

1 The Effect of Personal Quality Performance on Strategic Quality 2 Management (SQM) Evidence from the Jordanian Hospitals 3 Sector

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6 *Received: 29 August 2012 Accepted: 19 September 2012 Published: 29 September 2012*

7

8 **Abstract**

9 Purpose -This study develops a research framework that examines the relationship among
10 personal quality performance criteria and strategic quality management (SQM) in Jordanian
11 hospitals and, exam the moderating effects of sector.Design/ Methodology /Approach -This
12 study targeted the most important hospitals that operate in a major Amman city -Jordan ,6
13 of these hospital agreed to cooperate, the researcher personally administrated
14 (287)questionnaire, responses were analyzed using descriptive statistics, and regression
15 analysis.Findings -The findings indicate that the four criteria of personal quality performance
16 have significant influence on strategic quality management (SQM) .subgroup analysis reveals
17 that main effects are for the most part, not moderate by sector.

18

19 **Index terms**— Quality, personal quality, personal quality performance, strategic quality management.

20 **1 Introduction**

21 t has been recognized that the old idea was that quality is a company and institutionally responsibility is radically
22 changed, The new truth is that quality is a very personal obligation and very personal responsibility. ?? Roberts
23 & Sergeskeeter, 1999) ,So all the companies now a day believe that personal quality is the first step to move to
24 the levels of total quality management and the level of quality that is absolutely essential.

25 With respect to quality, there are usually a small number of strategies, say three to five. (Gryna, 2001)
26 Organizations, regardless of whether they are private, Author : Administration and MIS Section, Al-Balqa'
27 Applied University. E-mail : Ferassuliman@yahoo.com public or not-for-profit, face a continuous barrage of
28 requests to improve quality. Every quality management initiative can, and must be tied to key business process
29 performance indicators in order to have any real impact on productivity and the bottom-line. However, strategic
30 plans are rarely translated into the quality strategies needed to ensure overall performance improvement gains.
31 Strategic Quality Planning Process will move your organization and/or a department's quality management
32 team beyond the notion of quick fixes and into the realm of solutions. It leads to the development of Quality
33 Management Strategies. (Business Improvement Architect (bia), 2012) hence, these argue poses organization
34 to have a clear vision, understanding, and development of strategic quality management (SQM). In quality
35 literature, SQM refers to an important part of the syllabi of a lot of business and financial management
36 studies schools all across the world. It is also a very important part of the operations of a business entity
37 as it focuses on finding out the weaknesses and turning them into strength. (finance.mapsofworld.com, 2012)
38 ??oxbridgewriters.com, 2012) This paper develops a research framework that relates personal quality performance
39 and strategic quality management (SQM). Four important criteria of personal quality performance are considered:
40 positive personal characteristics, human relationships, effective communication and exceeding work performance.

41 At the same time, we consider the impact of sector as a control variable, because of the important of these
42 variable as determinant of many aspects in organization.

43 This paper was operationalised among some Jordanian hospitals and organized as follows: first, the constructs
44 in the model are introduced building on the relevant literature review to identify several important aspects of
45 personal quality, personal quality performance, and strategic quality management. Second, hypotheses linkage
46 these criteria of personal quality performance, strategic quality management and sector are presented and
47 discussed. Next, sample is described and measurement issues are addressed. Cronbach'S alpha was used to
48 evaluate the internal consistency of items. Then, regression analysis are used for hypotheses testing, and subgroup
49 analysis is taken I to examine the moderating effect of the sector. Finally, the results of the study and their
50 potential implications are explored.

51 2 II.

52 Theoretical Background a) Personal Quality Quality begins with the individual, The main element of quality is
53 the people who make products and create services eventually not technology and tools; those people who are
54 responsible to run and make systems work efficiently. So, quality reflects the significance of people. Therefore,
55 people must be promoted internally to perform their job with quality. (Kahwaji, 2010)Personal qualities are
56 personal characteristics of an individual. They are what make up one's personality. They help a person get along
57 in a new situation. Personal quality propels a chain reaction of quality improvements within an organization.
58 Higher personal quality leads to improved work performance, good interpersonal relationships and better job
59 satisfaction. It also helps to create a positive first impression. (Taiko, 2009) (Sambasivan, Etal, 2009) (Malhi,
60 2009) said Personal Quality is the degree to which an individual expresses positive personal attributes, practices
61 good human relations and exhibits superior work performance and it is the bedrock of organizational quality.
62 Quality people do quality work. So, personality quality, by definition, cover all aspects of living experienced by
63 individuals. it encompasses functional status, access to resources & opportunities. It cover both the material
64 satisfaction of vital needs as well as aspects of life such as family, work, social life, personal development, self
65 realization and a balanced eco-system.

