

-RESEARCH ARTICLE-

MANAGEMENT BY OBJECTIVES AND ITS RELATIONSHIP TO THE APPLICATION OF TOTAL QUALITY MANAGEMENT STANDARDS AMONG ADMINISTRATORS

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—Abstract—

This study seeks to evaluate the level of implementation of management objectives and its correlation with the adoption of total quality management (TQM) standards by the administrative leaders at Al-Bayt University. The study sample includes 155 employees who were chosen using a random stratification method. The results suggest that the administrative leaders at Al-Bayt University have a moderate level of practice in management by objectives. In addition, the level of TQM standard implementation by administrative leaders is also average, according to employee ratings. The findings also indicate a strong and meaningful connection between the degree of management by objective practice and the implementation of TQM standards at Al-Bayt University. According to these findings, the researchers suggest several recommendations regarding the importance of staff's active participation in administrative activities and processes to establish the university's goals and implement TQM standards. This study could also provide valuable insights for policy makers and university management regarding the significance of implementing management by objectives to enhance overall TQM standards.

Keywords: Management by Objectives, Total Quality Management Standards, Administrative Leaders, Al al-Bayt University, Jordan.

INTRODUCTION

A university is a place of higher learning that focuses on educating and training individuals to contribute to different areas of society across a wide range of subjects. Highly skilled faculty members and administrators, dedicated to providing students with a high-quality education, are essential for a successful academic environment. Their expertise is crucial in preparing students to meet the rigorous standards set by the job market. Given the nature of the educational process, it is critical to have a management approach that promotes all individuals' active participation. The researchers argue that universities should adopt total quality management (TQM) as an approach to foster

integration and coordination among faculty and staff across different colleges and departments. They view TQM as an intellectual, cultural, managerial, and organisational strategy. Al-Najjar's work from 2000. Additionally, it promotes a culture of excellence among all members of the institution and employs scientific methods to enhance educational resources. This system also fosters a dedication to attaining precise outcomes from the outset, guaranteeing the correct completion of tasks on the initial attempt. This helps reduce education expenses (Al-Zu'bi et al., 2022). In order to cater to the needs of beneficiaries, it is essential for staff members to actively engage in the ongoing enhancement of the university's outputs. This aligns with universities' goals of expansion and long-term viability (Al-Mawadieh et al., 2022). Several authors have argued that the concept of management by objective is critical to elevating TQM standards (Islam & Sarker, 2020; Mizuno, 2020; Zhao et al., 2021).

Thus, management by objectives plays a crucial role in the implementation of total quality management. Management by Objectives is a relatively new concept in management that aligns with modern behavioral theories. This approach highlights the importance of collaborative problem-solving and achieving objectives through effective utilisation of resources (Cardona & Rey, 2022; Islam & Sarker, 2020). This approach requires a thorough evaluation of performance, careful planning, and diligent monitoring in order to achieve the desired outcomes. It operates across all levels of management, from the lowest to the highest (Jowhar, 2011). When universities plan their strategies and activities, they need to consider the intense competition they face at the local, regional, and international levels. This competition is driven by the objectives set by the management. It is important to assess the progress of new forms of higher education that rely on information and communication technologies. Similarly, it is important to focus on ensuring quality, protecting beneficiaries, respecting intellectual property rights, and preserving cultural and national identity (Develi, 2023). Al-Tarawneh (2012) defines management by objectives as an administrative system that enhances organisational and administrative effectiveness, thereby improving the quality of universities. Active participation of all employees is essential for setting time-bound and measurable goals. Key principles such as the effectiveness, fairness, and integrity of top management in the goal setting process form the foundation of the system (Küpper & Kundolf, 2021). The assessment also considers the institution's circumstances and situation throughout the process of goal setting. Additionally, the importance of trust, cooperation, and coordination among all parties involved is emphasised in this approach. It also includes the establishment of reward and monitoring systems, as well as effective communication channels (Kabatilo, 2023). The organisation's overall goals are translated into objectives at the administrative unit level (Al-Mawadieh et al., 2022; Al-Tarawneh, 2012). This study aims to investigate the importance of management objectives in the context of total quality management. This study examined the relationship between management objectives and the total quality management standard.

