

Organizational culture, its importance and its impact in applying the principles of total quality management. A field study in the General Directorate of Education in the holy governorate of Karbala

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Abstract:

Organizational culture is the basis for achieving the principles of total quality management because of its role in facing the challenges of the internal and external environment and achieving the optimum strategic performance and reaching the fulfillment of the customer's desires through the goals directed to build values, beliefs, norms and traditions that contribute to building society and institutions. The study concluded that there is a significant correlation relationship between (organizational culture) and (principles of total quality management). Modern thought focused on organizational culture because of its great role in developing the competitive advantage of leading organizations because culture is a mixture of values, beliefs, ideas and traditions. The organizational culture is the reflected image of organizations and when setting and applying comprehensive quality management standards, consideration must be given to the strategic directions and organizational culture of employees. Cultures must be changed towards the goals of the organization, and it is necessary to create a good environment for changing ideas and beliefs to confront modern problems.

The researcher recommends focusing and applying programs, systems and standards for total quality management and providing the necessary allocations and resources with the assistance of experts and consultants to spread the culture of total quality and the application of tools for continuous improvement (Kaizen).

Keywords: Culture, organizational culture, total quality management, customs, beliefs, traditions and customs.

Article Received: 18 October 2020, Revised: 3 November 2020, Accepted: 24 December 2020

Research problem

The research problem lies in the lack of publishing the organizational culture, which affects the behavior of individuals and consequently the lack of application of comprehensive quality standards and the dissemination of organizational culture and quality systems. Hence the problems of research about the application of quality management and the organizational culture of an important role in applying the standards and goals of the organization and from here we summarize the research problems in following (What is the organizational culture and what is its effect on total quality management? Are there any significant differences between responses of individuals?).

The aim of the research

The researcher seeks to achieve the following goals to advance our institutions

- 1- Building a theoretical knowledge base on organizational culture and linking it to total quality management.
- 2- Learn about the levels of culture in the General Directorate.
- 3- Striving to establish an organizational culture in the organization.

Importance of the research

- 1- The success achieved by international organizations, drawing on organizational culture.
- 2- The important effect of organizational culture on the success or failure of

organizations because they affect the behavior of individuals.

- 3- Study variables (organizational culture) (principles of total quality management).

Hypothesis of the study

- 1- There is no significant correlation relationship between (organizational culture) and (principles of total quality).
- 2- There is no significant correlation between (organizational values) and (customer focus).
- 3- There is no significant correlation between (organizational trends) and (customer focus).
- 4- There is no significant correlation between (strategic direction) and (customer focus).

Previous studies

Organizational culture

Hussein Saad's (2010) studied the phenomenon of competition through the cultural diversity of human resources in educational organizations and the student's scientific background as a customer. Therefore, spreading organizational culture enables it to use resources well. The study indicates that achieving strategic performance requires the prevalence of organizational culture within the organization initially with leadership and staff. The study also found that the organizational orientation was weak in some colleges.

Al-Azzam, Zeyad Faisal (2015) showed the important effect of organizational culture on the adoption of organizational citizenship behaviors for workers. The study concluded that there are medium levels of organizational culture and high levels of organizational citizenship behaviors and that the correlation relationship was statistically significant as the level of significance was (0.001) and the study recommended the need to work on Paying attention to administrative leaders and giving them more training courses in the field of organizational change and development, and how to deal with the planned change and the sudden impact affecting the organization. Also, work to give workers more powers, increase their empowerment in the field of work, and participate in administrative decisions and set goals, which creates confidence, commitment and loyalty towards achieving these goals. The study also recommended the necessity of conducting in-depth studies on the role of creative, bureaucratic, and

distinct organizational culture and its impact on the behavior of organizational citizenship.

