THE EXTENT OF THE APPLICATION OF QUALITY MANAGEMENT STANDARDS IN JORDANIAN UNIVERSITY LIBRARIES FROM THE POINT OF VIEW OF THEIR EMPLOYEES

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Abstract:

The aim of the study is to identify the concept and the application of total quality management of Jordanian University libraries and understand the causes, reasons and justification for its application and to work in building measurement tool to identify the requirements of the application, and check the tool validity and applicability in university libraries.

The study community consisted of all the (720) employees who work in the (29) University libraries of Jordanian universities.

The study sample consisted of all (162) employees in the Jordanian governmental and private university libraries in Irbid governorate.

The results of the statistical analysis carried out by researchers in order to answer the questions of the study shows that the arithmetic averages to the estimation of the study sample members to study tool as a whole in all areas that the degree of application of total quality management in university libraries was (medium), where the highest degree of awareness of employees (medium) and the lowest in training a (low). The researchers attribute this result to lack of specialists in the field of quality management particularly quality management in libraries in the university libraries

The study recommends:

Develop of the university libraries through the introduction of total quality management in the management, as well as to establish information systems based on using modern techniques.

Reconsideration of the traditional means of evaluating employees, and orientation towards evaluation depending on quality and academic development for workers, the study recommends preparing qualified and trained cadre in applying total quality management, through workshops, courses and missions and learn about the experiences of others.

Keywords: Quality management, University, libraries, employees

Introduction:

The modern world face many changes in all fields, along with globalization which imposed freedom transition of physical and human capital as well as technology and information; without any restrictions on this freedom, until the world has become a small village, prompting many beneficiaries and those who are interested in the services sector to find well known service organizations known by its quality services. So many organizations seek - including libraries and information centers of all sizes - to upgrade services up to the degree of excellence, where these institutions use many strategies to improve performance. The most important of these strategies focus on quality as an important strategy to help various institutions in providing services to customer desires, and meet their requirements, needs and expectations, declared and undeclared, both inside and outside the library.

Quality management is one of the most important issues of concern to the leadership in any enterprise seeking to upgrade their performance in terms of productivity and service. As one of the prevailing and desired management style for the current period and has been described as the third revolutionary wave after the industrial revolution and the computer revolution. Where the concept of modern philosophy of quality management based on several modern management concepts that is addressed in the blending between basic administrative means and innovative efforts specialized and technical skills, in order to improve performance and continuous improvement and development. (El-Khatib, 2007).

The change in the economic, technical, social and demographic basics called for the pressing emergence of demands on the quality and the effectiveness of quality where our Arabic communities at present faces many noticeable changes in various areas which require organizations to change their methods of traditional administrative management and adopting

modern management concepts, if they are to achieve their objectives efficiently and effectively (Altartouri, Al, Al, 2009).

Since the success of the Administration is associated with efficient productivity so quality management (TQM) has emerged to achieve higher productivity and continuity of quality and quality management has become an integrated strategy for the development of productive enterprises and educational institutions for it is a management that focuses on the proper performance of the work and in a perfect manner that avoids the typical waste of resources or poor utilization of it, reduce conflicts between employees, the satisfaction of beneficiaries and supports creativity and innovation (O'Reilly, 2003).

University Library have an active role in supplying the University learning resources, education and scientific research, to help it to fulfill its mission and achieve its objectives, so the University Library occupies the place of the heart of the University, for without good library there would not be a good University (El-hennawy, 2008).

Libraries in the developed world apply scientific management methods, planning, organizing and evaluating, monitoring and control, and other means that are supported by modern scientific systems as management by objectives, results and operations, research and systems analysis in order to reach optimal patterns in the management of its available resources to achieve the desired objectives.

So what distinguishes a libraries and information centers in any society is that it is located in a central focus of any social, economic, scientific or cultural activities, in this society this is due mainly to the functions of libraries and information centers as institutions entrusted with any society function of collecting, organizing, archiving, retrieval and dissemination of information and knowledge, as well as the flow of information and knowledge in the fastest and easiest ways of organizations and individuals who produce this knowledge to the organizations who need it. So the libraries cannot be isolated from knowledge because it is the essence of what it is doing, and not from society because is in the middle of it, there for the library remains one of the most institutions in society affected by any change (Ali, 2008).

Total quality depends on a variety of topics, including strategic planning, wise and democratic management, customer satisfaction, job descriptions of the staff to improve performance in work and the full commitment of all personnel, as well as persons working within its mother institution libraries, so that the overall quality is the responsibility of everybody and not the responsibility of a group of technicians and specialists like principles of quality.

it may appear to some librarian scientists that there is great difficulty facing have libraries and information centers in the application of the concept of TQM because of the novelty of the concept on service institutions or non-profit research, in addition to the idea that keys of comprehensive quality is a set of specifications and standards that require a comprehensive view to be accommodated for all individuals within the information institutions, the researchers believe that although libraries have emerged as the service institutions, but the technical development has played a prominent role in losing this tradition by entering the scope of research institutions with commercial marketing system through information marketing services, therefore libraries and information centers began even though it is first-class service institutions in phasing out the old concept of modern and realize that these institutions need special software for overall quality and this requires careful implementation and the creation of a suitable climate to use it .

