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Conceptual framework on ISO9001:2015 practices and organization performance on MOE in Oman

Yusra Salim ALHasani, Dr. Zaharuzaman Jamaluddin, Dato'Dr.Hj.Mohamad Nasir

1.Faculty of Business and Accountancy, University of Selangor , Malaysia

2. Faculty of Business and Accountancy,University of Selangor, Malaysia

3.Faculty of Business and Accountancy,University of Selangor, Malaysia

E-mail: yusra.alhasani@hotmail.com

E-mail: zaharuzaman@unisel.edu.my

E-mail: mnasir@unisel.edu.my

Abstract

Implementation of quality systems in the education industry plays an instrumental role in bringing about more creativity and innovation. Moreover, the quality systems encourage the development, management, and maintenance of processes and the standard of education. The certificate is considered an international standard for quality management and services and is aimed at improving the administrative system to achieve high quality. ISO 9001 is applicable to any organisation irrespective of their size or geographical location. One of the major strengths of ISO 9001 is its wider appeal for all types of organisation. Although the application of ISO 9000 Quality Management System has internationally proven its effectiveness and positive effects on the overall performance of organizations, the effects of its implementation in the field of study are still in doubt. Therefore, this research study identified the



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relationship between ISO9001:2015 practices and organizational performance. ISO 9001 QMS provides the infrastructure, procedures, processes and resources needed to help organisations both monitor and improve their performance to drive efficiencies, client service and product excellence. Customer satisfaction is main element because of the performance of General Directorate in their administration. Other than that proper system will be apply due to ISO application in ministry of education in Oman. Management commitment is another main factor for the employees in the Ministry of Education in order to provide quality service. In previous research also determine that effectiveness and efficiency are important factor in ISO implementation in MOE.

The Ministry of Education, represented by the Directorate-General of Planning and Quality Management, Directorate-General of Administrative Affairs, has been certified the ISO 9001:2015 certificate. The certificate is considered an international standard for quality management and services and is aimed at improving the administrative system to achieve high quality. ISO 9001 is applicable to any organisation irrespective of their size or geographical location. One of the major strengths of ISO 9001 is its wider appeal for all types of organisation. Because it focuses on processes and customer satisfaction rather than procedures, it is equally applicable to service providers. ISO 9001 QMS provides the infrastructure, procedures, processes and resources needed to help organisations both monitor and improve their performance to drive efficiencies, client service and product excellence. Customer satisfaction is main element because of the performance of General Directorate in their administration. Other than that proper system will be apply due to ISO application in ministry of education in Oman. Management commitment is another main factor for the employees in the Ministry of Education in order to provide quality service. In previous research also determine that effectiveness and efficiency are important factor in ISO implementation in MOE.

Keywords: ISO, Customer Satisfaction, Management Commitment, Effectiveness and Efficiency



ملخص البحث

يلعب تنفيذ أنظمة الجودة في صناعة التعليم دورًا أساسيًا في إحداث المزيد من الإبداع والابتكار. علاوة على ذلك ، تشجع أنظمة الجودة على تطوير وإدارة وصيانة العمليات ومستوى التعليم. تعتبر الشهادة معيارًا دوليًا لإدارة الجودة والخدمات وتهدف إلى تحسين النظام الإداري لتحقيق جودة عالية. ينطبق معيار ISO 9001 على أي مؤسسة بغض النظر عن حجمها أو موقعها الجغرافي. تتمثل إحدى نقاط القوة الرئيسية في ISO 9001 في جاذبيتها الواسعة لجميع أنواع المؤسسات. على الرغم من أن تطبيق نظام إدارة الجودة ISO 9000 قد أثبت دوليًا فعاليته وآثاره الإيجابية على الأداء العام للمنظمات ، إلا أن آثار تطبيقه في مجال الدراسة لا تزال موضع شك. لذلك ، حددت هذه الدراسة البحثية العلاقة بين ممارسات ISO 9001: 2015 والأداء التنظيمي. يوفر نظام إدارة الجودة ISO 9001 البنية التحتية والإجراءات والعمليات والموارد اللازمة لمساعدة المؤسسات على مراقبة وتحسين أدائها لزيادة الكفاءة وخدمة العملاء وتميز المنتج. رضا العملاء هو العنصر الأساسي بسبب أداء المديرية العامة في إدارتهم. بخلاف ذلك سيتم تطبيق النظام المناسب بسبب تطبيق ISO في وزارة التربية والتعليم في عمان. التزام الإدارة هو عامل رئيسي آخر للموظفين في وزارة التربية والتعليم من أجل تقديم خدمة جيدة. حدد البحث السابق أيضًا أن الفعالية والكفاءة عاملان مهمان في تطبيق ISO في وزارة التربية.