A study of (Rath and Mohant, 2012) entitled "Can organizational culture be one of the factors that predicts the behavior of organizational citizenship?" It is one of the studies that focused on the role played by organizational culture in the behavior of individuals and can be summed up in the behavior of organizational citizenship and revealed the results of the study with the behavior of organizational citizenship He pointed out that the organizational culture is considered a regulatory factor in the three sectors and in small individual companies.

Total Quality Management

(Marab,2015) showed that the importance of quality and its application as a culture and what affects the organization in its absence and also revealed what is the nature of educational outcomes according to the philosophy of comprehensive quality and emphasizing reading and analyzing ideas of philosophers in the fields of quality and education and trying to read and apply them according to the educational and educational reality based on the cultures of societies.

(Saget and Matroud's, 2017) were shown an emphasis on comprehensive quality management, as administrative and organizational systems are the primary aspect that would play the pivotal role in supporting and assisting organizations to find the best service or commodity provided to the customer and at the same time achieving the best material returns to the organization and keeping pace with conditions and rapid transformations by relying on continuous improvement Excellence through a comprehensive methodology to achieve the goals of the institution or organization.

The concept of organizational culture

There are many concepts of organizational culture, and given the abundance of researchers and those interested in this field, because of its great role in building organizations and the inappropriate culture, it affects and harms the development of the organization because it contains fundamental values in the individual development of workers relying on values, beliefs, customs and ideas to serve the interests of the organization and to improve production capacity. The Organizational culture was defined as the system that contains a set of meanings, symbols and beliefs (Al-Qaryouti, 151: 2000).

It indicates the presence of differences between the values and expectations of people with different cultural backgrounds as there is a challenge facing organizations to adapt to the external environment and understand the behavior and beliefs of the great role in the performance of organizations and organizations should pay attention to and study lifestyles, values and shared experiences with employees (Belias., Al.et & 2015 315: 316).

(78-182: Jones 2007) defined it as the permanent values that contain organizational standards, rules and objectives, and how they benefit from cultural values in business and decisions in dealing inside and outside the organization and that the values in organizational culture are very important in making policies and behavior in its various problems, whether negative or Good or innovative behavior or creator legal or illegal, moral or immoral, and is considered by the worker who sends the organization to greatness and success.

The organizational culture required to implement total quality is:

- 1- Belief in the necessity of achieving the organisation's mission and goals and unifying values and beliefs.
- 2- Belief in the necessity of disclosure, focusing on teamwork, and rejecting individual work.
- 3- Good work without errors is much better than correcting mistakes.
- 4- Belief in the need for all departments of the organization to work in harmony and harmony in order to satisfy the consumer.
- 5- Belief that failure is not the end but rather an experience that must be overcome and let us start again.
- 6- With the benefit of our mistakes and the development of self-censorship and a sense of responsibility.
- 7- Belief in the need for all employees to be innovative and creative (Al-Serafi 2003, p. 335).

The importance of organizational culture

(Al-Qaryouti, 2000: p. 150) believed that organizational culture has an important and a significant role in organizational behavior. Some consider it an independent factor and can be represented by the values, common language, symbols and rituals of their differences, and managers and employees take care of them and all its parts. The organizational culture is represented in the following (Al-Ghalabi, Idris / 2007, p. 296).

Building a sense of history, developing a sense of membership and affiliation, increasing exchange between members through participation.

Organizational culture functions

Pederson & Scrensen indicated that there are four functions of culture as follows:

- 1- Culture is used as an analytical tool for researchers.
- 2- Culture is used as an instrument of change and a means of organizational development processes.
- 3- Culture is used as an administrative tool to improve the institution's economic outcomes.
- 4- Culture is used as an instrument of cognitive perception within the organization through the turbulent external environment (Yamina / 2011).

Types of organizational cultures

Culture has many types, but there are those who agree that culture is of two basic types, and they are as follows (Abu Bakr / 2008: p. 83): -

A. Strong culture

It is the accepted culture of all members of the organization, in which there is a homogeneity in the values, beliefs, traditions, standards and assumptions that are the product of their behavior within the organization, and it is considered the strong links that link all the tools of the organization and through which this culture can be used to improve the productivity of the organization and provide all its requirements and requirements Its clients uncover mystery to achieve the goals and mission of the organization.

