

( ) : ( )

( 319 )  
: T.Test ( ANOVA)  
%45.6  
0.456

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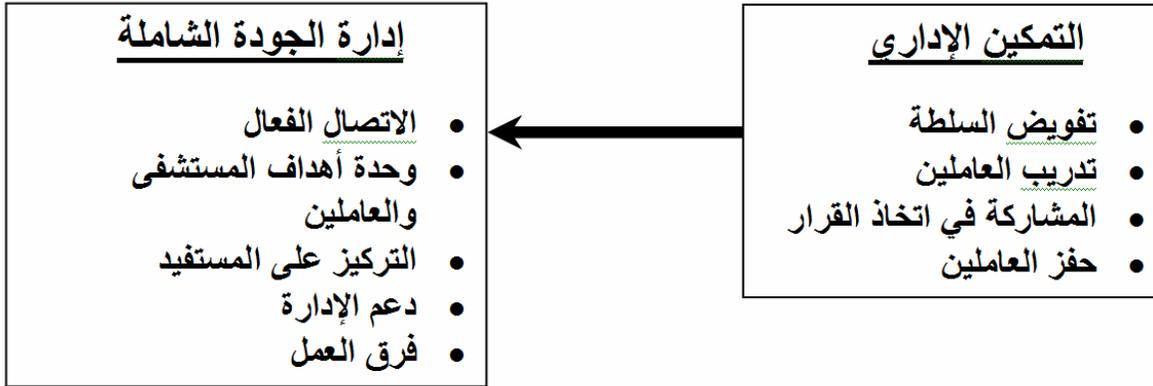
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المتغير التابع

المتغير المستقل



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(Robbins & Coulter , 2003)

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 (24) : ( Kinicki & Williams 2006 ).  
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**Descriptive** .1  
**:Statistic Measures**

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	.(96.5%)	
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.1	<b>One Way (ANOVA)</b>	.2
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	<b>:Regression</b>	.3
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	<b>Stepwise</b>	.4
	<b>:Regression</b>	
	<b>Independent-</b>	<b>T</b> .5
		<b>: Samples T-Test</b>
	<b>Variance</b>	.6
		<b>Inflation Factor –VIF</b>
		<b>Tolerance</b>
	<b>:" Skewness "</b>	.7
	Normal "	
		" Distribution
	<b>: Reliability</b>	.8
ISO 9000:2000	2005	
	2007	:
	( HACCP )	(Validity)

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Federal Quality Institute

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(1999 )

Goetsch& )

( Davis, 2006

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(2007 ) "

Akgum & Assaf, )

(2009a

(Brown, 2006)

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1. : (Goetsch& Davis, 2006) : -5
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3. (2007 ) : (Goetsch& Davis, 2006) -7
4. (2007 ) : (Goetsch& Davis, 2006) -8
5. (2007 ) " "
6. (2007 ) : (Robbins& Judge, 2007)

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: M- Motivation -2

(2005 )

: P - Purpose -3

: O-Ownership -4

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Noe et ) .(Goetsch& Stanly, 2006)

" ( al,2008

: W-Willingness to change -5

" (2010 ) ."

: E-Ego Elimination -6

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: R-Respect -7

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Empower

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: E- Education -1

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**Strategies in European Healthcare Systems**

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" : ( 2001 )

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. ( )"

( Faulkner & Laschinger, 2008)

**The Effects of Structural and Psychological  
Empowerment on Perceived Respect in  
Acute Care Nurses**

(Lombarts, 2009)

**Application of Quality Improvement  
Strategies in 389 European Hospitals:  
Result of MARQualS Project**

500

389

100

(Petterson, et al, 2006)

**Evaluation of an Intervention Program  
Based on Empowerment for Eldercare  
Nursing Staff**

12

(Stockholm)

( Walshe, 2009)

**National Quality Improvement Policies and**

259

(occupational groups)

-1

(Chang, et al, 2006)

**An Approach to maximize hospital services quality under budget constraints (Taiwan)**

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(Suominen, et al, 2005)

**Empowerment as Experienced by Head Nurses Work**

( 319 = )

:(1)

