*Review*

# TQM creative behaviour among supervisors administrator

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Abstract

**The administrative role is clear and distinctive in improving the effectiveness of performance and scalability in organizations through the influence of the various attitudes and behaviours of employees in organizations. So the process of choosing a proper way based on moral grounds, professional and other related competencies required for the administrative supervision is needed. Add to this, is the creation processes of change and organizational development in organizations.**

**Keywords:** Administrator, performance, organization, employees and management.

## INTRODUCTION

Organizations are vital and important tool in contemporary human societies, and are a cornerstone of effective working in these organizations through patterns of interactions and behaviours performed by different and which they can judge the efficiency and effectiveness of these organizations.

Since the change and development and innovation as well as to search for greater efficiency and creativity characteristic of organizations of modern management that are looking for leadership and discrimination at the stage of the emergence of organizations Smart (Smart organization) so management has become the overall quality of the important topics that took its share of attention from senior management various organizations or by researchers and specialists in the field of management, as the proper application ensures increased productivity and profitability and improve the level of performance and therefore all that is reflected positively on the organization's performance through cost reduction and increase productivity and achieve customer satisfaction.

In order for organizations to transit in the future, it must pursue through creative behaviour, which is a mandatory requirement in those organizations that are going towards excellence in performance. And creative behaviour reflected.

The importance of this study, is the importance of the actual link direct effects of exercise and application of total quality management in all its elements at the level of

behaviour and creative events work in organizations, is also regarded as the study of the few studies that have linked TQM with behaviour creative, making it the beginning of a study deeper in this area within different environments, and this study also coincides with the direction and attention of Bahraini government development process and the administrative update through the introduction of TQM concept and philosophy in most government and private sectors and access to e-government and in the way it allocated cash prizes and discretionary for this purpose. Add to that, the researcher of this study envisages that the results of this study contribute to the promotion of creative behaviour among supervisors, administrators in government ministries centers in general. All these results infused their importance at both practical and academic level. Top of Form.

### The concept of Total Quality Management

Total Quality Management is one of the most intellectual and the most important concepts and frameworks leading scientific and philosophical taken great interest and wide by specialists and researchers, administrators and academics who are particularly interested in the development, performance improvement are expected in the services provided in the various government ministries.

Perhaps the concept of Total Quality Management (TQM) is one of the most important management concepts that varied upon the concepts and ideas and one of these definitions are "conservation and development potential of the institution in order to improve quality and continuously, and meet the requirements of the beneficiary and overcome them, as well as the study on the quality and application of any appearance of manifestations of starting work to identify the needs of the beneficiary and the end knowing beneficiary satisfaction with the services provided to him "(Lozi, 1999).

It can be defined as outperforming to please and satisfy the needs of consumers by working managers and staff with each other in order to achieve or provide consumers with quality value through the job right the right way, and the first time, and every time.

## Constraints of the application of Total Quality Management

(Rashad Ali Abdul Aziz, 2010)
There are several obstacles to the application of total quality management; these can be summarized in the following points:
• Inability of senior management to clarify its commitment to total quality management.
• Middle's inability to understand the new roles for total quality leadership style.
• Lack of qualified human resources in this area.
• Earmarking is sufficient for the application of total quality management.
• Choose excellent quality programs without modifications commensurate with the characteristics of the institution.
• The misconception among some workers, especially veterans, not their need for training.
• Many form working groups and the failure to provide the required resources and management to ensure its success.
• Administration instability and permanent change in the sense punish managers at the same school to Ataatih opportunities for them to understand and apply their interests.
• Focus on short-term goals.
• Multiple beneficiaries of school consequent difficulty in determining priorities among the services to be met with the difficulty of defining criteria to measure the quality of services.
• follow the method dictatorship or management Altoqrati, and stresses managers to delegate their powers.
• focus on assessing the performance and not on the enlightened leadership that help to achieve higher quality, and thus turn the administration to manage by intimidation.
• Confusion about training and performance assessment, and that means neglecting the needs of training employees to understand this method.

• Resistance to change among some employees because of their resistance to change nature or because of fear of the effects of change on them.
• Neglect achieve a balance between the short-term goals and long-term.
• weakness of the information system for the school in the sense of dependence on modern technology to build devices that transmit this information between the parties involved in the school, and communicated to decision makers in a timely manner.
• Releases the school staff the sense of abandonment workers and they left to perform their duties in whole or in part, and not doing supposed effort expected of them, which leads to irregular work and low levels of efficiency and organizational efficiency.
• Lack of familiarity with statistical methods for quality control.

## Key principles for the application of Total Quality Management

Jablonski, (1996) states that total quality management includes six basic principles:
- Focus on the customer: - and here we mean external client that offers us purchase orders to deal with the organization, in addition to the internal client that we deal with on a daily basis.
- Focus on processes and outcomes together: - when they do not meet the commodity needs and expectations of the client, it quickly goes to the opponent, or makes a complaint to conclude in total quality management that something is wrong in the process that led to the production of these products
- Prevention of errors for examination: - This principle is intended to ensure that every product or service to meet acceptable quality and forecaster, and therefore this principle focuses on making defective products and services rather than the discovery of flaws and mistakes after spending resources.
- Mobilize expertise workforce: - This principle to reward individuals for their innovative ways different they represent huge revolution of knowledge and opportunities to improve the way work performance and increase profits and reduce costs, and it must make them feel part of the team successful, and that there is benefit common to all participants in quality.
- Decision-making Binaaaly facts: - organizations that rely on approach TQM applied input structurally solve problems (opportunities for improvement so that recognized this approach to all individuals involved in the process of executives, personnel management, customers, and they are able to come up with solutions useful meaning In the end understand the process by which they perform and deepen the reasons for the problems, and therefore it can collect information and

data that will be built in the resolutions to improve that process.
- The return of an impact Contact: - Based this principle, which is essential to the success of all of the above principles

## The concept of creativity

The term "innovation" is among the most terminology common at the moment in the management literature. (Agitation, 2009: 8) have worked hard book to provide a comprehensive definition and has some of them based on personality traits of the creator and some of them based on the stages of the creative process and the resulting creative as a basis for the concept of "creativity".

