

Requirements for Implementing a Continuous Improvement Strategy (Kizen) In the College of Education and Al-Salam Private University

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Research Problem

Improving the quality of education and the skills that science and upgrading are still the subject of, uh, completely, government data and the education sector in the whole world, and to improve the capacity of the programs must focus on making natural quality activities and work to improve quality more than defending the current governmental university institution and continuing to upgrade it from mere compliments This requires professional responsibility and self-management among faculty members in order to dream about strengthening internal control points. The industrial and technological disruptions in the developed world are the result of a review of the management methods in those countries. These countries have taken an interest in the educational system like other life systems in terms of its need for management that seeks to continuously develop and improve it, confront various variables, and for education to achieve its goals. It needs an effective management that organizes its activities and coordinates the efforts of its members in order to achieve the goals that seek to achieve gradual change even if it is slow but continuous, and to continue working in order to get rid of waste. An educational institution has the opportunity to achieve the goals for which it was established, and the management philosophy that achieves this is what is known as the Kizen Strategy. Kizen is a Japanese strategy for continuous improvement and development in all aspects of the individual engineering, applied, administrative and educational work promised in the stage of improving the permanent development of each of the AC This improvement in himself, his worship and his work, (Abdul-Jabbar, 2013), focuses a strategy to change daily operations in order to reduce waste of resources The processes and time to raise interest rates and profits attributed to a number of researchers distinguish Japanese companies in the prices of

cheap products and high profit to implement such a strategy periodically and continuously. The Japanese know Kizen that changes the way to achieve a goal or address the problem at the lowest cost and cumulatively. It is a simple, wonderful, and incremental daily improvement that anyone can do anywhere and it covers all departments, departments, all processes and all administrative levels. No one is exempt from his role in improvement.

Continuous improvement using the Kizen strategy was a pioneer in the idea of reducing Walt's final waste-holding operations, as it is a Kizen strategy on all university institutions and the right has continued to develop, through small steps, and its impact on the future can be improved every procedure that is implemented, and it must contain all Waste operations. Kizen is an ethical force as each worker solves his daily problems and assesses the value of blindness that others see as a philosophy of life which may include the personal and family spheres and some writers go further and do not see that it has roots in the Kovnochbusbah, and it means respect and harmony with the environment through the balance between the individual and nature, It is seen as a principle of cooperation and improvement that has a rapid positive impact on society (Prat Manule and other 2011: 96) What, whether it is material, moral, or intellectual, and reducing this waste even a small percentage results in an added value for the process and the beneficiaries (Ba Omar (2012: 12) The current research is a response to many reasons, and it is worth noting that there are noticeable times in the methods of administrative work in university institutions, in addition to that no serious attempts have been made to benefit from this strategy in order to raise the efficiency of university institutions and improve the quality of their performance must be understood. This strategy has a real application in university education,

provided that the application of the Kizen strategy for Japanese university institutions to raise the quality of performance through the university institution's boldness in expression by deleting and deleting all Distinction and innovation are not hindered by regulations, laws, rules and instructions, as well as a change in the mentality of those working in the supervisory departments and administrative leaderships, even if it is necessary to change themselves.

Research Importance

The university institution and its quality are at the forefront of factors affecting society as a whole, institutions and individuals, in addition to the societal satisfaction and expectations of this institution depend on the quality of the performance of its employees, programs, and students. The new and multiple challenges imposed by the circumstances of the age and its rapid developments in various fields of knowledge presented to the university institution that educational systems, objectives, concepts and methods of work keep pace with the times in their data and meet emerging needs, which reflected their implications on all institutions of society, including university institutions and reflected the importance of research in defining a strategy Kizen Kizen Continuous improvement and the possibility of using it to improve the quality of the performance of Iraqi university institutions.

Research Aims

The research aims to determine the requirements for applying the Kizen strategy for continuous improvement in university institutions from the viewpoint of the faculty members at the University College of Peace and the College of Education for Girls, University of Baghdad.