حصلت وزارة التربية والتعليم ممثلة بالمديرية العامة للتخطيط وإدارة الجودة بالمديرية العامة للشؤون الإدارية على شهادة ISO 9001: 2015. تعتبر الشهادة معيارًا دوليًا لإدارة الجودة والخدمات وتهدف إلى تحسين النظام الإداري لتحقيق جودة عالية. ينطبق معيار ISO 9001 على أي مؤسسة بغض النظر عن حجمها أو موقعها الجغرافي. تتمثل إحدى نقاط القوة الرئيسية في ISO 9001 في جاذبيتها الواسعة لجميع أنواع المؤسسات. نظرًا لأنه يركز على العمليات ورضا العملاء بدلاً من الإجراءات ، فإنه ينطبق أيضًا على مقدمي الخدمات. يوفر نظام إدارة الجودة ISO 9001 البنية التحتية والإجراءات والعمليات والموارد اللازمة لمساعدة المؤسسات على مراقبة وتحسين أدائها لزيادة الكفاءة وخدمة العملاء وتميز المنتج. رضا العملاء هو العنصر الأساسي بسبب أداء المديرية العامة في إدارتهم. بخلاف ذلك سيتم تطبيق النظام المناسب بسبب تطبيق ISO في وزارة التربية والتعليم في عمان. التزام الإدارة هو عامل رئيسي آخر للموظفين في وزارة التربية والتعليم من أجل تقديم خدمة جيدة. حدد البحث السابق أيضًا أن الفعالية والكفاءة عاملان مهمان في تطبيق ISO في وزارة التربية.

الكلمات المفتاحية: ISO، رضا العملاء ، التزام الإدارة ، الفعالية والكفاءة



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1. Introduction

The contemporary society is witnessing an unprecedented trend of development and change that extends to all dimensions. The quality has become a pivotal role in raising the efficiency of administrative work in contemporary organizations, whether the organization is public or private. Quality in its deepest form is perfection of work. Quality in work is a criterion for judging its results in accordance with the strategic objectives of any organization. The ISO9001:2015 issue receives increasing attention in all organizations and in all countries.

ISO 9001: 2015 is a general international standard for quality management, which sets the quality management system requirements. It contains standards for the implementation of coordinated activities to guide and control organizations in relation to quality. ISO standards are based on the eight criteria of the basic concepts in which management institutions are able to ensure that their input, process and output quality is effective. Across the world, ISO 9001 certified institutions are subject to periodic supervision by donors to ensure continuity of compliance with standards and specification processes, and to ensure continuous development and improvement in the organization. Total quality management is applicable to higher education according to the perception of faculty members. As well as leadership, stakeholders, market focus and employee focus have a significant positive impact on the operational performance of higher education (Martin, 2017).

The concept of quality management in the education sector is not only about achieving high quality education, but also influencing all segments of the educational processes including organization, management, interpersonal relations, material, and human resources (Eggin, Drivers and Barriers to Achieving Quality In Higher Education, 2014) . Therefore, implementing quality systems in Oman is essential for the improved performance of the Oman's ministry of Education to ensure development of quality products and services. These developments will work towards improving the outcomes of the students, the school life, and equality to match the excellent standards as well as stimulating national identity (Al-Najar, 2016).