B. Weak culture

It is the opposite of a strong culture that does not have the confidence and acceptability of all members of the organization, as the organization is unable to adhere to the values and beliefs, and it is difficult for workers in the organization to agree with each other to make the organization succeed and achieve the values, goals and mission of the organization.

Total Quality Management

The concept of quality is one of the most important concepts that took the thought and interest of researchers, and ideas may vary according to the difference of researchers' viewpoint. This

difference is formal in terms of concept and the goal is centered in contentment through interaction by all actors (Awjah, 2010: 53). Quality was defined in educational institutions as achieving the best returns with the lowest costs, record time and the least effort, and the learner obtained educational educational goals in addition to applying them in terms of behavior and work in all areas of production to achieve satisfaction and benefit to the targeted operations (Al-Ani 2002,8). It's means by which the organization can be managed to develop its flexibility, effectiveness and competitive position across the organization and work as a whole (Drake 2006). The British Quality Association is defined as a more comprehensive management philosophy that emphasizes the optimal and effective use of all material or human resources to achieve and to reach the needs and achieve the desired goals (Gouda, 1: 2004).

The theoretical, philosophical and intellectual framework that (TQM) refers to three purposeful foundations in this framework: 1) Achieving consumer satisfaction 2) Contribution of workers in the organization 3) Continued development and improvement in quality (Jablonsky, 2000: 72).

The International Organization Standardization defined it as the method of managing the organization that is centered on quality and that is based on the participation of all and whose goal is long-term success to achieve customer satisfaction and the benefits of the organization itself and society (Al-Najjar and Jawad 2010.279)

The Organization for Standardization and Global Control has defined it as a doctrine or a comprehensive and inherent in the leadership and operation style of an organization and its aim is to continuously improve performance in the long run and focus and emphasize the requirements and expectations of customers and take into account the needs of shareholders, stakeholders and capital (Dudin, p. 3 2012).

Quality management in educational institutions

Total quality management in education is defined as the integrated method that is applied at all levels in the educational system to provide the opportunity to satisfy the special needs of students (Tartouri 2009: 41).

Some of them said that the overall quality management in education is to improve the performance of teachers and student performance

and to develop education programs and plans (Al-Taie 2008: p. 7).

Quality is a set of requirements, standards, goals, and a continuous effort to achieve development and excellence, and it is described as a form of perfection, providing the appropriate organizational environment for the student, and how the student invests in the optimal investment to make them beneficial in the long run, and this benefits the parents and society (Kanaan 2008, p. 8).

The importance of total quality

- 1- Meet the needs and requirements of society and the beneficiaries.
- 2- Correct business performance with minimal time, effort and cost.
- 3- Developing many values related to teamwork and team work.
- 4- Satisfy the needs of students and increase the sense of satisfaction for everyone in the educational institution.
- 5- Improving the educational institution's reputation in the eyes of employees and beneficiaries, and developing a spirit of competition among them.
- 6- Achieving the quality of building the student's personality, whether in the cognitive, skill or emotional aspects.
- 7- Achieving good and continuous monitoring of work (Kanaan, 2008: 10).

Quality system principles

We can define the basic principles of quality that the top management in the organization can use to achieve the best performance. My Agencies: (AQTS: 2008: 14 :).

- A. Focusing on the costly customer. The organization depends on customers. Therefore, it must define and understand the current and future needs of the customer and fulfill the requirements of actual work and reach what customers expect.
- B. Leadership: Leadership lays the foundation in the goals and directions of the organization, and it is imperative that the leadership create the conditions and the internal environment of the organization so that employees understand the goals of the organization to achieve them in these conditions.
- C. Participation of employees: Workers at all levels of the driving force that have the basis for active and effective participation

and their participation have come to explode creations and experiences and direct them to the benefit of the organization as a whole.

