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## Impact of TQM Concept Application on Evaluating the Performance of Employees: Applying to Employees of Faisal Islamic Bank of Sudan

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### **Abstract:**

*The process of assessing the performance of employees is necessary to achieve the objectives of the organization, and that changes in the work environment affect the performance of employees and then achieve the objectives of the organization, so organizations face many problems in this context, especially when the process of evaluating the performance of employees through the concept of remote control Rather than preventive control as in TQM. The process of assessing the performance of employees is necessary to achieve the objectives of the organization, and that changes in the work environment affect the performance of employees and then achieve the objectives of the organization, so organizations face many problems in this context, especially when the process of evaluating the performance of employees through the concept of remote control Rather than preventive control as in TQM.*

*It was established through the study that there is a relationship between the application of the concepts of TQM in evaluating the performance of employees and achieving better results than evaluating the performance of employees in the traditional way.*

**Keywords:** Performance management, performance evaluation, total quality management

### **1. Introduction**

Performance management: The efforts of various organizations to plan, organize and direct individual and collective performance and to set standards and standards that are clear and acceptable as a goal to reach them.

Performance evaluation is a process designed to arrange individuals in descending order or ascending according to their ability, experience and personal habits. The concept of performance evaluation differs from job evaluation in that the first is a means of measuring the ability of individuals while the second is a means of studying the degree of difficulty in jobs.

It is defined as a comprehensive, continuous, organized and periodic activity, which aims to determine the extent of the individual's ability to perform the tasks entrusted to him, the level of performance of these tasks and the extent of his commitment to organizational standards within a certain period of time.

Total Quality Management (TQM) is defined as the creation of an excellent performance system that meets or exceeds the customer's needs and expectations. The comprehensive approach has included both management and quality together, which involves comprehensive management and comprehensive quality.

Objectives of employee performance evaluation:

- Raise the morale of the workers and improve working relations.
- Means to develop self-performance and a sense of responsibility.
- Enhancing efficiency of presidents.
- Means to ensure the fairness of treatment.
- Reduce the turnover rate.
- Disclosure of training needs.
- Better management of the establishment
- Discovering the talents and high competencies among employees.
- Definition of the management of the behavior of the presidents and managers towards the evaluation of the performance of their subordinates.
- Create more commitment to the requirements of work and rules by informing the employee that there are those who monitor the level of performance accurately do not skimp and do not compromise in his work and only to be accountable to his superiors and then deprive him of the material and moral privileges received by the worker Glory .

- Determine the status of the employee who joined the service of the administrative establishment and in preparation for installation in service or subject to further preparation and training or termination of services if proven inability to perform his duties.
- Develop the capacity of supervisors and supervisors to maintain supervision, supervision, functional analysis and guidance. Because the practice of such a system usually requires the supervisors to follow the career activity and the work they do in preparation for writing reports on their level of job performance, which requires their knowledge of this art And his practice in the work environment that supervise his performance.

## 2. Analysis of Hypothesis Data

There is a relationship between the application of the concepts of TQM in evaluating the performance of employees and achieving better results than evaluating the performance of the employees in the traditional image. This hypothesis includes two variables

- Independent variable: represented by the terms of performance evaluation of employees through the concepts of total quality management.
- Dependent variable: represented by the terms of evaluation of the performance of workers in the traditional image.
- To prove this hypothesis, the researcher followed the following steps:
- First: the frequency distribution of the hypothesis
- The repetitive distribution of the variables of the independent variable (evaluating the performance of employees through the concepts of TQM)

Phrase	I Totally Agree		I Agree		Neutral		Disagree		Strongly Disagree	
	Number	Rate	Number	Rate	Number	Rate	Number	Rate	Number	Rate
1\ Logos are not enough to raise staff performance.	43	39.4	56	51.4	7	6.4	2	1.8	1	0.9
2\ Focus on improving employee performance better than setting numerical goals.	33	30.3	49	45	17	15.6	9	8.3	1	0.9
3\ Focusing on team performance achieves better goals than focusing on individual work.	48	44	43	39.4	13	11.9	5	4.6	0	0
4\ Focusing on team performance achieves better goals than focusing on individual work.	44	40.4	54	49.5	8	7.3	3	2.8	0	0
5\ Engaging subordinates in problem solving is essential.	51	46.8	44	40.4	11	10.1	3	2.8	0	0
6\ Participation in decision making is indispensable.	40	36.7	48	44	16	14.7	4	3.7	1	0.9
7\ There is a need to recognize the worker for his contribution to the Bank's continued success.	48	44	50	45.9	9	8.3	2	1.8	0	0
8\ It is essential that the worker be able to demonstrate his contribution to the Bank's success.	34	31.2	61	56	11	10.1	3	2.8	0	0
9\ I believe that a worker who is proud of his job is performing better.	67	61.5	29	26.6	8	7.3	4	3.7	1	0.9
10\ Having communication skills is necessary to improve worker performance.	53	48.6	46	42.3	9	8.3	1	0.9	0	0
11\ Continuing to receive courses is necessary to meet changes.	65	59.6	38	34.9	5	4.6	1	0.9	0	0
Total phrases	526	43.9	518	43.2	114	9.5	37	3.1	4	0.3

