

Samy Ibrahim Elfadaly (May 2023) **THE MODERATING EFFECT OF LEADERSHIP STYLES ON THE RELATIONSHIP BETWEEN TQM STANDARDS IN EDUCATION SERVICES AND EDUCATION THROUGHPUTS**

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**THE MODERATING EFFECT OF LEADERSHIP STYLES ON THE RELATIONSHIP BETWEEN TQM STANDARDS IN EDUCATION SERVICES AND EDUCATION THROUGHPUTS**

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**Abstract—**

*It would appear to be hard, in this day and age of globalization, to discriminate between distinct leadership styles and quality management methods among industrial enterprises and businesses. This is the connection that exists between different types of leadership and the various techniques of quality management. As a consequence of this, the objective of this research is to determine whether or not there is a link between the several forms of leadership and the numerous quality management systems that are implemented by Services organizations in Malaysia. This study's objective is to examine three unique leadership styles in order to establish the degree to which each style contributes to "the quality of management practices in manufacturing organizations. There are three unique types of leadership, and they are transformational leadership, transactional leadership, and laissez-faire leadership (democratic, authoritarian, and delegative leadership styles).*

*During the course of this investigation, questionnaires were sent out as part of a survey to the participants, all of whom were quality managers at various services organizations and educational institutions. In order to make sense of the data that was collected, descriptive statistics and analysis of correlation are applied. According to the findings, there is a relationship that is considerably favorable between transformational and transactional leadership styles and quality management systems in manufacturing organizations. This connection was shown to exist in both transformational and transactional leadership styles. It was demonstrated that this relationship is present in both directions. On the other side, there is not much of a connection between a leadership style known as "let things happen as they may" and quality management practices. This quantitative study is crucial not only to businesses in Malaysia but also to manufacturing firms all over the world in order to get insight into the relationship between the leadership styles that are utilized in manufacturing organizations and the quality management techniques that are used in such organizations .*

**keywords:** *The relationship between TQM and Education Endeavors*

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### **Introduction**

The Latin word "qualitas," from which we get our word "quality," can be rendered as "property," "quality," "value," "characteristic," "feature," or "ability." The English word "quality" comes from this Latin word. It should be one of the top goals for governments and communities all around the world to work toward elevating the standard of education that is made accessible to its population. In order to accomplish long-term and sustainable human capacity building, the education system throughout the world has to have an essential objective. This aim should be to educate the future generation so that they can be economically viable and responsive to the environment in which businesses presently function.

The performance of jobs and tasks with (high quality) became an incredibly crucial factor, and the creation of rubrics and Key Performance Indicators (KPIs) became an important activity that all educational organizations are investing in. [Creation of rubrics and KPIs] became an important activity that all educational organizations were investing in. One of the industries that has experienced a growth in the number of hurdles is the business of providing education as a service. This is partly due to the fact that individuals' mentalities, attitudes, goals, and interests can differ greatly. According to this theory, Key Performance Indicators, often known as KPIs, are measurable indicators that provide corporate managers with both financial and non-financial information on the performance of their companies so that they may track their progress toward achieving their pre-determined goals. Key Performance Indicators, or KPIs, may also be referred to by their alternate name, Key Performance Metrics, or KPMs. Because of this, key performance indicators are an essential component in determining how well an organization is doing (Sari, 2015). With their assistance, decision-makers are able to conduct benchmarking that is both internal and external to the organization.

Total Quality Management (TQM) is a management technique that aims to achieve long-term success via the fulfillment of the needs and expectations of customers. This is achieved through gaining the commitment of each and every person employed by the company to participate in efforts geared toward continuous development. Which has, in the end, a significant effect on the customers that we service. The quality of the requirements that customers place on companies has been continuously increasing over the course of the past several decades, which has ignited an increasing interest in the concept of putting these requirements into practice. Applications for quality management are currently being used in domains where there is no direct competition; this not only stimulates but also supports the growth of the company's internal capabilities. One such instance may be found in the research that was conducted on education by Weckenmann et al. (2015) and Sadeh and Garkaz (2015). Knowledge and awareness of consumers are developing at such a quick rate in today's market due to the proliferation of information. The presence of rival businesses is among the most challenging obstacles that must be surmounted by each and every sector and enterprise. It is essential for a company to have a competitive advantage in order for that firm to continue to grow its position in the market and to keep its current presence intact. This advantage may be gained by cutting expenses to a level that is lower than that of the company's competitors while at the same time delivering goods and services that are in accordance with the requirements of the client base. This is the most basic stepping stone on the path toward comprehending whole quality management.

