
Leading Change in Universities and Its Impact on Improving the Educational Process

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To cite this article:

Ekhlas Alhaib, Ali Kadhem Alsandi. Leading Change in Universities and Its Impact on Improving the Educational Process. *Science, Technology & Public Policy*. Vol. 7, No. 1, 2023, pp. 21-25. doi: 10.11648/j.stpp.20230701.13

Received: December 6, 2022; **Accepted:** January 11, 2023; **Published:** May 25, 2023

Abstract: Educational institutions face a great challenge represented by the rapid growth in the field of knowledge, the tremendous development in communication systems and their means, the information and modern technological revolution, and the growing interest in the value of excellence and quality in the comprehensive sense, which expresses perfectly doing business from the first time to achieve the satisfaction of the beneficiary (student, and the labor market). The quality of education today represents the most important challenges facing education systems in all countries of the world, especially since the reports of international organizations stress the need to reconsider the philosophy of education with a focus on the importance of setting better standards to achieve quality from the principles: customer focus, continuous improvement, employee empowerment, and senior management commitment. As all of them help to obtain the most high-quality educational outputs that are expected to lead to the development of the human personality to serve the community and support its national culture and help reduce errors and material and human costs to a minimum while obtaining satisfaction of the beneficiaries and their expectations and needs are changing and continuous, and this cannot happen Without the role of leadership in supporting improvement efforts and spreading a culture of quality. The prevailing leadership patterns in educational institutions must be changed with a new leadership pattern with certain characteristics and a special work style that is compatible with the methodology and culture.

Keywords: Change Leadership, Quality Standards, Leading Change, Educational Process, Universities, Quality Management

1. Introduction

In recent years, the world has witnessed an unprecedented state of development and growth in all areas of life, which has been characterized by many changes and transformations in all political, cultural, economic, and social fields that have left their mark on aspects of human activity in general and in the field of leadership and management in particular. A rapid development in all fields as a result of the emergence of the information revolution in the fields of various sciences and technological applications, whether it is administrative or technical technology, and the wide developments associated with it in the field of communication and computer, especially in light of the Corona pandemic that affected the whole world.

These rapid changes and developments were reflected in the

behavioral aspects of the new generations. Educational methods became in need of more vigilance, alertness and attention. To meet these challenges; This calls for studying the educational curriculum of the community on a permanent basis, and ensuring its suitability for growth, rapid development, and changes that occur in the internal and external environment of the community, and attention and adaptation to modern changes that will lead to creativity and innovation in the educational process; Raising a new generation with high skills and competencies, and a moral system commensurate with our customs and traditions is not easy, and requires a lot of research and development; to reach our children to advanced stages of awareness [1].

Organization leaders are required at all times to embrace change management and innovation in all areas of their business, and to help and open the way for workers; In order to

keep pace with development and creativity, and to strive towards the prosperity and progress of the institution, the leaders of institutions must accept the ideas and methods that promote change, strive towards achieving them, help employees to implement them, and ensure the maximum benefit from all available resources, especially human resources [2].

Perhaps one of the most important factors governing the development of university education is those related to its management style, and this is due to the fact that university administration is how the university education system is managed according to the ideology of the society in which it lives, and its economic, social, political and cultural conditions surrounding it, so that the goals sought by society are achieved. This type of education comes within a climate in which sound human relations necessarily increase the effectiveness and efficiency of the university administration. Therefore, the development of university education does not take place without changing, developing and modernizing the university administration [3].

One of the most important requirements for quality at the organizational level is the creation of an organizational culture in which quality is one of its top priorities, and that the organization's management is keen on following up, evaluating and sponsoring quality programs in order to benefit from their advantages and achieve their goals. From this point of view, this study came to shed light on the role of the administrative leadership in the organization in applying the principles of total quality management in one of the government institutions represented by the Ministry of Trade and Industry [4].

In recent decades, interest has increased in achieving quality assurance of university education, especially in developing countries. As ensuring the quality of university institutions is no longer just a choice, but rather has become an urgent necessity imposed by the current and future variables and the current crisis, and accordingly, achieving quality assurance of university education institutions has become a top priority for any leadership that manages these institutions [5].

2. Search Problem

Continuous change is one of the most important advantages of our contemporary world, as achieving effective change for any institution referring to the transition from the current situation to a new one; To achieve a set of planned and planned goals, change is one of the means of improving for the better, and moving to a stage of development.

Institutions in general, and universities in particular, are interested in keeping pace with the continuous changes and developments, in order to provide the best services to their affiliates. This role increases their interest in adopting total quality processes within the institution, and this requires the presence of a qualified manpower; To deal with this change within the institution, he has a clear vision and specific goals for the advancement of higher education institutions, in light

of the feeling of workers in higher education institutions of distress and tension from the continuous change within them, especially if this change is not studied and planned in advance, which may have a natural reaction, which is resistance to change, and therefore a culture of participation should be spread within the educational institution in making decisions and achieving the desired goals [6].

