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# Applying Standards of Quality and Excellence in the Government Work System in Jordan Case Study: Greater Amman Municipality

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**Abstract**

This study focuses on the vital role of applying standards of quality and excellence within the government work system in Jordan. By illuminating the implementation of these standards, the study aims to enhance the quality of services provided to citizens. The study employs a comprehensive approach encompassing various methods and tools, including total quality management, continuous improvement, performance standards application, evaluation, data analysis, capacity development, and training. These strategies collectively strive to elevate the levels of quality and excellence in government work. By embracing a spectrum of methodologies, the application of quality and excellence standards contributes significantly to bolstering public trust in the government. Moreover, it elevates citizens' standard of living through improved services and enhances the effectiveness and productivity of government personnel. This study adds to the discourse by highlighting the crucial significance of applying quality and excellence standards within the governmental framework in Jordan. By providing insights into methodologies that enhance service delivery, the research contributes to both academic understanding and practical applications, shaping a more effective government work system.

**Keywords:** Quality Standards, Excellence in Government, Public Sector Performance, Good Governance, Municipal Management, Service Delivery, Performance Evaluation, Administrative Reform.

**JEL Classification:** H83, M10, M14

## Introduction

Modern enterprises need to adopt management philosophies that ensure their long-term survival; Total Quality Management and Excellence are two examples of these philosophies. This is especially true in a continuously changing environment. Environmental factors, such as globalization, significant shifts in customer needs and expectations, rival competencies and behaviors, and rapid advancement in information technology, act as catalysts for organizations to adopt management strategies that enable them to outperform their rivals.Since intellectual resources are hard to duplicate, the knowledge-based view of an organization views them as a valuable asset for long-term competitive advantage (Alavi & Leidner, 2001). Consequently, companies that manage their knowledge resources effectively can anticipate improved organizational efficiency, effectiveness, innovation, quicker decision-making, avoidance of redundancy, faster delivery speed, and a quicker response to customers (Chang & Lin, 2015; Apornak & Keramati, 2017). Globally, societies are experiencing population explosions, inconsistent political regimes, economic globalization, and a shortage of qualified workers (Haider, 2008; Abbas & Nasser, 2024). expanded on this

by noting that public agencies are under financial constraints and rising operating costs, reducing service quality. As a result, many international organizations have focused on improving service and product quality to enhance or preserve their competitive advantage (Mosadeghrad, 2014). Transformation is seen as a key strategy for organizations to maintain market leadership (Tajeddini, 2016). Moreover, both public and private sectors face increasing challenges due to globalization and rising consumer expectations (Cai, 2004). Many international businesses have adopted Japanese quality management techniques to boost profits and promote growth (Al-Shobaki et al., 2010). One notable approach is Total Quality Management (TQM), which shifts quality responsibility to all organizational members, moving away from traditional quality control departments (Tajeddini & Trueman, 2016). The use of knowledge management tools (Renukappa et al., 2017), alignment of environmental strategy (Tajeddini & Trueman, 2016), learning orientation, and innovation (Tajeddini, 2016) are essential strategies for enhancing organizational performance.

**Problem Statement**

The government work system in the Hashemite Kingdom of Jordan faces major challenges in achieving high levels of quality and excellence in service provision due to bureaucracy, lack of administrative efficiency, and insufficient training and resources. Despite efforts to improve performance, a gap remains between required standards and actual performance. Thus, this research aims to explore obstacles to applying quality and excellence standards, evaluate current procedures, and provide recommendations for sustainable improvements.

**Importance of the Study**

Theoretically, the study enriches Jordanian academic literature on the application of quality and excellence standards. Practically, it supports government institutions in adopting these standards to make better strategic decisions and improve service quality.

**Objectives of the Study**

This study aims to:

Identify quality and excellence standards in the government work system.

Study the importance of applying these standards within government institutions.

**Literature Review**

**Quality concept**

The idea of quality is demonstrated through collaboration with the intention of carrying out business through the availability of management and employee skills and capabilities, and to achieve continual productivity and quality improvement through individual and group effort. The International Organization for Standardization (ISO) defines quality as (the extent to which the apparent and implicit needs and expectations are satisfied through a set of the primary characteristics of the request previously identified), and the references refer to the diversity of concepts of the single quality as they are interpreted according to the formulation of their use. From the principle of reaching out to exceed the desires of the client, but rather to impress him **(**Nelson et al., 2022).

