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## Total dedication of the top management within the Macedonian higher education institutions

Nako Taskov<sup>a</sup>, Elizabeta Mitreva<sup>b,\*</sup>

*Faculty of Tourism and Business Logistics, University Goce Delcev, Stip, Macedonia*

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### Abstract

In this paper is given integral methodology for the design of TQM (Total Quality Management) system in higher education institutions and its implementation in practice of higher education, as well as actions to be taken to build a system of quality assurance. The success of the application of TQM strategy depends on the commitment of the academic staff and administration and their motivation. Although the philosophy of total quality management (TQM) is deeply involved in many higher education institutions and business aspects of European and other countries, it is not sufficiently present in the country and other developing countries. Especially critical is the long term point of this philosophy, when results do not come “overnight”. Globalization allows creating a European area of higher education in order to facilitate joint knowledge creation and greater mobility of students and academic staff. Thus Europe has become a common space of higher education, the rules and principles designed to work together and to use the common results.

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**Keywords:** Integral methodology; Total Quality Management system; Higher education institutions

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### 1. Introduction

National Programme for the Development of Education in Macedonia expresses the desire of the state to bring about change in education that will enable compatibility of study programs, recognition and recognition of degrees awarded at all levels of education in European educational space and greater employability in the European labour

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\* Corresponding author. Tel.: +398-34-550-914

E-mail address: [elizabeta.mitreva@ugd.edu.mk](mailto:elizabeta.mitreva@ugd.edu.mk)

market. The structure of the system of quality assurance in higher education institutions correspond to regulation, although there is a deep gap between management of quality and culture of quality. Higher education institutions are aware of the need to redesign the profile and curriculum and quality of teaching depends primarily responsible for the reassessment of values, attractiveness of an innovative learning environment, and in the highest degree will depend on the leadership of higher education institutions. Macedonian higher education institutions should accept new TQM strategy and implement it in educational processes.

## **2. Theoretical foundation and related literature**

TQM philosophy is embodied in many higher education institutions in the world, and its application means new key change in the approach to the quality of the educational process, according to Kano (1996). The first change concerns the establishment of a process of continuous improvement in all segments of higher education institutions with the involvement of academic staff, and the other, to meet the needs of all users (students, teachers, Ministry of Education, employment and professional bodies, society general and international forum) with the results of the institution. A condition for successful implementation of TQM strategy in higher education institutions is having modern management, particularly strong leadership (Ciampa, 2005). Leadership Initiative includes the top, commitment to TQM philosophy with their active participation, according to academics, penetration of opinions, proactive work style, teamwork, training, support for successful actions and achievements. Spreading the TQM conception in higher education institutions requires a particular social and cultural level of the middle (habits and mentality of employees), infrastructure creation and development of corporate culture in higher education institutions.

## **3. Methodology**

The research is designed as an attempt to depict the existing condition within Ten Macedonian higher education institutions regarding quality system design and implementation, analyzed through 4 polls in the “house of quality” who’s top is the ultimate management, and as its base measurement, evaluation, analyzing and comparison of the quality are used.

### *3.1. Objectives of the research*

This paper presents an analysis regarding the condition of Macedonian higher education institutions through one of the criteria for receiving a European Quality Award in the direction of the activities undertaken in relation to achieve the planned satisfaction of all those who have financial interest in it (Mitreva, 2010).

### *3.2. Description of the instrument*

A special attention has been given to the gathering of the entering data included in the research. As an instrument, there was a questionnaire used that was designed to give an accurate analysis in a manner of complete and correct fulfilling. At the same time, there were some direct contacts made with the top management and the employees in order to depict the authenticity of the questionnaire and to present the realistic condition of the Macedonian higher education institutions. The data received from the research are processed with an adequate mathematical - statistical methods. In this regard, the Pareto analysis was used for frequency as well as for analysis in order to calculate the involvement of certain answers in percentages.

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