66 A focus on personal quality must be emphasized within a company before the beginning of any quality initiative
67 in the workplace. The theory is that focus must begin with the people; otherwise, it is unlikely successful results
68 with any long lasting effect will be achieved. In addition, resources and recommendations for effective recruitment
69 of top candidates, as well as employee development are also provided. (Martin, 2008) (Jambekar .1995) showed
70 that Personal quality improvement offer a risk and embarrassment-free experiential framework for individuals to
71 learn not only the basics of quality management but also system thinking.

72 (Jambekar. 2005) argued that the concept of personal quality may be viewed as personal empowerment. by
73 doing improvement in some aspects of personal quality, and then by making a connection to a larger organization
74 by reflecting upon one's experience we can gain best understanding of the concepts of organizational quality.
75 finding when they argued that personal quality doesn't have a direct affects on organization performance, personal
76 quality primarily work through competencies , motivations levels ,and strategies of organizations.

77 Hensel et al (2010) found a relation between personal quality and strategic human resources development.
78 this fact is supported by the increasing tendency for SHRD professionals to focus on personal quality (Blanchard
79 &Thacker 2007) ,which supported by studies showing a relation between personal quality and several aspects of
80 organization effectiveness ??Barrick, et al, 200, Arthur et al 2003).

81 (Alyahyawi, 2011) recognized criteria of personal quality performance for departmental heads: positive personal
82 characteristics, human relationships, effective communication and exceeding work performance, and he argued
83 that criteria of selection and assignment of departmental heads should be revised so as to include personal quality
84 fields. Tables (1) illustrate main proposed criteria of personal quality. (Baum, at al, 2001) Personal quality play
85 a key role in organization, as we said before it is the first and major step in achieves total quality management.
86 The importance of Personal Quality stems from 1) Quality is an attitude of mind, 2) People are the ultimate
87 creators of quality products and services Personal 3) quality is the bedrock of organizational quality 4) Increases
88 organizational and personal productivity 5) Enhances quality of personal life. ??Malhi, 2009) Because quality is
89 an attitude of mind (which reflect the importance of personal quality), and organization performance is greatly
90 depending on personal quality of it is member (Malhi, 2009), organization must work hard to enhance personal
91 quality. to do so organizations should adapt specific strategy for enhancing personal quality which explain in
92 details how to enhance personal quality to attain peak performance at work place as illustrated at figure (1).
93 SQM moved to anew period by the waves of quality, when the quality became the driving force to survivability
94 and competitiveness, SQM is seen as the key to being competitive. (Leonard and Mcadam, 2002) within The new
95 competitive approach of SQM, all definitions and arguments emphasized the importance of linking total quality
96 management and strategic quality management with corporate strategy and strategic planning. (calingo, 1996)
97 said that" SQM is attained when strategic planning and quality planning have merged into one seamless process,
98 owing to a free flow of information between strategic planners and quality planners. (Srinidn 1998) argue that,
99 SQM is the integration of the principles of quality management into all the steps of strategic planning. this mean
100 that quality concepts are integrated into the vision and goals of the firm, in the formulation of the policies, and
101 action required for change management and in the deployment of the strategy (Pheng & hong 2005) support
102 Srinidni argument when they stated that "SQM as its name suggests, it merges corporate strategy with total
103 quality management where incremental quality plans are replace by bold initiatives such as cycle -time reduction
104 and business process re-engineering".

105 3 Global Journal of Management and Business Research Vol- 106 ume XII Issue XIX Version I 2012

107 Year ??Aravindan 1996) viewed SQM as a process by which quality management activities focus towards the
108 long range direction and progress of quality enhancement strategies by insuring the careful formulation through
109 vital quality strategies, and continuous evaluating through quality improvement and control.

