships with the reader.
3. The opinions of the beneficiaries regarding the quality of the books should be taken into consideration.
4. Information about the quality of books should be always available to employees.
5. Office and administrative leaders should take care of the quality of the work.
6. Library management must provide self-driving for the purposes of the quality and improvement of books.
7. Management should devote enough time to improving quality.
8. The need for sufficient flexibility in the performance of work, and in

solving the problems faced by employees while working in the library.

9. Pay attention to the collective motivations of ideas related to improving the quality of the library.
10. Intensive training programs should be applied to perform multiple tasks in the library management process.
11. Library staff should be rewarded when they learn new skills.
12. The institution should take care of the amounts spent on the selection and recruitment process, and work to adjust it in terms of efficiency and effectiveness.
13. The need to achieve the time regulation of the time spent in the selection and recruitment process for employment in the library.
14. Attention to increasing the financial allocations for training in the library.
15. The library training process must be inclusive of all employees.
16. The library's performance standards must be flexible.
17. The need to pay attention to the level of satisfaction of the public and beneficiaries about the quality of books and the quality of the office services provided in terms of speed, accuracy, commitment and understanding.
18. The library's ability to measure the cost of quality of books must be accurate and realistic.

REFERENCES

- Bernardin, H. John & Russell, Joyce A. 1998. *Human Resource Management - An Experiential Approach*. Singapore: Mc Graw-Hill Companies. Inc.
- Fadhil, Mahaa bint Qassim bin Ahmed. 2011. *The Management Of Academic Departments In Light Of The Total Quality Standards And Accreditation At Um Al-Qura And King Abdul Aziz Universities: "Field Study On The Female Students Section"*. Saudi Arabia: Master's Thesis, Um al-Qura and King Abdul Aziz Universities, Faculty of Education.

- al-Harbi, Hayat Mohammed Saad. 2006. *Human Capital Perspective". Academy of Management Journal, Vol. 35, No.3.*
- Management Of Total Quality And Accreditation In Higher Education Institutions: Um Al-Qura University As A Model. Journal of Research in Education and Psychology, Vol. 18, No. 4, Faculty of Education, University of Minya.
- Harman, Grant and Lynn, Meek V . 2000. *Repositioning Quality Assurance And Accreditation In Australia Higher Education.* Canberra: Department Of Education, Training And Youth Affairs (DEIYA), Australia.
- Jamil, 'Abd Al-Karim Ahmed. 2018. *Human Resources Department.* Cairo: Janadriyah For Publishing And Distribution.
- Johnson, James H. 1993. *Total Quality Management In Education.* United States of America: Oregon School Study Council.
- Radhi, Bahgat Attia & Al-'Arabi, Hisham Yousef. 2016. *Total Quality Management (Concept- Philosophy -Applications).* Cairo: Rawabet for Publishing and Information Technology.
- Sarhan, Fathi. 2019. *Department of Total Quality - Global Management Trends.* Cairo: Al Shorouk Library.
- Khoam, Habib Samih. 2015. *Job Satisfaction With Employees And Its Effects On Job Performance.* Cairo: Anglo Library.
- Alymat, Khaled Ayad. 2015. *Work Pressures And Its Impact On Performance.* Jordan: Al-Khaleg Publishing and Distribution House.
- Momen, 'Ali Mu'ammam 'Abdel. 2008. *Using Total Quality Standards In The Development Of University And Graduate Education Programs At Libyan Universities.* Working Paper.
- Al-Musawi, Sinan. 2014. *Human Resources Department And The Effects Of Globalization.* Jordan: Dar Majdlawi.
- Snell, Scott A. & Dean. James W. 1992. *"Integrated Manufacturing And Human Resource Management: A*

Disclaimer

Opinions expressed in this article are the opinions of the author(s). Perdana: International Journal of Academic Research shall not be responsible or answerable for any loss, damage or liability etc. caused in relation to/arising out of the use of the content.