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# **A proposed model for enhancing the application of TQM in institutions of the Palestinian National Authority in the light of the orientations of managers of ministries ": case study – Bethlehem Governorate**

## **Abstract**

The researcher has identified the way directors working in ministries understand total quality management through major dimensions related to this domain. A questionnaire was developed accordingly and it was judged linguistically and statistically by specialized professors in management, these tools were developed for the aim of building a proposal to implement total quality management in government institutions ( especially ministries). The questionnaire was distributed to all directors of the ministries branches and the heads of departments in Bethlehem district.

This study stems from the political situation in which the institutions of the Palestinian National Authority which suffers from the obstacles imposed by the Israel occupation, as well as learning from the experiences of other countries( Arab or foreign) in implementing total quality management in the sector of government services.

The researcher adopted the descriptive method in data analysis which fits the nature of the study as this method is related to social and human sciences and the researcher has also studied some previous literature and then the questionnaire was developed, judged,distributed and analyzed. The results of the study and recommendations indicated that there was some awareness of directors to the concept of total quality management on an average degree whereas the dimension related to implementing total quality management came in the first degree and the paragraph related to the unplanned change for the directors has scored the highest in this dimension. Also the dimension related to possible options as the paragraph related to supporting government budgets were the highest. Whereas the results related to the dimension of human resource management qualified to job requirements were in the lowest rank of the study dimensions.

Throughout the conclusions of the results of the study, the researcher recommended that the priority should focus on developing the training units for the labor force in the ministries as the highest rate of employees are BA holders which indicate that educational qualifications do exist but the training is not compatible with the job requirements.

Also it is necessary to build an electronic website of information for ministries and a central website which links all the ministries, which will lead to implementing e-governments in ministries and government institutions. This tool would effectively link employees with each other and link them with civilians who benefit from public services. There also should be some technique which could enhance the role of decision makers in their way of understanding total quality management as well as reconsider the existing rules related to civil service and benefit from the private sector in implementing total quality management and ISO rules and protocols which ensures that all these concepts cannot be implemented without adopting the concept of strategic planning.



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74.8	98	
25.2	33	
<b>%100</b>	<b>131</b>	

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4	5	30-25
37.5	49	40-31
43	56	50-41
15.5	21	60-51
<b>%100</b>	<b>131</b>	

%6.9 , (3.3)  
 %49.6 % 22.9  
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6.9	9	
22.9	30	
49.6	65	
19.1	25	
1.5	2	
<b>%100</b>	<b>131</b>	

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9.8	13	( )
24	30	( )
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1.5	2	
3.0	4	
1.5	2	
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6.2	8	
6.2	8	
9.9	13	
4	5	
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1.5	2	
0.7	1	
1.5	2	
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1.5	2	
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<b>%100</b>	<b>131</b>	

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1.5	2	
1.5	2	
0.8	1	
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16.0	21	
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<b>%100</b>	<b>131</b>	

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5.3	7	
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6.1	8	
1.5	2	
6.9	9	
8.	1	

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12.2	16	
8.	1	
2.3	3	
7.6	10	
5.3	7	
6.9	9	
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3.8	5	
9.2	12	
<b>%100</b>	<b>131</b>	

(10.3)

20-10                      %39.5                      10                      % 23

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:10.3

23	30	10
39.5	52	20-10
21	27	50-21
7.5	10	100-51
9	12	100
<b>%100</b>	<b>131</b>	

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Pearson )

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(Correlation

(Pearson Correlation)

: -11.3

	<b>R</b>		
0.00	0.552		1
0.00	0.603		2
0.00	0.461		03
0.00	0.641		4

(Pearson Correlation)

: -11.3

	<b>R</b>		
0.00	0.321		5
0.00	0.539		6

(Pearson Correlation)

:12.3

	<b>R</b>		
0.00	0.742		1
0.00	0.760		2
0.00	0.651		3
0.00	0.654		4
0.00	0.685		5

(Pearson Correlation)

:13.3

	<b>R</b>		
0.00	0.699		1
0.00	0.515		2
0.00	0.658		3
0.00	0.694		4
0.00	0.568		5



(Pearson Correlation)