The following definition of creativity: that is a set of processes used by the human what is available has mental and intellectual capabilities and its surroundings from environmental influences that come to the idea, method or theory ... So for the benefit of the community or organization in which it operates (Tiger, 2006: 62).

Usually the concept of creativity mixed with other concepts Kalapetkar, but that creativity is a creative solution to a problem or a new idea, while innovation is the creative application or appropriate (Star, 2003: 17). This means that innovation is only transform the creative idea to creative work. The work is governed by the possibility of the application of creative ideas; it is not always skill that carries human abstract ideas perfect for reality and larger than the capacity of human beings, but the skill that carries innovative creative ideas viable.

## Characteristics of creativity

The creative work that serves as a footprint that characterize work without the other, and in this context we will try to clarify the characteristics that distinguish creativity from other concepts and the most important thing can be referred to as follows:

## Individual and collective phenomenon

Creativity is not limited to individuals, and not necessarily an individual process, which may be exercised by groups and organizations (Assaf, 2005: 35). In the sense that creativity may appear on the level of the individual, group or organization, creativity at the individual level: that is to be reached by an individual "creators" (paint, 2004: 192) which features innovative capabilities including:
A - Characteristics mental: represented in: allergies in touch problems, fluency (ease of expression of ideas after production and formulation in the form of concept), flexibility (capable of directing his thoughts, and forwarded to generate new ideas), originality (the ability

to produce new ideas and useful) (Hanorh, 2009 m).
B - Psychological characteristics: represented by: self-confidence, the ability to withstand high responsibility, the ability to self-criticism and to identify the flaws (Postal, 1434 H: 57).

The innovation at the community level: it is served or reached by the group, and creativity of the group is greater than the total individual creativity of its members. (Paint, 2004: 194). The innovation at the level of the organization: it is reached through the collaborative effort of all the members of the organization (paint, 2004: 195).

Creative idea begins in the mind of the individual, but the success of this idea requires the participation of everyone in the organization than younger employees to senior management job creations necessary for the application of this idea.

Creativity is not restricted to experts, scientists and specialists (Assaf, 2005: 36) phenomenon is creative, is a reality exists in life and among the people, but it can be said that the concept of creativity from the point of view of some equal to the concept of life in terms of regeneration (Hanorh, 2009: 23). Since creativity is a skill daily and basic human use, both on a personal level to achieve fame and prestige, or at the level of his work to achieve excellence in performance, but the neglect of organizations has led to frustration a lot of workers and transform Mjhodhm of intellectual to muscle until it became creativity is limited to owners of intelligence Ripper, and at higher levels in many organizations (Suwaidan, 2003: 54-55).

Inherited and educated phenomenon: The creative process is not programmed (Marsh, 2001: 307). It is not a process module, but depends on the liberal thinking and renewed, alike in and repetition are the extremes of creativity (Vance, and Deacon, 2002: 63-64). As the thinking skill like any other skill development at the individual through the development of creative thinking and how to configure ideas will reach new creative ideas and therefore it helpful to learn creativity.

But this does not mean to deny genetic factors, the impact on the development of creative preparations and that gives creativity distinctive quality (Assaf, 2005: 37), the core issue of creativity lies in how the emergence of these new ideas and what is its origin.

## The characteristics of creative organization

If we know that the most exciting organizations administration to be creative in the foreground, and innovation opportunities exist in all the time, and that any organization that seeks to suppress creativity they ultimately suppress more success (Fremantle, 2002: 65)

And creativity by individuals and groups working within a particular environment and this environment creative impact on their behaviour, including the support provided to them and the possibilities and role models for creative

behaviour (Paint, 2004: 191). So that we can identify creative organization: as an organizational entity designed its internal environment to contribute to the adoption of creative ideas and sources, and the resulting different achievements. This means that creativity is only the result of the interaction between the individual and the environment in which it operates, which requires a collaborative effort between all members of the organization. He stated Deisler (2009: 169) that the appointment of creative people does not mean that creativity will appear, as some organizations spend on creativity (kill him).

## Creativity constraints

There are a range of obstacles that prevent the emergence of creative behaviour of workers in an organization.
A. Constraints Aladarkih: focusing on the difficulties of Bhadrak aspects of the problem or creative position
B. Affective and personal obstacles: The mostly psychological obstacles such as fear of the initiative and making mistakes and avoid facing problems T..
Organizational obstacles: such craft in the application of Laws and regulations, strict hierarchy, the leadership of others encouraging creativity and malfunction in the communication process and other
W. Cultural and social constraints: They are those constraints resulting from social pressures

## RECOMMENDATIONS

In light of the findings from this study, and the circumstances of field application procedures, the researcher developed a set of recommendations ljmlha are as follows:
1. Reliance on work teams in completion of the work, rather than individual, which helps to spread the spirit of the group and team and Tqoathma in work and thus improve performance and increase efficiency.
2. Adoption of the principle of delegation of authority to the extent of liability which can implement this responsibility optimally.
3. The need to improve the method of selecting leaders on the basis of sound scientific standards, and attention to the personal qualities of those selected (such as competence, integrity and honesty and love of the public interest - and stay away from the standard partisan and mediation).

4. The need to use modern technology with the various ministries and the training of personnel in these institutions and ministries to work style software applications
5. Find ways to promote a culture of total quality through bulletins that take character patrols to increase awareness

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