Research Limits

Place: Al-Salam Private University College and College of Education for Women, University of Baghdad

Humanity: Heads of departments and instructors in the University College of Peace and Education for Girls.

(Luis) 2017 knew it: The word Kaizen is a Japanese word (Kia) which means change, (Zen) means good, and in the English language it is called gradual or continuous improvement. Kaizen is a methodology that focuses on both the process and the results, (Luisj, Maldonado, 2017: 16).

Temporal: the academic year 2019/2020

Definition of terms

Kizen: It is a method and philosophy invented by the Japanese to manage industrial and financial institutions, but in all other walks of life, the Meizen philosophy is based on analysis and process and the aim is to reduce waste of resources, time and effort and increase production, which is a concept synonymous with quality in its broad and comprehensive sense in all walks of life and applies the philosophy of Kizen In small steps, inexpensively, with sweeping change (Maher 2012)

While Weetirian (2006: 482) defined (as "a process of short-term improvements in a small, repetitive vocabulary, as compared to the events of significant long-term substantial changes through reducing the costs of certain variable rates,"As for (2007: 144, Mclancy), he defined continuous improvement as "a method for making continuous improvements in the cost vocabulary by studying the stages of manufacturing the product in a way that is reflected in reducing the cost of the unit produced or the service. And he (Al-Tikriti, 2008: 377) defined it (that "the cost management method is one of the administrative methods that managers and employees adhere to in terms of quality and time costs. Bakr: 2016) knew him that Kizen is a two-part Japanese word, meaning (change for the better), and it is a means to achieve continuous improvement (Bakr, 2016: 239). Procedural definition: An intellectual strategy aimed at making continuous improvements in all areas of work in university institutions (the College of Peace) and gradually to achieve the highest level of quality.

Conceptual framework

The word "Kizen" is a Japanese word that is divided into two parts (kai (meaning change or

development, and the word) zen) meaning continuous, and Kizen means every change that prefers to appear continuously. The concept of "Kizen" "" in 1984 AD and is hated by Taishi Onutilichi Ono and it was applied in Japan after the World War in several sectors and industrial sectors, and the dire against anti-dogmatism, governmental and non-governmental organizations M during the period of Japanese reform, and the ashes in the fields of education and education.

The Kizen philosophy helps to improve the production and behavior of workers and employees better, to increase productivity and reduce the waste of money and energy. After the Kizen philosophy was introduced in Japan, creativity, innovation, excellence, and organization became part of the basic life.

The philosophy of "Kizen" differs from other management systems in the development that occurs in other systems in the sector that the problem only occurred, which is an important development and one employee or group of employees. Any activity in regular systems includes useful work as well as useless work, but in Kizen it is an innovative method and philosophy created by the Japanese to manage industrial and financial institutions and even other aspects of life. The analysis of Alkeisen Al Z adopts the process and the aim is to reduce the waste of resources, time, effort and increase The production and the concept is synonymous with the quality of the sense of the wide mass of all walks of life and the application of the Kizen strategy in a small way and for the steps it is the general cause Expensive changes (Master + charity) So is it simply mastering the current work and continuous improvement does not stop words that are not alien to the literature of religious religion, the strategy of "Kizen" In educational institutions.

That the Kizen philosophy depends on introducing simple and small gradual improvements Tq of waste costs and increasing productivity, and working on solving problems spatially and temporally, which is a continuous method that derives its value from the land and (ka zn) on teamwork, appreciation of proposals and the

pursuit of continuous development (Muhammad, 2015).

How to apply the Kizen philosophy, its success factors, and their impact on society and individuals:

- The "Kizen" philosophy is based on submitting proposals by all members of the organization to the top management. This method encourages all employees to compete and communicate in order to continuously improve the level of institutions.
- The proposals are in the form of small system-based changes , and these proposals are not limited to a specific section or sector of the organization, but rather any place that can be improved and developed .When happens improved a little every day with a Stmrar will accommodate improvement circle n to larger tasks at the end of it , the big gain today will not be achieved , but will come eventually seek to little improvement one every day o lead to the achievement of improved significantly and permanently , when grown An idea will actually be reaped, and when you reap an action , it will be reaped normally. And when you plant a habit, you will reap a character, and when you plant a character, you will reap its destiny ,and this fate is linked to an entire nation.
- The Kizen system includes the continuous provision of training, materials and facilities to achieve the highest standards of development .This is done through scrutiny ,thinking and searching for the causes of the problems that cause a waste of time and effort, even if they are simple ,and reach their roots and search for ideal and quick solutions.