The main features of this program is to provide a financial resource to equip buildings designed scientifically to suit all technical operations and services that libraries need, in addition to the training of human resources and equipment for libraries, so it should provide some of these requirements in order to get libraries on total quality specification with the participation of everybody in activating and upgrading it.

The importance of the study:

The follower for the idea of quality library services and information centers notice that the focus on this idea is old as the idea of libraries itself and what it provide of content and sources. In other words, attention to the quality of the services and acknowledge that providers of library and information services have a duty to support libraries standards is not a new subject. But new in this topic lies in the use of scientific methods and modern statistical methods for the application of quality management programs, as well as in the development of appropriate criteria and evaluation levels of performance and maintain high levels of technical and management performance through the application of such programs.

So this study try to identify the quality of the services provided by libraries through the extrapolation of libraries workers views, to provide an information base for library management by learning strengths and weaknesses in them, and then discover how libraries take into account when designing their services the actual needs of the beneficiaries and their expectations and how standards adopted by libraries differ from the standards of the beneficiary. Expected from this study:

1. To contribute to a better understanding of the reality of applying the principles of total quality management systems in university libraries.
2. Learn the views of employees in these libraries towards quality management, knowledge and its relevance to help in finding the opportunity to improve the quality system and develop it reaching total quality.

Objectives of the study:

This study aimed to identify:

1. Compare the extent of application of the study sample members for quality management standards in Jordanian universities libraries in accordance with future variables: gender, qualifications, experience, and type of University.
2. Provide those who are interested and engaged in the Jordanian governmental and private university libraries with the application of quality management standards for promotion and development.
3. Identify the concept of total quality management and the application of it in the university libraries.
4. Reach the causes, reasons and justification for the application of total quality management in university libraries.
5. Build a measurement tool for requirements of total quality management applying in university libraries in Jordanian universities, and check the tool validity and applicability in university libraries.
6. A guide to proposal to apply total quality management in university libraries.

Study Problem

some university private and governmental libraries adopted quality system to improve administrative work input, and procedures, also as a desire to raise the performance level of administrative and technical units to provide services on a high degree of quality for all beneficiaries, taking into account the ongoing development of these services, both quantitatively and qualitatively, consistent with the requirements of these libraries and laws which set the goals and objectives striving to achieve them through many means and programs, including quality management, which draws an increasing attention in the past few years in Jordan.

As the application of international quality specification is a new administrative method in Jordan, there is a very limited number of institutions that started the application, including

the Ministry of education and some universities and governmental and private colleges to upgrade services to satisfy beneficiaries (Al najar, 2002).

To ensure the effective use of the quality management system in the Jordanian Government and private university libraries to improve the performance of administrative units, and provide services to beneficiaries, prompting researchers to conduct these field study on these libraries.

Study questions:

First question: what are the degrees of quality management standards application in Jordanian University libraries from the viewpoint of the workers at the level of statistical significance ($\alpha = 0.05$)?.

The second question which States: "do quality management standards vary from the viewpoint of workers in different (theme) at the level of statistical significance ($\alpha = 0.05$)?

The third question, which stipulates: "do quality management standards vary from the viewpoint of workers according to the (gender) at the level of statistical significance ($\alpha = 0.05$)?

The fourth question, which States: " do quality management standards vary from the viewpoint of workers according to the (years of experience) at the level of statistical significance ($\alpha = 0.05$)?

The fifth question, which States: " do quality management standards vary from the viewpoint of workers according to the (academic degree) at the level of statistical significance ($\alpha = 0.05$)?

The sixth question, which stipulates: " do quality management standards vary from the viewpoint of workers according to the (University) at the level of statistical significance ($\alpha = 0.05$)?

Procedural definitions:

Quality: a set of attributes, specifications and standards that meet specific needs in the proper performance of the work.

Total quality management: Federal Quality Institution identifies it as comprehensive applied curriculum aims to achieve the needs and expectations of workers, were quantitative methods are used for the continuous improvement of processes and services (Twfeek, 2003). It Can also be defined as a regulatory Department's approach by which the senior

management leads various activities relating to the continuous improvement of quality, and involve all services and employees in the enterprise (Al, Ta'ee, 2003).

Quality standards: a collection of laws and regulations developed by the ISO global institution to reach quality.

Procedurally defined in this study, as a full and subsidiary degree acquired by respondents to the tool study prepared for the study.

Previous studies:

(Johannsen, 2000) Conducted a study entitled total quality management in the perspective of knowledge management, this study aimed to identify the theoretical analyses of TQM and proposed models to study information management and total quality management, presented theoretical the similarities and differences between information management and knowledge management and proposed a knowledge management model.

The study of Joly (2002) entitled educational requirements to achieve quality education, this study aimed to reveal the prerequisites for applying TQM in education and know the justification for the application of quality in the educational system and to achieve it the researcher used descriptive field study, results indicated that the most important requirements for achieving quality objectives, is to identify goals and ideas, the involvement of all parts, focus on the educational climate and Management, focus on outputs and an emphasis on continuous improvement and feedback.

Al-Musawi (2003) entitled development of instrument for measurement of total quality management in higher education institutions, aimed at building knowledge tool for measuring the overall quality of higher education institutions through verification of sincerity, consistency and applicability in educational institutions, the study build a 48paragraphes scale spread over four areas of quality management in higher education institutions, which are the quality requirements and follow-up, development of manpower, decision-making and community service the study recommended the application of this standard in higher education institutions in Arabic area.

