ABSTRACT

The present study is essentially a descriptive - cum - correlational one focusing on the following research question.

1) How do the Heads of departments and Faculty Members in Fersowsi University of Mashhad perceive TQM in higher education in Iran?

2) Is the perception about TQM in higher education of Heads of department related to their Leadership Behavior?

3) Is the perception about TQM in higher education of Faculty Members related to their Organizational Commitment?

4) Do the background variables – gender, age, experience and subject area- of Heads and Faculty Members in Fersowsi University of Mashhad influence their level of perception about TQM in higher education, Leadership Behavior and Organizational Commitment?

The study is concluded with the following purpose:
I. To study the perception of Heads of the Departments and Faculty Members of Ferdowsi University of Mashhad (Iran) about TQM in Higher education.

II. To study the differences of Heads of the Departments of Ferdowsi University of Mashhad (Iran) about TQM in higher education with respect to their background variables like, gender, age, length of experience and different faculties.

III. To study the differences in the perception of Faculty Members of Ferdowsi University of Mashhad (Iran) about TQM in higher education with respect to their background variables like, gender, age, length of experience and different faculties.

IV. To study the differences in the perception about TQM in higher education between Heads of Departments and Faculty Members of Ferdowsi University of Mashhad (Iran).

V. To study Leadership Behavior of Heads of the different Departments of Ferdowsi University of Mashhad (Iran).

VI. To study the differences in the Leadership Behavior of Heads of the different Departments of Ferdowsi University of Mashhad (Iran) with respect to their background variables like, gender, age, length of experience and different faculties.

VII. To study Organizational Commitment of Faculty Members of Ferdowsi University of Mashhad (Iran).
VIII. To study Organizational Commitment of Faculty Members of Ferdowsi University of Mashhad (Iran).

IX. To study the differences in the Organizational Commitment of Faculty Members of Ferdowsi University of Mashhad (Iran) with respect to their background variables like, gender, age, length of experience and different faculties.

X. To study relationship between the perception of Heads of the Departments about TQM in higher education and their Leadership Behavior.

XI. To study relationship between the perception of Faculty Members about TQM in higher education and their Organizational Commitment.

In the present study Total Quality Management (TQM), Leadership Behavior, and Organizational Commitment are considered as main variables and gender, age, length of experience and different faculties are considered as background variables. The sample for the present study consisted of 33 Heads of Departments and 305 Faculty Members from Ferdowsi University of Mashhad. Data was collected using Survey Instrument to measure Total Quality Management in Education by Bonstingle (1992), Multifactor Leadership questionnaire by Bass and Avolio (1995) and Organizational Commitment Scale by Meyer and Allen (1990) and was analyzed using SPSS package version 16.0 with statistical techniques like t-test. One way ANOVA, Scheffe’s HSD (Honestly
significant difference) test and Pearson Correlation Coefficient for verification of research hypotheses formulated based on the objectives of the study.

- Majority of the Heads of Departments and Faculty Members of Ferdowsi University of Mashhad (Iran) have moderate level perception about Total Quality Management (TQM) in higher education among the remaining percentage of Heads of Departments with high level perception about TQM of Faculty Members.

- Majority of male and female of the Heads of Departments in Ferdowsi University of Mashhad (Iran) have moderate level Leadership Behavior (LB). However, percentage of male Heads of Departments with moderate level of Leadership Behavior is more than the percentage of female heads of departments in Ferdowsi University.

- Majority of both Faculty Members in Ferdowsi University of Mashhad (Iran) have moderate level Organizational Commitment (OC). However, of the remaining, percentage of female Faculty Members with high level Organizational Commitment is more than the percentage of male faculty members of Ferdowsi University of Mashhad.

- There is no significant difference in the perception about TQM in higher education (both total and component wise) between male and female Heads and among Heads with different age groups, different length of experience and different faculties in Ferdowsi University of Mashhad (Iran).

- There is significant difference in the perception about TQM in higher education (total and component wise) among Faculty Members with
different length of experience of Ferdowsi University of Mashhad. The mean performance of Faculty Members with 11-15 and 21-25 years of experience is higher than those with other 3 categories of Faculty Members.

- There is no significant difference between male and female Heads of the Departments and among Heads with different age groups, different length of experience and different faculties in Ferdowsi University of Mashhad in their Leadership Behavior (total and component wise).

- There is significant difference among Faculty Members of different age groups, different length of experience and different faculties in Ferdowsi University of Mashhad in their Organizational Commitment.

- There is significant relationship between the perception of Faculty Members about Total Quality Management in total and its components (Adopt the new philosophy, Long-term relationship, Improve constantly, Drive out fear, Eliminate quotas, Abolish annual rating, Involve everyone) and their total Organizational Commitment and its components (Affective, Continuance and Normative Commitment).