Kaizen philosophy describes problem-solving strategy, and this theory is also known as 5s because each word begins with the letter S.

1. Seivi classification: It is the distinction between important and unimportant things that are not needed.

2. Seiton regulation: It aims to save time wasted in searching for things and rearranging them. If searching for something takes 20 seconds, it must be rearranged to save time.
3. Cleaning seiso cleaning tools, machines and working environment.
4. Standardization, seiktsu: preserving the achievements and developing a method for evaluating performance.
5. Shitsuka installation: doing the right action as a method.

The philosophy of "Kizen" application should be that the individual has the ability to think and ask small questions to know how to break the fear of change, create the question, and thus have the ability to make small proposals and there are new skills and habits that are then making decisions, solving small problems, the principle of application seems easy But creativity lies in the method of implementation, and explaining the success of the strategy lies in who has the power to change, as Kizen places the authority for improvement. Development is in the hands of the employee who applies operations on a daily basis and this inevitably is unconventional management because it eliminates the centralization that places all work and implementation powers for the worker. He is responsible for development and improvement, while the executing role is limited to implementing the policies of the top management This strategy is not only theorized, but is a fact applied in Japanese companies and institutions, where in those companies and institutions, so-called allowances are provided as a financial reward for each employee that is developed Or improving it within the processes performed by the resulting reduction of waste, and there is no limit to the number of improvement processes that the employee is rewarded for, and this is a great incentive for employees to work on development, improvement and Quality and creativity in their daily work. The more creative ideas they have, the greater their monthly rewards, and that the bonus disbursement is not related to theorizing through brainstorming, rather the reward requires that the employee be an idea and

proof of applying it to reduce the waste in his work and then get the reward, and this is an issue that motivates employees to focus on creativity in Their work is by applying new ideas directly in their daily work instead of constantly theorizing about ideas and wasting time, and revealing flaws in the work of other departments.

The employee's role in traditional management is limited to implementation only, which makes him in a routine work that does not change, while management with Kizen gives the employee the authority to change in his field of work and rewards him for his success. In reducing waste. Traditional management receives ideas for development and improvement from employees and then studies whether or not they can be applied while Kizen manages the results of implementing ideas to get rid of rewards for those who succeed in it. At the level of the organization's policies or at the level of day-to-day operations it is restricted to the top management only while Alkeisen employees are granted powers of many creativity in their daily work is restricted by creativity in managing zn of changes t root, in the traditional departments can provide development ideas in any field of work while suggestions are limited People in Kizen strategy are based on their work only, which reduces distraction.

Kizen's strategy of making small changes cumulatively reduces waste. There are three types of waste:

Moda: Any waste of time or money is divided into seven parts, which are the seven wastes.

Mora: Wasting due to a conflict of power or work, such as having to re-explain some concepts to students at the beginning of the semester, even though students had previously studied them in previous courses, and this is a repetition of the effort and conflict of importance between old and new topics.

Mori: It is the waste resulting from the increased physical stress of the employees, including the continued defect of the elevators in the tallest buildings, which forces the employees to use the

stairs, which may affect the health of some of them.

Waste occurs in overproduction with less demand, for example, when you over-explain to students at a time when the topic requires only a brief explanation.

Wasting time waiting, which occurs, for example, when you wait for students at the beginning of a lecture to start explaining, and this may take 10 to 15 minutes of lecture time.

Waste in movement, which occurs, for example, when you have to visit the university administration, go to the bank, or move between workers' buildings far from each other, and a long time is often wasted in looking for parking spaces.