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Numerous research and studies have been conducted to increase understanding, analysis and evaluation of effectiveness of ISO9001:2015 on the performance. But very few have dealt specifically with the General Directorate of Administrative Affairs in general and in Oman in particular. Given this is a major challenge that will affect the ministry's plans in expanding the scope of ISO 9001 implementation, and there is no current investigation into this issue, the results of this research will help in building more awareness among MOE departments on the effectiveness of the ISO9001 quality management system (Education, GPE Primary Education Development Project, 2015) . Although the application of ISO 9000 Quality Management System has internationally proven its effectiveness and positive effects on the overall performance of organizations, the effects of its implementation in the field of study are still in doubt. Therefore, this research study identified the relationship between ISO9001:2015 practices and organizational performance. A review of the literature on implementing a quality management system reveals little study on the impact of implementing a quality management system on the overall performance of the organization, for example, Ali et al. (2016) indicates that the dimensions of quality performance correlate positively with overall customer satisfaction which in turn affects behavioral intentions. Likewise, Fonseca & Lima (2015) concluded that there are positive relationships between stakeholder satisfaction, organizational performance guidance and support for ISO 9001: 2015. Previous studies have used the direct effect of investigating the effects of organizational learning practices on organizational commitment and effectiveness (such as Tseng, 2010). Young Oh (2009) also conducted a study on the relationships between two sets of quality management practices: the core of quality management practice and infrastructure quality management. Researchers argue that the ultimate criterion for organizational performance is its long-term growth and survival. Also, many studies focused on the importance of using standards related to the behavior and performance of individuals as basic criteria for evaluating organizational performance.



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Therefore, the objective of this study is to look into the mediation effect of ISO 9001:2015 practices and performance of the General Directorate for Administrative Affairs in MOE in Oman. This study seeks to examine the relationship between customer satisfaction, appropriate system, employee's effectiveness effect, and management commitment on organisation performance. As well as this study seeks to examine the relationship between organisational learning and organisation performance.

2. Literature review

Quality and management issues in service organizations, for example, (education, health, etc.) differ from manufacturing firms. Some studies discuss the difference in service production between manufacturing and service organizations, illustrating the difficulty of applying quality principles in service organizations. One of the most important differences is the great difficulty in determining the most important customer needs because the customers themselves are different and have multiple situations (Neyestani, 2016).

Moreover, the services are more labor intensive and require more human interaction. Hence, the way the employee provides the service requires ethics. The other difference is the result in the intangible and invisible service organizations such as manufacturing organizations. Since organizations are involved in implementing quality management systems, it is imperative to study the impact of quality and quality management practices on performance. This paper will focus on management practices. After reviewing the literature, it was found that most of the research is descriptive and examined the importance of quality management practices, but very little research has linked quality practice with performance. Development of the educational institution has become the first priority in all countries. This cannot happen unless these institutions start implementing quality practices and keeping pace with global development.



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2.1 Customer satisfaction

There are many definitions of the concept of customer satisfaction. One comprehensive definition has been developed by (Kotler, 2012), which has defined it as the state that an individual is going through and that relates to the comparison of the perceived characteristics of the product and the prospects of the individual in relation to those characteristics. In fact, it is the assessment of a property or product in terms of whether the property or product meets the expectations and needs of the customers.

Customer satisfaction is critical in setting up an ISO 9001 quality standard. The standard recognizes that despite the fact that forms support a strong organization, customer needs are essential to its advancement. At present, many organizations regard customer satisfaction as a major determinant of company reality, and a relationship has been found between high standards of customer satisfaction and high standards of customer loyalty, which in turn leads to increased levels of profitability and the advancement of the organization (Martin, 2017).

Customer satisfaction plays a major role in bringing prosperity to any organization, whether it is in the public or private sector. The information obtained from measuring and monitoring customer satisfaction can help in identifying opportunities for modifying its products, strategies, services, characteristics, and processes as it is evaluated by customers and is in line with the objectives of the organization (limited) The importance of these modifications is to enhance customer confidence and achieve many benefits including Commercial or service benefits.