- D. Approach of the process: We can achieve what we aspire to more efficiently in the case of managing the required activities and resources and it is possible to clarify the basics for improving the process to determine the wheel in which the quality that Edward Deming brought in the quality expert and it is (plans _ implement _ check _ do) and this concept requires planning Detailed, accurate and comprehensive in order to achieve the declared goal (product / service / project) and implementation of these actions and activities according to the
- H. .

plan. Accordingly, it is imperative to meet the conditions and control of the product or activities in different stages and to identify and correct the resulting deficiencies.

- E. System Approach in Management: Defining, understanding and managing the set of processes related to the organization's effectiveness and achieving its goals.
- F. Continuous improvement: That the continuous improvement of the overall performance of the organization is one of the most important goals of the organization.
- G. Realistic decision-making approach: relying on effective decisions in analyzing data and information

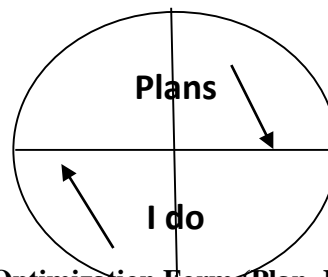


Figure No. (1) Process Optimization Form (Plan_Execute_Verify_Active)
(International Standards 2008: ISO 9001)

Quality stages

He noted (Juneja, 2011: 96) that counting the implementation of total quality management in the service sector is carried out in five stages, namely:

- 1- The first stage: formulating quality of service.
- 2- The second stage: analyzing the service process and defining quality standards.
- 3- The third stage: establishing a system to monitor the process.
- 4- Fourth Stage: Achieving a process to identify opportunities for improvement.
- 5- Fifth stage: improving the quality of the process.

(Jawad 2014: 10) explained that total quality management passes in five stages for the purpose of applying them well in service organizations, as follows:

The preparation stage: It is considered the preparation phase and providing the appropriate conditions and preparation for the other stages through which a deepening sense of the importance

of development and decision-making in applying total quality management is deepened.

The planning stage: The SWOT matrix analyzes the strengths and weaknesses of the internal environment and the opportunities and threats to the external environment.

The implementation phase: through which the application of total quality management by applying plans and the work of quality teams and the continuous improvement of skills and problem solving and examination of proposals for improvement.

The monitoring and evaluation stage: Through which Powell is monitored and followed up first on each stage of the application of TQM as well as using the feedback data to evaluate the application of TQM while providing training programs for workers.

Post-application phase: It is the stage of disseminating the culture of quality internally and externally and is carried out through exchanges of experiences with other organizations where the

organizations have achieved some successes that they are proud of.

Quality obstacles and barriers

As for (Mustafa, 2006, 6), he indicated that there are many problems with the implementation of TQM, including

- 1- Lack of sufficient financial allocations to implement quality.
- 2- Lack of documentation efforts and recording procedures and results.
- 3- The criteria for measuring quality are unclear and renewed to measure progress and achievement of quality programs.

In addition, there are obstacles and other reasons that he referred to (Mustafa 2005, 97_98).

- A. The absence of team spirit, especially since the continuous improvement can only be done through motivating work teams.
- B. Inadequate training planning, especially the identification of training needs.
- C. Inadequate training of personnel to implement TQM tools.
- D. Lack or shortage of management with participation and power concentration that reduces the enthusiasm and motivation of employees for the innovative performance necessary for TQM enrichment.

He pointed out (Al-Saeed and Reza, 2007, 11-12) There are obstacles in applying total quality management at the levels and educational fields, which were represented in the following:

- 1- Centralization in decision-making, as TQM requires decentralization in decision-making.
- 2- The lack of qualified and trained staff in the field of TQM in educational work.
- 3- The cultural and social heritage is considered a traditional educational heritage and a lack of acceptance of methods of continuous improvement and improvement.