Transfer waste occurs when using paperwork between different departments, as the paper transfer process takes a very long time. Process waste occurs when we sometimes have to sign seven or eight people to some requests which can be drastically reduced by simplifying procedures. Waste in the inventory process occurs when student grades are not periodically documented electronically, or when answer forms and academic accreditation requirements are not collected in a timely manner.

Waste due to industry defects, for example, due to the weakness of the electronic network, to withstand the pressure of students when accepting and registering, or because the university's Internet stops working for one reason or another, or because of the loss of time, money and effort after the rains of industry defects in buildings and streets.

Any slight change and improvement that leads in the long term to reduce waste in any of the previous areas is Kizen. As for radical changes like using e-government, for example, this is a change in *kaikaku*, and people in Kizen prefer to start with less resources (waste of conflict of interest) then less waste of money (waste of physical stress) and then less waste of MODA (seven waste).

That change can happen in the following areas- :

1. Organizational structural change.
2. Change the fundamentals and business rules.
3. Change of human material.
4. Change in the capabilities and resulting materials for the organization (Al-Thabtiyy, 2017: 181)

Kizen strategy includes several principles, the most important of which are:

1. Not a day should pass without any improvement, no matter how small, and in any part of the organization.
2. There is nothing that cannot be improved, everything can be improved but rather should be improved.
3. Instead of criticism , improvements should be suggested.
4. Any activity of management should not lead to increased satisfaction of the surprised.
5. Anticipating the absence and preferences of the beneficiaries and trying to make them available in the field.
6. The answer is first, not profit first, as any institution can run it only if the beneficiaries are satisfied.
7. Building an organizational culture that encourages the individual worker to recognize that there are problems and suggests appropriate solutions to them.
8. The principle of preventing problems from occurring through systems that do not allow errors to occur, or systems that can review errors.
9. The principle of the depth of responsibility and the organization of the decision working with negligence and seeking to address it.
10. Stop to solve problems.
11. Using reason and word is more than money (Yusef, 2013: 358)

Kizen application requires six steps, similar to the steps in the 6 systems SIGMATo improve quality these six steps are problem definition, parameter measurement ,data analysis, improvement, control, DMAIC (Diagnose,

Measure). Analyze, Improve, ControlThe Kizen strategy adopts several methods in solving problems, including the division of problems with their basic elements, including the questioning of the causes repeatedly and consecutively, until reaching the main root of the problem.

Kizen philosophy principles

Including a strategy Alkaisen several principles and ideas of the most important- :

1. Timely business principle: It is the concept of producing or transporting units required only when we need them for all manufacturing processes.
2. The Kanban system is a system for supplying the resources required for the manufacturing process.
3. Stopping to solve problems, where work is stopped to notice the problem, identify its roots, and then fix it in a way that ensures that the error does not recur. The problem can be isolated from the production line to return as it was to focus on it independently without stopping the production process.
4. The principle of preventing problems by establishing systems that do not allow errors to occur or smart systems that can monitor errors and the principle of directly inspecting things and not contenting themselves with reading reports or hearing the views of others.
5. The principle of the depth of responsibility and includes the person's sense of negligence and seeking to remedy it(Yusef, 2013: 358)

Continuous improvement in higher education

An increasing number of higher education institutions are introducing the methodologies principles Lean and other continuous improvement methodologies to improve operational efficiency and effectiveness. This may be surprising - even a bit controversial in a sector that does not produce products per se, but the basic principles of respecting people, incremental

change and elimination of processes and activities that do not add value have a place at all in the educational environment. In higher education, there is an interesting alliance between students, faculty, administrators, government officials, and potential employers who have an interest in achieving the best possible outcomes. Kizen principles and practices for continuous improvement can be applied to academic services and administrative processes. It is an effective way to meet new demands on colleges and universities, including responding to rising expectations and controlling rising costs. Organizations may have a coherent approach to improvement across the organization or they may choose to implement programs at the department or unit level. In addition to the above, there must be a clear vision of the change process and an understanding of what is required for the successful implementation of the continuous improvement strategy. The casein must remain constant at all levels in the change process and their desire for the participation of all workers in the change for the better and the change involves Changing the work culture within the organization, avoiding blame and criticism, and always looking for solutions that prevent the recurrence of the problem, and also the top leadership must always start with processes that can be easily dealt with to achieve rapid results that accept change and support development and faith. Each process can be improved in addition to focusing on improving working conditions. And Any Factors Supporting the Change (2005 Hilton)