Table 1: The Frequency Distribution of the Variables of the Independent Variable  
Source: Preparation of the Researcher from the Results of the Questionnaire, June 2013

Table (1) shows that:

- (90.8%), while the percentage of those who did not agree (2.7%). The respondents who did not show specific answers reached 6.4% %.
- The majority of the respondents agree that the focus on improving the performance of workers is better than setting numerical targets (75.3%), while the percentage of those who do not agree (9.2%). The respondents who did not show specific answers reached (16.5%).
- The majority of the respondents agree that the focus on collective performance achieves better goals than the individual focus, with 83.4% and 4.6% respectively. The respondents, who did not show specific answers, (11.9%).
- The majority of the respondents agree that the awareness of the need for change is important, with 89.9% and 2.8% respectively. The respondents, who did not show specific answers, were 7.5%.
- The majority of the respondents agree that the participation of subordinates in solving problems is necessary, with 87.2%, while the percentage of those who do not agree is 2.8%. The respondents who did not show specific answers reached 10.1% %.
- The majority of the respondents agree that participation in decision-making is indispensable when they reached (80.7%), while the percentage of those who do not agree (4.6%). The respondents who did not show specific answers reached 14.7% %.
- The majority of the respondents agree that it is necessary to recognize the employee's contribution to the Bank's continued success (89.9%), while the percentage of those who did not agree (1.8%). 8.3%).
- The majority of the respondents agree that it is necessary for the worker to be able to show his contribution to the success of the bank (87.2%), while the percentage of those who do not agree is (2.8%). (10.1%).
- The majority of the respondents agree that the worker who is proud of his job achieves a better performance with 88.1% and 4.6% respectively. The respondents who did not show specific answers, 7.3%).
- (90.9%), while the percentage of those who did not agree (0.9%), and those who did not show specific answers (8.3%), %.
- (94.5%), while the percentage of those who did not agree (0.9%). The respondents who did not show specific answers reached 4.5%).
- The majority of respondents agree with all the terms of the independent variable of the hypothesis of the sixth study (evaluation of the performance of employees through the concepts of TQM) with 87.1% and 3.4% respectively. Who did not show specific answers, reached 9.5%?

### 3. Frequency Distribution of the Variables of the Dependent Variable

The following is a repeatable distribution of unit responses for all variable expressions:

Phrase	I Totally Agree		I Agree		Neutral		Disagree		Strongly Disagree	
	Number	Rate	Number	Rate	Number	Rate	Number	Rate	Number	Rate
1\ I think that the competition of the departments on the resources reflected negatively on the achievement of the objectives of the bank.	26	23.9	46	42.2	20	18.3	11	10.1	6	5.5
2\ Rewards of excellence awarded on an individual basis detrimental to the overall performance of employees.	29	26.6	41	37.6	14	12.8	21	19.3	4	3.7
Total phrases	55	25.2	87	39.9	34	15.6	32	14.7	10	4.6

Table 2: The Frequency Distribution of the Variables of the Dependent Variable

Source: Preparation of the Researcher from the Results of the Questionnaire, June 2013

Table (2) shows the following

- The majority of the respondents agree that the competition of the departments on the resources reflected negatively on achieving the objectives of the bank, where they reached (66.1%), while the percentage of those who did not agree (15.6)%, and the respondents who did not show specific answers amounted to Their percentage is 18.3%.
- The majority of respondents agree that the rewards of excellence awarded on an individual basis are detrimental to the overall performance of the employees (64.2%), while the percentage of those who do not agree is (23%) (12.8%).

- The majority of the respondents agree with all the terms of the variable of the sixth study hypothesis (65.1%), while the percentage of those who did not agree (19.3%). The respondents who did not show specific answers reached 15.6%.

Second: descriptive statistics of the terms of the sixth hypothesis

The following is a table showing the average and standard deviation and the relative importance of the terms of the scale and their order according to the answers of those who are excluded from them.

A / descriptive statistics for the terms of the independent variable (evaluating the performance of employees through the concepts of TQM)

Phrases	Average	Significance	Standard Deviation	Ranking
1.Logos are not enough to raise staff performance.	4.27	I totally agree	0.740	7
2.Focus on improving employee performance better than setting numerical goals.	3.95	I agree	0.936	11
3.Focusing on team performance achieves better goals than focusing on individual work.	4.23	I totally agree	0.834	8
4.The worker's awareness of the need for change is important.	4.28	I totally agree	0.718	6
5. Engaging subordinates in problem solving is essential.	4.31	I totally agree	0.766	5
6. Participation in making decisions is indispensable.	4.12	I agree	0.857	10
7. There is a need to recognize the worker for his contribution to the Bank's continued success.	4.32	I totally agree	0.705	4
8. It is essential that the worker be able to demonstrate his contribution to the Bank's success.	4.16	I agree	0.709	9
9. I believe that a worker who is proud of his job is performing better.	4.44	I totally agree	0.854	2
10. Having communication skills is necessary to improve worker performance.	4.39	I totally agree	0.679	3
11. Continuing to receive courses is necessary to meet changes.	4.53	I totally agree	0.632	1
Total	4.27	I totally agree	0.766	