Several studies have been conducted on the association between management by objective and total quality management standard, but there are still gaps in the research. Previous studies have primarily examined the relationship between management by objective and various variables (Alshamari, 2023; Harahap & Perdana, 2021; Okoli, Ewah, & Chukwu, 2023). However, there is a lack of research on its association with total quality management standards. Total quality has primarily focused on various relationships, as highlighted by (Al-Zoubi et al., 2023; Liu et al., 2023). However, there has been limited attention given to the relationship with management by objective. The study examines the relationship between management by objectives and total quality management. However, while there has been research conducted on other countries (Al-Zoubi et al., 2023; Blot Lefevre Matte, 2023; Ruziana, 2023), there has been limited attention given to higher education institutions in Jordan. The universities in Jordan have played a significant role in social and economic development (Bataneh et al., 2021). The institutions mentioned have been significant in facilitating knowledge creation, cultural exchange, and research development (Bataneh et al., 2021). Jordanian universities make significant contributions to addressing societal challenges and promoting global competitiveness through nurturing talented individuals and fostering interdisciplinary collaboration (Alshurideh et al., 2024).

Moreover, the authors (Alshurideh et al., 2024) argue that the focus on inclusive education and community engagement guarantees the accessibility and relevance of education to diverse populations, leading to a more equitable and prosperous society. Al-Rahili (2009) presented evidence of the significant impact of management objectives in addressing organisational challenges at Umm Al-Quraa University. Al-Qusairin (2014) emphasised the significance of implementing the management-by-objectives approach for enhancing employee motivation. Based on these findings and the understanding of researchers regarding the importance of implementing management objectives, especially in autonomous educational institutions like universities, there is potential to delegate specific administrative and technical authorities and responsibilities. The importance of studying Jordan universities cannot be overlooked when considering their significance. The study aimed to examine the relationship between management by objective and the total quality management standard at Jordan University. This research objective was divided into further three questions. 1) To what extent is management by objectives practiced among Al al-Bayt University administrators, as perceived by their employees? 2) To what degree do Al al-Bayt University administrators implement TQM standards, as perceived by their employees? 3) Is there a correlation between the degree of management by objectives practice and the implementation of TQM standards among Al al-Bayt University administrators?

The research with a specific objective has the following significance: This research has the potential to contribute to the existing literature on the association between management and objective and total quality management standards, specifically within

the context of Jordan Al-Bayt University. The study aims to examine the relationship between management approaches and organisational performance and effectiveness in a higher education setting. Additionally, the implications of this study are significant, as the results can provide valuable insights to university administrators and decision-makers at Jordan Al al-Bayt University regarding the effectiveness of implementing MBO and TQM practices. Understanding this association can inform the development of management strategies that are more efficient and effective, tailored to the specific needs and challenges of the university. This can ultimately enhance the overall performance and quality of education delivery. The study was divided into four chapters: literature review, research methodology, results and interpretation, discussion and research limitations.

LITERATURE REVIEW

Management by Objectives

“It is an administrative method in which the leader and subordinates at all organizational levels take part in deciding what the objectives of the administrative units they work at should be. Then, each employee’s role is determined in terms of the outcomes that are expected of them. Then, a coordinated plan is developed to achieve those results”. The procedural definition of management by objectives encompasses the responses of study participants to an instrument used to measure the practice of this method. The measurement is based on the domains of participation, goal setting, self-management, and achievement evaluation (Kanan et al., 2023a).

Total Quality Management

Total quality management is a “leadership method which establishes an organizational philosophy geared towards attaining the highest level of service quality and seeks to incorporate its philosophy into the organization’s structure”. The procedure of TQM involves improving administrative processes through reviewing, analysing, and identifying ways to enhance performance and reduce turnaround times. This is achieved by eliminating non-value-added and unnecessary tasks and functions for the service recipient. Consideration is given to the needs and requirements of the service recipient at every stage of development in order to enhance quality and reduce costs. The level of accuracy with which study participants use TQM, as indicated by the collected data, is a primary demonstration of TQM.

Management by objectives and Total Quality Management

Management by Objectives (MBO) is a management philosophy that emphasises the clear establishment of objectives and the alignment of organisational efforts towards achieving those goals. Additionally, it offers a systematic method for defining an organisation's objectives and assessing its performance. Al-Rawahi (2020) demonstrated the positive

impact of implementing MBO on decision-making processes. Outcomes of a prior study discovered that incorporating MBO principles into university administration resulted in enhanced strategic management processes and overall institutional performance. In other words, Institutions rely on individuals at different levels of the professional hierarchy to perform their duties in order to achieve their objectives. According to (Kanan et al., 2023b), effective management of institutions allows employees to fulfil their personal needs, achieve organisational objectives, and promote teamwork. Financial compensation, professional connections, career advancement, and personal development contribute to this.