Samy Ibrahim Elfadaly (May 2023) **THE MODERATING EFFECT OF LEADERSHIP STYLES ON THE RELATIONSHIP BETWEEN TQM STANDARDS IN EDUCATION SERVICES AND EDUCATION THROUGHPUTS**

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Retrieved from <https://ijeponline.com/index.php/journal>

This study focuses on quality performance, how it may and does have an influence on leadership styles, and how all of this does and does not have an effect on educational outcomes. This study will provide a better understanding of how quality standards, students, instructors, managers, parents, and other stakeholders interact with one another. It will also provide a better understanding of how to enhance the performance of education institution solutions in order to provide a competitive edge and achieve better outcomes.

According to Matsiori et al. (2018), in order to acquire these competitive advantages, it is very necessary for Total Quality Management operations to center their attention on human resource businesses. The theory known as Total Quality Management places a significant emphasis on human resources, which are also the most valuable assets for any given business. According to Sundi (2013), the quality of leadership inside an organization is the single most essential factor in deciding whether or not a business will be successful.

There has been a substantial amount of research done to highlight the significant interest in the effect that leadership has on quality management. The study of leadership behavior is vital because it helps both the leaders and the organization to get the most out of the resources they have available. According to Wahab et al. (2016), this not only makes the organization more resistant to change, but it also makes it more efficient.

In light of the information that has been presented thus far, the objective of this study is to investigate the effect that various styles of leadership (such as democratic, authoritarian, and delegative leadership styles or transformational, transactional, and laissez-faire leadership styles) have on the relationship between TQM standards and education outcomes in educational institutions.

## Objectives

1. To evaluate the relationship between Total Quality Management (Quality Standards) elements and Education Endeavors.
2. To evaluate the moderating effect of Leadership Styles on the relationship between Total Quality Management elements(Quality Standards) and Education Endeavors.

## Literature Review

According to Caruana and colleagues' (2002) definition, the term "service" refers to "a change in the state of an individual or a good belonging to some economic unit, brought about as the result of the practices of some other economic entity, with the prior understanding of the former individual or economic unit." On the other hand, Hess et al. (2003) have defined service quality as the customer's assessment of the relative excellence or inferiority of a service provider and its services; yet, this is commonly believed to be the same thing as the client's general attitude toward the institution.

Samy Ibrahim Elfadaly (May 2023) **THE MODERATING EFFECT OF LEADERSHIP STYLES ON THE RELATIONSHIP BETWEEN TQM STANDARDS IN EDUCATION SERVICES AND EDUCATION THROUGHPUTS**

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Retrieved from <https://ijeponline.com/index.php/journal>

According to Godfrey (1999), the years after 1960 witnessed an improvement in the reputation of the services offered by industrialized nations, which in turn led to an improvement in the overall quality of such services. According to Prakasha and Mohanty (2013), the decade of the 1960s and the decade of the 1970s marked the beginning of this qualitative characteristic. In the 1970s, Johnson et al. (1972) and Buffa (1976) were the ones who first differentiated between the many different service processes.

Over the course of the last ten years, we have seen a considerable increase in the number of companies operating within the service sector that have an interest in instituting overall quality management.

The concepts of Total Quality Management (TQM) have been taken up by a number of companies that operate in the service industry. Although companies in service business lines are also involved in TQM basic concepts like concentrating on the customer, continuous improvement, strategic management, empowerment, and management commitment, cooperation is one of the most significant components of TQM. Other TQM necessary ideas include focusing on the customer, continuous improvement, strategic management, empowerment, and management commitment. When a service is being provided, it is common practice to situate the point of production as well as the point of consumption in the same location at the same time. In addition, the features of services continue to be diverse; they do not conform to a structure that is parallel to or linear in nature (Rose & Wright, 2005).

