

LEADERSHIP PRACTICES AND TOTAL QUALITY
MANAGEMENT PRINCIPLES IN OMANI PRIVATE HIGHER
EDUCATION INSTITUTIONS

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AUTHOR DECLARATION

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

I hereby declare that the work in this thesis is my own except for quotations and summarises which have been duly acknowledged.

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DEDICATION

This work is dedicated to:

*His Majesty Sultan Qaboos bin Said, Builder and founder of the modern
Omani renaissance*

*All those who contribute to the development of education in the Sultanate
of Oman*

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ABSTRAK

Pengurusan Kualiti Menyeluruh (TQM) telah mendapat perhatian meluas sejak beberapa dekad yang lalu, dan kajian menunjukkan bahawa kepemimpinan adalah penting dalam pelaksanaan sistem pengurusan kualiti dalam pendidikan tinggi atau mana-mana sektor lain. Kajian ini berusaha untuk mengenalpasti perkara berkaitan kepemimpinan yang berkait dengan hal ehwal pentadbiran dalam penggunaan sistem pengurusan kualiti menyeluruh di Institusi Pengajian Tinggi Swasta (IPTS) Oman, juga untuk meneroka kekuatan dan kelemahan yang terdapat dalam amalan kepimpinan semasa, dan untuk menganalisis cabaran yang dihadapi oleh pemimpin dalam melaksanakan peranan mereka. Berhubung dengan reka bentuk kajian dan metodologi kaedah soal selidik dan temu bual separa-berstruktur telah digunakan. Kaedah soal selidik digunakan untuk mengukur persepsi responden (pentadbir dan ahli fakulti) mengenai realiti amalan pengurusan di 19 institusi berkaitan di Muscat. Temu bual separa berstruktur pula bertujuan untuk mendapatkan pemahaman mendalam mengenai cabaran yang dihadapi oleh peringkat kepimpinan tertinggi dalam amalan pengurusan kualiti menyeluruh. Dapatan kajian menunjukkan bahawa sistem pengurusan kualiti adalah penting untuk kejayaan sektor pendidikan tinggi swasta Oman, dan sokongan pemimpin tertinggi memainkan peranan penting dalam menentukan kejayaan ini. Juga, keputusan menunjukkan bahawa perancangan strategik, diikuti dengan peningkatan kualiti yang berterusan muncul sebagai tahap penting kepada amalan kepimpinan di IPTS Oman. Amalan kepimpinan yang berkait dengan kerja berpasukan telah menduduki tempat ketiga berdasarkan persepsi responden kajian. Selain itu, amalan kepimpinan yang dikaitkan dengan pemimpin (pengurusan kanan), aspek penurunan kuasa & penglibatan, program latihan, ganjaran & motivasi telah menduduki tempat berikutnya dalam urutan persepsi responden. Di samping itu, keputusan menunjukkan lima cabaran utama kepada pelaksanaan pengurusan kualiti menyeluruh yang berjaya di IPTS Oman. Cabaran tersebut ialah: kekurangan sumber manusia yang berkelayakan, kekurangan latihan yang berkualiti, peningkatan beban kerja pentadbiran dan akademik, tumpuan penyediaan kertas kerja yang berlebihan, dan perkongsian akademik yang kurang berkesan dengan IPT luar negara. Kajian ini telah menambah dapatan baru yang mendedahkan bahawa amalan kepimpinan penting terhadap sistem pengurusan kualiti menyeluruh dalam persekitaran pendidikan tinggi swasta di Oman. Juga, kajian ini memberi bukti baru aspek kekuatan dan kelemahan dalam amalan kepimpinan semasa dan cabaran utama di sebalik pelaksanaan sistem kualiti menyeluruh. Akhir sekali, untuk meningkatkan amalan kepimpinan semasa, kajian ini mengemukakan beberapa cadangan dasar dan polisi kepada Kementerian Pengajian Tinggi, IPT swasta, dan pembuat dasar di IPT swasta di Oman.

ABSTRACT

Total Quality Management has received widespread global attention during the last several decades, and studies have shown that leadership is vital to the successful application of a quality management system in higher education, or any other sector for that matter. This study sought to identify the overall state of leadership practices relating to administrative affairs in the application of quality management system in Omani private Higher Education Institutions (HEIs), to explore areas of strength and weakness found in current leadership practices, and to analyze the challenges that face leadership as they carry out their quality management roles. As for the research design and methodology, this study employed both questionnaires and semi-structured interviews. The questionnaire, sought to investigate the perceptions of respondents (administrators and faculty members) regarding leadership practices at 19 institutions in Muscat. The semi-structured interviews, however, aimed to gain an in-depth understanding of the challenges faced by top levels of leadership during their quality management practices. The findings indicated that quality management system is fundamental for the success of the Omani private higher educational sector, and that senior leadership support plays a pivotal role in this success. Also, the results have shown that strategic planning, followed by continuous improvement appear to elicit the highest levels of positivity towards leadership practices at Omani private HEIs. Leadership practices related to teamwork were ranked the third best executed quality element by participants of the study. Moreover, leadership practices linked to leadership, empowerment & involvement, training programs, and reward & motivation were ranked in descending order. In addition, the results indicated that there are five main challenges to successful quality management implementation in Omani private HEIs. Those challenges were: a lack of qualified human resources, a lack of quality training, increasing administrative and academic workloads, excessive paperwork, and ineffective academic partnerships with foreign HEIs. This study has added new data that reveals the impact that leadership practices have on quality management system in the private higher education environment in Oman. For instance, this study provides up-to-date evidence of areas of strength and weakness in current leadership practices, and the main challenges behind the implementation of a quality system. Finally, for improving the current leadership practices, the study concludes with several policy recommendations for the Ministry of Higher Education, private HEIs, and senior private HEIs decision-makers.