110 To attain the success of SQM implementation, the aspects of TQM must be considered as the extensive
111 criteria of SQM, and the key elements in SQM implementation .these elements were listed by. ??) also found that
112 Perceptions of SQM Implementation was effected by" process improvement" and "assessment of competitiveness"
113 and some other management principles, which have the highest impact on determining the SQM implementation
114 perceptions.

115 The importance of SQM can be found in the total quality management literature, it has been considered as an
116 extension of total quality management (TQM) (madu and kuei, 1993). there are appositive associations among
117 SQM and customer satisfaction and environmental needs (madu and kuei, 1993), in SQM, quality was defined as
118 being driven by customer and environmental needs and looks to identify critical factors that will determine the
119 survivability and competitiveness of a firm in the near future. Because SQM is a pattern of goals, policies, plans,
120 and human organization is not something to be taken lightly,. And it is likely to be in place over a long period of
121 time SQM affects the organization in many different ways. The culture that guides members of the organization
122 and other stakeholders, the position that it will occupy in an industry and market segments, and determining
123 particular objectives and allocating resources to achieve them all follow from the decision processes determined
124 by strategy.

125 The essential idea behind SQM is that the product is customer value rather than a physical product or service.
126 This fact cannot be achieved unless an organization creates a culture of quality and no strategy and plan can be
127 worthwhile unless it is carefully implemented. (Blog at WordPress.com (TQM), 2008)

128 The primary objectives of SQM may be spelt out as below:

129 Administering a proper analysis of the business strategy. This takes into account the comprehension of the
130 prominent parts of a proper mission statement of a business enterprise.

131 Incorporation of strategic analysis in the Business Excellence Model. This needs to be done to find out the
132 comparatively weaker areas in a business and to better them.

133 Employing the means of quality management. As part of this comes the comprehension and consequent
134 application of the basic principles of total quality management.

135 This process is followed by acquiring knowledge about the Business Excellence Model and then using it for
136 the purposes of locating the particular areas in business that need to be improved.

137 (finance.mapsofworld.com, 2012) (oxbridgewriters.com, 2012)

138 The competitive approach of SQM implies that, SQM is a continuous process of assess internal and external
139 change with respect to quality. Although many processes and subprocessess are involved in strategic quality
140 management, the process of strategic quality management must begins with defining and identifying what we
141 mean by quality and what quality mean to the organization. strategic quality management consist of Review your
142 organization's and/or department's strategic plan or imperatives, Identify what quality initiatives or strategies
143 have been used in the past, Understand the voice of customer, Engage employees and gain their feedback to ensure
144 their continued commitment to quality, Create the quality vision, Develop a statement of quality and standards,
145 Identify the quality strategies, and finally Develop the strategic implementation plan. (Business Improvement
146 Architect (bia), 2012). The process of SQM consists five phases illustrated in figure (2). (Aravindan 1996) iii.

147 4 Model Hypotheses

148 This study has two specific research hypothesis. the first hypothese has four specific sub hypothesis, in other
149 words it try to examine the relationship between four independent variables and one dependent variables .those
150 four independent variables consist personal quality performance that effect strategic quality management the
151 second hypothesis try to examine the moderating role of sector on the effects of personal quality performance
152 criteria on strategic quality management. The research objectives can be but into the following hypothesis :
153 The Study took place among Hospitals in Amman city Jordan the study targeted the most important hospitals
154 of private and public sector which operate in the city and 6 of them agreed to cooperate all employee within
155 respective departments and sections were randomly chosen .so the researcher administers 287 questionnaires to
156 employee of the 6 hospitals and gathered 227 questionnaires, yielding response rate of % 79.1 percent. All data
157 collection procedures were designed to ensure the anonymity of participation.

158 5 ii. Measure Personal quality performance

159 The present study used an instrument developed by Alyahawi (2011) in particular, (54) items, consisting of 4
160 distinct criteria (positive personal characteristics, human relationship, effective commu nications, exceeding work
161 performance). the scale adopted was a5-point likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

11 CONCLUSION

162 6 Strategic quality management

163 The instrument to measure strategic quality management was adopted from the work of few researches such as
164 (temur et al, 2009) ((Pheng &hong 2005)) all (40) items were measured using 5-point likert scale.