Kizen spare parts have identified a ratio of major components, which are:

1. Attention to the recipient of
2. Focus on teamwork.
3. Not to miss appointments.
4. Quality rings.
5. Communicate with employees.
6. Employment of technology in the work environment (Al-Qahtan and others, 2012: 182)

Measures

First: Research methodology

And the researcher used the descriptive approach to achieve the objectives of this research and the approach of the most research methods prevalence of the spread, especially in educational research, and is defined as all

Previous studies

Sharif's study, Forbidden Wealth (2014), ratification (study), statement of work quality development mechanisms at the University of Tabuk, lack of response, in light of the Kizen (Kaizan) strategy for continuous improvement, as the study showed in the history of the study the low level of seriousness of education under the Kizen strategy for continuous improvement Where the general average reached (21.21) and the recognition standard (4.22), and the study found- :

1- The proposal to develop the quality of education in the principles at the university in light of the Kizen strategy was based on several of the most important of which is the need to focus on the customer to determine the needs, and that continuous development is the responsibility of every person in the university and that focus on improving the processes during the development process (Al-Sharif, Al-Sah, 2014: (-38)

2- The study of Al-Qahtan and others (2012): The study aimed to find out the effect of applying the Kizen principles on educational districts in the State of Kuwait. The opinion of (60) directors and head of the department was surveyed. The study concluded that Kizen principles are applied to a very positive degree, and the study revealed that there is no significant departure from the sample respondents towards implementing strategies. Kizen variables (in years of service) (Al-Qahtani et al. 2012: 22-175)

A research focused on a phenomenon of educational and psychological phenomena as it exists at the present time with the aim of diagnosing it, uncovering its aspects, and determining the relationship between its elements, (Al-Zobaie and Al-Ghanem, 1981: 51). It is considered a scientific diagnosis of a phenomenon and its quantitative enlightenment with linguistic

and mathematical symbols (Daoud and Abdel-Rahman, 1990: 159). Descriptive research is not limited to collecting and classifying data, but rather includes a degree of interpretation of these data. This requires classifying data and facts and analyzing them accurately, leading to generalizations about the phenomenon in question (Abdelhafid Bahi, 2000 83).

Second: the research community

Society is the sum of the research units that aim to obtain data (Daoud and Abdel-Rahman, 1990: 77) (Al-Qadi et al. 1998: 10) or individuals or objects that have the same characteristics that can be observed Abu Allam, 1989: 82) (Obaidat, 2001 : 99) that the current research community includes all faculty members, including department heads at the University College for Peace for the academic year (2019-202). The researcher obtained the research community table by department and the College of Education for Girls, University of Baghdad.

Third: the research sample

The researcher's selection of the sample is considered one of the important steps and stages of the research, which he thinks about since he began to define the research problem and its objectives (Obaidat, 2001: 99). A sample means any subgroup of the community that has common characteristics (Abu Allam, 1989: 83)

When selecting a sample carefully, it should be representative of its community as closely as possible (Adas, 1980: 246) in its demographic, social and intellectual characteristics, Hassan and Zaini, 1982: 19). And that the researcher enriches the study of all units and vocabulary of the original community (Qandilji 1993: 112). It is not possible to use any method for selecting samples, no matter how accurate, without describing the community from which it is accurately described. (Borg, 1981: 170)

In order for the sample to be representative of the research community, the researcher chose the stratified random sampling method (to choose his own research sample, as it is considered one of the best types of samples and the most accurate in its representation). The Pure Society, Al-Mashhadani and Hormuz, 1989: 33 (Al-Bayati and Al-Salehi,