## The importance of quality

Quality is very important to the organization and customers, because its application is one of the most important factors contributing to the increase in demand for the organization’s

products (Toke & Kalpande, 2020), and the importance of quality is proven as follows: (Pattanayak & Punyatoya, 2015). Reputation of the institution: Where the institution gains its reputation from the level of quality of its products, this allows the institution to achieve a wide reputation, by improving quality with suppliers and customers through the experience and skills of its employees, allowing the institution to occupy a strong competitive position among similar institutions in its activities. Cost and market share: Executing the required quality for all production processes and stages provides an opportunity to detect and avoid errors, avoid additional costs, make the most of reducing machine time by reducing idle time for production, reduce costs and increase company profits. Customer protection: The adoption of quality in the activities of institutions and the setting of specific standards contribute to protecting customers from commercial fraud and increasing confidence in products. for those products. Global competition: In the era of information and globalization, quality takes on clear importance as organizations strive to achieve quality in order to reach global competition, improve the general economy and enable them to penetrate the global market. Legal responsibility for quality: All production institutions are legally responsible for damages to customers as a result of using their products or activities, and cases related to institutions that design products or provide services that are inappropriate for their production or distribution will be considered by the competent court.

## The concept of quality standards

Quality standards define as "those dimensions or standards that define or express the level of quality, including a large number of elements, including those in charge of the institution or programs and expected benefits" (Elassy, 2015). Procedurally, it is a set of standards set by specialized international scientific research bodies, for the purpose of improving the government work system as the main pillar for the progress of peoples and nations, if through it social, cultural and political upbringing takes place, to transfer knowledge to build a better future among nations (Madraswale & Velmurugan, 2023).

## Principles of quality standards

There are positive characteristics and attributes on which quality is based in any institution and they are called the main principles of total quality. Although many institutions are aware of these principles, some of these institutions have turned this knowledge into belief when applied. These principles have achieved high productivity and profitability with huge numbers and a large market share. Based on its competitiveness in the local and foreign markets, these principles can be addressed as follows**: (**Carnerud et al., 2025)

- Commitment and support of senior management: Decisions related to quality are considered strategic decisions. Therefore, the commitment of senior management to support, develop and stimulate the movement of those in charge of it is one of the basic tasks that undoubtedly lead to the success of the target system. One researcher confirms that the commitment of senior management is represented in the following aspects:
  - ❖ Promote a culture of quality.
  - ❖ Enhancing and developing the capabilities of employees and workers in their performance.
  - ❖ Provide a clear strategic vision for the organization and its objectives.

Continuous improvement and development: The goal of the management philosophy of continuous improvement is to continually enhance the procedures and actions including equipment, supplies, people, and production techniques. Because there are always chances for improvement, the organization should keep up its improvement efforts.

- The foundation of the continuous improvement concept is to meticulously improve every part of the operations while staying within the purview of the daily responsibilities of the people in charge of them. Achieving two fundamental aims is what defines the continual improvement of operations and quality philosophy: (Abbas, 2020)
  - ❖ A broad objective: is to coordinate all efforts so that, when a good or service is delivered to the client, it is connected to all organizational activities and capabilities and seems to be simple in every department of the organization.
  - ❖ Special objective: Strong emphasis on the processes that ensure that the work is completed; these processes should be the focus of the search for opportunities for better performance and improvements that occur in many types of them, increasing value for the customer through high-quality products and services, minimizing errors and damaged units, enhancing organization response and performance cycle time, and generally enhancing productivity and resource utilization.

## Definition of excellence in the government work system

Despite the popularity of the concept of excellence and its abundance, whether by those interested in the administrative field or others, in addition to the efforts to promote it by the Distinguished Performance Awards, attempts to provide an accurate definition of this term were few and even rare, and perhaps this is due to the confusion between the concepts Excellence on the one hand and the concepts of quality management on the other hand, and it is a justified confusion because both concepts aim to improve the performance of the organization and develop its services, with the term excellence retaining the characteristic of keenness on competition and superiority over the concept of quality (Saleh & Alyaseen, 2021), in addition to the administrative gateways concentrating their efforts The human relations approach focused on the social needs of workers and added terms like teamwork, work teams, quality of life, climate, and organizational culture to the dictionary of institutional excellence in order to define the concepts of excellence. The scientific management approach defined competence as the foundation for institutional excellence. In order to achieve the goals of the overall organization in light of the numerous environmental changes, administrative efforts continued, including modern administrative approaches that identified the idea of effectiveness (Zayed, 2003).

## The importance of excellence in the government work system

The importance of distinction comes because it is the framework that contains and organizes the overall activities of the organization and helps it to (Gabriela-Livia, 2021)

1- Evaluating its position on the path of excellence and understanding the gap between its main and latent sources of strength compared to its vision and mission.

2- Provide a common language and way of thinking that facilitates the effective communication of ideas inside and outside it. Integration of current and planned initiatives, removal of duplication and identification of gaps. Provide a basic structure for the total quality system in the organization.

