

دراسة بعنوان

الثقافة التنظيمية المدرسية وتحقيق الجودة الشاملة في المؤسسات التعليمية

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Title: School Organizational Culture and Achieving the Total Quality in Educational Institutions

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I- **Problem of the Study:**

Education is no longer a matter of services. It became a matter of national security. Hence, education reforms became a necessity and one of the first priorities. The pupil is the cornerstone of future, the core of nation, and the soul of its civilization. The pupil is the first axis in all educational processes.

Total quality is a modern concept that has emerged because of the strong global competitiveness. Education in Arab countries is still suffering from concentrating on quantity more than on quality, and true inability to face requirements of our modern age.

Recently, education faces, and will face, countless challenges imposed by modern features of the technological and informational age.

If the general education is a cornerstone of social and economic development, and the most important factor of its sustainability, the quality of education is the true criterion that the nation should do its best to actualize it. The researcher points out that this positive trend towards improving the quality of general education in Egypt may be achieved through the application of total quality principles within the framework of an organizational culture that does not hinder the organizational change. Changing the organizational culture is very important to achieve school developments. Hence, this study is to identify the nature of the prevailing school organizational culture and determine its reflections on the achievement of total quality in the educational institutions.

II- **Concepts of the Study:** Organizational Culture, Total Quality, and Total Quality Management

III- **Methodology of the Study:**

- a. **Type of the Study:** analytical descriptive study using both quantities and qualitative analyses
- b. **Method of the Study:** the study adopts the comprehensive social survey for social workers in schools (Fayoum Educational Department, general secondary stage, in Fayoum); and the sample-based social survey according to age of students registered in the secondary stage in these schools from the 2nd grade.
- c. **Tools of the Study:** the study used a questionnaire form titled "The school organizational culture and its relationship with total quality in the educational institutions"; and a questionnaire for students.
- d. **Fields of the Study:**

Location: all the general secondary schools in Fayoum (n= 5 schools), namely, Om Almoemneen, Thanwya Banat, Eisha Hassaneen, Salah Salem, and Gamal Abdel-Nasser.

Human scope: all the social workers working in the above-mentioned schools (n=31), and an age-based sample of students (n=33) from two randomly-selected schools.

Duration: from November 1st, 2008 till March 31st, 2009. It is the period of collecting, classifying, and analyzing data, then writing the final report of the study.

IV- **Results of the Study:**

- a. Building trust among teachers and feelings of mutual support
- b. Facilitating the identification of weaknesses and deficits in school, and the existing problems
- c. Forming a special language of understanding among teachers working in the same school
- d. Increasing the job satisfaction among teachers
- e. Assuming the responsibility of the school concerning improving the quality of the educational product
- f. There are some basic features of total quality management in schools, as the following:
 - Paying more attention to the student
 - Flexibility in facing challenges by the school management
 - Dividing work within the school