The study of Al-sharqawi (2003) aimed to the identification of TQM in education and the reality of total quality management in public secondary schools in Egypt, the study results shows that total quality management in secondary schools in Egypt is low, and the study confirmed the return to school experience in dealing with such matters.

Abbas (2005) conducted a study to identify the quality of the services provided by libraries by extrapolating the needs and wishes of customers on a sample of (238) beneficiary

of King Abdulaziz University services using (Servqual) scale. The results showed that the quality of service provided by the library in question is low compared with the aspirations and expectations of beneficiaries who visit the library, as each beneficiary visit with new expectations, this is reflected on the criteria and dimensions that beneficiaries use to evaluate the actual quality of service according to the number of visits. Finally the study showed that the state of contentment and satisfaction has been achieved relatively to 79.5% of the customers to the library will advise their colleagues visited.

And Al-Ghamdi (2006) conducted a study to identify the extent of the application of the concepts of total quality management in university libraries in the sample (974) responsive staff and beneficiaries of services provided at King Abdul Aziz University libraries on the researcher design tool. The results showed that the level of University library management application of the principles of total quality management has been high and that satisfaction of beneficiaries for library services was average. There were statistically significant differences due to the scientific level variable for faculty compared to administrative workers. With regard to students ' results showed statistically function differences for graduate students compared to undergraduate students in the level of services provided to students. As the results show that the degree of commitment of staff in applying quality management policies as well as the high level of commitment on the part of library management system to improve work and problem solving was high.

Obeid (2009) conducted a study entitled application of TQM principles study aimed to the importance of the application of some of the themes espoused by the total quality management and therefore on libraries and information centers to increase awareness of the importance of the application of the standards and specifications that urges the quality and work to develop special programs for each of the types of institutions, information and training of all employees of such institutions on the various sections and departments that are closely associated in the development of the work of libraries and information centers.

Al-Khalayleh (2010) study has aimed to find out the relationship between organizational culture and practice of total quality management in university libraries in the Jordanian Government on a sample of (321) workers in these libraries. The researcher used two questionnaires, one for organizational culture and other for total quality management. The results showed that the degree of the exercise of total quality management was medium and that there is statistically significant link between organizational culture and practice of total quality management in university libraries

Gover (2010) Study aimed to recognize the importance of the indicators of quality in library services and its application in the Tshreen University from the perspective of students, as well as learn the differences in viewpoint of Tshreen University students depending on (College, class) variables. The researcher used descriptive analytical research, including (480) sample of University students for the academic year 2009/2010. To achieve the objective of research a questionnaire with (32) paragraph was designed, assumed it's in the library service quality indicators. The results showed that (54.37%) Of respondents agreed that the quality of the indicators mentioned in the questionnaire is very important, compared to (35.23%) Somewhat important, while (10.43%) Did not agree to the importance of these indicators. And (16%) Of respondents saw that the indicators mentioned are high in Tishreen University, versus (40.24%) saw that it is moderate, and (43.78%) saw that it is weak. The results also showed functional differences among university students, graduate students, and colleges.

Study community:

The study community consisted of all (720) University employees in libraries (29) University of Jordan.

Sample study:

The study sample consisted of all (162) employees in the Jordanian governmental and university libraries in Irbid governorate, table 1 shows the distribution of the study sample members according to the study variables

Table (1) the distribution of the study sample according to the study variation

Variable	Level	Number	Percentage
They type of the university	governmental	123	75.9
	Private	39	24.1
Qualification	Secondary and less	36	22.2
	Diploma + BA	108	66.7
	Higher studies	18	11.1
Experience	Less than 5 years	50	30.9
	5 – less than 10 years	60	37.0
	10 years and more	52	32.1
Gender	Male	115	71.0
	Female	47	29.0
Specialization	Specialized in libraries	38	23.5
	Not specialized in libraries	124	76.5
Total		162	100%

The study limits:

Spatial boundaries: this study is limited to employees of the Jordanian Private and Governmental university libraries in Irbid governorate/North Jordan.

Time boundaries: second semester 2011/2012 is the time period in which this study is applied.

Study tool:

Researchers used in this study, a measure in the form of a questionnaire made by the researchers consisted (36) paragraphs represent the extent of the application of quality management standards in Jordanian University libraries from the point of view of the employees who work in these libraries and here is the descriptions of the scale:

Validity of the study tool content

Researchers investigating the validity of the study tool content by submitting it to a Commission of specialists arbitrators in library and information science, public administration and educational management at Yarmouk University, and Balka applied university. The Commission of specialists arbitrators Composed of (10) members were asked to give their opinion on the scale in terms of paragraphs belonging to the dimension it was put in, the clarity of the paragraph in terms of language, as well as the appropriateness of the language of the paragraph, and any observations they find appropriate to amend. Some paragraphs were rewritten in the light of the suggestions and opinions of arbitrators.

Validity of the study tool construction

To check the validity of the study tool construction it was applied to the sample survey from outside the study sample, which is consisted of (30) professionals; in order to verify the true construction of the scale. (Corrected Item-Total Correlation) was calculated to link each paragraph of scale with the dimension it belongs to and with the measure as a whole. Two criteria were chosen for retaining the paragraph in the scale; it is not enough to have one without the other, and the two criteria are: a statistical significance of a paragraph with a total score of the dimension to which they belong, as well as with scale total score. And the coefficient value of a paragraph should not be less than the total score for the dimension it belongs to, as well as with the scale total score (0.20).