%			
47	150		
53	169		
5	16		

%			
27	86		
60.5	193		
7.5	24		
31.7	75		5
23.5	58	10 -	6
16.9	54	15-	11
27.9	89	15	
5.4	10		/
16.9	54		/
30.7	98		
49.2	157	( )	
20.7	66		25
42.7	136	35-	26
29.2	93	45-	36
7.5	24		46

.% 49.2

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(2):

	<b>1</b>	.7400	3.47		#
	1	.9050	3.79		1
	2	.9260	3.77		2
	3	.9470	3.55		3
	5	.9560	3.33		4
	6	1.043	3.11		5
	4	1.044	3.53		6
	<b>2</b>	0.883	2.64		#
	2	1.150	2.65		7
	4	1.078	2.51		8
	3	1.295	2.61		9
	6	1.186	2.22		10
	1	1.142	3.44		11
	5	1.093	2.46		12
	<b>3</b>	.8860	2.61		#
	4	.9910	2.56		13
	3	1.036	2.57		14
	2	1.014	2.69		15
	1	1.027	2.77		16
	5	.9950	2.53		17
	<b>4</b>	.9160	2.58		#
	1	1.152	2.75		18
	2	1.087	2.73	( )	19



(Petterson,2006).

( 2.78).

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(3):

	<b>1</b>	<b>.7500</b>	<b>3.43</b>		<b>#</b>
	1	.9470	3.78		25
	3	.9550	3.51		26
	2	.9750	3.60		27
	5	.9640	3.31		28
	4	.9790	3.36		29
	2	1.057	3.16		30
	<b>2</b>	<b>.8260</b>	<b>3.36</b>		<b>#</b>
	4	1.002	3.24		31
	5	1.115	2.99		32
	2	1.029	3.63		33
	3	1.033	3.38		34
	1	.8270	3.77		35
	<b>3</b>	<b>.7890</b>	<b>3.33</b>		<b>#</b>
	4	1.000	3.33		36
	6	.9620	3.23		37
	3	.9910	3.39		38

	1	1.011	3.48		39
	2	.9510	3.42		40
	5	.896 0	3.29		41
	<b>4</b>	<b>.8360</b>	<b>3.27</b>		<b>#</b>
	2	.9500	3.25		42
	4	1.022	3.14		43
	3	.9820	3.15		44
	1	1.090	3.64		45
	<b>5</b>	<b>.8830</b>	<b>2.80</b>		<b>#</b>
	2	1.089	2.77		46
	4	1.045	2.89		47
	3	1.012	2.81		48
	1	1.051	2.79		49
	-	-	<b>3.24</b>		<b>#</b>

(1.057) :

(3.43)

-1 (0.750)

(3.36)

(0.826)

(0.947) (3.78)

(0.827) (3.77)

(3.16)

	(1.089)				
				( 2.99)	(1.115)
	(2001 )			:	-2
				(3.33)	
	( 3.24)				(0.789)
				:	-3
	"Variance Inflation Factor –VIF"			(.0836)	(3.27)
	" Tolerance "				
	(10)				
	(4)	(0.05)			
			" VIF"	:	-4
	( 2.301 – 1.401)		( 10 )		
				(.0883)	(2.80)
	( 0.714 – 0.435 )		(0.05)		
Normal "				( 1.045 )	(2.89)
"			" Distribution		
			" Skewness		( 9001: 2000)
	(1)			Goetsch &	
	(1)		(4)		( David , 2002)
				(2.77)	

:(4)

(Skewness)	(VIF)	(Tolerance)	
.2990	1.401	.7140	
.0440	1.713	.5840	
.0170	2.184	.4580	
.1290	2.301	.4350	

":  
(0.05 ≥ α)

:(5)

	F				
0.0001	63.649	16.982	67.927	4	
		0.267	81.107	304	
			149.034	308	

0.456 = (R<sup>2</sup>)

(5)  
(0.0001) (63.649) F  
(0.05 ≥ α)

:(6)

	(R)		T	Beta	B	
0.162	0.402	*0.0001	7.77	0.402	0.383	
0.316	0.562	*0.0001	12.01	0.562	0.432	
0.329	0.573	*0.0001	12.35	0.573	0.450	
0.364	0.603	*0.0001	13.34	0.603	0.502	
<b>0.456</b>	<b>0.675</b>	<b>*0.0001</b>	<b>10.626</b>		<b>0.515</b>	