165 7 Moderating effects sector

166 8 Private

167 hospitals have more attention on personal quality characteristics more than public sector in this way .the private
168 hospitals would have an effective quality management than public sector .the final issue addressed by this
169 research is whether "sector" moderates The association of personal quality performance with strategic quality
170 management .the different influences of personal quality performance vs. sector on strategic quality management
171 make predictions of moderation especially difficult .the literature offers little guidance on this topic .thus, the
172 moderating effect of sector is approached as exploratory issue. As a measurement of sector the sample were asked
173 to determine whether their hospitals was public (1) or private one (2).

174 9 Reliability analysis

175 Reliability is the extent to which a measures is free from variable errors. for the purpose of this study ,the
176 internal consistency method assesses the cronbach alpha statistics, which indicates strong reliability if the alpha
177 co-efficient exceeds 0.7 and moderate reliability if the alpha co-efficient exceeds 0.6 table (2) shows that both
178 scales and all of variable exceeded 0.7 and score strong internal consistency . ??3) shows the descriptive statistics
179 and correlations for all personal quality performance criteria and strategic quality management. all criteria of
180 personal quality performance correlate positive with strategic quality management .the highest correlations factor
181 appear between positive personal characteristics and S.Q.M. ($R=0.57$, $p 0.01$) whereas the lowest one between
182 effective communication and S.Q.M ($r=0.4$, $p 0.05$). iv.

183 10 Result

184 The hypotheses were tested using multiple regressions. The regression result of testing for the affects of personal
185 quality performance on strategic quality management are in Table (4) .The result show that all the four purposed
186 personal quality performance criteria have positive influences on strategic quality management, and those four
187 hypotheses were fully supported. The effects of independent variables on strategic quality management separate
188 for private and public sector were displayed in table (5) the beta column contain the standardization B estimates
189 for these effects. B values can be compared using T value.

190 The T-value column shows a different result. looking down this column it is seen that four tests are
191 significant the effect positive personal characteristics on strategic quality management, when the hospitals are
192 private ($B=0.553$, $p 0.001$) is different from that when hospitals are public ($B=223$, $p 0.001$) the effect Human
193 relationships on strategic quality management when hospitals are private ($B=2310$, $p 0.001$) is different from that
194 hospitals are public ($B=one$, $p 0.1$) the effect of Exceeding work performance on strategic quality management
195 when the hospitals are private ($B=0.39$, $p 0.001$)is different from that when hospitals are public ($B=0.219$, $p
196 0.01$), the effect of effective communication on strategic quality management when hospitals are public ($B=0.448$,
197 $p 0.001$) is different from that when hospitals are private ($B=0.2080 P 0.01$).

198 Based on the previous analysis we conclude that positive personal characteristics, Human relationships,
199 Exceeding work performance contribute in strategic quality management for private but not public hospitals
200 and effective communication contribute in strategic quality management for public but not private hospitals.
201 the over all conclusion drawn from these result is that sector (type of hospitals) as a moderate variable do not
202 moderate the effect of personal quality performance on strategic quality management.

203 V.

204 11 Conclusion

205 The goal of paper were divided into two sub goals, the first one is to discuss and empirically tested the nature
206 of the relationship among the criteria of personal quality performance and strategic quality management in the
207 hospital sector both private and public.

208 All hypotheses are supported which indicates significant affect of the criteria of personal quality performance
209 (positive personal characteristics, Human relationships, Effective communication, Exceeding work performance)
210 on strategic quality management this support the argue that the personal quality has a vital role in strategic
211 quality management. the results imply that there are several criteria of personal quality performance enhance the
212 management of strategic quality within the hospitals. Sense the top management of these hospitals should consider
213 the important role of personal quality criteria when they seek to achieve a good strategic quality management.

214 The second sub goal of the paper was to exam the role of hospitals sector as a moderating effect on the
215 relationship among personal quality performance dimension and strategic quality management. a sector analysis
216 was used to examine the moderating effects of hospitals sector. in four instances were moderation significant
217 (positive personal characteristics on strategic quality management, Human relationships on strategic quality

218 management, Exceeding work performance on strategic quality management, effective communication on strategic
219 quality management).

220 The results show that the sector should not be concerned from the top management of the researched hospitals
221 when they planning for the personal quality performance to conform with strategic quality management VI.