Quality and customer satisfaction are closely related and often presented as a result of each other. This inescapable relationship has been highlighted in several studies. Other researchers report that customer satisfaction is often a result of accommodation quality. Also, current definitions of quality regularly refer to customer satisfaction (Martin, 2017).



2.2 Appropriate System for Service Quality

Most of the institutions and associations achieve the ISO 9001: 2015 Quality Framework for several reasons. First of all, it may be well perceived externally as a catalyst for improving interior procedures and elements or the quality of the levelling. Second, the motivation behind this may very well be the incubated union as a catalyst or a cycle to add a local or external advantage of performance where ISO assertion has value. Third, it may be driven by a customer's request for service providers to adapt their quality assurance frameworks to internal customer quality control. Organizations that see assertion as an opportunity to change internal procedures and frameworks rather than just looking for validation will have positive outcomes that are more comprehensive than ISO 9001 Quality Management Frameworks (Al-Ibrahim 2014). Besides, it was revealed that the most active, prominent and respectful influences of ISO 9001 quality management frameworks were progressively clear and increasingly clear techniques and work duties, while the most obvious problem is regulation, which can lead to diminished adaptive capacity (Ibrahim) , 2014).

In organizations, there must be a system consisting of tasks, responsibilities, processes, procedures and resources at the organizational level, known as the quality system for implementing quality management. The features of the general management function that directs and implements the quality policy and quality objectives of the company are integrated into the quality management. Both quality control and quality assurance are components of quality management that cover the concepts of quality control and quality assurance (Manghani, 2011).

2.3 Management Commitment

A well-established system that records processes, procedures and duties in order to achieve quality policies and objectives is known as a Quality Management System (QMS). A Quality Management System (QMS) is used to synchronize and lead its practices in the direction of customer satisfaction and management standards, and to mitigate the efficiency of the basis of these practices. Promote cognizance of customer requisites throughout the organization and Act as a liaison with external parties such as customers or auditors on matters regarding the QMS (Dawson, 2018).



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The final quality management system approach is ISO 9001: 2015, which is the international standard dedicated to standardizing the requirements for quality management systems. Some use the acronym QMS interchangeably with the ISO 9001 standard; However, the QMS is actually used to refer to the entire system and not just the documents that detail and describe the system (Bhuiyan & Alam, 2009). Over time, initiated and recorded best practices guiding product results and actions; hence it became standard practices for the quality management system.

In creating the vision, mission, values, and goals in any organization, it is the responsibility of the organization's board of directors to be aware of these standards as they are of great importance. There is a clear relationship between the client's needs and the organization's policy and goal, and the processes operating within the organization (Dawson, 2018).

There should be a commitment on the part of everyone to adhere to the policies and then the plans based on objectives must be drawn up. These plans need to draw out the procedures to be put in place to ensure the desired outcome result; If there is a process that is not triggered by the action then there is no result. By following the outline, duties and hierarchy should be created. Thus, an internal communication must be established to ensure that everyone knows their duties and entitlements, what they are expected to accomplish and how they are working towards it. A trip should not be undertaken without knowing the current location, the distance, the potential obstacles one might encounter on the way to his destination, and the potential shortcuts one might find on the way. Hence, it is imperative to collect data on current performance and to forecast what might await the future. Management must review the data to decide on the next step to ensure that the organization remains on the right track, and to know the organizations' ability to move forward towards achieving their mission (Dawson, 2018).



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In some cases, the organization allocates two positions, one being the quality manager and the other the management representative. In this case, the management representative is the only one of the two who are considered part of the top management and has responsibilities other than the quality management responsibilities (Dawson, 2018).

When administering a management system, screening experiments should be conducted regularly, although they may be stressful for the people involved whether they administer the test or those who undergo it, although these tests can be less of a burden if management approval of a program would make The program is less personal and if it is implemented with an understanding of all parties involved (Hoyle, 2001). Current standards require evidence that managers' commitment to quality manifests itself in the way they act and speak. The ISO 9001 standard lists six distinct requirements for top management. By "senior management," the criterion refers to the individual at the highest levels of the organization (for example, the CEO, president, and chairman of the board) and his direct reports (Dawson, 2018).

