DEVELOPMENT OF STRUCTURAL MODEL OF RELATIONSHIP BETWEEN TQM, IT AND OP FOR THE COURTS AT THE NEW PALACE OF JUSTICE IN JORDAN

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This dissertation is dedicated to my family for their endless support and encouragement.
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ABSTRACT

In this study, the significance of information technology (IT) and total quality management (TQM) has been discussed and analyzed, also the theories of research study variables. This study focused on the critical success factors and the relationship between total quality management, information technology and organizational performance in the Jordanian courts. The aim of this research is to identify the critical success factors of Information technology, total quality management and organizational performance. Also, to identify the impact of information technology (IT) implementation, role of total quality management (TQM) on the Jordanian court system performance. In this research study, the quantitative methodology was used through the questionnaires which will be filled by the courts' employee. In this research study, the close ended as well as the open-ended questions are being used to support the results from the study. The expected population in this study is 135 employees, and the sample size is 100 employees. Thus after analysis it can be proven that the performance of the Jordanian courts and its employees can be improved by implementing the information technology systems and total quality management approaches. The purpose of this research study is to develop a conceptual framework that examines information technology (IT), total quality management (TQM) factors and their relationship with the Jordanian courts organizational performance. The main expected implication of the findings for managers is that with IT role, TQM practices, court systems in Jordan are more likely to achieve better performance than without the IT role and TQM practices. This study supports the theories of IT, TQM that positively impacts the organization performance.
ABSTRAK

Pengurusan kualiti menyeluruh (TQM) dan Kepentingan teknologi maklumat (IT) telah dibincang dan dianalisis termasuk teori pembolehubah di dalam kajian ini. Kajian ini memberi tumpuan kepada faktor-faktor kejayaan yang kritikal dan hubungan antara pengurusan kualiti menyeluruh, teknologi maklumat dan prestasi organisasi di dalam mahkamah di Jordan. Tujuan kajian ini adalah untuk mengenalpasti faktor-faktor kritikal kejayaan teknologi maklumat, pengurusan kualiti menyeluruh dan prestasi organisasi dan pada masa yang sama mengenal pasti kesan peranan pengurusan kualiti menyeluruh (TQM), teknologi maklumat (IT) pelaksanaan, terhadap sistem prestasi mahkamah di Jordan. Kajian penyelidikan ini telah menggunakan kaedah kuantitatif melalui soal selidik yang akan diisi oleh pekerja mahkamah. Dalam kajian penyelidikan ini, soalan tertutup dan soalan terbuka digunakan untuk menyokong hasil daripada kajian. Populasi kajian ini adalah 135 pekerja, dan saiz sampel adalah 100 pekerja. Dengan ini, membuktikan bahawa prestasi mahkamah Jordan dan pekerjanya boleh diperbaiki dengan melaksanakan sistem teknologi maklumat dan pendekatan pengurusan kualiti menyeluruh. Tujuan kajian penyelidikan ini adalah untuk membangunkan satu rangka kerja konsep yang pengurusan kualiti menyeluruh (TQM), dan mengkaji teknologi maklumat (IT) hubungan mereka dengan prestasi organisasi dalam mahkamah di Jordan. Implikasi utama yang dijangka ditemui bagi pengurusan ialah peranan IT, amalan TQM, sistem mahkamah di Jordan lebih cenderung mencapai prestasi yang lebih baik tanpa peranan amalan TQM dan IT. Kajian ini menyokong teori IT, bahawa TQM memberi kesan positif terhadap prestasi organisasi.
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1.1 Background of the study

Public sector organizations are important consumers of information technology (IT), primarily because many public functions (Garicano, 2010). Information technology (IT) has become a key enabler of business process reengineering if an organization is to survive and continue to prosper in a rapidly changing business environment (Grover, 1999). It is a clear fact that the key driver of this period of time is technology. As the changes of technologies are growing promptly, enriched IT products and services are released everyday throughout the world. This marvel is laying a tremendous burden on organizations managers to design, plan, and adopt new technology solutions in adapting such changes.