After applying the two previous criteria on all paragraphs of the former scale as the primary measure consist of (40) paragraphs, five were excluded from standard paragraphs, thus bringing the finalized measure to a (36) paragraphs, with six dimensions.

Stability of the study tool: the stability of the study tool was verified in two ways:

1. preparation stability (coefficient of stability): the scale has been applied to a sample survey from outside, the study sample consisted of 30 professionals to test method and prepare the test (Test-Retest)-with a two week interval, the correlation coefficient was calculate (Pearson) between the two applications of the scale as a whole and of dimensions, scale value ranging from (0.75-0.83) and to scale as a whole (0.91), and table (2) shows that.
2. Internal consistency reliability (Cronbach's alpha): internal consistency reliability was calculated using Cronbach's alpha value to measure areas ranged between (0.79-0.87) and to scale as a whole (0.89), table 2 shows that.

Table (2) internal consistency reliability coefficient (Cronbach's alpha) to scale as a whole

Dimension	Consistence tool	Cronbach's Alpha
Application of quality principles (application area)	0.79	0.80
Senior management commitment to apply the principles of quality management (the management commitment area)	0.75	8.87
Training Librarians (training area)	0.79	0.84
Enable workers to participate in the management process (participating area)	0.85	0.79
The awareness of employees in quality management (awareness of employees area)	0.80	0.81
Application of quality management standards as a whole	0.91	0.89

Correction way:

Study tool consisted of (36) paragraph spread over five areas, the responder sign (×) before each paragraph to indicate the compatibility of the content of the paragraph according to his believes, on a five degree profile according to five scale which are: strongly agree given

(5) degrees, agree given (4) degrees, neutral given (3) degrees, don't agree given(2) degrees, strongly disagree given (1) degree.

Study procedures

The study was done according to the following procedures:

- Researchers build the study tool scale, after reading the related theoretical literature and given the known and relevant metrics.
- The validity of the scale has been confirmed after showing it to (10) specialists in library and information science, public administration and educational management at Yarmouk University, and Balka applied university.
- The stability of the study tool was confirmed after applying it to the sample survey from outside the study sample which consists of 30 professionals calculating the coefficient of stability and internal consistency.
- Researchers applied the study tool on the study sample explaining to them the way to answer and asked them to write background information contained on the first page which are gender, practical experience, scientific degree and the university. The researchers confirmed the respondents that this information will be used only for the purposes of scientific research, and will be treated as confidential.
- The study sample was given adequate time to answer the study tools, and their questions were followed up and answered.
- The study tool was Applied to all (162) workers, all have been restored, and all data have been classified and their validly checked for analysis purposes.

Study variables:

Study included the following variables:

- Gender: Have two categories (male, female).
- Specialization: Have two categories (specialized in libraries, non-specialized).
- Experience: have three categories (less than 5 years, 5-10 years, more than 10 years).
- Degree: Have three categories (high school and less, undergraduate and diploma, graduate studies).
- Type of University and have two categories (Government, private).

Statistical standard:

To interpret the study sample members' estimation on each paragraph of the tool, statistical standard have been used as follows:

1.00 – less than 1.80	very low degree
From 1.80 – less than 2.60	low degree
From 2.60- less 3.40	moderate degree
From 3.40 – less than 4.20	high degree
From 4.20 – 5.00	very high degree

Statistical treatment:

To answer the questions of the study the following statistical processors were used:

- Arithmetic means and standard deviations.
- (t-test) for two separate sets.
- (One Way ANOVA).
- (Scheffe ') test to disorder comparisons.

Study results:

The results of the study on the first question, which States: what is the degree of quality management standards application in Jordanian University libraries from the viewpoint of the workers at the level of statistical significance ($\alpha = 0.05$)?.

To answer this question arithmetic means and standard deviations of the study sample members estimates on each area of the tool and the tool as a whole and on the application of standards of quality management in university libraries are calculated, and the table (3) shows that.

Table (3) arithmetic means and standard deviations of the study sample members' estimations on each area of the tool and the tool as a whole and on the application of standards in quality management from the point of view of employees by arithmetic mean in descending order

dimension level	rank	dimension	arithmetic mean	standard deviations	degree of appreciation
5	1	workers awareness	3.25	.89	medium
2	2	management	2.98	1.03	medium

		commitment			
1	3	Application	2.85	1.09	medium
4	4	Participation	2.28	1.08	Low
3	5	training	2.06	.96	Low
Application of quality management standards as a whole			2.68	0.63	medium

* Minimal degree (1), maximum (5)

It can be seen from table 3 that the average estimates of the study sample members on tool as a whole related to the application of management quality standards in from the viewpoint of the workers (2.68), (0.63) standard deviation with a medium degree. As reflected in the fifth dimension (the awareness of employees) came in first place with a (3.25) arithmetic mean, (0.89) standard deviation with a medium degree. Followed by the second dimension (management commitment) ranked second with (2.98) arithmetic mean and (1.03) standard deviation and with of average degree, the third dimension (training) came in fifth place and last with the (2.06) arithmetic mean, (0.96) standard deviation and with a low estimate.

Findings concerning the second question, which stipulates: "does the application of quality management standards vary in the viewpoint of workers in different (specialization) at the level of statistical significance ($\alpha = 0.05$)?