It is not suitable to have the expectation of seeing fast results or obvious, tangible proof of improvement after applying TQM since this will not be appropriate. It is a widely held belief that the same geographic region is responsible for both the production of a service and its subsequent consumption. This is due to the fact that the two processes cannot be separated from one another. In addition, the provision of services continues to be armature, which means that they do not comply to a constant or linear shape (Rose & Wright, 2005).

In businesses that provide services, consumers and producers, who are the people who actually carry out the tasks of providing the service, are both active participants in the process and interdependent on one another. The basis for assessing the quality of the service that is being offered is the customer's own personal judgment of the experience that they have had. Providing service of a high quality can result in substantial benefits, provided that it is carried out without defect. According to the findings of study that was carried out by Auh et al. (2003), higher levels of service quality result in higher levels of customer satisfaction, which, in turn, leads to enhanced patronage reasons and increased sales. The relative, hazy, or absolute character of the services makes it difficult to measure them in the same straightforward manner that one could measure a product. "the definition of quality of goods can involve some tangible and objective measures as well as intangible and subjective ones," states Akan (1995), on page 8. The quality of the service, on the other hand, is anticipated to have an effect on intangibles and subjective" (emphasis added). When dealing with service providers, it may be challenging to create and keep up a high level of quality because of the standards that have been agreed upon as well as the substantial number of unique material that is used in production.

Samy Ibrahim Elfadaly (May 2023) **THE MODERATING EFFECT OF LEADERSHIP STYLES ON THE RELATIONSHIP BETWEEN TQM STANDARDS IN EDUCATION SERVICES AND EDUCATION THROUGHPUTS**

*International Journal of Economic Perspectives*,17(05) 57-71


Retrieved from <https://ijeponline.com/index.php/journal>

It has been shown that customers' development of services is not constant nor predictable, but rather confusing, as stated by King (1984) and Akan (1995). This is due to the fact that the customer's mental state at the time of service evaluation has a significant role in determining the quality of the service review. Because there hasn't been a lot of TQM adoption in service organizations yet, the possibilities and risks that are linked with it are still mostly unknown. Therefore, it is more vital for the success of Total Quality Management in the service sector to have TQM basics such as having the whole commitment of management, involvement in every linked body, having a strategic quality plan, improving continuously, delighting customers, and benchmarking. This is due to the fact that the service industry places a greater emphasis on the consumer. Research on Total Quality Management first concentrated on Quality Management in Industry as a result of the fact that this was the setting in which TQM was initially created. Models of quality were developed for the associations that operate in the service industry. Some examples of these models are those developed by the European Foundation for Quality Management (EFQM) and Baldrige. Before any models of quality were developed and implemented for companies in the service sector, many different types of research had been performed about the TQM activities in industrial businesses (Asubonteng et al., 1996) and (Cronin & Taylor, 1994) up to (Sabbagh et al., 2019) and (González Bravo et al., 2022). This was done before any models of quality were developed and implemented for companies in the service sector. This was carried out before any models of quality were conceived of and put into practice for businesses operating in the service industry.

### **Leadership Styles**

According to Norshima and Vimala, a leadership style is a process that entails persuading other people to follow rules and procedures in order to accomplish goals, as well as the characteristics of the leader that allow them to monitor and control the followers they have. In other words, a leadership style is a way of getting others to do what you want them to do. This indicates that a leader is the individual who exemplifies the leadership style, and followers are the individuals who would follow their leaders in order to achieve a vision or goal inside a firm. It was observed in the findings of a study that was carried out on the duties of leadership in Malaysian semiconductor manufacturing businesses that leaders who are both adaptable and competent are frequently required to manage organizations that function in environments that are fraught with uncertainty. This was found to be the case since it was found that leaders who lacked either of these traits were less likely to be successful in their roles. As a result, the workers are reliant on the leadership style, which gives them aid so that they can carry out a task in the appropriate method. contends that the dynamic interaction that takes place between a leader and a subordinate is often at the core of a leadership style's primary focus. A leadership style is a method of leading an organization to achieve its objectives by the use of influence with the intention of accomplishing one's personal goals in the process.

