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(Yong & Wilkinson, 2001)

(Elci, et. al, 2007 ) (0.05 =  $\alpha$ )

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(Rama, et.al,1991) " : (Escrig, 2004)

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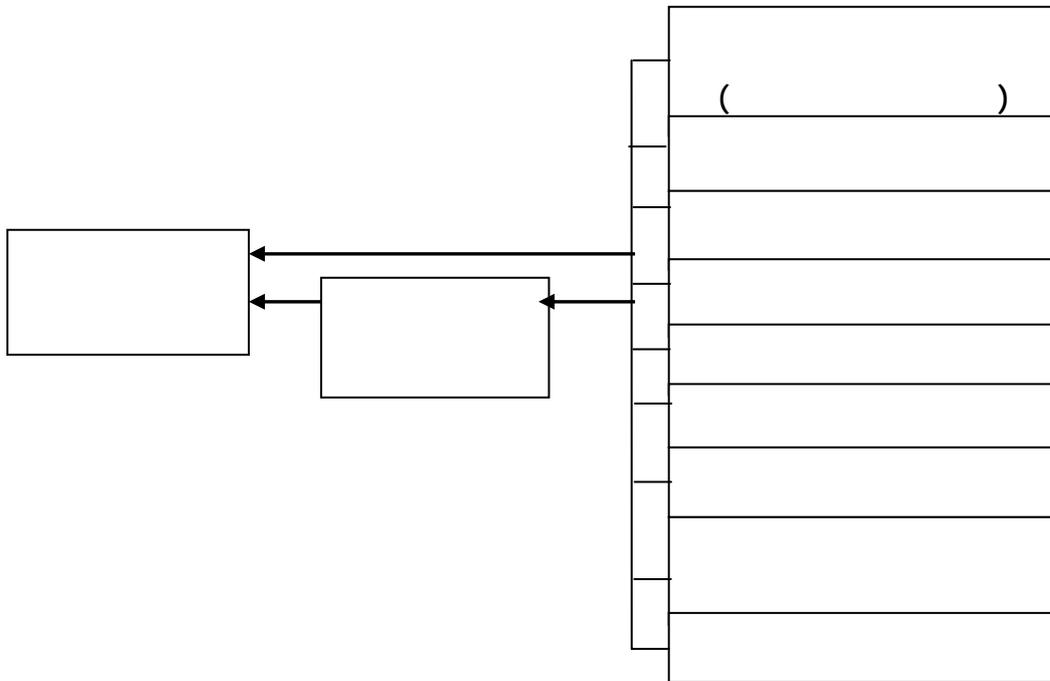
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Wakhlua (2011) " Wakhlua •

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Source: Lau, R.S.M & Anderson, C.A., 1998. A three-Dimensional Perspective of Total Quality Management, International Journal of Quality & Reliability Management, 15 (1), USA.

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(3-1) : ( ) (122)  
 (5) (4) (8) (%68.2)  
 (6) (8 7) (%93.4) (114)  
 (10 9) (%63.7) (11)  
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 (19 18) Analytical Descriptive "  
 (20) "Design  
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 (5) (22-18)  
 (26-23)  
 :  
 (Validity) .(36 -32) (31-27)  
 (20) :

(One Sample T-Test) (T) -3 (30)

(Multiple: -4  
Simple Regression Analysis)

(Variance -5  
Inflation Factor) (VIF)  
(Tolerance)  
(Multicollinearity)

(Skewness) -6

(Normal Distributions)

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(3)

:(3)  
(n=114)

%78.9	90		
%21.1	24		
%3.5	4	25	
%37.7	43	35-26	
%45.6	52	45-36	
%13.2	15	46	
%5.3	6	5	
%28.9	33	10-6	
%42.1	48	15-11	
%23.7	27	16	

"Reliability Analysis "  
" Cronbachs-Alpha "  
:(2)

:(2)

%88.2	.( )
%89.1	.( )
%83.4	.( )
%92.2	.( )

(2)  
(%92.2=α)

:

:(SPSS:16)

-1

Cronbachs ) "

"

-2

(Reliability Analysis-Alpha

(%70.2) ( )  
 (%20.2)  
 ( )  
 (%90.4)  
 : -5  
 700  
 (%33.3)  
 (700-501) (%57.9)

%9.6	11		
%70.2	80		
%15.8	18		
%4.4	5		
-	-	300	
%8.8	10	500 - 301	
%33.3	38	700 - 501	
%57.9	66	700	

(One Sample T-Test ) (3)  
 (%78.9) : -1  
 (%21.1)  
 (1.66) (T)  
 (113) (%95)  
 (P) : -2  
 (%5) (%45.6) ( 45-36)  
 ( 35-26) (%37.7)  
 (5 -4) :  
 -1) (3.9-3)  
 (2.9) (%42.1) : -3  
 ( 15-11)  
 ( 10-6) (%28.9)  
 :  
 :Ho (%23.7)  
 ( 16)

:( -4

One Sample T-Test : (4)

