Chapter 62

Integration Between Knowledge Management and Total Quality Management in Jordanian Universities:
Empirical Study

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ABSTRACT

Resulting from the development of management theory in the past few years, knowledge management has emerged, which is identifying information of value and how to use it well, as well as understanding cognitive assets of an organization and how to exploit them. Knowledge management is important and necessary for the survival of an organization and its superiority. It can be integrated into the philosophy of total quality management to play a role in the development of the basis of performance of modern organizations. The total quality management philosophy seeks to achieve customer satisfaction through the commitment of the leadership of an organization and its workers by a process of continuous improvement of the quality of performance in various aspects of an organization. This chapter aims to identify the integration between knowledge management and total quality management, when applied to public Jordanian universities as a sample for the study. The chapter found the presence of integrity and a strong correlation between knowledge management and total quality management.

INTRODUCTION

This paper is related to knowledge management (KM) and total quality management (TQM) in higher educational institutions (HEIs) in Jordan. These two issues have attracted the attention of many researchers and writers in higher education (HE). The significance of these issues is that they are both associated with the effectiveness of the academic process. Therefore, the growing interest worldwide among organisations in KM has increased because it is related to the quality of education and learning, as an alternative managerial action (Harvey, 2010). This is due to the competitiveness among higher educational institutions in their fields of interest. When TQM became more defined, it was successfully applied by many HE Institutions. However, as KM was more defined, it was extensively applied in developed countries, and good results were obtained. At the same time, some organisations still lack the proper use and benefits of KM in achieving distinction through the use of TQM. This is especially evident from the inefficient integration of KM and TQM.

The quality of education is vital for promoting society and contributes to the enduring wealth and security of a country (Babbar, 1995). Therefore, this research paper focuses on the integration of KM and TQM in HE in Jordan. The purpose of this research is to learn about KM and TQM and to identify their role in HE excellence in Jordan.

The last few decades have witnessed a widespread acceptance of KM and TQM as a means of acquiring and maintaining competitiveness in the global marketplace. Globalisation issues have triggered the move to improve performance, and HE institutions have been quick to adopt quality and knowledge models in order to survive in the increasingly global market. Indeed, worldwide, HE institutions have made steady progress in adopting KM and TQM models and institutional self-assessment approaches. The Malcolm Baldrige National Quality Award (MBNQA) in the United States and the European Foundation for Quality Management Excellence Model (EFQM) in the United Kingdom have been adapted for the HE sector, and institutions within the sector are recognising their benefits. The HE sector in Jordan has tried to adapt the model as well and is as susceptible to globalisation as any other country.

The study aim is to establish a framework that represents the integration of KM and TQM in HE. Therefore, the research was set up according to the following objectives:

- To review relevant literature on the concepts of KM and TQM and their significance for educational organisations and to contribute to the conceptual framing of them.
- To contextualise a framework for the integration of KM and TQM.
- To refine the framework scientific methods and techniques to be followed in order to take advantage of the integration of KM and TQM in enhancing the competitive advantage.

LITERATURE REVIEW

Universities in Jordan

Higher education in Jordon has expanded dramatically since 1951. It started with a one-year postsecondary teacher training college. Later, in 1962 the first public university was established, the University of Jordan. Fourteen years later the University of Yarmouk was established, which was followed by the establishment of six universities (Abu-El-Haija, 2014). Table 1 demonstrates the progress of the estab-

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