The top management should play the first role in establishing the normative culture in the organization by generating all the information for the client throughout the organization and creating a clear understanding of the client's desires, whether specific or implicit, along with the applicable legal and regulatory requirements and human activity on the relevant levels of Organization so accommodation and solutions are provided, and customer requirements are met (CORPORATE QUALITY MANUAL, 2018).

Any management of a company should review the situation and the quality management system to examine the level of senior management, the performance of the quality management system and the achievement of goals throughout the organization and determine the required adjustments.



2.4 Employees Effectiveness and Efficiency

In the services and business field, effectiveness means the quality of results derived from the tasks accomplished by each employee and their managers (Thilakarathne, 2014). A company needs to conduct performance reviews of both its employees and managers to adjust the effectiveness in the company and see if their strategies and techniques measure effective results and generate real results. Results that do not show any impacts can easily affect the quality of services and products, so it is important for any company to ensure that each of its employees and managers perform their roles effectively (Thilakarathne, 2014)

To increase efficiency and effectiveness, companies need to provide resources, training, and constructive criticism to workers and managers, so they will adjust their performance and have the energy to show their work (effectiveness and potency in business, 2016).

Although the application of ISO 9001 Quality Management System internationally has demonstrated its effective and positive effects on the overall performance of companies, the effects of its inception in the field of study are still in dispute. Therefore, this research study can confirm the effects of implementing ISO 9001 Quality Management System on corporate employee performance (Tigani, 2011).

Self-motivation of corporate workers is the cornerstone of a very prosperous execution method. Indeed, most companies do not think about the happiness of their former employees in the field of study, during and after the start of ISO 9001 Quality Management. As a result, companies may increase to obtain the specified accreditations of ISO 9001 certification, but unfortunately, without a real and effective start (Tigani, 2011).

In order to enhance faculty performance, management needs to consider motivational factors and job satisfaction. ISO 9001 Quality Management System has been modified in knowledge of quality and product, but not in achievement, budget, loss rates, and employee motivation and employee retention. Quality management is expected to



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generate an environment that enhances the employee's job satisfaction and brings his best to the organization (Othman, 2017).

Among other principles enshrined in the ISO 9001: 2015 standards, one of the key quality management principles is “people engagement” that is transmitted orally only. In addition, there is another primary division known as “Resources” within the same standard, whose primary focus is on the roles assigned to individuals as well as the environment they create as a result. Despite the fact that the standard covers a number of areas, there are certain aspects that the standard does not specify, one of which indicates that an ISO 9001: 2015 practitioner should encourage employees to be more involved and help inspire purchasing personnel in order to witness all the work and related performance. The quality management system makes more progress (Nolan, 2015). Basically, there are a series of specific parts that help motivate employees to participate more, and these processes can be listed as follows (Nolan, 2015):

- Encourage employees to be part of the communication.
- Demonstrate how to boost employee engagement.
- Provide enough illustration about the benefits obtained.
- Circulate objectives and results.
- Involve employees in the celebration of achievements.
- Encourage the involvement and eliciting of opinions.

According to several studies (Rezaei, 2011), information systems and performance estimation represent a major break in the sense that advanced information technologies including data storage and web-based technologies can have an impact on competence and efficiency levels. To illustrate this in detail, Rezaei provided an example of using these technologies to distribute data to managers. This affects employee performance in the sense that these managers spend most of their work hours reviewing this information.

2.5 Organizational Learning

Organizational learning is the process of creating, retaining, and transmitting knowledge within an organization. The organization improves over time as it gains experience, as from this experience, it becomes able to create knowledge. This



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knowledge is extensive, and covers any topic that would improve an organization. Examples might include ways to increase production efficiency or develop beneficial investor relationships. Knowledge is created in four different units: individual, group, and joint organizational (Argote, 2013).

Organizational learning is an aspect of organizations and a subfield of organizational studies. As an aspect of the organization, organizational learning is the process of creating, retaining and transmitting knowledge. Knowledge creation, knowledge retention, and knowledge transfer can be considered adaptive processes of expertise functions (Cyert, 1991) Experience is knowledge that contributes to a procedural understanding of a subject through engagement or exposure.