0.05 ≥ α \*

: (6)

α)

-1

( ) (0.05 ≥ )  
 (Stepwise)  
 (7) R (0.0001) (10.626) T  
 . R ( 0.606 ) (0.675)  
 % 36.7 (0.456)  
 R<sup>2</sup> .R<sup>2</sup>  
 -2  
 ( % 43.2 ) (0.657)  
 ) : (0.05 ≥ α)  
 (0.672) - - ( 7.77) T  
 ( ) . ( 13.34 12.35 12.01  
 -3

( Stepwise) : ( 7 )

0.367	0.606	
0.432	0.657	+
0.451	0.672	+ +

: -1

:( 8 )

R <sup>2</sup>	(R)		T	Beta	B	
0.197	0.444	0.199	1.288	0.057	0.384	
0.389	0.624	*0.0001	5.420	0.266	0.069	
0.450	0.671	*0.0001	5.347	0.297	0.254	
0.452	0.672	*0.0001	4.782	0.272	0.296	
<b>0.529</b>	<b>0.727</b>	<b>*0.0001</b>	<b>18.710</b>		<b>0.908</b>	

0.05 ≥ α \*

-2

) : (0.05 ≥ α) α) -1  
 .( ( ) (0.05≥  
 . (0.199 α)  
 : -2 R (0.000) (18.710) T  
 (0.727)  
 (%52.9)  
 .R<sup>2</sup>

:( 9 )

R <sup>2</sup>	(R)		T	Beta	B	
0.139	0.372	0.271	1.103	0.057	0.065	
0.253	0.503	*0.006	2.757	0.157	0.142	
0.286	0.535	*0.037	2.096	0.135	0.128	
0.372	0.610	*0.0001	6.109	0.406	0.405	
<b>0.359</b>	<b>0.599</b>	<b>*0.0001</b>	<b>13.242</b>		<b>0.695</b>	

0.05 ≥ α

\*

-2

) : (0.05 ≥ α) ( ) -1  
 .( (13.242) T (0.05≥ α)  
 . (0.271 α) ( ) R (0.000)  
 : -3 (0.599)  
 (%35.9)  
 .R<sup>2</sup>

:(10)

R <sup>2</sup>	(R)		T	Beta	B	
0.094	0.307	0.103	1.634	0.099	0.105	
0.166	0.408	*0.001	3.395	0.227	0.193	
0.131	0.361	0.712	.370	0.028	0.025	
0.161	0.401	*0.011	2.561	0.199	0.185	
<b>0.215</b>	<b>0.464</b>	<b>*0.0001</b>	<b>9.269</b>		<b>0.508</b>	

0.05 ≥ α \*

-2

: (10)

α)

-1

) : (0.05 ≥ α) ( ) (0.05 ≥ α)  
 ) ( (9.269) T R (0.0001)  
 α ( (0.712) (0.103) (0.464)  
 : : (%21.5)  
 .R<sup>2</sup>

:(11)

R <sup>2</sup>	(R)		T	Beta	B	
0.073	0.270	0.545	.606	0.036	0.041	
0.186	0.431	*0.001	3.358	0.220	0.198	
0.167	0.408	0.082	1.743	0.129	0.121	
0.188	0.434	*0.010	2.594	0.197	0.195	
<b>0.243</b>	<b>0.493</b>	<b>*0.0001</b>	<b>24.27</b>		<b>0.528</b>	

0.05 ≥ α \*

: (11)

α)

-1

$(0.05 \geq \alpha)$  : (0.05) ( ) (0.05  $\geq$ )  
 . ( (24.27) T  
 (0.545)  $\alpha$  ( ) R (0.0001)  
 ) $\alpha$  ( ) (24.3) (0.493)  
 . (0.082) .R<sup>2</sup>

: : -2

$\geq \alpha$ )

:( 12 )