Several studies in this field have indicated the importance of leading change and implementing its mechanisms at the university leadership level, including the study [4], which indicated that change at the university level has become a reality of living, and that the rate of change occurring in the university system calls for the need to keep pace with Total quality to ensure compliance with its global conditions and principles. Through the above, the main problem of the research becomes clear: What is the impact of leadership change in universities on improving the educational process? Within this main problem, a number of sub-questions fall:

- 1) What are the strategies and methods for driving change?
- 2) What are the principles of total quality?
- 3) What is the relationship between change and total quality?

2.1. Research Importance

The importance of this research paper comes from the importance of leading the change that we need in light of the current circumstances, from the speed of technical and technological developments, and the spread of the Corona pandemic in the entire world, which imposed on everyone the assignment of leaders who believe in change and are able to cope with the requirements of comprehensive quality that most educational institutions call for. Under these circumstances, university leaders have proven their success and ability to keep pace with the appropriate changes to the principles of international quality, and to address all the obstacles they face. Examples of this are university leaders who have effectively proven their presence in light of the requirements of the new digital age, and the requirements of quality in the twenty-first century.

2.2. Research Aims

- 1) Recognize the strategies and methods of leading change.
- 2) Recognize the principles of total quality.
- 3) Recognize the relationship of change to total quality.

3. Change Leadership

Change leadership: It is the leadership capable of owning a vision and strategy for making the change process, building an organizational culture that supports this vision and strategy, and the ability to motivate and empower workers and raise their morale. [7]

Change leadership is defined as: "Managing multiple sequential operations, ending with the creation of the required change, meaning that managing change is mainly related to who manages change, the methodology of change work, and

its stages, starting from defining the vision, and ending with bringing about change on the organization's land regardless of the level of achievement.

The concept of change: It is a "directed, intentional, purposeful, and conscious change that seeks to achieve internal and external environmental adaptation, in order to ensure the transition to an organizational state that is more capable of solving problems. It is a tangible change in the behavioral pattern of employees and a radical change in organizational behavior to comply with the requirements of the internal and external organizational environment and climate. [8].

Quality standards: They are a set of standards, characteristics and principles to invest in the capabilities, talents and innovations of human cadres to meet the needs and reach a degree of accuracy and excellence in performance [1].

4. The Importance of Leading Change

The importance of change leadership stems from the actual need for change in a large way, as the process of change requires the investment of a large number of human resources, and part of the financial resources. Leadership for change has become urgent in all institutions, and the need for it increases with the passage of time. Therefore, it is necessary to amend the regulations, to follow developments as quickly as possible; To fill all the needs in the information age that dominates today.

In the educational field, change is very important. It is renewal and departure from the norm, or moving from the current situation to another new situation; To achieve desirable, basic, planned and drawn-out goals based on the educational institution's goals and directives, working in an environment open to the outside world, and benefiting from the experiences of others, and following the need for change stems from working to advance the educational institution, and transferring it to a modern institution.

Introducing change in the educational system in a deliberate manner since the launch of the radical changes in technology and informatics in the last century, because the change will inevitably affect the school environment, the performance of teachers and students, and the teaching-learning process in general [9].

5. Change Leadership Strategies

Change management strategies: It is a set of methods or strategies that women use to bring about change in the organizations that they lead, such as the method of directing, the method of coercion, the method of cooperation and participation in leading change [10].

The process of change must be organized, studied, and well planned, in order for it to achieve its goals, by following appropriate strategies, including what I mentioned [11]:

- 1) Practical application strategy: This strategy is based on rational perceptions that a person achieves his interests if it is clarified to him, and depends on the exchange of

information between individuals; To make decisions and reach the goals that the change process seeks, since the rational choice of the individual is the best and most appropriate.

- 2) Values strategy: It is based on recognizing the system of needs of workers in educational institutions, and the impact of these needs on their performance, and that changing the behavior of workers takes place when the old values are ineffective; Therefore, it is necessary to create new effective values.
- 3) The strategy of applying submissiveness and coercive force: it includes obligating individuals to make change, and to overcome forms of resistance by taking penalties, and procedures for anyone who resists or violates, and this strategy is rarely applied in educational institutions, because of its negative impact on workers.
- 4) The gradual change strategy: which is based on the broad participation of the staff and the principal in educational institutions; To identify goals and hypotheses for change, which enables individuals to be motivated and more excited to bring about change and implement it. Cases of making change sometimes encounter resistance to change in the educational institution, so the director follows the strategy of coercion when it is not possible to benefit from persuasion.
- 5) Structural change strategy: deep planning and high skill are required; To achieve the structural change strategy, which stems from the ingenuity of the director of the educational leadership institution, which is carried out at the initiative of one of the workers, who put forward the idea of change, which is followed by a great deal of direction and persuasion in order to reach the desired goals.