To answer this question arithmetic means, standard deviations and (t-test) have been used to the estimation of the Jordanian University Librarians to each area of the tool and the tool as a whole and according to the (specialization) variable, table 4 shows that.

Table (4) mathematical averages, standard deviations and (t-test) to the Jordanian University Librarians estimates (sample) to each area of the tool and the tool as a whole and according to the (specialization) Variant

dimension	specialization	number	mathematical averages	standard deviations	(t-test) value	Freedom degree	Statically significance
Application	in the libraries	43	2.51	1.12	-2.379	160	*.019**
	Non-specialist	119	2.97	1.06			

Training	in the libraries	43	2.98	1.10	.011	160	.992
	Non-specialist	119	2.97	1.00			
training	in the libraries	43	2.23	1.13	1.360	160	.176
	Non-specialist	119	2.00	89			
Participate	in the libraries	43	2.30	.99	.129	160	.897
	Non-specialist	119	2.28	1.12			
Awareness of librarians	in the libraries	43	3.37	1.00	1.083	160	.281
	Non-specialist	119	3.20	.84			
Tool as a whole	in the libraries	43	2.68	.41	-.077	160	.938
	Non-specialist	119	2.68	.34			

* Statistically significant at the level of statistical significance (α= 0.05)

It can be seen from table (4) that there are a statistically significant difference at the level of statistical significance (α= 0.05) between Jordanian University Libraries staff average estimates in the application area attributable to a variable (specialization) for the benefit of people with libraries specialization. Where the values of "t" below the level of statistical significance (α= 0.05).

Results for question 3, which stipulates: "does the application of quality management standards vary from the viewpoint of workers according to the (gender) at the level of statistical significance (α = 0.05)?

To answer this question arithmetic means, standard deviations and (t-test) have been used to the estimation of the Jordanian University Librarians to each area of the tool and the tool as a whole and according to the (gender) variable, table 5 shows that.

Table (5) mathematical averages, standard deviations and (t-test) to the Jordanian University Librarians estimates (sample) to each area of the tool and the tool as a whole and according to the (gender) Variant

dimension	specialization	number	mathematical averages	standard deviations	(t-test) value	Freedom degree	Statically significance
Application	Male	116	2.81	1.07	-.654	160	.514
	female	46	2.93	1.14			
Training	Male	116	3.04	1.09	1.337	160	.183
	female	46	2.80	.83			
training	Male	116	2.09	.89	.512	160	.609
	female	46	2.00	1.14			
Participate	Male	116	2.33	1.09	.813	160	.417
	female	46	2.17	1.06			
Awareness of librarians	Male	116	3.24	.88	-.126	160	.900
	female	46	3.26	.91			
Tool as a whole	Male	116	2.70	.36	1.070	160	.286
	female	46	2.63	.35			

* Statistically significant at the level of statistical significance (α= 0.05)

It can be seen from table (5) that there are a statistically significant difference at the level of statistical significance (α= 0.05) between Jordanian University Libraries staff average estimates in the application area attributable to a variable (specialization) for the benefit of people with libraries to each area of the tool and the tool as a whole according to the (gender) variable where the values of "t" bigger than the level of statistical significance (α= 0.05).

Results for question 4, which stipulates: "does the application of quality management standards vary from the viewpoint of workers according to the (experience) at the level of statistical significance (α = 0.05)?

To answer this question arithmetic means, standard deviations have been used to the estimation of the Jordanian University Librarians to the tool as a whole related to the application of the standard management in them and according to the (experience) variable, table 6 shows that.

Table (6) mathematical averages and standard deviations of Jordanian University Librarians estimates on the tool as a whole related to the application of standards of quality management according to the (years experience) variable

dimension	Years of experience	number	arithmetic mean	standard deviation
application	less than 5 years	50	2.66	.85
	5 – less than 10 years	60	2.88	1.11
	10 years and more	52	2.98	1.26
	total	162	2.85	1.09
Commitment of the management	less than 5 years	50	2.82	1.02
	5 – less than 10 years	60	2.83	1.01
	10 years and more	52	3.29	1.00
	total	162	2.98	1.03
Training	less than 5 years	50	1.96	.83
	5 – less than 10 years	60	1.88	.76
	10 years and more	52	2.37	1.21
	total	162	2.06	.96
Participation	less than 5 years	50	2.16	.96
	5 – less than 10 years	60	2.27	.99
	10 years and more	52	2.42	1.29
	total	162	2.28	1.08
Staff awareness	less than 5 years	50	3.04	.78
	5 – less than 10 years	60	3.23	.96
	10 years and	52	3.46	.85

	more			
	total	162	3.25	.89
Tool as a whole	less than 5 years	50	2.53	.29
	5 – less than 10 years	60	2.62	.33
	10 years and more	52	2.90	.34
	total	162	2.68	.36

It can be seen from table (6) that there are virtual differences in average estimates of the University of Jordan librarians on each area of the tool and the tool as a whole related to the application of standards of quality management according to (number of years of experience) variable, and to know the statistical significance for those differences; (One Way ANOVA) have been used, table 7 shows that.

Table (7) results of (One Way ANOVA) of the librarians working in the Jordan university average estimates on each of the areas of the tool and the tool as a whole related to the application of standards of quality management and as a (years experience) variable.