The capacity of a leader to successfully influence the actions of their subordinates in the direction of the achievement of organizational goals is one definition of leadership effectiveness. It is usual practice to consider an effective leadership style to be a source of competitive advantage as well as the basis for the performance and development of a company. This is because an effective leadership style may inspire employees to work harder and achieve more. This statement discusses the notion that different sorts of businesses may utilize a range of different leadership techniques in order to

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Retrieved from <https://ijeponline.com/index.php/journal>

meet their business goals. Therefore, the kind of leadership that is employed will be the determining factor in whether or not the firm is successful and whether or not it expands.

Contingent incentives are employed in transactional leadership, which implies that leaders would reward followers in exchange for obtaining the required level of performance. This is in accordance with the idea of transactional leadership, which states that leaders should use contingent incentives. Transactional leadership may be characterized in other ways as well, one of which is that it utilizes an approach known as management by exception (MBE), which can either be a passive or an active one. This is just one of the many ways that transactional leadership stands apart. On the other hand, indicated that leaders who scored highly on laissez-faire leadership scales avoided making decisions, hesitating in taking action, and were absent when needed, whereas Antonakis, Avolio, and Sivasubramanian have identified laissez-faire leadership conduct as avoiding responsibility, not responding to problems, being absent when needed, failing to follow up, resisting expressing views, and delaying responses .

### **Quality Management Practices**

Explains that Total Quality Management, which is more commonly referred to as TQM, is an organization wide approach and philosophy, with a strategy for organization and personnel development and quality management and information structure . In this sense, total quality management (TQM) refers to a philosophical strategy that places a strong focus on management, staff, and organizational structure. A concept of management known as quality management is applied in an organization with the intention of improving both its operational and financial performance by participating in activities that encourage continuous improvement. This objective is intended to be achieved via the application of the quality management concept. To design some form of instrument or tool that would expressly evaluate a manager's concept of quality management at the level of the business unit was the goal of the work that Saraph and his colleagues undertook. This was achieved by performing an in-depth literature assessment of the available material on quality management. The researchers made use of this information and generated a total of 120 different recipes for organizational success, which they then arranged into a total of eight separate categories. These categories consisted of the following items: the function of divisional top management leadership for quality; the role of the quality department; training; product or service design; supplier quality management; process management; quality data and reporting; and employee interactions. An in-depth analysis was carried out at the University of Minnesota by both faculty members and graduate students, with the purpose of determining whether or not the eight most important characteristics were authentic. This was done with the intention of confirming that the material was genuine and that the study was accurate in its findings.

### **Leadership Styles and Quality Management Practices**

According to Anderson et al., the essential notion of Deming's management approach is the construction of an organizational structure that fosters the implementation of quality management methods. These authors state that this is the cornerstone of the Deming management approach.

Samy Ibrahim Elfadaly (May 2023) **THE MODERATING EFFECT OF LEADERSHIP STYLES ON THE RELATIONSHIP BETWEEN TQM STANDARDS IN EDUCATION SERVICES AND EDUCATION THROUGHPUTS**

*International Journal of Economic Perspectives*,17(05) 57-71

Retrieved from <https://ijeponline.com/index.php/journal>

Focusing on the needs of the consumer, making incremental improvements, and working together as a team are all techniques that demand capable leadership. This observation was made by Anderson and coworkers. In addition, the notion that was created by Bass formed the basis for the leadership theory that was applied in this investigation. The work that Bass conducted on the theory of transformational leadership came out of Burns' qualitative study of charismatic political leaders as well as House theory of charismatic leadership, which drew upon notions that arose from Weber early work on charisma. The work that Bass did on the theory of transformational leadership evolved out of Burns' qualitative analysis of charismatic political leaders as well as House's theory of charismatic leadership. Both of these pieces of art were constructed with Burns' qualitative investigation of charismatic political leaders serving as the foundation. Two of the aims that are shared by the development of leadership theories and practices as well as quality management procedures are the enhancement of organizational performance as well as the enrichment of the working lives of workers of an organization.