		%	(P)	T				
	4	77.2	0.000	* 6.91	0.441	3.86		-1
	1	85.4	0.000	* 15.65	0.479	4.27		-2
	8	72.8	0.158	** 1.42	0.502	3.64		
	2	80	0.000	* 15.62	0.296	4.00		-3
	6	74.6	0.000	* 4.37	0.387	3.73		-4
	3	79.8	0.000	* 12.69	0.353	3.99		-5
	5	75	0.000	* 4.63	0.421	3.75		-7
	7	74.2	0.000	* 4.39	0.342	3.71		-8
	-	77.4	0.000	* 14.36	0.222	3.87		-
	-	81.8	0.000	* 20.87	0.268	4.09		-
	-	80.4	0.000	* 7.33	0.655	4.02		-

(0.05 ≥ α)

\*\* (0.05 ≥ α)

\*

(4)

(4.02)

(%80.4)

:

□  
:Ho

(0.655)

(4)

(Regression Analysis) : (20.87) = (T)  
 = (P)  
 (%5) 0.000  
 (Ho)  
 (T) (Beta)  
 ( )  
 (T) (4.09)  
 (%95) (1.98±)  
 (P) (112)  
 (P) (0.05) : □  
 :Ho  
 (4)  
 (Multicollinearity) (7.33) = (T)  
 (Variance Inflation Factor) (VIF) 0.000 = (P)  
 (Tolerance) (%5)  
 (VIF) (Ho)  
 (10)  
 (0.05) (Tolerance) (4.02)  
 (Normal Distribution)  
 (Skewness)  
 (5) (1)

: (5)

Skewness	Tolerance	VIF	
0.408	0.806	1.24	
0.308	0.602	1.66	
0.137	0.769	1.30	
0.563	0.885	1.13	
0.988	0.789	1.26	
0.653	0.805	1.24	



(0.05) : (6)  
 ( ) -1  
 (0.004-) (Beta) ( )  
 (0.045 -) (T) (10.721) = (T)  
 (T) (0.000) = (P)  
 .(0.05 ≥ α) .(Ho) 0.05 -2  
 : □ )  
 :Ho )

( (Beta)  
 (T)  
 ≥ α) (1.98)

:(7)

(Ho)		T	Beta		B	
	0.533	**0.625	0.056	0.107	0.067	
	0.024	*2.289	0.239	0.114	0.262	
	0.048	*2.002	0.185	0.097	0.194	
	0.118	**1.575-	- 0.136	0.153	0.240-	
	0.001	*3.583	0.328	0.124	0.444	
	0.027	*2.238-	- 0.202	0.134	0.301-	
	0.017	*2.434	0.259	0.132	0.322	

	0.119	** 1.573	0.129	0.126	0.198	
	0.004	* 2.900	0.264	0.215	0.624	

(0.05 ≥ α)

\*\* (0.05 ≥ α)

\*

(T)  
(1.98)

(7)

:

(0.05 ≥ α)

-1

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(2.900) =

(T)

(0.004) = (P)

(Beta)

0.05

(T)

.(Ho)

(T)

-2

.(0.05 ≥ α)

)

:

■

:Ho

(

(Beta)

:(8)

(Ho)		T	Beta		B	
	0.012	* 2.562	0.235	0.115	0.294	

(0.05 ≥ α)

\*

.(Ho)

(8)

:

■

:Ho

(2.562) = (T)

(0.012) = (P)

0.05

:(9)

(Ho)		T	Beta		B	
	0.000	*11.367	0.732	0.193	2.189	

$(0.05 \geq \alpha)$

\*

(9)

$$(11.367) = (T)$$

$$(0.000) = (P)$$

$$0.05$$

.(Ho)  
(Beta)

$$(Beta)$$

$$(Beta) \quad (0.732)$$

$$(0.712 \ 0.235)$$

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=  $\alpha >$ )

(0.05

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(Hui & Tam, 1994)

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(Escrig, 2004)

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(Joiner, 2007 )

( (Elci, et. al, 2007 )

(2011 )

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(Rama, et.al, 1991)  
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(Flynn, et.al,1995)  
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**The Effect of Time and Total Quality Management on the Job Performance:  
A Field Study on Samples of Palestinian Commercial Banks**

*Zaki Abd Al- Mouty Abu Zyeada*

**ABSTRACT**

The study aims at recognizing the relationship between time and total Quality Management and its influence on Job Performance in the Palestinian Commercial Banks. To achieve the goals of this study, the researcher prepared a questionnaire to gather data from the samples whose number reached up to 114 managers of the banks. The study has reached to some conclusions. Palestinian commercial banks care about applying all the dimensions of Total Quality Management except the dimension of employees' participation and motivation. That is, this approach, in general, has been moderately applied. Moreover, the sample's trends in these banks towards the efficiency of Time Management as well as Job Performance were considered high. It was also shown that there's a relationship that has a significant effect between the dimensions of the Total Quality Management and both of Time Management and Job Performance. In addition, the study has shown a relationship of significant effect between Time Management efficiency and Job Performance. Depending on the results of the study, there is a relationship of significant effect between Time and Total Quality Management in one side and Job Performance on the other. In other words, Time and Total Quality Management combined together have a bigger effect on Job Performance comparing them with Time Management and Total Quality Management when separately affect Job Performance in the Palestinian Commercial Banks.

**KEYWORDS:** Time Management, Total Quality Management, Job Performance.