Individuals are often seen as functional mechanisms of organizational learning through knowledge creation through experience. However, knowledge of individuals only facilitates learning within the organization as a whole if it is imparted. Individuals can withhold their knowledge or exit from the organization. The knowledge embedded in the organization can be retained, as well as its members (Argote, 2011).

Tseng (2010) study found that the learning organization has a strong positive relationship with organizational effectiveness. Moreover, the relationship between organizational commitment and organizational effectiveness is reciprocal but not equal. Regulatory compliance has a positive effect on organizational effectiveness, but organizational effectiveness has a negligible effect on regulatory compliance.

The main results of Young (2009) study showed that quality management practices and infrastructure have strong positive relationships with organizational learning, while the core of quality management practices does not show any significant relationship with organizational learning.



2.6 Organization performance and Performance Measurement

Organizational performance has had a great impact on corporate behavior, and among the results of this effect is the increase in the number and variety of methods, methods for accurately measuring performance, and the gradual establishment of an important research area for both companies and academics.

Despite the popularity and widespread popularity of the organizational performance topic among relevant scientists and researchers, few have attempted to define it in practice. Some researchers have defined the process of evaluating performance "in relation to a specific objective", "in terms of clear short, medium and long-term objectives and communicating results to management" and "efficiency and effectiveness". Organizational performance is the process of transferring the complex reality of performance into a series of finite codes that can be communicated and reproduced under similar conditions (Jenatabadi, 2015).

From the above-mentioned definitions suggested by some other researchers, it can be concluded that organizational performance is a progressive language that classifies the current and future state of performance. Organizational performance allows for continuous progress towards set goals and identifies stagnation and deficiencies.

Business organizational performance has attracted increasing interest among managers and academics, and has always been a management priority. Measuring business performance, as well as demanding performance information, is one of the main responsibilities and requirements of various managers in different companies. Organizational performance can be considered an indispensable condition for success in the tasks of executive management. As Lebas explains, in fact, organizational performance can be defined as the transfer of the complex reality of performance into a set of reproducible codes that are repeated in similar circumstances.

Many studies have focused on the importance of using standards related to the behavior and performance of individuals as basic criteria for evaluating organizational performance. Many researchers believe that measures of organizational performance related to human resource performance can be classified into the following (job



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satisfaction, organizational commitment, innovative thinking skills, and additional role behaviors) (Jenatabadi, 2015).

3. Theoretical framework

The researcher proposed a model that describes the look into the mediation effect of organizational learning between ISO 9001:2015 practices (Customer Satisfaction, management commitment, Employees Effectiveness) and the performance of the General Directorate for Administrative Affairs in MOE.

The researcher discussed about the journals articles reviews and previous studies that relevant to the dependent variable and independent variable in this study to have better understanding on these variables. Investigation the effectiveness of ISO9001:2015 is dependent variable of this study, while the dependent variables which impacting the variables including customer satisfaction, appropriate system for service quality, management commitment and employees effectiveness and efficiency. The relations proposed in the study framework (Figure 1) have explained from studies in the literature on Customer Satisfaction, management commitment and Employees Effectiveness. Many studies have examined some variables and clarified their relationship to organizational performance; therefore, based on the analysis of previous studies, the purpose of this study is to provide a proper framework that links all the variables. This framework has been divided into variables, which are:

- Independent Variable: ISO9001:2015 practices (customer satisfaction, appropriate system, management commitment, and employee's effectiveness).
- Mediator Variable: learning organisation.
- Dependent Variable: performance of the General Directorate for Administrative Affairs