Table 3: Descriptive Statistics for the Terms of the Independent Variable  
Source: Preparation of the Researcher from the Results of the Analysis, June 2013

Table (3) shows the following:

- That all expressions expressing the independent variable of the hypothesis of the sixth study (evaluation of the performance of the workers through the concepts of TQM) are more than average than the satisfaction interval (3). This result indicates that the respondents agreed on all the terms of the independent variable Concepts of total quality management).
- The most important of the terms of the independent variable of the hypothesis of the sixth study (evaluation of the performance of employees through the concepts of TQM) from the point of view of the sample is (the continuation of the worker in receiving the training courses is necessary to meet the changes), where the average answers of the sample on the phrase (4.53) (Focusing on improving the performance of employees better than setting numerical goals), with an average of (3.95).
- (4.27). This indicates that the majority of respondents strongly agree with the totality of the terms of the independent variable for the terms of the sixth hypothesis.

Descriptive statistics of the variables of the dependent variable (evaluation of the performance of workers in the traditional image)

Phrases	Average	Significance	Standard Deviation	Ranking
1. I think that the competition of the departments on the resources reflected negatively on the achievement of the objectives of the bank.	3.71	I agree	1.08	1
2. Excellence awards awarded on an individual basis are detrimental to the overall performance of employees.	3.67	I agree	1.15	2
Total	3.69	I agree	1.11	

Table 4: Descriptive Statistics of the Variable Variables  
Source: Preparation of the Researcher from the Results of the Analysis, June 2013

Table (4) shows the following:

- That all expressions expressing the variables of the variable of the hypothesis of the sixth study (the evaluation of the performance of workers in the traditional image) are more than the average satisfied (3), and this result indicates that the respondents agreed on all the terms of the dependent variable.
- The most important of the terms of the variable of the sixth hypothesis (evaluation of the performance of workers in the traditional image) from the point of view of the sample is (I think that the competition of the sections on resources reflected negatively on the achievement of the objectives of the bank), where the average responses of respondents on the phrase (3.71) Excellence awards awarded on an individual basis are detrimental to the overall performance of the employees (average of 3.67).
- (3.69). This indicates that the majority of the respondents agree with the total expressions of the variable related to the terms of the sixth hypothesis (evaluating the performance of the workers in the traditional picture).

Third: Test the causal relationship of the words of the sixth hypothesis:

There is a relationship between the application of the concepts of TQM in evaluating the performance of employees and achieving better results than evaluating the performance of employees in the traditional image.

This hypothesis was formulated as follows:

- H0: There is no relationship between the application of the concepts of TQM in the evaluation of the performance of employees and achieve better results than the evaluation of the performance of workers in the traditional image.
- H1: There is a relationship between the application of the concepts of total quality management in evaluating the performance of employees and achieve better results than evaluating the performance of employees in the traditional image.

To demonstrate this hypothesis, the regression analysis method was used to analyze the relationship between the independent variable represented by the expressions (performance evaluation of the employees through TQM concepts) and the dependent variable represented by the terms (achieving better results than evaluating the performance of the workers in the traditional picture). The results of the analysis, next one:

The Hypothesis	Correlation Coefficient	The Coefficient of Determination	Regression Coefficient B	Test (T)	Morality	Result of Imposition
There is a relationship between the application of the concepts of TQM in the evaluation of the performance of employees and achieve better results than evaluating the performance of employees in the traditional image.	0.88	0.79	0.09	3.31	0.045	Acceptance

Table 5: Results of Regression Analysis of the Hypothesis

Source: Preparation of the Researcher from the Results of the Questionnaire, June 2013

Table (5) shows that:

- There is a strong correlation between the evaluation of the performance of employees through the concepts of quality management and achieve better results than the evaluation of the performance of workers in the traditional image, as shown by the value of correlation coefficient (R) and the value of regression factor (B) where the value of correlation coefficient (0.88) The slope (0.09).
- The results presented in Table (4/38) indicate that there is a strong effect of the independent variable (evaluating the performance of the employees through quality management concepts) on the dependent variable (achieving better results than the performance evaluation of the workers in the traditional picture) The ratio of the independent variable (the evaluation of the performance of employees through quality management concepts) from the dependent variable (which achieves better results than the performance evaluation of workers in the traditional image) is 79%. This result indicates the quality of the correlation between the variables.
- The results of the analysis show that there is a significant significance relationship between the dependent variable and the independent variable (evaluating the performance of the employees according to the concepts of quality management) according to the test (t) at a significant level (5%). (t) calculated for the regression coefficient (3.31) at a level of significance (0.045), which is less than 5%.

Therefore, nullification and acceptance of the alternative hypothesis, which indicates that there is no relationship between the application of the concepts of Total Quality Management (TQM) in evaluating the performance of employees and achieving better results than evaluating the performance of workers in the traditional form, is rejected.

It is clear that the hypothesis of the sixth study, which states: (There is a relationship between the application of the concepts of TQM in the evaluation of the performance of employees and achieve better results than the evaluation of the performance of workers in the traditional image).

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