222 **12 Limitations and Suggestion**

223 The study took place in one city only, increasing the sample both in terms of the number of cites and respondents
224 could provide more generalization in finding .in addition the study took place in hospitals and in order to permit
225 generalization to other industries future research could make larger -scale investigation in all industries. Finally
226 future research could examine the moderating effects of another moderate factor like size, industry, even more
227 the financial position of the firms. 1. Hisham. Alidrisi and Sherif Mohamed, (2012), "Resources Allocation for
Strategic Quality Management : A goal Programming Approach".¹



Figure 1: Figure 1 ENHANCING

228

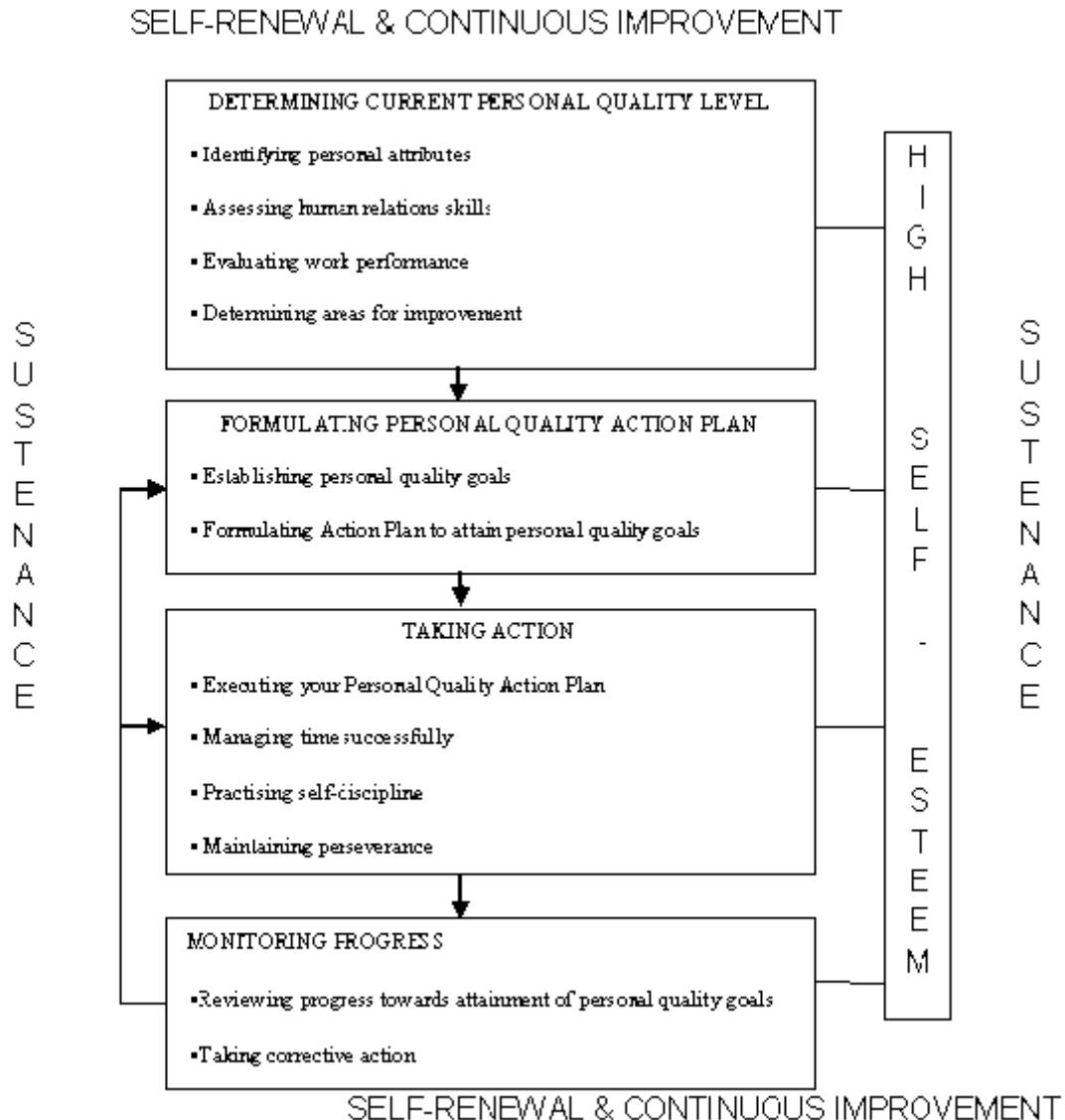


Figure 2: YearFigure (3)