:14.3

	<b>R</b>		
0.00	0.488		1
0.00	0.711		2
0.00	0.662		3
0.00	0.604		4
0.00	0.761		5
0.00	0.616		6

(Pearson Correlation)

:15.3

	<b>R</b>		
0.00	0.758		1
0.00	0.708		2
0.00	0.471		3
0.00	0.784		4
0.00	0.661		5
0.00	0.804		6
0.00	0.611		7

(Pearson Correlation)

: -16.3

	<b>R</b>		
0.00	0.538		1
0.00	0.436		2
0.026	0.195		3

(Pearson Correlation)

: -16.3

	<b>R</b>		
0.00	0.685		4
0.00	0.573		5
0.00	0.575		6

(Pearson Correlation)

:17.3

	<b>R</b>		
0.629	0.043		1
0.00	0.521		2
0.00	0.712		3
0.00	0.701		4
0.00	0.741		5
0.00	0.690		6

(Pearson Correlation)

:18.3

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	<b>R</b>		
0.00	0.756		1
0.00	0.719		2
0.00	0.624		3
0.00	0.738		4
0.00	0.688	h	5
0.00	0.815		6
0.00	0674		7

(Pearson Correlation)

:19.3

	<b>R</b>		
0.00	0.690		1
0.00	0.714		2
0.00	0.668		3
0.00	0.645		4
0.00	0.563		5

(Pearson Correlation)

:20.3

	<b>R</b>		
0.00	0.742	" "	1
0.00	0.750		2
0.00	0.860		3
0.00	0.871		4
0.00	0.795		5
0.00	0.782		6

(Pearson Correlation)

: -21.3

	<b>R</b>		
0.00	0.757		1
0.00	0.739		2
0.00	0.727		3

(Pearson Correlation)

: -21.3

	<b>R</b>		
0.00	0.831		4
0.00	0.867		5
0.00	0.854		6
0.00	0.788		7

(Pearson Correlation)

:22.3

	<b>R</b>		
0.00	0.653		1
0.00	0.851		2
0.00	0.883		3
0.00	0.889		4
0.00	0.890		5
0.00	0.883		6
0.00	0.892		7

(Pearson Correlation)

: -23.3

	<b>R</b>		
0.00	0.672		1
0.00	0.712		2
0.00	0.592		3
0.00	0.707		4

(Pearson Correlation)

: -23.3

	<b>R</b>		
0.00	0.631		5
0.00	0.831		6
0.00	0.725		7
0.00	0.758		8
0.00	0.641		9
0.00	0.520		10
0.00	0.443		11
0.00	0.586		12
0.00	0.494		13

(Pearson Correlation)

:24.3

	<b>R</b>		
0.00	0.692		1
0.00	0.743		2
0.00	0.763		3
0.00	0.792		4
0.00	0.363		5
0.00	0.710		6

(Pearson Correlation)

:25.3

	<b>R</b>		
0.00	0.635		1
0.00	0.770		2
0.00	0.763		3
0.00	0.814		4
0.00	0.779		5

(Pearson Correlation)

:26.3

	<b>R</b>		
0.00	0.741		1
0.00	0.867		2
0.00	0.866		3
0.00	0.781		4
0.00	0.825		5

(Pearson Correlation)

:-7.3

	<b>R</b>		
0.00	0.603		1
0.00	0.770		2

(Pearson Correlation)

: -7.3

	<b>R</b>		
0.00	0.767		3
0.00	0.746		4
0.00	0.822		5
0.00	0.706	" "	6

(Pearson Correlation)

:28.3

	<b>R</b>		
0.00	0.866		1
0.00	0.833		2
0.00	0.768		3
0.00	0.596	" "	4
0.00	0.789		5

(Pearson Correlation)

: -29.3

	<b>R</b>		
0.00	0.850		1
0.00	0.877		2

(Pearson Correlation)

: -29.3

	<b>R</b>		
0.00	0.826		3
0.00	0.909		4
0.00	0.9		5

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1.00381	4.0076		1
1.14902	3.1603		2
0.94263	3.9389		3
1.06335	3.0076		4
1.15940	3.5038		5
0.95611	4.1985		6

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(0.82149) (3.2153)