Management by objectives and TQM have been examined in multiple studies. Prior literature sought to elucidate the implementation of TQM in higher education, with a specific focus on the roles of students and faculty members. The study also identified limitations to implementing TQM in higher education in Massachusetts, United States. The study also assessed the impact of these dual roles on optimising educational processes through their interaction. This study enhanced our comprehension of the roles of students and faculty in higher education and their impact on improving overall quality. Prior literature evidence a method to improve the evaluation process for assessing educational quality and outlined procedures to enhance students' motivation to learn.

Montano & Utter (1999) developed a framework for implementing Total Quality Management (TQM) at Texas University. A total of 37 university faculty members completed a questionnaire consisting of 30 items divided into three domains. The study revealed a decrease in performance levels at Texas State University. This study emphasised the importance and necessity of TQM in order to attain student satisfaction with respect to student services. Al-Rahili (2009) conducted a study to assess the impact of management objectives on organisational performance at Umm Al-Quraa University and examine its implementation status. The study aimed to identify the primary challenges associated with implementing this approach and examine potential solutions from the perspective of administrative leaders. The researcher employed a descriptive-analytical method with a study sample of 325 administrators from various university departments. The study found that the implementation of management objectives was highly effective.

Al-Qusairin (2014) conducted a study to investigate the implementation of management by objectives by school principals in the Directorate of Education in the Bani Kenanah District and its impact on teachers' motivation for achievement. The study found that school principals demonstrated a high level of management by objectives across all domains and on the overall scale. Additionally, their motivation level was high across all domains. Manning (2004) examined quality assurance activities, student service enhancements, and research development in colleges. The study employed a survey tool to inquire about structural elements, quality assurance initiatives, implementation drivers, and resulting changes. The survey was administered to 45 college deans in Pennsylvania, USA. The study found a high level of comprehensive quality management. Hirtz (2002) examined the correlation between

management style and the extent of TQM implementation in non-academic administrative and service departments of higher education institutions. The author administered a questionnaire to non-administrative departments at the University of Missouri-Rolla, a recipient of the 1999 Missouri Quality Award. The study sample consisted of 123 university leaders. The study found a strong correlation between management style and the level of TQM implementation, indicating that transformative leadership patterns were closely aligned with quality management factors. Ghawanmah (2018) examined the implementation of TQM principles at Hail University from the perspective of faculty members. This study utilised a descriptive-analytical methodology and included a sample of 346 faculty members. The study argued that the level of TQM application was moderate.

On the other hand, several studies have examined the impact of individual management and objective factors on total quality management standards. Strategic planning is crucial in managing higher education institutions that encounter changing challenges and competitive pressures. Furthermore, Sharma & Jyoti (2022) conducted a study on the integration of MBO in the planning process. The integration of MBO into strategic planning processes has been found to enhance organisational agility and competitiveness. MBO plays a crucial role in improving the quality of universities that actively engage in enhancing organisational processes. Student affairs departments are important for supporting student success and holistic development on college campuses. Research suggests that applying MBO principles could improve the effectiveness of student affairs programmes and services. Pascarella & Terenzini (2020) examined the role of MBO in evaluating the performance of the student affairs department and its impact on student retention. Their findings indicated a positive relationship between MBO and the organisation's total quality management performance.

In other words, the performance of employees is a crucial factor in the success of companies in universities. The evaluation of the MBO approach provides employees with a clear understanding of their performance, potentially leading to increased productivity. Khan (2023) discovered a positive correlation between MBO-based performance evaluations and employee job satisfaction and performance in Pakistani universities. The principles of MBO establish a framework for improving employee engagement and performance by aligning individual goals with organisational objectives. Efficient allocation and management of resources are crucial for the sustainability of educational institutions. A prior study that helps to investigate the impact of MBO on financial management practices in public universities in Pakistan. The study revealed that the incorporation of MBO principles into financial management procedures resulted in enhanced financial performance and accountability. Universities can achieve optimal resource utilisation and long-term financial sustainability by establishing explicit financial objectives and aligning resource allocation with institutional goals. Thus, based on previous discussion, it is hypothesized that,

H1: *There is a significant association between management by objectives factors and total quality management standards,*

