

Business Administration Department

Recommended Framework for Implementing Quality Systems in Private Higher Education Institutes in Greater Cairo

اطار مقترح لتطبيق منظومة الجودة فى المعاهد العليا الخاصة بالقاهرة الكبرى

By

Rafik Wagdy Louis Anwar

Phd. Thesis

Supervised By:

Professor

Dr. Sayed Mahmoud El-Sayed El-Khouly

Associate Professor

Assistant Professor

Dr. Osama Mahmoud Farid Hassan

Dr. Mona Salah El Deen Sherif

2016

70 My Parents, My Sister,
, My Beloved Wife and Kids

Acknowledgement

First and foremost, I would like to express my gratitude to God for His abundant grace that I am able to be what I am today.

I want to express my sincere appreciation to my supervisor and teacher, *Professor Dr. Sayed El Khouly*, for his intelligent guidance, encouragement and helpful advice during the whole process of the research writing.

To my *Assistant Professor Dr. Osama Farid* for his support and leadership and availability whenever needed.

To my Associate Professor doctor Mona Sherif for giving me the opportunity to learn from her. Her commitment and professional opinion is exceptional and truly appreciated.

To *Professor Dr. Rania Shamaa* for giving me the opportunity to learn from her vast knowledge and adding value to my research.

To Assistant Professor Dr. Bassam El Ahmady for his support and leadership in my masters degree and the knowledge he will add during the PhD thesis defence

I also want to express my gratitude to my teacher and mentor in my professional career *Dr. Mohammed El Rouby* for all his patience and guidance in every step along the way.

Thanks are extended to all the staff of the Motatawera institutes for their sincere dedication.

Gratitude and appreciation are due to all members of my family for their patience and encouragement throughout the preparation of the thesis without which it would not have been completed.

Table of contents

Title	Page
Abstract	XII
<u>CHAPTER (1)</u> : Introduction	1
1.1 Introduction	2
1.2 Research Objectives	3
1.3 Hypothesis	3
1.4 Research Questions	4
1.5 The National Authority for Quality Assurance and Accreditation for Higher	
Education in situations in Egypt	4
1.6 Quality Assurance for Private Institutes	5
1.7 Research Context	6
1.8 Thesis Outline	7
CHAPTER (2): HIGHER EDUCATION SYSTEM IN EGYPT	9
2.1 Introduction	10
2.2 Historical Background of Education in Egypt	10
2.3 Gross and Net Enrolment Rates	13
2.4 Overall Higher Education Structure	16
2.5 Private Higher Education Institutes	21
2.6 The National Committee Agency of Quality Assurance and Accreditation for	
Higher Education in Egypt	25
2.7 Degrees Offered in the Higher Education System	30
2.8 Current Problems in the Private High institutes: Pilot Study	30

Table of contents

Title	Page
CHAPTER (3) :HIGHER EDUCATION QUALITY STANDARDS	40
AS PROPOSED BY NATIONAL AUTORITY FOR	
QUALITY ASSURANCE AND ACCREDIATION	
3.1 Introduction:	41
3.2 Quality Standards of the Organization's Capabilities	42
3.3 The Quality Standards of the Educational Excellence	52
CHAPTER(4): EMBEDDING TOTAL QUALITY MANAGEMENT	65
IN PRIVATE EDUCATION INSTITUTES	
4.1 Introduction	66
4.2 The Definition of Quality	66
4.3 Total Quality Management (TQM); historical Background and Definition	68
4.4 TQM in Private Institutes' Context; Functional and structural Review:	70
4.5 Quality Control of Higher Education	75
4.6 Benefits of TQM for Private Higher Education	76
4.7 Obstacles of Implementing TQM in Private Institutes	77
4.8 Proposed TQM Model for Private Institute's in Egypt	78
4.9 Conclusion	85
CHAPTER (5): RESEARCH METHODOLOGY	87
5.1 Introduction	88
5.2 The research "context"	89
5.3 Research procedure and strategy	90
5.4 The Interview	97
5.5 Validity and Reliability	98
5.6 Statistical Analysis Tools and Procedures	99
5.7 Testing of research hypotheses	99

Table of contents

Title	Page
CHAPTER (6): QUANTITATIVE ANALYSIS OF THE	100
ATTITUDES TOWARD TQM PRINCIPLES	
6.1 Introduction	101
6.2 The Questionnaire	102
6.3 Total Sample	104
6.4 Top management attitudes toward TQM	114
6.5 Middle management attitudes toward TQM	120
6.6 Operational Level	128
6.7 Differences in the Attitudes among the Three different Management levels	134
6.8 Data Analysis Summary of the Presented Questionnaire	137
6.9 Testing Hypothesis Regarding Attitudes Toward TQM	145
CHAPTER(7): QUALITATIVE ANALYSIS OF PROBLEMS CONFRONTING THE IMPLEMENTATION OF QUALITY	155
STANDARDS IN PRIVATE EDUCATION INSTITUTES	
7.1 Introduction	156
7.2 The Interview	157
7.3 Obstacles to Fulfillment of NAQAAE Quality Standards	158
CHAPTER(8) : CONCLUSIONS AND RECOMMENDATIONS	176
8.1 Introduction	177
8.2 Main conclusions	178
8.3 Recommendations	183
Thesis Summary	199
References:	220