IT will be playing a significant role not only in the sustainability of economy but also in our pursuit to achieve environmental and social sustainability. Information technology is a “general term that describes any technology that helps to
produce, manipulate, process, store, communicate, and/or disseminate information” (Sawyar, 2005).

Shelly et al. (2004) mentioned that IT consisted of hardware, software, databases, networks and other related components, which are used for building the information systems. Vasudevan (2003) pointed that IT improved along with socioeconomic development in developing countries as a need. Information technology (IT) is one of the valuable resources to increase the economic growth and customer satisfaction. It has a potential to impact on the structure of organizations and improve the quality of organizational performance significantly and customer satisfaction (Sobhani, 2008).

Studies proved the significant role of IT capability toward competitive advantages, and organizational performance IT capability has been proven as one of the most important variables that contributed to higher organizational performance. Stakeholder in the organization should recognize the important roles of IT operations plays in managing organizations (Ringim et al., 2012).

In addition to IT, Total Quality Management (TQM) has an impact on organizations, and each has been widely studied. The significant role of TQM has led authors to study this management philosophy and analyze the implementation of such a tool successfully (Ehigie and McAndrew, 2005). Hashmi (2004) defined TQM as “a management philosophy that seeks to integrate all organizational functions to focus on meeting customer needs and organizational objectives." Demirbag et al. (2006) accepted that one of the most influential factors in every organization is quality management.

(Feng et al., 2006) recognized the positive association between TQM implementation and organizational performance. Organizations are now adopting the same strategy of total quality and at the same time seeking to make maximum use of IT to increase their performance. Many authors have demonstrated the positive impact. During the last three decades, Total Quality Management (TQM) has been receiving an obvious acceptance by the diverse sectors of the economy such as
manufacturing (Fotopoulos and Psomas, 2009), service (Feng et al., 2008),
government (Chen and Zhu, 2005).

Malik and Khan (2011) mentioned that most of the recent studies showed the
positive relationship between TQM practices and firm performance. According to
(Sajjad and Amjad, 2011) TQM practices have a positive influence on performance.
Zehir et al. (2012) found in his study that TQM practices, and dimensions were
positively related with quality performance indicators. Improvement in process,
product and service quality were found resulting from TQM practices by (Kumar et
al. 2009).

In addition to TQM and IT, a lot of research has been written about the
performance of organizations in the past years, including the way to improve the
organization's wealth. According to Wheelen and Hunger (2000), the organization
performance is “an accumulated end result of organizational process and activity”.
Organization performance refers to how well the organization is doing, based on a
predetermined set of standards (Parajogo and Brown, 2004). Global competition,
internal competitive pressure had made organizations monitor their processes and
service performance to meet the requirements and needs of their customers and
stakeholders. The organizational management manages the organizational
performance, control and customer value, as its impact reputation of the
organization. Commonly, organizational work measures include organization
effectiveness, productivity/efficiency and industry ranking (Wetherbe et al., 1999).
According to Robbins and Coulter (2003), efficiency is defined as “minimum
utilization of resources and getting maximum output” and effectiveness is “how well
the job gets done”.

Measuring and analyzing organizational performance plays an important role
in turning organizational goals to reality. A performance indicator is a quantitative or
qualitative indicator that reflects the progress of the company, unit or individual
(Popova and Sharpanskykh, 2010). Performance should be defined as a result of
work, because these results are in relation with the most powerful effect with the
strategic goals of an organization. Organizational performance is proportion that
leads organizations to their work and economical goals (Lee and Chio, 2003).
Sentiment of organizational performance is an approach that organization would do the works and duties in idealized form (Stoner et al., 2007).

The judicial system of Jordan is one of three separate and independent authorities of the government. It is responsible for an effective administration of justice to all the Jordanian citizens. Jordan's present judicial system is based on the constitution. The judicial system is divided into three types: regular courts, religious courts and special courts. The regular courts which are the scope of this study consisted of the conciliation and civil courts (the first level of adjudication), the appellate courts (the second level of adjudication) and the court of cassation, which is the highest judicial entity in the Kingdom. Jordan's present legal system is based on the Constitution, The Court Establishment Law of 1951.