RESEARCH METHODOLOGY

The objective of this research was to examine the relationship between management by objective and the total quality management standard at Al al-bayt University in Jordan. The study utilised a description and correlation research design. This study employed a quantitative approach, utilising self-administered questionnaires to collect data from individuals in various management positions, including directors, deputy directors, assistant directors, heads of department, and section heads. Data were collected from the first semester of the academic year 2021–2022 at Al Bayt University in the Hashemite Kingdom of Jordan. The study population comprised 397 administrators employed at Al-Bayt University, as reported by the Quality Assurance Department for the academic year 2021-2022. A sample of 155 administrators from Al-Bayt University was selected using stratified random sampling during the academic year 2021–2022. This sample represents 39.04% of the study population. The collected data was analysed using SPSS software for both descriptive and correlational analyses.

Research Instrument

A two-dimensional research tool was developed to measure the variables in the study. The first dimension consisted of 24 items divided into four categories: goal setting, practical planning, periodic review, and annual performance evaluation. Each dimension was measured using six items. These items evaluate the implementation of management by objectives. The second dimension comprised 30 items on TQM criteria, divided into five areas: university administration, strategic planning, student affairs, employee performance, and financial resources. The measurement of each dimension was conducted using six items. The instrument was developed based on existing literature and previous studies. The subject matter is divided into three distinct sections: Section 1 collects demographic data from the participants, such as gender, years of experience, educational background, and job title. Part 2 includes a questionnaire for assessing management by objectives, while Part 3 involves a questionnaire for measuring total quality management standards. The researchers evaluated the responses using a five-point scale ranging from "very high degree" to "very low degree."

Validity of the Study Tool

To ensure its validity, the study tool was subjected to content validity assessment by a panel of Ten Jordanian University professors specializing in educational administration, assessment and evaluation, and public administration. The panel conducted a comprehensive review and revision of the questionnaire, considering factors such as item readability, questionnaire phrasing, and relevance to the measured content, and proposed modifications or removal of unnecessary items. The researchers subsequently revised the questionnaire items, incorporating feedback from 80% of the experts. The changes were made to improve the readability of the questionnaire items and ensure they are in line with the study's objectives.

Reliability of the Study

The construct's reliability is typically assessed using alpha, which is important for measuring the scale's internal consistency. Nunnally & Bernstein (1994) state that Chronbach's alpha is a reliable measure of internal consistency, indicating the degree of correlation between items on a scale. Moreover, diverse disciplines like psychology, education, and healthcare widely apply it, demonstrating its versatility and credibility (Tavakol & Dennick, 2011). The internal consistency method utilises Cronbach's alpha coefficient to ensure the reliability of the research instrument. The study's purposes were adequately met, with acceptable reliability coefficients ranging from 0.86 to 0.93 across the various domains.

Results and Interpretation

This section provides a summary of the study's findings based on the research questions. The study comprised three research questions, each of which was analysed separately.

Research Questions One Findings

The study aimed to assess the extent to which management by objectives is implemented by administrators at Al-Bayt University, as perceived by their employees. The results indicate that the degree of management by objectives practices among administrative leaders at Al-Bayt University, as perceived by their subordinates, had a moderate overall arithmetic mean of 3.26, with a standard deviation of 0.68. The arithmetic means for the various areas of management by objectives ranged from 3.02 to 3.38, suggesting a moderate level across all areas. The highest-ranked activity was goal setting, with an arithmetic mean of 3.38 and a standard deviation of 0.75. The practical planning category obtained a mean score of 3.29 and a standard deviation of 0.72, ranking second. The periodic review received a ranking of third place, with an average score of 3.26 and a standard deviation of 0.75. The annual performance evaluation received a low ranking, with an arithmetic mean of 3.02 and a standard deviation of 0.88. Table 1 below displays the predicted results.