As for (Mdukh 2008.77), he believes that the reasons for not implementing TQM are:

Faculty members lack sufficient knowledge of TQM principles.

- Low availability of incentives for faculty members.

- Adopt the promotion on the basis of political affiliation.
- Not to renew and innovate a faculty member and rely on his old information without updating this information.
- Approving the recruitment of a faculty member on the basis of personal relationships with the administration and not according to his scientific competence.
- Universities lack training centers interested in developing a faculty member.
- Not having many faculty members.
- Exceeding the halls to each other works to spread noise and noise, which negatively affects the course of the lecture.
- The lack of sufficient areas for students due to the lack of land on which universities are located.
- The lack of closed gyms that allow students to practice their activities and hobbies.
- The lack of a national strategy for scientific research.
- The lack of centers concerned with information and statistics.
- The lack of cooperation between researchers in different universities.
- Lack of budget allocated for scientific research, whether by the ministry or the university.
- Lack of specialized research centers.
- Universities fail to communicate with their students after they graduate, and are only concerned with them during university studies.
- Lack of linking university programs with development plans in society.
- Changes in the external environment.
- The labor market is not invested in implementing training activities in its programs.
- Lack of coordination with the allocated community sectors to provide training qualification service to the community.

The practical side of descriptive statistics

Introduction:

Assumptions and tools for conducting the field study and how to implement and evaluate it to ensure its suitability, in addition to describing the study population and sample. The study model was designed in the light of the problem of the study subject and its objectives. The study model was

developed to measure the effect of organizational culture on the application of total quality.

First: a test of consistency and internal consistency of the study terms:

The following table (1) shows the results of the stability analysis of the study measures in relation to the total questions, indicating the values of the alpha-crow's laboratory for the study concepts, where it was 0.89, which is an acceptable and good ratio.

Reliability Statistics (1)

Cronbach's Alpha	N of Items
.890	35

As for the results of the Alpha Crowacher, the dimensions of the study variables are shown in Table (2).

Reliability Statistics (2)

Cronbach's Alpha	N of Items
.832	7

Table (3) Alpha Crow Results of the Repeater for Phrase Scale for All Variables.

Variable	Alpha Crow twist for the main variable	Sub-dimension	Cronbach's alpha
Organizational culture		Organizational values	0.80
		Regulatory trends	0.81
		Strategic direction	0.82
Comprehensive quality		Customer Focus (Auditors)	0.78
		Focus on the needs of workers	0.80
		Focus on improving operations	0.80
		Focus on the administrative needs of competition	0.81

Source: prepared by the researcher

From Table (3) the results of the stability test that the values of alpha-croach for all variable statements are greater than 60%. These values mean that there is a very high degree of internal stability for all the phrases of the scale where the value of alpha-croo-nebakh for the total scale reached the organizational values (0.802), and the value of trends Organizational ((0.816), as it reached (0.826) for the strategic direction variable, and it reached (0.787) for the variable focusing on customers,

Second: Iterative tables of samples.

(0.808) the focus on workers 'needs, and (0.809) for the focus variable on improving operations, and ((0.810) for the focus on needs Admin, We note that the majority of the values are high, so we can say that the measures upon which the study relied to measure the phrases of all study variables have internal stability for their phrases, which enables us to rely on these answers in achieving the study's goals and analyzing its results.

Table (4) shows the frequency distribution of the sample members according to the gender variable, age group, educational qualification and years of service.