6. The Stages of Change Management

Change management goes through several stages and steps that must be followed to achieve the desired change in educational institutions, which are as follows:

- 1) The stage of preparing for change, breaking out of the norm, and persuading individuals within the organization to the importance of change in order to avoid resistance.
- 2) The stage of making the required changes aimed at improving performance and raising competencies and effectiveness.
- 3) The stage of fixing the change by preserving the changes and the advantages that resulted from the change [12].

Forms of Change

- 1) According to the scope of the change, it is divided into partial and comprehensive change, which includes all aspects of the institution in an integrated manner, and the institution becomes another form after resorting to this change, and it is called a revolutionary change, because it triggers a revolution within the institution that leads to a complete and partial change,
- 2) The training partial change is directed towards one side

of the institution and takes place in batches [13].

7. The Concept of Total Quality Management in Education

Total Quality Management is a modern management method with a clear philosophy that works to create an appropriate environment to improve the skills of workers and review work mechanisms on an ongoing basis using a number of means and processes that achieve the highest possible degree of quality and excellence in performance to reach outputs that satisfy the beneficiaries, through the development of self-monitoring, Encouraging teamwork, focusing on tools, processes and outputs, contributing to the integration of workers, achieving flexibility in systems, taking care of the internal and external beneficiary, emphasizing the importance of providing work requirements for workers, training according to need, and promoting group motivation and continuous improvement [14].

7.1. Importance of Total Quality Management

Total quality management is one of the modern administrative trends applied in the public sector, similar to its application in the private sector, and total quality management has grown and developed by adopting the ideas of Deming and Goran in Japan after the war, but the reality confirms that they themselves have been affected by the contributions of management theory that were dealt with by science Behavioral and systems approach, and that there are many international organizations that have demonstrated a clear distinction in their results through their application of the concept of total quality management, and have achieved encouraging results in this field [15].

7.2. Principles of Total Quality Management

The principles of total quality management represent the main pillars upon which the practical application of this approach is based in any organization. Pillars, elements, fundamentals, factors, and studies and research varied on the number of principles on which the application of the total quality management approach is based. Some reduce it to five principles, while others expand it to more than ten principles. [16]. This study will include four principles: customer focus, continuous improvement, employee empowerment, and senior management commitment.

From the point of view of many researchers, total quality management within the framework of the organization includes a set of contents and elements, the most important of which are according to Al-Qatifan, Raed Musa [17]:

- 1) Applying the collaborative team work method and the extent of the capabilities, talents and experiences of the human element in the organization through participation, cooperation and team building.
- 2) Ensure the continuous improvement and development of quality through the use of statistical methods and human resources for improvement and development.

- 3) Reducing errors in terms of doing the right work correctly from the beginning, which leads to reducing the cost to a minimum while obtaining the satisfaction of the beneficiaries.
- 4) Be careful to calculate the cost of quality in the organization to include all work related to the service provided, such as the costs of lost opportunities, the cost of errors, and others.
- 5) A holistic approach to all areas, such as objectives, organizational structure, work methods, motivation, and procedures.
- 6) A new approach and management philosophy to achieve the best results at the lowest costs.
- 7) The leadership role in supporting improvement efforts and spreading a culture of quality.
- 8) Meeting the changing needs and expectations of customers on a continuous and complete basis.

The relationship between change leadership and total quality

Total quality management needs to change the current leadership style prevailing in universities with a new leadership style with certain characteristics, and a special work style that is consistent with this methodology and culture as the responsibility entrusted to the administrative leadership in the light of total quality management is a grave one, because the successful performance of its mission depends on the success of the application of this methodology. And because the well-known traditional patterns do not harmonize and do not serve their success, new leadership patterns have emerged that are in line with the total quality system, such as the administrative network pattern, the leadership behavior spectrum model, the Mercy and Blanchard model, and other patterns that give the leader a sequence in the pattern according to the situation and condition required by the institution.

8. Conclusion

All educational institutions, especially universities, must think about how to move from routine and administrative sluggishness to using change management to keep pace with global changes and future crises, improve performance, develop and strengthen the positive administrative aspects, if any, and seek to address the negative aspects. Change in universities does not happen just for the sake of change, but according to the circumstances that call for change, striving to bring about training programs and spreading administrative awareness of the importance of managing changes in order to reach the institution's vision and goals. As well as that, making an effort to choose the appropriate change leadership strategies, knowing the forms and stages of change management, and the appropriate time and place to apply them, without ignoring the principles of total quality management because of their many benefits for institutions, so that the change is effective and successful.

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