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:3.4

1.22951	3.4580		1
1.11742	3.4427		2
1.14149	2.7023		3
1.32087	2.9618		4
1.07679	3.5115		5

**.3.2.4**

(0.76140) (3.1450)

(3.5573) " (4.4) ,  
 " (2.7023) ."  
 :4.4

1.20700	2.7023		1
1.28996	3.5573		2
1.19924	2.8244		3
1.19044	3.1908		4
1.20393	3.4504		5

**.4.2.4**

(0.67014) (3.8168)  
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:5.4

66070.	4.4962		1
1.23912	3.1832		2
1.08011	3.7634		3
0.98819	4.1527		4
1.15890	3.5344		5
1.01197	3.7710		6

**.5.2.4**

(0.79031) (3.0534)

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1.13706	3.0840		1
1.14585	3.2519		2

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1.09239	3.2290		3
1.20743	2.8626		4
1.10447	2.7786		5
1.22702	2.9542		6
1.11637	3.2137		7

**.6.2.4**

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0.81918	4.0763		1
0.68659	4.1145		2
1.30355	3.0916		3

: -7.4

1.23022	2.4962		4
1.29714	2.4885		5
0.97761	1.8550		6

**.7.2.4**

(0.63686) (3.2735)

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1.25461	3.0534		1
0.94679	3.6794		2
1.16652	3.0916		3
1.21982	3.2061		4
1.10085	3.3435		5
1.12198	3.2672		6

" .8.2.4

" (0.81500) (3.1756)

" (9.4) ,  
" (2.8397) (3.4656)

" :9.4

1.23156	3.2595		1
1.14621	3.1298		2
1.06913	3.4656		3
1.09876	3.1527		4
1.12876	2.8397		5
1.16006	3.1527		6
1.11331	3.2290		7

.9.2.4

(0.77981) (3.1115)



(10.4)

" (2.9084)

(3.4427) "

:10.4

1.15132	3.4427		1
1.20544	3.0916		2
1.16652	2.9084		3
1.20456	2.9466		4
1.22256	3.1679		5

**.10.2.4**

(0.95986)

(2.7252)

5 (11.4)

(2.8931)

" " "

." " (2.3130)

:11.4

1.39919	2.8931	" "	1
1.06036	2.3130		2
1.23265	2.8626		3
1.15748	2.6870		4
1.20632	2.7405		5
1.15107	2.8550		6

**.11.2.4**

(2.9160)

(0.93759)

(12.4)

" (2.6947)

(3.1375)

"

: -12.4

1.18168	3.1375		1
1.22011	3.1374		2
1.15127	2.8321		3

: -12.4

			#
1.22319	2.8931		4
1.12553	2.7481		5
1.17630	2.9695		6
1.18252	2.6947		7

**.12.2.4**

(0.81572)

(4.0954)

(13.4)

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(4.1985)

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" (3.7786)

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:13.4

1.13198	3.7786		1
0.89476	4.0840		2
0.94313	4.1603		3

:13.4

0.94803	4.1985		4
0.97255	4.1756		5
1.01133	4.1756		6

**.13.2.4**

(0.61526) (3.9618)

(14.4)

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" (3.5115)

(4.1985)

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: -14.4

0.96107	3.9160		1
0.78596	4.1679		2
0.82311	4.0840		3

: -14.4

0.99812	4.0611		4
0.97863	4.1069		5
0.94791	3.9618		6
0.90694	4.0229		7
0.96892	4.1221		8
1.14601	3.5115		9
1.12517	3.7786		10
0.99257	3.9160		11
0.86309	4.1985		12
1.08678	3.6565		13

**.14.2.4**

(0.73719)

(3.9338)

(6) (15.4)

(0)

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" (3.6412)

(4.0992)

:15.4

0.85454	4.0229		1
0.94344	4.0992		2
1.15874	3.7176		3
0.96400	4.0382		4
0.96107	4.0840		5
1.22831	3.6412		6

**.15.2.4**

(0.85018) (3.2458)

(4) (16.4)

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(2.7405) (3.7863) "

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: -16.4

1.03781	3.7863		1
1.12793	3.2977		2

: -16.4

1.11637	3.2137		3
1.09625	3.1908		4
1.25629	2.7405		5

**.16.2.4**

(0.90036)