Table 1: Management by Objectives Results.

| Number | Domain | Arithmetic Mean | Standard Deviation | Rank | Degree |
|---------------|-------------------------------|-----------------|--------------------|------|----------|
| 1 | Goal Setting | 3.38 | 0.75 | 1 | Moderate |
| 2 | Practical Planning | 3.29 | 0.72 | 2 | Moderate |
| 3 | Periodic Review | 3.26 | 0.75 | 3 | Moderate |
| 4 | Annual Performance Evaluation | 3.02 | 0.88 | 4 | Moderate |
| Overall Score | | 3.26 | 0.68 | - | Moderate |

Source: Author's Estimation

Research Questions Two Findings

The second research question examined the extent to which administrators at Al-Bayt University implement TQM standards as perceived by their employees. The results indicate that the application of TQM standards among administrative leaders at Al al-Bayt University, as perceived by their subordinates, is moderate, with an arithmetic mean of 3.44 and a standard deviation of 0.72. The arithmetic means for the various areas of TQM standards ranged from 3.35 to 3.51, indicating a moderate level across all areas. The university administration achieved the highest arithmetic mean of 3.51 with a standard deviation of 0.78. The student affairs department achieved a ranking of second place, with an arithmetic mean of 3.47 and a standard deviation of 0.79. The arithmetic mean for strategic planning was 3.46, with a standard deviation of 0.79, ranking it third. Employee performance was ranked fourth, with a mean of 3.45 and a standard deviation of 0.83. The physical resources had the lowest ranking, with a mean of 3.35 and a standard deviation of 0.75. [Table 2](#) below displays the predicted results,

Table 2: TQM Standard Results.

| Number | Domain | Arithmetic Mean | Standard Deviation | Rank | Degree |
|-------------|---------------------------|-----------------|--------------------|------|----------|
| 1 | University Administration | 3.51 | 0.78 | 1 | Moderate |
| 3 | Student Affairs | 3.47 | 0.79 | 2 | Moderate |
| 2 | Strategic Planning | 3.46 | 0.79 | 3 | |
| 4 | Employee Performance | 3.45 | 0.83 | 4 | Moderate |
| 5 | Financial Resources | 3.35 | 0.75 | 5 | Moderate |
| Total Score | | 3.44 | 0.72 | - | Moderate |

Source: Author's Estimation

Research Question Three Findings

The results of the third question, which aimed to determine if there is a statistically significant correlation (0.05) between the degree of management by objectives practice and the implementation of TQM standards among administrators at Al-Bayt University, indicate a significant positive correlation between the two domains. This finding suggests that management by objectives, which includes a democratic leadership style involving employee participation, delegation of authority, self-monitoring, and management interaction, can serve as an effective method for implementing TQM. The practice of management by objectives and TQM implementation both showed moderate levels. The correlational results mentioned above can be found in [Table 3](#) below.

Table 3: Correlation Results Between Management by Objectives Practices and TQM Standards.

| The Relationship Between the Variables | | University Administration | Strategic Planning | Student Affairs | Employee Performance | Financial Resources |
|--|-------------------------|---------------------------|--------------------|-----------------|----------------------|---------------------|
| Goal Setting | correlation coefficient | 0.636** | 0.599** | 0.491** | 0.593** | 0.642** |
| Practical Planning | correlation coefficient | 0.744** | 0.666** | 0.606** | 0.685** | 0.742** |
| Periodic Review | correlation coefficient | 0.748** | 0.685** | 0.604** | 0.699** | 0.753** |
| Annual Performance Evaluation | correlation coefficient | 0.710** | 0.657** | 0.604** | 0.644** | 0.711** |
| Total | correlation coefficient | 0.795** | 0.730** | 0.643** | 0.735** | 0.798** |

**Relationship is statistically significant at a significant level of 0.01.

Source: Author's Estimation

DISCUSSION AND CONCLUSION

The primary research objective was to examine the relationship between management by objectives (MBO) and the total quality management (TQM) standard at Al-Bayt University in Jordan. Data was collected from all administrators employed at Al-Bayt University, totaling 397 administrators according to the Quality Assurance Department of the university for the academic year 2021-2022. The team divided the research objective into three additional research questions. The initial research findings indicate a moderate level of MBO practice among administrative leaders at Al-Bayt University. The domains of MBO, which include goal setting, practical planning, periodic review, and annual performance evaluation, all showed moderate levels of results. This indicates that although MBO principles are being integrated into administrative practices, there is still potential for enhancing their effectiveness in implementation. The moderate level of MBO practice in the university may be attributed to the bureaucratic nature of administrative processes. Additional findings suggest that the leadership practices in the university's administrative units continue to follow a centralised system, with most decisions being made at the unit level. These practices tend to adopt a bureaucratic approach. Jordanian universities, such as Al al-Bayt University, often adhere to traditional hierarchical structures, which may impede the complete implementation of MBO principles. Cultural factors and organisational norms can influence the implementation of MBO, as noted by [Sofoluwe \(2003\)](#), [Al-Rahili \(2009\)](#), and [Al-Qusairin \(2014\)](#). These results demonstrate the significance of aligning administrative practices with management theories to enhance organisational effectiveness.