These are two of the goals that are shared by the development of leadership theories and practices. However, it is not totally clear if particular types of leadership are the most useful for an organization that is attempting to enhance the quality management procedures that it now utilizes. In spite of this, it is plainly obvious that the role of leadership is a vital component in enhancing the efficiency with which quality management is carried out in enterprises. This is the case owing to the fact that all models of excellence integrate leadership as an enabling driver. The role of leadership necessitates the maintenance of a long-term commitment to activities that promote creativity and innovation. The ability to manage people is a vital talent for dealing with strategic challenges affecting human resources, as these issues need management of people. Knowledge is a resource that is invaluable to any company, and strong leadership plays a vital role in making it simpler for people to acquire new competencies and knowledge. Therefore, in order to transform the firm into one that makes use of quality management strategies, the executives need to have the ability to accomplish the predetermined vision through the management of various quality-related issues. This may be achieved with the assistance of a transformational leader who is capable of both inspiring and instructing those who are under their care. In addition, the authors arrived to the realization that the support of senior management was essential for quality enhancement. According to the findings of an exploratory investigation that carried out on the unique problems that Qatar Steel Company experienced in the course of putting the quality program into reality, he concurred with this train of thought. According to the findings of the study, the absence of support from top management was the most major obstacle that needed to be overcome before TQM could be implemented. The implementation of Quality Circles (QC) resulted in the development of a collaborative culture and brought about a number of positive outcomes, including increases in both quality and productivity, in addition to an improved management style. This was only feasible as a result of the top management team demonstrating their commitment to the effort and their support for it.

The research conducted by Taylor and Wright centered on the level of dedication shown by senior managers during the process of putting in place a TQM program, with a specific emphasis on the length of time over which TQM outcomes should be assessed. The authors stated that the findings would not be conclusive if performance measures were carried out too soon after TQM was put into

Samy Ibrahim Elfadaly (May 2023) **THE MODERATING EFFECT OF LEADERSHIP STYLES ON THE RELATIONSHIP BETWEEN TQM STANDARDS IN EDUCATION SERVICES AND EDUCATION THROUGHPUTS**

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Retrieved from <https://ijeponline.com/index.php/journal>

place since this would cause inconclusive results. In the event that the analysis is carried out an excessive amount of time after the fact, there is a possibility that other factors contributed to the end outcome. The authors of this study investigated the level of success that may be achieved via the deployment of TQM over a period of five years by doing research on 113 different organizations. In addition, the authors investigated a variety of additional factors that could be accountable for the high degree of perceived TQM performance. Although the size of the firm did not play a significant part, the amount of time that each company had been using TQM did have an influence on the performance of each organization. The level of participation shown by the workforce as well as the steps taken by the senior management team were the two criteria that were the most crucial. Taylor and Wright also conducted a longitudinal study with the intention of identifying whether or not there is a correlation between successful use of TQM and positive outcomes. They came to the opinion that managers needed to have an awareness of the nature and purpose of TQM, as well as its link to ISO9000 and the advantages that may be received from participating in this program. They got to this result after coming to the conclusion that managers needed to have a grasp of the connection between TQM and ISO9000. Deming was correct in his prediction that an effective quality management program requires visionary leadership from its executives. In addition to this, it was highly crucial for senior management to be involved in the TQM implementation process. Several case studies provide validity to the assertion that efficient quality management requires top management to communicate clearly with employees at all levels of the business. These studies give evidence in support of the notion.

## **METHODOLOGY**

In this section, the research method is dissected, along with how it has influenced the gathering of data, the interpretation of data, and the progress of research in the previous sections of the study. A quantitative research design was used for the aim of this inquiry. This research design entailed carrying out a survey with the assistance of a questionnaire that was created in advance. In this section, the research method is dissected, along with how it has influenced the gathering of data, the interpretation of data, and the progress of research in the previous sections of the study. A quantitative research design was used for the aim of this inquiry. This research design entailed carrying out a survey with the assistance of a questionnaire that was created in advance.

### **Research Design**

The quantitative approach was being utilized in the course of this investigation. Quantitative research is an empirical analysis of social issues that is conducted in a systematic manner using statistical, mathematical, or numerical data or computing tools. The results of a quantitative analysis have the potential to shed light on the nature of the relationships that exist between the various variables. The data were gathered by the researcher by primary data collection as well as secondary data collection, which are both forms of data collection. The primary data for this research will be acquired by a questionnaire survey from participants in the study.