List of Tables

Table	Title	Page
2.1	The Net and Gross enrolment percentages in Primary Schooling, 2014	14
2.2	Primary education: Public, Private and Al-Azhar, 2011-2012	14
2.3	Student Statistics and Percentages in Secondary Education Levels 2009/10 and 2012/13	15
2.4	Enrolment of Students in High Education in Egypt, 2008-2013	18
2.5	Student Enrolling in Higher Education Classification	19
2.6	Public Universities in Egypt	20
2.7	Growth of Public Universities in Egypt 1908-2013	21
2.8	Number of high institutes from 1970 to 2015	23
2.9	Number of Students Enrolled in High Institutes from 1970 to 2015	24
2.10	The Interviewees Vision and Aspirations	31
2.11	Means of Achieving the Vision	33
2.12	Obstacles to Achieving the Vision	34
2.13	Major Problems facing Private Institutes in Implementing the NAQAAE quality	36
	Standards	
5.1	the population and Sample Questionnaire	96
6.1	Commitment toward TQM, Total Sample	105
6.2	Focus on Stakeholders, Total Sample	106
6.3	Continuous Improvement, Total Sample	107
6.4	Involvement and Empowerment, Total Sample	109
6.5	Training and Education, Total Sample	110
6.6	Tools and Techniques, Total Sample	112
6.7	Rewards, Total Sample	113
6.8	Commitment toward TQM, Top Management	114
6.9	Focus on Stakeholders, Top management	115
6.10	Continuous Improvement, Top management	116
6.11	Involvement and Empowerment, Top Management	117

List of Tables

Table	Title	Page
6.12	Training and Education, Top management	118
6.13	Tools and Techniques, Top Management	119
6.14	Rewards, Top Management	120
6.15	Commitment toward TQM, Middle Management	121
6.16	Focus on Stakeholders, Middle management	122
6.17	Continuous Improvement, Middle management	123
6.18	Involvement and Empowerment, Middle Management	124
6.19	Training and Education, Middle Management	125
6.20	Tools and Techniques, Middle Management	126
6.21	Rewards, Middle management	127
6.22	Commitment toward TQM , Operational Level	128
6.23	Focus on Stakeholders, Operational Level	129
6.24	level Continuous Improvement , Operational Level	130
6.25	Involvement and Empowerment, operational Level	131
6.26	Training and Education, Operational Level	132
6.27	Tools and Techniques, Operational Level	133
6.28	Rewards, Operational Level	134
6.29	Analysis of variance among the three management level groups of respondents regarding	
	TQM principles	135
6.30	Summary statistics of the sampled population	143
6.31	Summary of the Overall "T" Tests	144
6.32	Summary of the "T" Tests of Commitment toward TQM	145

List of Tables

Table	Title	Page
6.33	Summary of the "T" Tests of Focus on Stakeholders	146
6.34	Summary of the "T" Tests of Continuous Improvement	147
6.35	Summary of the "T" Tests of Involvement and Empowerment	148
6.36	Summary of the "T" Tests of Training and Education	149
6.37	Summary of the "T" Tests of Tools and Techniques	150
6.38	Summary of the "T" Tests For Rewards	151

List of Figures

Fig	gure Title	Page
2.1	Educational system in Egypt	12
2.2	Higher Education System in Egypt. February 23-24, 2008 Partners in Develop Ministry of	Ĩ
	Higher Education	16
2.3	Number Shows the Growth of the Number of High Institutes Since 1970 till 2015	23
2.4	number Shows the Growth of the Number of Students in High Institutes Since 1970 till	l 24
	2015	
4.1	Quality Advantages	67
4.2	TQM in Higher Education Systems	73
4.3	System of External and Internal Control of Higher Education	75
4.4	The Proposed TQM model	79
5.1	Research Methodology	89
6.1	the Significance Level of each TQM Aspects in Relation to Hypothesis (1)	152
6.2	the Significance Level of each TQM Aspects in Relation to Hypothesis (2)	153
6.3	the Significance Level of each TQM Aspects in Relation to Hypothesis (3)	154
8.1	Recommended Framework	184
8.2	Recommended Framework to Solve Institute's External Problems	185
8.3	Recommended Framework to TQM in PI's	192
8.4	Recommended Steps for Implanting the TQM Framework in PI's	193

List of Abbreviations

PIS	Private Institutes
NAQAAE	National Authority for Quality Assurance and Accreditation of Education
MOHE	Ministry of High Education

Abstract

The general purpose of this study is to investigate the usage of Quality Assurance Systems in higher education as a means to improve the higher education system in general and the performance of higher education private institutes in particular. This aim is directed to reflect the challenges facing the private higher institutes in implementing the Quality Assurance standards of the National Quality Assurance and Accreditation committee in Egypt and the potential solutions to these problems. A Random Sample of 10 % of the 86 private higher education institutes in greater Cairo was selected and a lickert 5-point questionnaire about 7 principles of total quality management was administered to 753 respondents of top, middle and operational management levels. The questionnaire contained 39 statements related to the 7 TQM principles. The aim was to analyze the differences in attitudes of the three management levels. The research also attempted to analyze the effects and the number of years the institute is in business upon the level of implementation of quality systems within the institute and its readiness to apply for accreditation. Quantitative as well as qualitative analyses of research data were undertaken to test research hypotheses. Areas of agreement, uncertainty and disagreement between the 3 levels were indicated via frequency and ANOVA analyses. The "T" analysis showed significant effect of years of service upon implementation of quality systems .A framework for overcoming obstacles fusing PI's in fulfillment of quality standards was suggested. It includes ways to overcome external problems and ways to overcome the internal ones. The first is concerned with reformations in the NAQAAE organizational structure and job description, while the second is through the implementation of the proposed total quality management framework.

CHAPTER ONE

Introduction