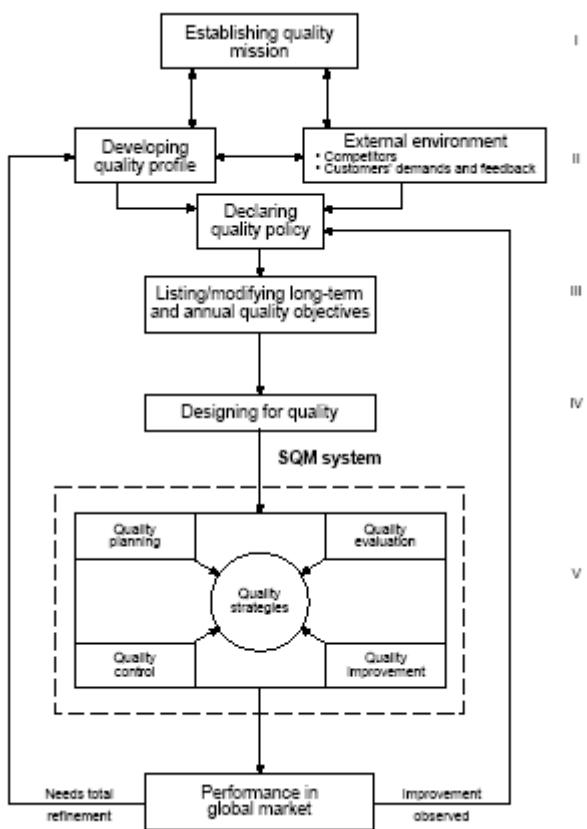


Figure 3:

12 LIMITATIONS AND SUGGESTION

1

	<ul style="list-style-type: none">? Having high self-esteem.? Having the ability to handle responsibility? Adopting system procedures? Having self discipline? Hard working? Practical implementation? Maintaining a high level of sincerity and honesty
Positive Personal At-tributes	<ul style="list-style-type: none">? Accepting constructive criticism
	<ul style="list-style-type: none">? Having flexibility and the ability to adapt to changes? Applying time management? Having good communication skills? Having elegance and good appearance? Having fitness and good health? Living a balanced life? Having self improvement? To treat all people with respect? To be optimistic? To show care for others? To maintain good relations? To have good listening skill? To draw people attention to their faults politely.? To give an honest and a specific evaluation.? To praise when needed
Good Human Relations	<ul style="list-style-type: none">? To control your emotions
	<ul style="list-style-type: none">? To admit your faults? To keep secrets? To have empathy to see the others point of view? To respect commitments and promises? To help others in their development? To keep smiling? To avoid controversy and irony? To achieve error-free work? To have full knowledge of the job? To predict problems and prevent them? To be initiative to improve work
Superior / Outstanding Work Performance	<ul style="list-style-type: none">? To do tasks by priority

2

Scale	Cronbach
Positive personal characteristic	0.8524
Human relationships	0.9273
Effective communication	0.8853
Exceeding work performance	0.9345
Personal quality performance	0.9131
Strategic quality management	0.9572

Figure 5: Table 2 :

3

	Mean	S.D	1	2	3	4
positive personal characteristics	3.87	0.65				
Human relationships	4.01	0.52	0.45**			
Effective communication	3.076	0.753	0.28*	0.38**		
Exceeding performance	3.95	0.62	0.57**	0.25*	0.41**	
Strategic management quality	4.33	0.63	0.57**	0.49**	0.42**	0.52**

Table

Figure 6: Table 3 :

4

Dependent variables (strategic quality management)

Figure 7: Table 4 :

5

SECTOR	Independent variables	Beta	T -value	SIG	² R	Model -F
	-positive personal characteristics	0.223	2.625	0.017		
	-human relationships	0.042	0.435	0.621		
PUBLIC	Effective communications	0.448	4.482	0.000	0.714	19.022
SECTOR						
	-exceeding work performance	0.219	1.521	0.111		
	-positive personal characteristics	0.553	5.345	0.000		
	-human relationships	0.431	3.991	0.000		
PRIVATE	Effective communications	0.208	1.826	0.061	0.704	24.413
SECTOR						
	-exceeding work performance	0.291	3.745	0.001		

Figure 8: Table 5 :

12 LIMITATIONS AND SUGGESTION

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