مُلخَص البحث

حظيت إدارة الجودة الشاملة باهتمام عالمي خلال العقود الماضية ، وقد أثبتت الدراسات أن القيادة هي عامل رئيسي في نجاح تطبيق نظام إدارة الجودة في كثير من القطاعات بما فيها قطاع التعليم العالي. هدفت هذه الدراسة إلى معرفة الوضع العام للممارسات الحالية للقيادات في تطبيق نظام إدارة الجودة في الجوانب الإدارية بمؤسسات التعليم العالي الخاصة في عُمان. كما هدفت الدراسة إلى تحديد جوانب القوة والضعف في ممارسات القيادات جنباً إلى جنب مع تحديد التحديات والعقبات التي تواجه مؤسسات التعليم العالي أثناء تطبيق أفكار ومبادئ إدارة الجودة. ولتحقيق أهداف الدراسة تم استخدام كلاً من الإستبانة والمقابلة كأدوات للبحث. هدفت الإستبانة إلى التعرف على آراء المُستجيبين (إداريين وأعضاء هيئة التدريس) في تسع عشرة مؤسسة تعليم عالي خاصة بمحافظة مسقط إزاء واقع الممارسات الحالية للقيادات. بينما تم استخدام المقابلات شبه المنظمة لمعرفة التحديات والعقبات التي واجهت قيادات مؤسسات التعليم العالي أثناء تنفيذ نظام إدارة الجودة ، وذلك عن طريق استهداف المستويات العليا من القيادات. أشارت النتائج إلى أن نظام إدارة الجودة يلعب دوراً هاماً في تحقيق أهداف مؤسسات التعليم العالي ، وأن القيادة لها دور محوري في نجاح واستمرارية نظام الجودة. كما بينت النتائج أن محوري التخطيط الإستراتيجي ، والتحسين المستمر حققا أعلى مستوى ممارسة للقيادة في المؤسسات التعليمية طبقاً لآراء المُستجيبين يليها محاور العمل الجماعي ، والقيادة العليا ، والمشاركة والتمكين. بينما كانت أقل ممارسة محوري البرامج التدريبية ، والمُكافأة والتحفيز. بالإضافة إلى ذلك أظهرت النتائج خمسة تحديات أساسية واجهت القيادات التعليمية أثناء تنفيذ برامج الجودة مثل: نقص الموارد البشرية المؤهلة، ونقص البرامج التدريبية، وزيادة أعباء الأعمال الإدارية والأكاديمية، وزيادة الأعمال الورقية، وقلة تفعيل الارتباطات الأكاديمية بين المؤسسات المحلية والمؤسسات الأجنبية. أضافت هذه الدراسة معلومات جديدة تتعلق بمدى تأثير القيادات العليا في تبني وسير برامج إدارة الجودة بمؤسسات التعليم العالي الخاصة العمانية. كما أن هذه الدراسات قدّمت معلومات عن جوانب القوة والضعف في الممارسات الحالية ، وكذلك التحديات الرئيسية التي تواجه تلك المؤسسات. ومن أجل تطوير هذه الممارسات في تطبيق برامج إدارة الجودة خلصت الدراسة إلى جُملة من التوصيات التي يُمكن تبنيها كسياسات للإرتقاء ببرامج الجودة لكل من: وزارة التعليم العالي، ومؤسسات التعليم العالي الخاصة ، وكذلك القيادات العليا بالمؤسسات التعليمية.

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LIST OF ABBREVIATIONS

GDH	Global Distance Health
EFQM	European Foundation for Quality Management

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LIST OF ABBREVIATIONS

CHE	Council of Higher Education
EFQM	European Foundation for Quality Management
HEAC	Higher Education Admissions Centre
HEIs	Higher Education Institutions
MBNQA	Malcolm Baldrige National Quality Award
MoHE	Ministry of Higher Education
OAAA	Oman Academic Accreditation Authority
OAC	Oman Accreditation Council
OQNHE	Oman Quality Network in Higher Education
TQM	Total Quality Management

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