The General Directorate of Education for the Holy City of Karbala				
No.	Property	Category	Frequency	Percentage %
1.	Gender	Male	41	51.3%
		Female	39	48.8%

N		80	100%
2.	Age group	30≤	29 %36.3
		31-40	15 18.8%
		41-50	17 21.3%
		50≥	19 23.8%
N		80	100%
3.	Qualification	Master	10 12.5%
		Bachelor	49 61.3%
		Diploma	15 18.8%
		Preparatory	6 7.5%
N		80	100%
4.	Years of service	5	31 %38.8
		10	35 43.8%
		15≥	14 17.4%
N		80	100%
5.	Training courses	Number of participants	12 %15
		Number who did not take in the courses	68 %85
N		80	100%

Source: Preparing the researcher by adopting the questionnaire

It is clear from Table No. (4) above that the majority of the respondents in the Karbala culture in which the study was carried out are males, where their percentage reached (51.3%) of the members of the total sample, while the female percentage in the sample reached (48.8%) of the total sample. The sample members are those whose ages range between ((30 and more), where their percentage is (36.3%) of the total sample population, while the percentage of those aged between (31-40) years is (18.8%). As for the sample members who are between the ages of (41-50) years, their percentage reached (21.3%), whereas the members of the sample whose ages range between (51) and over a year reached (23.8%), that The majority of the sample's members of the university educational level are holders of a degree (master's degree) where they reached (12.5%), the percentage of the bachelor's educational level reached (61.3%) while the scientific level is a diploma where their share reached (18.8%), while the educational qualification preparatory reached Their percentage is (7.5%), and the majority of the sample's individuals have years of experience ranging between (less than 5 years), where their percentage reached (38.8%), whereas the percentage of those whose years of experience ranges between (10) years, where their percentage reached (43.8%) of the sample's members. For college, while the percentage of those whose years of experience ranged between (15) years and more (17.4%); While, the percentage of those who participated in

courses was 15% and those who did not participate in courses were 85%.

Third: Extracting the mean and standard deviation

Table No. (5) appears to show the results of the mean mean and standard deviation

1) Through Table No. (5), the researcher concluded that after (organizational trends) came in the first order in terms of the relative importance that was obtained by the researcher through the samples taken in the research, as the arithmetic mean of the answers to this field reached (4.180) with a standard deviation Its value is (0.442) depending on the scale of the study, and this dimension is considered the best ratio because it was high.

2) Through Table No. (5), the researcher concluded that after (focusing on the administrative needs of the competition) came in the second order in terms of the relative importance that was obtained by the researcher through the samples taken in the research, as the arithmetic mean of the answers for this field reached (4.005) And with a standard deviation of (0.569).

3) Through Table No. (5), the researcher concluded that after (organizational values) came in the third order in terms of the relative importance that was obtained by the researcher through the samples taken in the research, as the arithmetic mean of the

answers for this field reached (3.865) with a standard deviation Its value is (0.412).

4) Through Table No. (5), the researcher concluded that after compensation (strategic direction) came in the fourth order in terms of the relative importance obtained by the researcher through the samples taken in the research, as the arithmetic mean of the answers for this field reached (3.527) with a deviation Standard value (0.461).

5) Through Table No. (5), the researcher concluded that after (focus on improving operations) came in the fifth order in terms of relative importance, as the arithmetic mean of the answers for this field reached (3.365) and a standard deviation of its value (.23).

6) Through Table No. (5), the researcher concluded that after (focusing on the needs of workers (employees)) came in the sixth order in terms of the relative importance that was obtained by the researcher through the samples taken in the research, as the arithmetic mean of the answers for this field reached (3,300) and a standard deviation of (.557).

7) Through Table No. (5), the researcher concluded that after (focusing on customers) came in the sixth order in terms of the relative importance that was obtained by the researcher through the samples taken in the research, as the arithmetic mean of the answers for this field reached (3.155) with a deviation Its normative value (584).

Table No. (5) appears to show the results of the mean and standard deviation.