Samy Ibrahim Elfadaly (May 2023) **THE MODERATING EFFECT OF LEADERSHIP STYLES ON THE RELATIONSHIP BETWEEN TQM STANDARDS IN EDUCATION SERVICES AND EDUCATION THROUGHPUTS**

*International Journal of Economic Perspectives*, 17(05) 57-71

Retrieved from <https://ijeponline.com/index.php/journal>

## **Respondents**

In this study, the technique of purposeful sampling, also known as a non-random sample in which a few different methods are applied to pick to select units that meet extremely specific criteria, is used. Purposeful sampling is a non-random sample in which a few different techniques are employed to pick to select units that meet very specific characteristics. This sampling approach is used to choose units that meet highly stringent criteria in order to obtain accurate results. In this context, it is employed to evaluate the relationship that exists between the various leadership styles and quality management methods that are implemented by manufacturing organizations in Egypt. Specifically, the intent is to determine whether or not there is a link between these two factors. Quality managers from a variety of manufacturing organizations situated in Johor Bahru were the persons who volunteered to take part in this research as members of the population. Approximately 110 individuals call that location home at any given time. A smaller collection of units is chosen to serve as a "sample" representative of a larger "population." According to the table of population and sample number that Krejcie and Morgan created, the research project's sample size consisted of 86 individuals who took part in the survey.

## **Instrument**

A research instrument is a tool or medium that is employed in order to gather data and information that is crucial to the performing of a research study. This tool or medium may take the shape of a questionnaire, an interview, or some other type of assessment. As a method of collecting comprehensive data, this study will employ the usage of questionnaire forms as the primary data collection instrument. Because it is possible to obtain responses from a sizeable portion of the population in the period of time given for the survey, the questionnaire is the method of data collection that is best suitable for the objectives of this inquiry. The questionnaire is broken up into three sections: A, B, and C. Each segment is labeled with its own letter. The appropriate labels have been affixed to each of these parts. The questions in Section A pertain to the demographic information of the respondents, whereas the questions in Sections B and C were designed in line with the objectives of the research. Section A is the first section of the questionnaire. These aims include finding which leadership style is used the most often by quality managers and determining the nature of the link that exists between leadership style and quality management practices in manufacturing enterprises in Johor Bahru. In addition, these goals include determining which leadership style is used the most frequently by quality managers. A pretest was administered, and ten quality managers volunteered to take part in it. Any result that is less than that would signal that the questionnaire is in some manner problematic, imprecise in nature, or being unclear to the respondents. According to Chua, the overall Cronbach's Alpha should be larger than 0.600. The preliminary test yielded a Cronbach's Alpha score of 0.961; this demonstrates that the questionnaire can be relied upon and that it is suitable for use.

## **Data Analysis**

At the stage of data analysis, Statistical Package for Social Science (SPSS) was used to offer an interpretation of the gathered data. This was accomplished by analyzing the data. The purpose of descriptive statistics is to provide an overall summary of the information that is included within a

Samy Ibrahim Elfadaly (May 2023) **THE MODERATING EFFECT OF LEADERSHIP STYLES ON THE RELATIONSHIP BETWEEN TQM STANDARDS IN EDUCATION SERVICES AND EDUCATION THROUGHPUTS**

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Retrieved from <https://ijeponline.com/index.php/journal>

data collection. Since correlation analysis is a quantitative approach that can evaluate the degree to which two or more variables are related to one another or not, it has grown more popular in a broad variety of applications. This is due to the fact that correlation analysis can evaluate the degree to which two or more variables are connected to one another or not. During the process of carrying out the measurement, the measure of the correlation analysis is utilized for two variables, namely leadership styles and quality management practices. These are the variables that are being measured.

## **FINDINGS AND DISCUSSION**

In this section, the findings of the inquiry's data analysis, which were derived from the information obtained in the course of the investigation, are provided. The research was successful in achieving its objective with regard to the application of correlation analysis. For the purpose of compiling all of the data, including the results and visualizations, the Statistical Package for the Social Sciences (SPSS) was utilized.