(3.0443)

(3.3817)

(17.4)

(2.5878)

: -17.4

1.04850	3.3817		1
1.15081	3.3130		2
1.06990	2.9618		3

: -17.4

1.09453	2.5878		4
1.14667	2.9771		5

**.17.2.4**

(0.79872) (2.9733)

(18.4)

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" (2.7557) (3.2366)

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: -18.4

1.06269	2.9618		1
1.05124	3.2366		2
1.11072	3.0687		3



: -18.4

1.12658	2.9924		4
1.08473	2.8244		5
1.07483	2.7557	" "	6

**.18.2.4**

(2.9817)

(0.94150)

(0) (19.4)

(6)

" " " " " "

" (2.7786) (3.1450) "

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: -19.4

1.15682	2.9847		1
1.18614	2.9084		2
1.32020	2.7786		3

: -19.4

1.26765	3.0916		4
1.20334	3.1450	" "	5
1.15682	2.9847		6

**.19.2.4**

(1.07685)

(2.8977)

(20.4)

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" (2.7252)

(3.1374)

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: -20.4

1.18817	3.1374		1
1.26035	2.8931		2
1.29528	2.7252		3

: -20.4

1.20354	2.8321		4
1.22697	2.9008		5

: -21.4:

0.54176	3.6361	5		1
0.82149	3.2153	8		2
0.76140	3.1450	10		3
0.67014	3.8168	4		4
0.79031	3.0534	12		5
0.52339	3.0204	14		6
0.63686	3.2735	6		7
0.81500	3.1756	9	" "	8
0.77981	3.1115	11		9
0.95986	2.7252	19		10
0.93759	2.9160	17		11
0.81572	4.0954	1		12
0.61526	3.9618	2		13
0.73719	3.9338	3		14
0.85018	3.2458	7		15
0.90036	3.0443	13		16

: -21.4:

0.79872	2.9733	16		17
0.94150	2.9817	15		18
1.07685	2.8977	18		19
0.7880	3.276			

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**.20.2.4**

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- <http://www.education.gov.bh/conferences/con20/w2.pdf>