1984: 111-112) Baker, 1988: 134 (For the purpose of determining the size of the sample, some specialists in research and measurement. Evaluation is suggested, among them) Jay, 1980) (Gal, 1979) (Nagonal, 1978)

This is the lowest number of the sample in the descriptive research is:

(%20)of the size of the community if it is relatively small (a few hundred)

(%10)of the community size if it is relatively large (few thousand)

(%5)of the community size if it is very large (tens of thousands)

(Odeh and Maldaoui, 1992: 134-135)
 Since the research community is not homogeneous in terms of precise specialization,

Applying the equation we obtain the sample size as T:

$$n = [z\sigma^2/d^2]/[1 + 1/N(z\sigma^2/d^2)] =$$

$$n = [(1.646 \times 0.3)/0.05]^2 / \left[(1 + 1/3.7 \times (1.646 \times 0.3/0.05)^2) = \frac{97.535}{1.308} = 7 \right]$$

In order for the sample to be more representative, the number of () faculty members was approved by 25% of the total community, and they constitute a total of faculty members.

This sample is suitable for research purposes because it is committed to the conditions that must be met in selecting the representative of the community representative taken from it, and Table 4 shows the research sample.

As well as what was produced from the open questionnaire directed to a sample of the research community and with T-steps that the researcher adopted in building his research tool (the questionnaire)

1. After studying the literature and studies that dealt with the Total Quality Management methodology, the requirements for its application and the criteria adopted to evaluate the results of the application, the Malcolm Prize was awarded with the degree

the sample size can be estimated by the method of estimating the error (error in estimation based on the following law:

$$n = \left(\frac{z\sigma}{d}\right)^2 / \left[1 + 1/N\left(\frac{z\sigma}{d}\right)^2\right]$$

As follows: (population size f n sample size is required

(Permissible error (0.05)

(Z the corresponding tabular value, probability of error = 1.646)

(A) Community variance = 0.3

(Al-Hassan and Al-Zaini: 1982: 167) (Al-Nasser and Al-Marzouq, 1989: 100) (Cochrane, 1974: 104-105)

of Malcolm Ridge, which is one of the clearest and most accurate methods of applying this methodology, as it is based on seven main criteria. Each criterion can be precisely and clearly defined and evaluated, making this methodology the most acceptable method for the researcher. Therefore, he adopted it in building his research after having modified the formulation of his standards to suit the environment.

2. The researcher sent an open questionnaire to a number of teachers in the two aforementioned faculties, their number reached (30) teachers of both sexes of different ranks, scientific specializations and knowledge.
3. In light of the results of the open questionnaire, the researcher was able to prepare a list of requirements for each of the seven criteria.

4. The researcher communicates with a number of professors and specialists in public administration, educational administration, educational planning, educational psychology, measurement and evaluation, and comprehensive quality management, to discuss the requirements prepared by the researcher and by discussing a number of these requirements have been removed and amended.
5. The researcher reformulated the phrases under each standard and contacted a number of professors and experts in Total Quality Management and Educational Administration with the aim of discussing the standards and requirements of each standard in light of what the researcher had reached through contacts with the competent authorities by e-mail, especially Arab universities and colleges, most notably the Jerusalem College The Open University, College of Education, Helwan University, and Training Center for Total Quality Management in the Arab Gulf States.
6. In light of the proposals obtained by the researcher, he reviewed the paragraphs of his instrument in line with the nature of the research community.

Fifth: Face Validity

The management must be characterized by honesty, since the validity of the instrument represents one of the important means in judging the validity of the instrument and that the tool measures what it was originally designed to measure (Al-Zahir et al. 1999: 132) and that honesty means the extent to which the instrument measures what it intended to measure (Ovil, 1976: 72).

Honesty is one of the most important conditions of the tool (Ebel, 1972: 409), and when this condition is not met, the tool is invalid, and adopting the opinions of a number of competent arbitrators is one of the best ways to ensure obtaining apparent honesty (1972: 555, Ebel) (Lovell Based on that, the tool was presented to

(21) experts in public administration, total quality management and economics, educational administration, measurement and evaluation (Appendix No. 4).