No.	Idiom	Mean	Std. Deviation	Relative importance
1	Attention is shown to the requirements, needs, questions and inquiries of the auditors	3.512	0.841	Medium
2	Auditors' demands are responded quickly and efficiently	3.3	0.905	Medium
3	Work to solve the problems facing the auditors	3.112	0.762	Medium
4	Deviating from the rules and routine in order to serve the auditors	2.962	0.7866	Medium
5	Study the needs and desires of auditors and work to satisfy it	2.887	0.711	Medium
	Focus on the customer	3.155	0.584	Medium
6	The administration gives an opportunity for workers to express an opinion on the work assigned to them	3.362	0.903	Medium
7	Involve workers in finding appropriate solutions to problems	3.425	0.725	Medium
8	Taking the opinions of workers to change the ways of doing work	3.35	0.781	Medium
9	Involve workers in activities to improve work methods and raise performance and encourage them to team work	3.262	0.741	Medium
10	Give powers to workers to facilitate business	3.1	0.756	Medium
	Focus on the needs of workers (employees)	3.3	0.557	Medium
11	There are team and committees to facilitate and simplify procedures like reducing routine	3.462	0.745	Medium
12	Existence of a study and plan to complete the work on time	3.762	0.75	Medium
13	Canceling unnecessary and unimportant activities	3.275	0.779	Medium
14	The existence of a regulatory system that includes corrective and preventive measures	3.125	0.801	Medium
15	Attention to job descriptions	3.2	0.946	Medium
	Focus on improving operations	3.365	0.523	Medium
16	There is a system and programs that cater to auditors and employees	4.037	0.701	High

17	There are means of communication between the employee and the auditor	3.525	0.993	High
18	There are instructions and regulations that clarify the goal of the directorate	3.875	0.643	High
19	There are instructions and regulations that clarify the employee's role in achieving the goals	4.275	0.795	High
20	There are clear and precise instructions for the implementation and completion of administrative work	4.312	0.704	High
	Focus on the administrative needs of competition	4.005	0.569	High
21	Mutual respect prevails among employees of the directorate	3.612	0.947	Medium
22	It is widely believed among employees that the time element is important and should not be wasted	3.487	0.871	Medium
23	Every employee is willing to do more at work	4.1	0.772	High
24	Every employee cherishes the reputation of his directorate and talks about it constantly with positive aspects	3.85	0.747	Medium
25	The employees are interested in achieving the goals of the directorate	4.275	0.795	Medium
	Organizational values	3.865	0.412	High
26	There is high confidence between senior management and employees	4.312	0.704	High
27	The employees contribute to evaluating the performance of the directorate	4.2	0.513	High
28	Employees contribute to decisions affecting work and problem solving	4.312	0.704	High
29	The directorate contributes to delegating the necessary powers and responsibilities to work	4.2	0.513	High
30	Customs, ideals and traditions contribute to unifying employees and increasing their effectiveness in work	3.875	0.801	High
	Regulatory trends	4.18	0.442	High
31	The directorate has a clear strategy and plans with long-term goals	3.113	0.733	Medium
32	The directorate is concerned with achieving its goals and accomplishing the plans well	3.825	0.611	High
33	The work in the directorate is going according to plan	4.2	0.7	High
34	The employees have a clear view of the directorate's work	3.562	0.808	High
35	Employees and senior management work in the spirit of one team	3.187	0.797	Medium
	Strategic direction	3.527	0.461	High

Fourth: Correlation

Table (6) show the correlation

		Organizational values	Regulatory trends	Strategic direction	Focus on Customer
values	Pearson Correlation	1	.557**	.276*	.393**
	Sig. (2-tailed)		.000	.013	.000
	N	80	80	80	80
Regulatory trends	Pearson Correlation	.557**	1	.472**	.276*
	Sig. (2-tailed)	.000		.000	.013

	N	80	80	80	80
Strategic direction	Pearson Correlation	.276*	.472**	1	.380**
	Sig. (2-tailed)	.013	.000		.001
	N	80	80	88	80
Focus on Customer	Pearson Correlation	.393**	.276*	.380**	1
	Sig. (2-tailed)	.000	.013	.001	
	N	80	80	80	80
**. Correlation is significant at the 0.01 level (2-tailed).					
*. Correlation is significant at the 0.05 level (2-tailed).					