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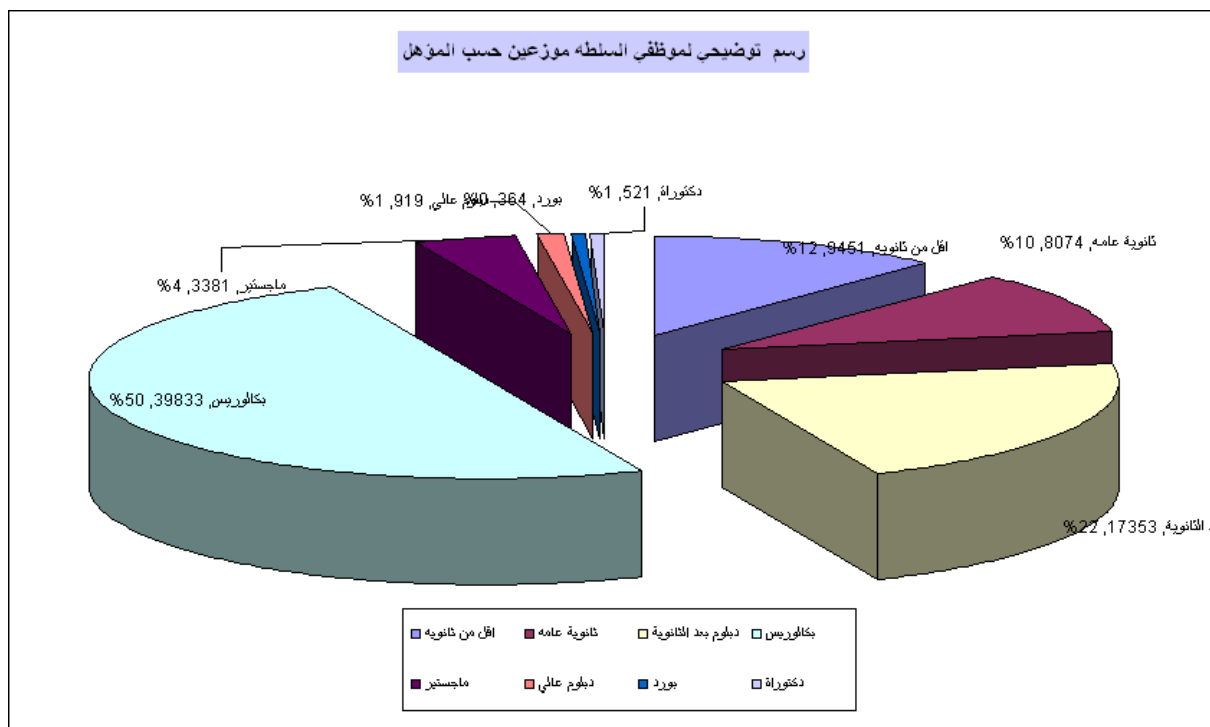
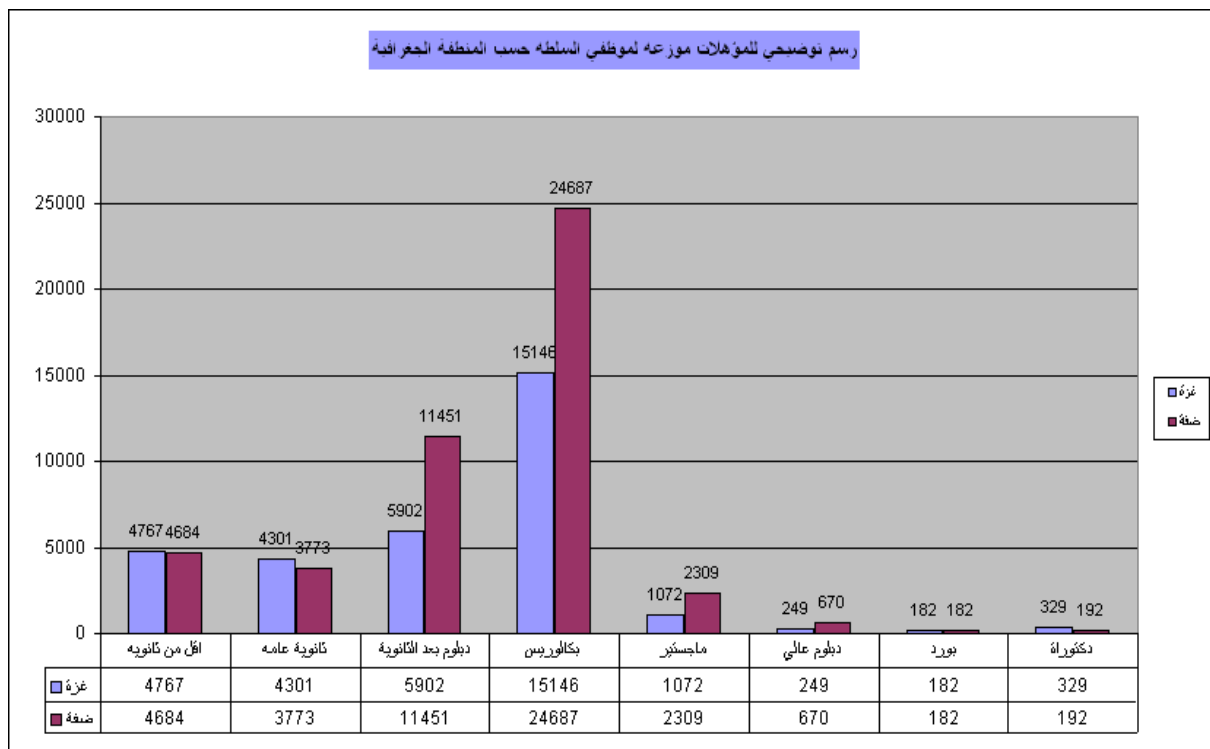
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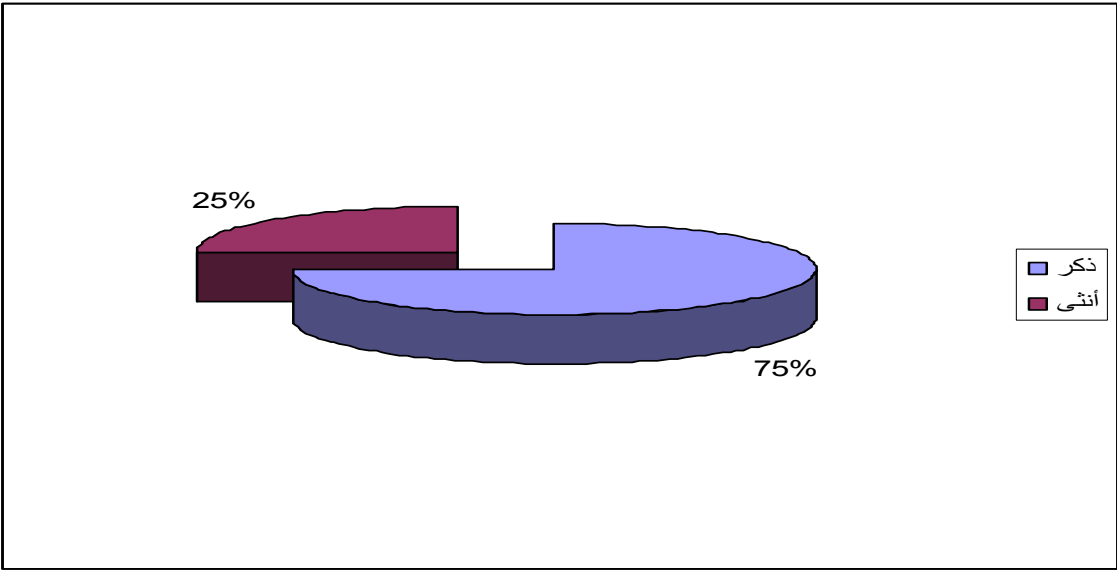