After retrieving the tool from the arbitrators, the responses were analyzed using percentage and chi-square.

In order to determine whether or not each paragraph of the tool is accepted or rejected, a percentage of 80% is used as a minimum level of acceptance, as Samara (1989) indicates that the acceptance or non-acceptance of the validity factor can be determined according to the following:

From 0.08 to 0.99 high validation from

From 0.50 to 0.79 is questionable

0.50 or less is not acceptable (Samara et al. 1989: 120).

The researcher also used the chi-square at the level of 0.05 for all the paragraphs of the tool, and according to the results obtained, all the paragraphs that were not a statistical function at the level of 0.05 were excluded, as they reached (28) paragraphs, and the tool became composed of 85 paragraphs distributed on seven criteria, and he returned The researcher drafted the paragraphs of his linguistic and scientific research tool in accordance with the notes and instructions presented by the referees, Appendix (5).

Sixth: the stability of the tool

Stability is an indicator of the degree of consistency, or consistency, with which a test measures what it is designed to measure (Doran, 1985: 131).

In order for the researcher to obtain a tool that helps him in obtaining accurate information that helps in achieving the research objectives, that tool must be able to give relatively stable answers, and consistency is one of the requirements and conditions of the research tool that gives consistency in results when applied several times (Al-Ajili, 1990: 145) (Odeh, and Maldaoui, 1992: 1992) (Al-Dabbagh, 1998: 121).

There are multiple methods to verify the stability of the tool and the method of using the test-re test method after a period of time up to two weeks (Adams 1992: 85) (Al-Mansour, 1997: 96), is one of the most important methods for calculating stability and reveals the relationship to us about The stability parameter in the results with an interval (Ahmed, 1981: 242). In this method, the tool designer applies it to a group of individuals, and this group is called the stability sample) and after an interval of not less than a week or more, the tool is applied again on the same sample The correlation coefficient between the scores of the individuals of the stability sample is calculated in the first and second applications, so that the result is the reliability coefficient of the tool so that its value does not reach absolute zero and does not reach the correct one (Mansi, 1989: 217).

In general, stability coefficients greater than (0.80) are considered strong, which fall around (0.50) as medium, and those below (0.30) are considered weak, and the important thing in the interpretation is the position and purpose (Abu Zina, 2002: 231).

And by relying on this method in determining the stability value of the tool, it was possible to re-apply it to a sample consisting of (25) teaching staff members in the Colleges of Education Ibn Al-Haytham and Ibn Rushd, taking into account the specialization, gender and academic rank, and outside the research sample with a time interval of (10) days.

After collecting the answers, classifying them, analyzing them, and extracting the Pearson correlation coefficient, the correlation coefficient (stability) between the results of the two applications reached 0.86, and this coefficient is strong, which confirms the stability and stability of the answers, as follows:

Likert scale was adopted in which the respondent is asked to determine the degree of his agreement or disagreement with specific options, and this scale is often composed of five graded options, and the current research was his options (a completely necessary requirement, a much necessary requirement, a somewhat necessary requirement. Many unnecessary requirements are

completely unnecessary) and in order to translate these options into numbers, each level or option has been given points ranging from (1-5) in a row, so the sum of the five-point histogram scores is (15) degrees, which makes the weighted mean or the cut threshold are Grade (3) which represents the level (somewhat necessary).

2- The method of analyzing the results

Purpose Determine the levels of weights for the paragraphs of the search tool. The questionnaire. We define the range $5-1 = 4$ and divide the range into the tool levels which are (5)

$0.80 = 4/5$ Paragraph length (Saleh, 2002: 238) (Al-Bazzaz et al. 1995: 35).