R <sup>2</sup>	(R)		T	Beta	B	
0.123	0.350	*0.039	2.071	0.117	0.120	
0.167	0.408	0.172	1.369	0.085	0.069	
0.234	0.484	*0.004	2.870	0.201	0.172	
0.271	0.521	*0.0001	3.794	0.274	0.246	
<b>0.323</b>	<b>0.568</b>	<b>*0.0001</b>	<b>10.626</b>		<b>0.538</b>	

0.05  $\geq$   $\alpha$  \*

: (0.05  $\geq$   $\alpha$ )  
 . ( )  
 $\alpha$  ( ) : (12)  
 . (0.172)  $\alpha$  -1  
 : : ( ) (0.05  $\geq$ )  
 (0.05  $\geq$   $\alpha$ ) (10.626) T R (0.0001)  
 (%32.3) (0.568)  
 .R<sup>2</sup>

" : -1  
 (0.05  $\geq$   $\alpha$ )  
 " : -2

(ANOVA) : (13)

	F				
0.279	1.286	0.632	1.895	3	
		0.491	153.300	312	
			155.300	315	

(0.05 ≥ α)

(ANOVA)

" : - 2 F (13)  
 (0.05 ≥ α) (%95)  
 (0.279) (1.286) (F)

(ANOVA) : (14)

	F				
0.502	0.786	0.386	1.159	3	
		0.491	152.767	311	
			153.926	314	

(0.05 ≥ α)

(ANOVA)

" : - 3 F (14)  
 (0.05 ≥ α) (%95)  
 (0.502) (0.786) F

(ANOVA) : (15)

	<b>F</b>				
0.001	5.301	2.458	7.373	3	
		0.464	143.276	309	
			150.650	312	

(0.05 ≥ α)

( Scheffe )

(ANOVA)

(16) F (15)  
 (0.05 ≥ α) F .%95 (5.301)  
 (0.001)

/  
/

( Scheffe) : (16)

		/	/	
* 0.222	*0.226	0.625		/
0.108	0.116			/
0.088				

(0.05 ≥ α)

\*

" :

(0.05 ≥ α)

-4

(ANOVA) : (17)

	<b>F</b>				
0.340	1.122	0.558	1.675	3	
		0.498	153.263	308	
			154.938	311	

(0.05 ≥ α)

(ANOVA)

":  
(0.05 ≥ α) -5 F F (17)  
 (0.340) .%95 (1.122)

(T) :(18)

		T
0.05 ≥ α	0.314	1.009

Independent-Samples T-Test

( 1.009) T (18)  
-3 (0.314)

α)

(0.05 ≥

(2001 )

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(0.05 ≥ α)

9001 -2000

( )

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(0.05 ≥ α)

%16.2

(0.05 ≥ α)  
( )

(0.05 ≥ α)

%52.9

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%31.6

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%35.9

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%32.9

%21.5

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%21.1

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%36.4

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%26.6

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## **The Impact of Managerial Empowerment on the Implementation of Total Quality Management at Jordan University Hospital: (A Case Study)**

*Tha'irah Al-Madi and Fareed Nseirat*

### **ABSTRACT**

This study aimed at identifying the impact of managerial empowerment on the implementation of total quality management at Jordan University Hospital (JUH). It examines the differences in the attitudes of employees toward the implementation of total quality management on the bases of their demographic characteristics . The study sample included (319) JUH employees. The collected data were analyzed by using descriptive statistics, regression ,T- test and one way(ANOVA). The study showed that Jordan University Hospital adopted Total Quality Management and Managerial Empowerment at a moderate level. Managerial Empowerment interpreted (45.6%) of the variance of total quality management. There were no significant statistical differences in the attitudes of employee towards quality management according to their demographic characteristics , with the exception of the employment level variable. Based on these results, the following recommendations were suggested : improving the organizational climate , creating an organizational culture to encourage implementation of Managerial Empowerment, adopting an incentive system plan to increase efforts of employees , granting the employees enough authority and discretion to enable them to make decisions, and developing the abilities of the employees to improve their performance.

**KEYWORDS:** Quality, Total Quality Management, Managerial Empowerment, Jordan University Hospital.

Tha'irah Al-Madi, University of Jordan Hospital.

Fareed Nseirat, Faculty of Business, the University of Jordan.