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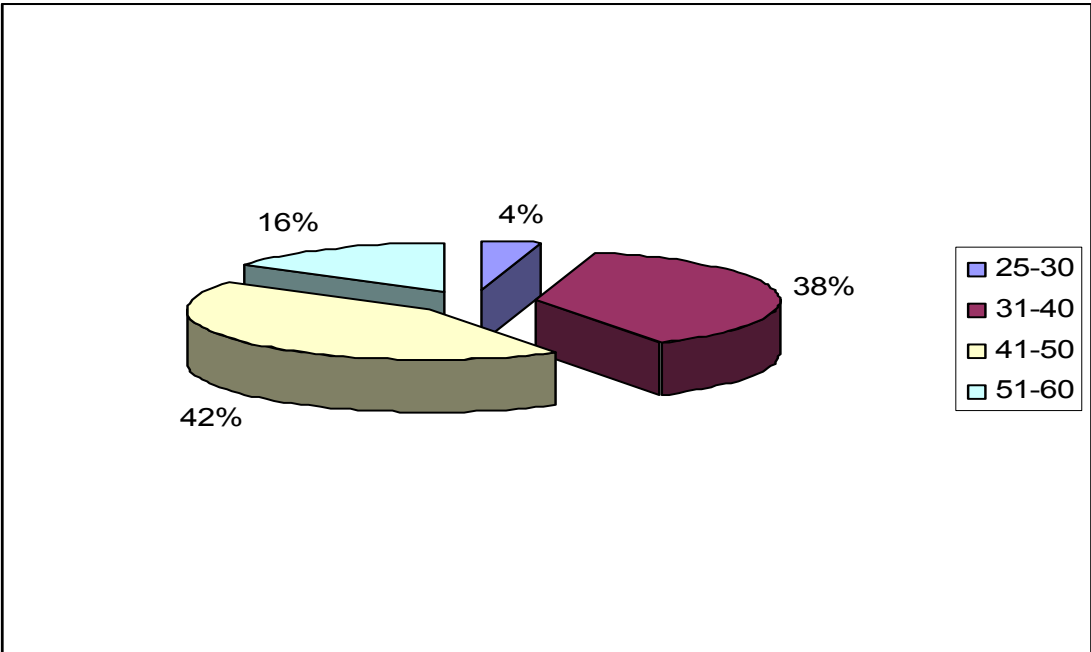
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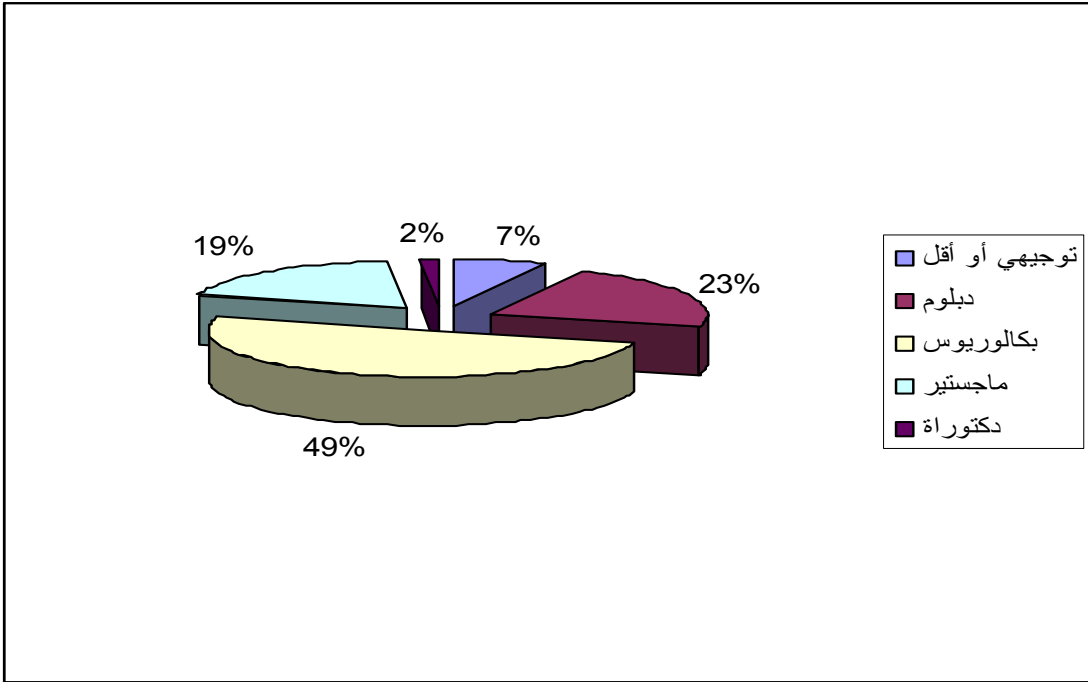