Dimension	The source of covariance	Squares sum	degrees of freedom	Squares averages	F value	statistical significance
application	Between the groups	2.758	2	1.379	1.164	.315
	Inside the groups	188.384	159	1.185		
	Total	191.142	161			
Commitment of the management	Between the groups	7.515	2	3.757	3.679	*.027**
	Inside the groups	162.386	159	1.021		
	Total	169.901	161			
	Between the	7.222	2	3.611		*.019**

Training	groups					
	Inside the groups	142.161	159	.894		
	Total	149.383	161			
Participation	Between the groups	1.793	2	.896		.469
	Inside the groups	187.146	159	1.177		
	Total	188.938	161			
Workers awareness	Between the groups	4.547	2	2.274		.054
	Inside the groups	121.576	159	.765		
	Total	126.123	161			
Tool as a whole	Between the groups	3.976	2	1.988		*.000**
	Inside the groups	16.796	159	.106		
	Total	20.772	161			

* Statistically significant at the level of statistical significance (α= 0.05)

It can be seen from table (7) the existence of significant differences at the level of statistical significance (α= 0.05) between the estimated averages of the Jordanian University Librarians on the domain (training, management commitment, and the tool as a whole) attributed to the variable years of experience. To find out in favor of who are those differences (Scheffe ') test was used for the after comparisons; table (8) shows that.

Table (8) test results of (Scheffe ') for the after comparisons, average estimates for the workers in the Jordan University libraries on each of the areas of the tool and the tool as a whole according to years of experience variable.

dimension	Years of experience	Arithmetic mean	Form 5- less than 10 years	For 10 years and more
Management commitment	Less than 5 years	2.82	0.01	*0.47
	From 5 – less than 10 years	2.83		0.46
	Form 10 years and more	3.29		
Training	Less than 5 years	1.96	0.12	*0.41
	From 5 – less than 10 years	1.88		*0.49
	Form 10 years and more	2.37		
Tool as a whole	Less than 5 years	2.53	0.09	*0.37
	From 5 – less than 10 years	2.62		*0.28
	Form 10 years and more	2.90		

* Statistically significant at the level of statistical significance (α= 0.05)

It can be seen from table (8) the existence of significant differences at the level of statistical significance (α= 0.05) between the study sample individuals average estimates with years of experience (less than 5 years) and those with years of experience (from 5 to less than 10 years) and for those with years of experience (from 5 to less than 10 years). And the existence of significant differences at the level of statistical significance (α= 0.05) between the study sample individuals average estimates with years of experience (less than 5 years) and those with years of experience (10 years and over) and for those with years of experience (10 years and over).

The results related to question five which stipulated" does the application of quality management standards differ from the viewpoint of workers according to the (academic degree) at the level of statistical significance ($\alpha = 0.05$)?

To answer this question arithmetic mean and standard deviations were calculated for the Jordanian University Librarians on the tool as a whole and on the application of standards of quality management for (qualification) variant, table 9 shows that.

Table (9) arithmetic means and standard deviations of Jordanian University Librarians estimates on the tool as a whole and on the application of standards of quality management and for (qualification) Variant

dimension	qualification	number	arithmetic mean	standard deviation
application	Secondary and less	36	2.67	.96
	Diploma + BA	108	2.81	1.08
	Higher studies	18	3.44	1.25
	Total	162	2.85	1.09
Commitment of the management	Secondary and less	36	2.97	1.11
	Diploma + BA	108	2.93	.97
	Higher studies	18	3.28	1.18
	Total	162	2.98	1.03
Training	Secondary and less	36	2.06	.79
	Diploma + BA	108	1.97	.91
	Higher studies	18	2.61	1.38
	Total	162	2.06	.96
Participation	Secondary and less	36	2.33	1.04
	Diploma + BA	108	2.28	1.05
	Higher studies	18	2.22	1.40
	Total	162	2.28	1.08
Staff awareness	Secondary and	36	3.11	.89

	less			
	Diploma + BA	108	3.23	.80
	Higher studies	18	3.61	1.24
	Total	162	3.25	.89
Tool as a whole	Secondary and less	36	2.63	.31
	Diploma + BA	108	2.64	.34
	Higher studies	18	3.03	.40
	Total	162	2.68	.36

It can be seen from table (9) virtual differences in average estimates of librarians in Jordanian Universities on each area of the tool and the tool as a whole and on the application of standards of quality management and as a (qualification) variant, and to see statistical significance for those differences; (One Way ANOVA) analysis was used, and table (10) shows that.

Table (10) the results of One Way ANOVA for the workers in the Jordan University libraries average estimates on each area of the tool areas and the tool as a whole related to the application of standards of quality management and as a (qualification) variant

Dimension	The source of covariance	Squares sum	degrees of freedom	Squares averages	F value	statistical significance
application	Between the groups	7.781	2	3.890	3.374	*.037*
	Inside the groups	183.361	159	1.153		
	Total	191.142	161			
Commitment of the management	Between the groups	1.910	2	.955	.904	.407
	Inside the groups	167.991	159	1.057		
	Total	169.901	161			
	Between the	6.299	2	3.150	3.500	*.033**

Training	groups					
	Inside the groups	143.083	159	.900		
	Total	149.383	161			
Participation	Between the groups	.160	2	.080	.068	.935
	Inside the groups	188.778	159	1.187		
	Total	188.938	161			
Workers awareness	Between the groups	3.077	2	1.539	1.988	.140
	Inside the groups	123.046	159	.774		
	Total	126.123	161			
Tool as a whole	Between the groups	2.495	2	1.248	10.854	*.000**
	Inside the groups	18.276	159	.115		
	Total	20.772	161			

* Statistically significant at the level of statistical significance (α= 0.05)

It can be seen from table (10) the existence of significant differences at the level of statistical significance (α= 0.05) between the averages of the estimates of the Jordanian University Librarians on a (application, training and tool as a whole) domain were attributable to the variable qualification. To find out in favor of who are those differences (Scheffe ') test was used; table (11) shows that.