Source: Prepared by the researcher, using SPSS V.22.

Note: (organizational values (x1), (organizational trends (x2), (strategic direction (x3), customer focus (y1), and the link matrix in the above table show that there is a strong and significant correlation relationship at the level (1%) between the organizational culture variable) With its combined dimensions and total quality management variable (with its combined variables).

The value of the correlation coefficient between them (1%) and this result supports the validity of the assumptions, and this indicates that the study community has become a place in developing organizational culture and comprehensive quality management.

The following hypotheses are derived from this hypothesis:

- 1- There is no significant correlation between (organizational culture) and (principles of total quality).
- 2- There is no significant correlation between (organizational values) and (customer focus).
- 3- There is no significant correlation between (organizational trends) and (customer focus).
- 4- There is no significant correlation between (strategic direction) and (customer focus).

And through the results reached, the following main hypothesis was accepted:

There is a significant correlation between organizational culture and TQM principles.

And also accept the following sub-assumptions)

- 1- There is a significant correlation relationship between (organizational culture) and (principles of total quality).

Table (6) Analysis of variance of the relationship between the dimensions of organizational culture and the principles of total quality management ANOVA of the General Directorate of Karbala Education ANOVA.

- 2- There is a significant correlation between (organizational values) and (customer focus).
- 3- There is a significant correlation between (organizational trends) and (customer focus).
- 4- There is a significant correlation relationship between (strategic direction) and (customer focus).

And through the results reached:

Fifth: To test the effect relationships between the study variables

This paragraph is concerned with the impact tests of the study variables in the Holy Education Directorate of Karbala, as follows:

Impact testing at the level of the sample of the General Directorate of Education in Holy Karbala:

The researcher hypothesized (that there is a significant influence relationship between organizational culture and principles of total quality management) and after representing this relationship with a regression model and according to the regression equation:

$$Y = a + B1X1 + B2X2 + B3X3$$

The regression model indicates the level of significance is (0.000) and this means that the confidence limits of the model are (100%), and these estimates indicate that organizational integrity (Y) is a function of the true value of X1 + X2 + X3, the significance of the dimensions of resource development operations has reached Strategic humanity according to the parameter (tx):

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	3.232	3	1.077	5.388	.002 ^b
Residual	19.112	96	.198		
Total	22.348	99			

If we notice from the above table that there is a relationship between organizational culture and principles of total quality management with a significant impact and moral significance less than (0.05).

The (B1 = .385), which represents the effect of organizational values (X1) in the organizational culture (Y), and therefore an increase of (1) in the organizational values will achieve (.385) in the organizational culture, which is a significant and influential factor because it is of significant significance. Less than (0.05).

As for (B2 = -.152) it represents the effect of organizational trends (X2) on the organizational culture (Y), and therefore an increase of (1) in the trends will achieve (0.-152) in the organizational culture, which is a very small coefficient, in addition to that A parameter that did not achieve any level of significance, so it has no effect.

As for (B3 = 0.141), it represents the amount of the effect of strategic direction (X3) in organizational culture (Y), and therefore an increase of (1) in the impact of strategic direction will achieve (0.030) in TQM, which is a very small parameter in addition to that it has not been a factor It achieves no level of significance, so it has no effect.

As for the fixed amount (a = 2.923), this means that there is a presence of organizational culture of (2.923) even if the dimensions of TQM principles are.

0.141)) from the variance of the regulatory values, which is a very good coefficient, and the remaining variance of (0.856) is the result of variables that did not enter the regression model.

On the basis of these indicators, the influence hypothesis is not rejected (there is a significant significant effect relationship between the organizational values of its dimensions and the principles of overall quality represented by its dimensions.

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