### **Demographic Background**

The respondent's gender, age, ethnicity, education, length of employment, and firm size were examined. The survey questionnaire was completed by 75% men and 25% women. 44.1% were 26–30, 50% were 31–35, and 5.9% were older than 36. Malay population (41.2%) outnumbered Chinese (35.3%) and Indians (23.5%). 50% of quality managers had bachelor's degrees, 42.6% had master's degrees, and 7.4% had diplomas. Quality managers are well-qualified. Additionally, 50% of quality managers have worked for 1 to 3 years, 48.5% for 4 to 7, and 1.5% for less than 1. Quality managers are highly skilled. After that, 44.1% of firms have 100 to 200 employees, 39.7% have 20 to 99, 10.3% have fewer than 20, and 5.9% have more than 200.

### **Leadership Styles and Quality Management Practices**

This study's goals guided the researcher's hypotheses. The researcher tested the hypothesis using a non-parametric statistical test since the data had an irregular distribution. This study used Spearman's rho correlation inferential statistics. This method establishes the relationship between leadership and quality management. Higgins categorizes correlation coefficient significance as follows: > 0.8 (very strong); 0.6 - 0.8 (strong); 0.3 - 0.5 (moderate); and 0.3 (weak) .

**Table 1 Relationship Between the Practices of Transformational Leadership and Quality Management**

Correlations				
			Transformational Leadership	Quality Management Practices
Spearman's rho	Transformational Leadership	Correlation coefficient	1.000	.370
		Sig(2tailed)	.	.002
		N	68	68
	Quality Management Practices	Correlation coefficient	.370	1.000
		Sig(2tailed)	.002	.
		N	68	68

Table 1 shows that  $p_{0.05} = 0.002 = r = 0.370$ . Hypothesis 2 must be accepted. We feel moderately. Transformational leadership improves quality management. This study examined Berson and Linton's studies on leadership styles and quality research and development environments. Their study found that transformative leadership may improve telecoms industry working conditions. The research proved that transformational actions affect quality management approaches.

**Table 2 Transactional leadership and its relationship to quality management practices.**

Correlations				
			Transactional Leadership	Quality management Practices
Spearman's rho	Transactional Leadership	Correlation coefficient	1.000	.339
		Sig(2tailed)	.	.005
		N	68	68
	Quality Management Practices	Correlation coefficient	.339	1.000
		Sig(2tailed)	.005	.
		N	68	68

Table 2 presents the value of the  $p_{0.05}$  statistic, which reveals that it is equal to 0.394, whereas  $r$  is 0.105. The conclusion reaches the conclusion that the hypothesis is accurate. At best, there is only a tangential relationship between the leadership style of laissez-faire and the processes of quality management. This result is also in contrast to the finding of the research that was carried out by Alharbi and Yusoff. That research discovered that a leadership style that emphasized a laissez-faire attitude had a negative relationship with the quality management practices. This conclusion, on the other hand, suggests the opposite .

**Table 3 Connection Between the Leadership Style of Laissez-Faire and the Quality Management Practices .**

Correlations				
			Laissez-faire Leadership	Quality Management Practices
Spearman's rho	Laissez-faire Leadership	Correlation coefficient	1.000	.105
		Sig(2tailed)	.	.394
		N	68	68
	Quality Management Practices	Correlation coefficient	.105	1.000
		Sig(2tailed)	.394	.
		N	68	68

## CONCLUSION AND RECOMMENDATIONS

The data suggest that transformational and transactional leadership styles are complementary. Laissez-faire management has little to do with quality control. Executive and managerial leadership can affect a company's productivity. This research examined leadership behaviors through transformational, transactional, and laissez-faire leadership approaches. Additionally, efforts have been undertaken to determine if one or more of these management styles helps manufacturing organizations achieve quality management. This study will help scholars, investors, and regulators understand the relationship between leadership styles and quality management in Johor Bahru's industrial industry. However, the researcher proposes researching and anticipating quality management techniques using additional characteristics. This category may include the information system, financial resources, and personnel quality management preparedness. The researcher also advises the qualitative technique, which may help manufacturers get data by interviewing respondents. Future studies may also include employee views on quality management techniques. Future studies should also focus on top management's leadership self-assessment and more categories of leadership styles and more societies. These can be compared to department bosses' views. The study's findings are intended to add to the body of knowledge on quality management in service enterprises, a topic that has received little attention. The study also revealed practical and theoretical management approach issues. It also recognized restrictions and suggested more investigation.

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*International Journal of Economic Perspectives*,17(05) 57-71

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