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106	.....	1
116	.....	2
117	.....	3

103

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1.5

15	.....	1.2
19	.....	2.2
60	.....	1.3
60	.....	2.3
61	.....	3.3
61	.....	4.3
62	.....	5.3
63	.....	6.3
64		7.3
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65	...	8.3
65	.....	9.3
66	.....	10.3
67	(Pearson Correlation)	11.3
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68	(Pearson Correlation)	12.3
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68	(Pearson Correlation)	13.3
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69	(Pearson Correlation)	14.3
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69	(Pearson Correlation)	15.3
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69	(Pearson Correlation)	16.3
70	(Pearson Correlation)	17.3
70	(Pearson Correlation)	18.3
71	(Pearson Correlation)	19.3
71	(Pearson Correlation)	20.3
71	(Pearson Correlation)	21.3
72	(Pearson Correlation)	22.3
72	(Pearson Correlation)	23.3
73	(Pearson Correlation)	24.3
74	(Pearson Correlation)	25.3
74	(Pearson Correlation)	26.3
74	(Pearson Correlation)	27.3
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75	(Pearson Correlation)	29.3
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77	.....	1.4
78		2.4
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79		3.4
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80		4.4
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90	.....	15.4
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91	.....	17.4
92	...	18.4
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94	.....	20.4
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1	.....	2.1
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<b>6</b>	.....	:
6	.....	1.2
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13	.....	5.2
14	.....	6.2

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29	.....	4.8.2
31	.....	5.8.2
32	.....	6.8.2
33	.....	7.8.2
34	.....	8.8.2
35	.....	9.8.2
36	.....	10.8.2
36	.....	9.2
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42	.....	6.9.2
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45	.....	11.2
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46	..... " ;	.3.11.2
46	.....	12.2

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51	.....	15.2
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67	.....	3.3
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