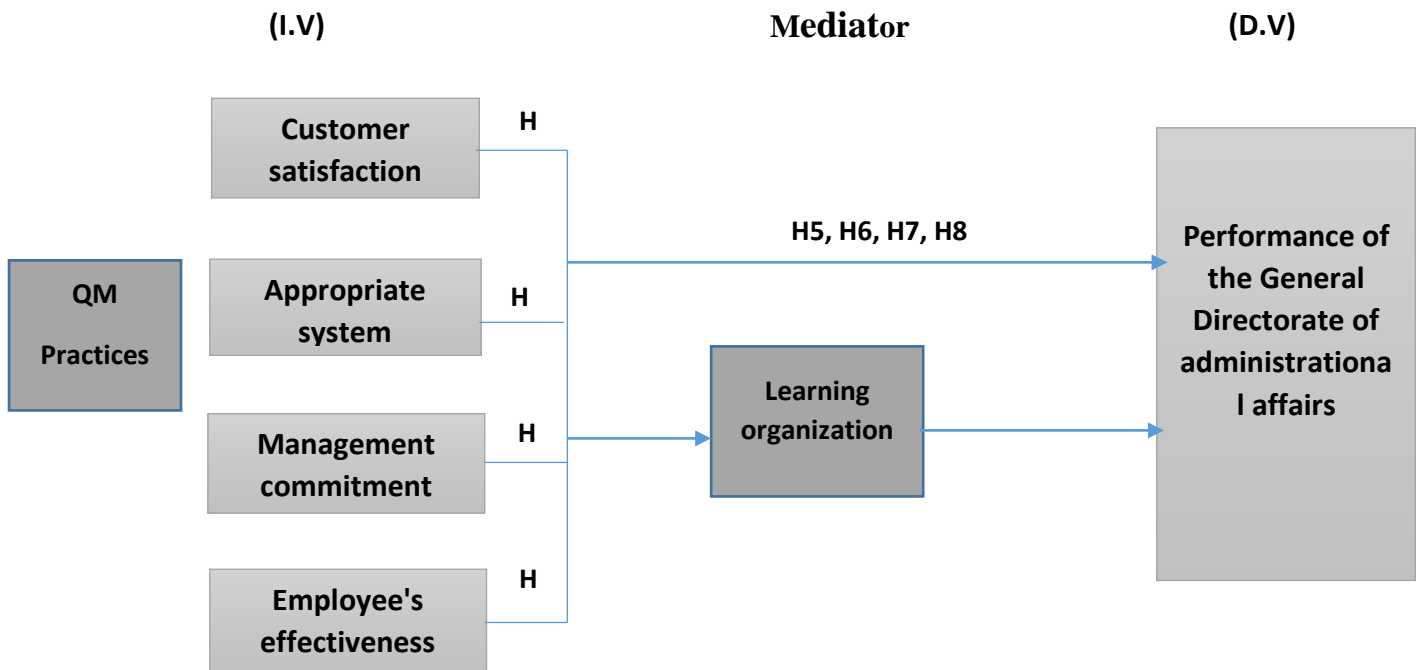


Figure 1: The conceptual framework

4. Conclusions

Despite the awareness of the quality problem in the outputs of public education in the Sultanate of Oman, and despite the efforts and increased attention by the Ministry of Education in the Sultanate of Oman, the actual reality of the level of administrative performance indicates that there are shortcomings that limit efficiency and improve quality, and that education is very important for preparing qualified people to reach the higher educational levels.

The constant desire to communicate with the client and the facility to understand their opinions about accommodations or products has become a very important issue. This state can be achieved by many quality management systems because knowing customers and their desideratum becomes essential to effectively implement and develop the quality system programs of any firm (Kotler, 2012).



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At the end, the adoption of a good administration system should be a strategic decision of an organization. The design which links the implementation of the company's quality management system is affected by its structure, changes in that environment, and the risks associated with that environment, its varying wishes, its specific objectives, the products it gives, the processes it employs, and its size and company's structure.

Generally speaking, for any business flourishing and prosperity, the most critical assets are employees, as they take the largest part in affecting the performance of the company whether directly or indirectly. Therefore, there has been a call for very effective approaches and strategies to be implemented to assure much competency and proficiency is brought into the organization. Nonetheless, other methods like literature are not very effective for measuring employees' performance. Thus, literature does not help trigger a feel of engagement nor optimism within them. However, elements such as productivity and employees' regular attendance could be ways for measuring performance.

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