Table (11) (Scheffe) test results for after comparisons for the University of Jordan librarians average estimates on each area of the tool and the tool as a whole and according to the qualification variant.

dimension	Years of experience	Arithmetic mean	Diploma + BA	Higher studies
application	Secondary school and more	2.67	0.14	*0.77
	Diploma + BA	2.81		*0.63
	Higher studies	3.44		
Training	Secondary school and more	2.06	0.09	*0.55
	Diploma + BA	1.97		*0.64
	Higher studies	2.61		
Tool as a whole	Secondary school and more	2.63	0.01	*0.40
	Diploma + BA	2.64		*0.39
	Higher studies	3.03		

* Statistically significant at the level of statistical significance (α= 0.05)

It can be seen from table (11) the existence of significant differences at the level of statistical significance (α= 0.05) between the averages of the study sample members estimates with qualification (secondary and below) and with (diploma and Bachelor's) qualification, and in favor with (diploma and BA) qualifications. With the existence of significant differences at the level of statistical significance (α= 0.05) between the averages of the study sample members estimates with (secondary and below) qualification and with the (higher studies) academic degree and for those with (higher studies) qualifications.

The results related to question six which stipulated" does the application of quality management standards differ from the viewpoint of workers according to the (type of the university) at the level of statistical significance (α = 0.05)?

To answer this question arithmetic mean, standard deviations and t- test were calculated for the Jordanian University Librarians estimates on each dimension of the tool and on the tool as a whole and according to the (type of the university) variable, table 12 shows that.

Table (12) arithmetic mean, standard deviations and t- test were calculated for the Jordanian University Librarians estimates on the sample study members each dimension of the tool and on the tool as a whole and according to the (type of the university) variable

Dimension	Type of the university	number	mathematical averages	standard deviations	(t-test) value	Freedom degree	Statically significance
Application	Governmental	123	2.88	1.14	.670	160	.504
	private	39	2.74	.91			
Commitment of the management	Governmental	123	3.00	1.09	.542	160	.589
	private	39	2.90	.79			
Training	Governmental	123	2.10	1.00	.840	160	.402
	private	39	1.95	.86			
Participate	Governmental	123	2.33	1.11	.860	160	.391
	private	39	2.15	.99			
Awareness of librarians	Governmental	123	3.32	.86	1.804	160	.073
	private	39	3.03	.93			
Tool as a whole	Governmental	123	2.72	.36	2.618	160	*.010**
	private	39	2.55	.34			

*Statistically significant at the level of statistical significance (α= 0.05)

It can be seen from table (12) a difference statistically significant at the level of statistical significance (α= 0.05) between the Jordan University Librarians average estimates on all areas of study tool and the tool as a whole due to a (type of university) variable and for favor of governmental universities. Where the values of "t" below the level of statistical significance (α= 0.05).

Discussion of results:

Discussions of the findings on the first question: what is the degree of quality management standards application in the Jordanian University libraries from the viewpoint of the workers at the level of statistical significance (α = 0.05)?.

The results of the statistical analysis carried out by researchers in order to answer the first question of the study questions represented by arithmetic means to the study sample

members estimate to study tool as a whole in all areas that the degree of application of total quality management in university libraries was (medium), where it reaches its highest in fifth dimension (awareness of employees) with a (medium) degree, and lowest in the third dimension (training) with a (low) degree. The researchers attribute this result to lack of specialists in university libraries in the field of quality management, especially in the field of quality management in libraries making focus in development in university libraries on other aspects as supply, In addition to the financial pressures faced by universities which hinder the process of applying the principles of total quality management. On the other hand, some universities do not make the application of the principles of quality management as a goal but only to get accreditation from Ministry of higher education. The results showed that the awareness of employees got first place due to the multiplicity of means of knowledge from the Internet to the various books that are already in the library, which raises the awareness of employees. While the training received last place, due to the idea that University Libraries staff are assigned for a specific work which they became experience in by the time.

Discussions of the findings on the second question: does the degree of quality management standards application differs from the viewpoint of the Jordanian University library workers according to the (specialization) at the level of statistical significance (α = 0.05)?.

The results of the statistical analysis carried out by researchers in order to answer the second question find differences due to specialization variable in the field of application and for specialized personnel in libraries, researchers attribute it to the idea that the workers who study library science and work in the library have studied during their study courses on the principles of quality management on the one hand and on the other hand, they are more for the actual needs of the University Library. While the non-specialist workers did not get this study but even some of them received only general secondary school. This makes specialists more capable of applying the principles of total quality management.

Discussions of the findings on the third question: does the degree of quality management standards application differs from the viewpoint of the Jordanian University library workers according to the (gender) at the level of statistical significance (α = 0.05)?.