Therefore, the weighted mean value and percentage weights are as follows:

From 1 - less than 1.8 (0.20 - less 0.36) is completely unnecessary

From 1.8 - less than 2.6 (0.36 less than 0.520) is not very necessary

✓ 2.6 less than 3.4 (0.25 less than 0.68) is necessary to some extent

From 3.4 - less than 4.2 (0.68 less than 0.84) is very necessary

From 4.2 - less than 5 (0.84 less than 100) is absolutely necessary

✓ The statistical methods used in building the research tool and data processing

The statistical processing of the data in the current research was carried out on the computer by means of the Statistical Program (SPSS), which is an abbreviation of the term Statistical pock age for social science, meaning the Statistical Program for Social Sciences, Al-Hakim, 2004: 10-11). The researcher adopted the following statistical methods:

Descriptive statistic

✓ Percentage: to describe the research sample, describe the areas of the tool, and some illustrative results.

Arithmetic mean $x = \sum x / n$

Where x is the arithmetic mean, x values, n is the sum of the sample elements and (Al-Bayati and Al-Salehi, 1984: 21).

$$\text{Weighted Center} = \frac{N_1K_1 + N_2K_2 + N_3K_3 + N_4K_4 + N_5K_5}{K_1 + K_2 + K_3 + K_4 + K_5}$$

(Masoud and Rimawi, 1997: 90).

Weight percentile: to determine the unit weight of each paragraph

Weight percentile = $\frac{\text{weighted mean} \times 100}{\text{maximum value}}$

(Al-Mashhadani and Hormuz, 1989: 125).

Statistical Inference

Kay Square is used to find outward truthfulness

Chi-square = $\frac{(\text{observed frequency} - \text{expected frequency})^2}{\text{expected frequency}}$

(Odeh and Maldawi, 1992: 78).

Pearson correlation coefficient, used to calculate the reliability by the retest method

$$T = \frac{N \sum XY - \sum X \sum Y}{\sqrt{[M_j p^2 - p]^2 m_j n} [(m_j p)^2 - x^2 m_j n]}$$

Where $\sum xy$ is the product of the corresponding scores in the test $\sum x \sum y$ is multiplied by the sum of scores x by the sum of scores y

$\sum x^2$ is the sum of the squares of the test x scores

$\sum y^2$ is the sum of the squares of the test scores y

(Mansi, 1989: 168) (Odeh and Al-Khalili, 1988: 141)

T-test of two independent samples

It was used to find the differences between the colleges of Education Ibn Al-Haytham and Ibn

✓ Weighted mean, the tool's paragraphs are arranged according to their importance and intensity weighted

Rushd / University of Baghdad and the differences between the two samples by gender.

$$V = \frac{(N_1 - 1)^2 P_1 + (N_2 - 1)^2 P_2}{N_1 + N_2 - 2} \times \frac{1}{N_1 + N_2}$$

Q1 = the arithmetic mean of the next sample

Q2 = the arithmetic mean of the second sample

N 1 = the number of individuals in the first sample

N 2 = the number of individuals in the second eye

P 1 = the variance of the first sample

P 2 = the variance of the second sample

(Dawood and Abdel-Rahman, 1990: 154-155)

Conclusions and recommendations

It is evident from the results of the analysis that the members of the researched sample adopt multiple strategies for continuous improvement in a manner that is consistent with the different situations facing them, and in particular through the strategy of defining the goals they seek, in a manner that is consistent with the goals of their faculties, and here the researchers recommend the necessity for the leaders of the researched colleges to carry out a group Training courses and development programs that enhance the efficiency of its human resources in defining their goals and how to work to reach them. They also have a constructive thinking strategy that enables them to propose new and unusual during the implementation of the activities and tasks assigned to them, and generate solutions to address the problems that hinder them, especially in critical and exceptional situations, so the researchers believe that it is necessary to strengthen coordination and cooperation between human resources working within the research faculties, In order to exchange information and knowledge among themselves, to deepen the degree of awareness and awareness they have about the mechanisms of action and then ensure

their success and the success of their organizations. Finally, the members of the research sample enjoy continuous improvement in a way that guarantees them control over development and guidance in the required manner, so the researcher recommends the need to send a message to them by the deanships, confirming the importance of the continuous improvement contribution to the success of their departments, to deepen their self-confidence and their ability to implement what is required of them.

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