In addition, second research question also revealed moderate levels of TQM implementation in areas such as strategic affairs, university administration, employee performance, and financial resources. The findings indicate that incorporating TQM basic standards into administrative practices can lead to improvements in quality management. The moderate level of TQM implementation at the university can be attributed to factors such as the early stages of quality management initiatives and the need for improved awareness and training among staff members. Jordanian universities, such as Al-Bayt University, could improve the implementation of TQM by investing in quality management training programmes and promoting a culture of continuous improvement. The findings of this study align with previous research conducted by [Ghawanmah \(2018\)](#), which emphasised the significance of implementing TQM for process improvement. Thus, it can be contended that TQM is a crucial subject for universities to enhance their competitive advantage in both domestic and global markets.

At, third question demonstrates a positive and significant relationship between MBO practices and the implementation of TQM standards at Al al-Bayt University of Jordan's Administrative Department. Therefore, these findings suggest that adopting MBO principles can enhance service quality and serve as a basis for implementing TQM practices. The findings indicate that the characteristics of MBO have a significant impact on increasing the TQM standard. The results associated with Al-Bayt University demonstrate the importance of integrating MBO practices to facilitate the adoption of TQM practices. University administrators can create a conducive environment for implementing TQM initiatives by promoting a culture of goal-oriented management and performance evaluation. The present finding aligns with [Hirtz \(2002\)](#) study, which established a positive correlation between management style and the implementation of TQM. The results align with previous studies conducted by ([Seyfried & Pohlenz, 2020](#)). Based on the study findings, it can be argued that MBO and TQM practices are important correlated factors for Al-Bayt University in Jordan.

The research provides valuable insights into the extent of MBO practice and TQM standard implementation. Although MBO and TQM principles are somewhat integrated into administrative practices, there is potential for enhancing their effectiveness. Jordanian universities, such as Al-Bayt University, can enhance their organisational effectiveness and quality assurance by aligning administrative practices with contemporary management theories and investing in quality management initiatives.

IMPLICATIONS

The study examines the theoretical and practical implications of the association between management by objective (MBO) and total quality management (TQM) standards at Al-Bayt University in Jordan. The findings suggest that administrative leaders have a

moderate level of MBO practice and TQM implementation, indicating the need for further integration of contemporary management principles into university administrative practices. Furthermore, this study's findings contribute to the existing literature on management theories and their application in Jordanian universities. The study provided theoretical support for aligning management practices with quality management principles by showing the correlation between MBO principles and TQM implementation. Furthermore, the findings of this study have aided other researchers in expanding upon the existing study framework.

On the other hand, the study results have demonstrated the significance of promoting a specific culture for effective management in achieving goals and enhancing the quality of higher educational institutions in Jordanian universities. Furthermore, as a pioneering study in this field, the significant findings of this research indicate the necessity of targeted interventions to improve administrative practices and quality management initiatives. The practical implications of this study involve the creation of training programmes for university administrators. These programmes aim to familiarise administrators with modern management theories and quality management practices. Organisational restructuring may be required to support the implementation of MBO and TQM principles, focusing on decentralisation and empowering employees. This study can inform policymakers and higher management about the significance of management objectives in enhancing total quality management standards and gaining a competitive advantage in both national and international markets.

LIMITATION AND FUTURE RECOMMENDATIONS

The study has significant outcomes, but it also has limitations that could be addressed in future research to strengthen its findings. The limited scope of the study to only one university in Jordan restricts the generalizability of the findings. Future research could involve including additional universities to investigate variations in the results. Currently, the research relies solely on a correlational research design, which does not examine causal effects. Therefore, future research could explore regression-based methods to increase the generalizability of the findings. Previous studies have neglected the consideration of moderation and mediating effects. Therefore, future research should investigate these effects in order to understand how they may influence the results.

Based on the findings of the study, the researchers recommend the following actions:

1. Providing resources to help establish an appropriate and motivating environment for implementing TQM standards.
2. Employee involvement in decision-making processes and administrative operations is critical to determining the university's objectives.
3. Conducting analytical studies to investigate the impact of Management by Objectives practice on achievement motivation in educational institutions.

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