The results of the statistical analysis conducted by researchers to answer the third question that no differences attributable to gender variable and researchers attribute this to a

lack of differences between staff members, whether female or male in empowerment, training and that they were graduated from the same universities and that the time for male bias in accessing to knowledge has come to an end.

Discussions of the findings on the fourth question: does the degree of quality management standards application differs from the viewpoint of the Jordanian University library workers according to the (number of years experience) at the level of statistical significance (α = 0.05)?.

The results of the statistical analysis conducted by researchers to answer question 4, there are no differences in function attributable to the variable (number of years of experience) on the device as a whole, the different years of experience among workers in university libraries, also reflected differences in their opinions about the role of university libraries in marketing information services, this was focused in category form (10 years and over), and researchers justifies this conclusion that in this category have gathered in their experiences with Office work between tradition and contemporary, especially the time of the third millennium beinging, as results pointed to differences in statistical function in management commitment and training for the favor of 10 years experienced and over, this is because most experienced staff receive more training in case of courses availability so they feel its presence in contrary to new staff who have not got their chance in training. This makes experienced staff feel that the Administration is committed to total quality management standards feel this commitment.

Discussions of the findings on the fourth question: does the degree of quality management standards application differs from the viewpoint of the Jordanian University library workers according to the (academic degree) at the level of statistical significance (α = 0.05)?.

Statistical analysis results showed statistically significant differences at the level of statistical significance (α = 0.05) between the averages of the study sample members estimates with qualification (secondary and below) and with qualification (diploma and Bachelor's), and in favor with qualifications (diploma and degree). And the existence of significant differences at the level of statistical significance (α = 0.05) between the averages of the study sample members estimates with qualification (secondary and below) and with the academic degree (postgraduate) and for those with qualifications (postgraduate).

The researchers attribute this result to the idea that the education of University Librarians plays influential and big role in the acquisition of knowledge and diverse information and that the gain of the skills necessary for educational and training processes. Especially if this qualification is based on regular specialized academic study imbued with training needs and practices and activities in the field. Researchers believe that a Ph.d. and masters are the most educated qualified and trained in this area, if it is preceded with theoretical studies and discussion group that are foundation for research field, crystallized in the form of a project study master or doctorate. The requirements of the current stage in all its technical cognitive and Informatics implications, economic and political transformation, put all the administrators of the University libraries in front of questions and hypotheses, necessitated them to break the cycle of routine and tradition, and entry into the world of quality management, give serious thought to how to take advantage of all new in this area. In the areas of application and training, results showed that differences in favor of those with the highest academic degree (master's and doctorate) and attributed it to the idea that library management in any University give attention for those who are highly qualified for its confidence in their ability and competence. Add to that the ability of employees with higher qualifications to apply total quality management principles higher than others because of their high scientific and their chance to get more training courses

Discussions of the findings on the sixth question: does the degree of quality management standards application differs from the viewpoint of the Jordanian University library workers according to the (type of University) at the level of statistical significance (α = 0.05)?.

The results of the statistical analysis carried out by the researchers that there are statistically significant difference at the level of statistical significance (α = 0.05) between averages of Jordan University Libraries staff estimates on all areas of study tool and the tool as a whole due to a variable (type of University) and for favor of governmental universities. Where the values of "t" below the level of statistical significance (α = 0.05).

Researchers attribute this to the idea that University libraries are more important from the departments and libraries on one hand and official government support on the other hand, due to the importance of these universities, and as it attracts a large numbers of students, in addition to literary educational humanitarian practical and applied disciplines, and then its presence in the attractive demographic environment, social and educational area, with an increase in population, and youth seeking University education, linking it to the requirements

of development, the labor market and the needs of society. Make State universities interest in total quality management (TQM) higher than in private universities which are mostly owned by profit institutions or companies so the focus is not primarily on the application of standards of quality but the material profit.

The recommendations of the study:

1. Interest in the development of university libraries through the introduction of total quality management in the management, as well as to establish information systems based on using modern techniques.
2. Reconsideration of the traditional means of evaluating employees, and orientation towards evaluation depending on quality and academic development for workers, the study recommends preparing qualified and trained employees to apply total quality management, through workshops, courses and missions and learn about the experiences of others, and discuss in these courses to contemporary issues and problems in the information society.
3. The need to start the availability of methods and concepts of total quality management in the curricula teaching of universities libraries sections.
4. The need to pay attention to the beneficiary of the University libraries, and learn about their wishes and expectations from the library, and give a greater effort to achieve them.
5. Review the organizational structure of the Department of university libraries so as to avoid repetition and duplication of responsibilities and conflicts of authorities, the study recommends that job descriptions must be used again and that it should be in line with the new management portal.
6. attention to encourage teamwork rather than individual acts that lead to the individual competition and a preoccupation with internal conflicts, attention to human relations between employees, and improve the business climate and impartiality in the allocation of work to the library staff.
7. Working on a mechanism to provide cooperation between university libraries and their coordination and participation in international conferences and on the internal (local) and externally (World). And connect it to university libraries in a single electronic network.
8. Supporting educational and rehabilitative programs and training courses designed to increase efficiencies in university libraries, public and private, in dealing with various means and methods appropriate to apply the principles of quality management.
9. Institutionalizing a culture of change and development of university libraries and persuade them, imposed by the requirements of the current stage.

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