In an attempt to improve the overall performance of the judiciary system, the ministry of justice formed a judicial upgrading strategy. The main aims of the strategy were to increase the number of judges, provide them with continuing education opportunities, improve their living and working conditions, introduce amendments to the procedural laws to accelerate litigation and improve court services, and adopt modern methods such as the civil case management approach.

Some of the strategy’s major accomplishments were developing a system to store case files, creating a computerized database to keep track of cases, and speeding up court proceedings by improving notification procedures (www.moj.com). Figure 1.1 illustrates the hierarchy of the judicial system for the regular courts in Jordan form the conciliation court up to the cassation court which is the highest judicial entity in the Jordanian judicial system.
1.2 Problem statement

IT has a significant impact on most of the organizations; a lot of research had shown that IT improves the performance (Dedrick et al., 2003). While other authors stated that there is no strong evidence shows that IT can improve the organization performance (Pelsak, 2003). This case study will intend to fill the gaps by providing evidence on the effects of IT on the organizational performance.

New technologies may face resistance from employees who are used to
certain ways of work (Stam et al., 2006). Reward systems, training and programs need to be reconfigured to support employee's use of new technologies (Noe et al, 2006). Court's management needs to implement plans, which can motivate the employees to accept the recent technologies to create a high-performance work system and processes.

Based on the report which was issued by the department of statistics in Jordan in 2008, many of the data producing agencies do not apply quality control standards in their processes. This led to poor quality and non-comprehensive data, inconsistencies in produced and published data and failing to produce data on time (Department Of Statistics [DOS], 2008).

Inadequate research has been carried out to identify the impact of IT and TQM on organizational performance in the Jordanian courts. No previous study exists confirming the role of total quality management and information technology in the Jordanian courts and their impact on organizational performance.

1.3 Research questions

In addressing the underlying issues concerning this study, these following questions are raised:

(i) What are the critical success factors of IT, TQM and measurement of organizational performance?
(ii) What is the relationship between IT, TQM and organizational performance?
1.4 Objectives of the study

The aim of this research is to identify the impact of IT implementation, role of TQM on the Jordanian court system. It anticipates addressing the following objectives:

(i) Identify the critical success factors of TQM, IT and measurement of organizational performance.
(ii) Develop a structural model of the relationship between TQM, IT and organizational performance
(iii) Analyze the relationships between TQM, IT and organizational performance.
(iv) Recommend different approaches to the practitioners in the court.

1.5 Scope of the study

The main purpose of this research study is to determine the important success factors of the information technology, total quality management and the organizational performance in the Jordanian courts. A limited example was considered to achieve detailed results as we determined our purpose. The scope of this research is:

(i) The respondents which they are: the judges, middle and top management employees of the Jordanian courts.
(ii) Conciliation, first instance and appeal courts in new palace of justice (NPOJ).
1.6 **Significance of the study**

The literature reveals that no previous research has been conducted on the role of information technology in the Jordanian courts. The result of this study will provide a clear image of the impact of IT, role of TQM on the court’s performance as an organization. The research data are vital to all the development departments. The information provided through this research will be significant to the judicial council to know how information technology (IT) has benefited the ordinary person seeking justice. It will also be important for policy makers, court users and concerned citizens determine the possible flaws, strengths and opportunities for enhancing case flow management through the implementation of information technology (IT). The results of this study should be a benefit to the Jordanian courts and will offer a new research perception for a future research. The e-Government initiative, on the other hand, concentrates on the development of the public sector and its interaction with the private sector (Kulchitsky, 2004; Intaj, 2003). The results of this study should be a benefit to the Jordanian courts and will offer a new research perception for a future research.

1.7 **Thesis outline**

This proposal is divided into three chapters. Chapter one presents an introduction and the background of the study. Besides that it searches into the problem statement, research questions and the scope of the study. Chapter two concentrates on reviewing previous literature related to the context of the study, related theories, and models. Chapter three identifies the methodology, the sampling and the instruments that were used to conduct the research.
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