From the foregoing, the researcher concludes that the importance of institutional excellence appears in being a means of pressure on institutions in the event that they follow one of the excellence models to adopt programs and plans that enable them to do the following:

Selection of information that helps them to make appropriate decisions to achieve the objectives in line with the capabilities of the institution. Highlighting the current and future obstacles that the organization may face and developing appropriate solutions to get rid of them by relying on work teams characterized by skill and the ability to analyze and creativity.

## Previous studies

Study Saif, N. I. (2018): The majority of hospitals adhere to voluntary or required accreditation requirements, which are thought to increase patient satisfaction. In the current descriptive and qualitative study, physicians' and nurses"* perspectives on the impact of applied accreditation criteria on patient satisfaction at accredited Jordanian public hospitals in 2017 were investigated. 110 doctors and nurses from three hospitals participated in the structured questionnaire study, with a response rate of 71%. The mean values, standard deviations, regression, and t-tests (significant p-values .05) were calculated using SPSS version 17. The results showed that patient satisfaction ratings in recognized hospitals were only moderate, indicating a need for improvement. The implementation of accreditation requirements and patient satisfaction should be linked in future studies to determine the causal links. Study AL-jaradat, O. M., AL-Momani, H. I., & AL-Hammouri, A. A. (2012): The study's objectives are to define the idea and practice of total quality management in Jordanian university libraries, as well as to comprehend the underlying causes, justifications, and benefits of doing so. It also aims to develop measurement tools to help define the application's requirements and assess the tools' accuracy and suitability for use in academic libraries. All (720) personnel of the (29) university libraries of Jordanian universities made up the study group.All (162) personnel of the Jordanian government and private universities' libraries in the governorate of Irbid made up the study sample. According to the findings of the statistical analysis performed by the researchers to address the study's questions, the degree of application of total quality management in university libraries was (medium), with the highest level of employee awareness being (medium) and the lowest level being training, as indicated by the arithmetic averages to the estimation of the study sample members to the study tool as a whole in all areas.The paucity of experts in quality management, specifically quality management in libraries, in university libraries is blamed by the researchers for this outcome. Study Al-Adwan, M. F. S. (2021): This study sought to determine the extent to which overall quality management standards were being applied at Jordanian universities relative to worldwide norms. All academic department heads at Jordanian universities for the academic year (2015-2016) were included in the study population. The stratified random approach was used to choose the study sample from the study population b. The researcher created a study tool that included the following domains (vision, mission, objectives, operations management, continuous improvement, beneficiaries' satisfaction, assessment) in order to meet the study's objectives. The tool's validity and reliability were both confirmed. The tool was dispersed across the study's sample, and the relative statistical processing was done. The findings demonstrated a medium level of application of total quality management standards at Jordanian universities and the absence of statistically significant differences at the (0.05-a) level attributable to (gender, specialization, and years of experience). While there are variations that can be ascribed to area, the southern region is favored. The researcher suggested holding training sessions and field workshops to activate the standards of overall quality management in light of the findings. Study Diab, S. M. (2015): The goal of this study was to determine the degree to which the motivations system within the Jordanian Ministry of Health achieved its goals (improving employee performance, lowering the turnover rate, raising employee satisfaction, and raising the caliber of healthcare services). To this end, a questionnaire was developed. It is made up of (50) clauses that represent all the study's variables and (400) personnel from the Jordanian Ministry of Health (U.M.O.H.).

Percentages, Means, Standard Deviation, (ANOVA), and Leaner Regression Analysis were performed to evaluate the hypothesis. Grynbach constancy coefficients reached 79%. According to the study, the Jordanian Ministry of Health's motivation system met some goals (enhancing staff productivity and happiness) but fell short of others (decreasing turnover and raising the standard of healthcare services). The study also discovered that there are differences in employee satisfaction with the motivation system depending on factors such as gender, marital status, age, and experience; however, there is a statistically significant difference in the level of satisfaction with the motivation system among worker groups in the ministry of health (doctors, nurses, paramedics, management and finance, and engineering and technical professions). The Jordanian Ministry of Health managers need to pay more attention to establishing a proper motivation system based on performance, adding new sources of revenue to the box of motivation, the researcher suggests in light of the study's findings. Boost motivation through research and invention. The management at the Jordanian Ministry of Health must treat the medical staff fairly with regard to the motivation system, and they must pay closer attention to any employees who are not happy and work with them to find solutions. Study Nawafleh, S., & Hummour, A. A. (2019): Total quality management (TQM), a crucial technique for improving quality, is used by many organizations throughout the world, and improvements in service quality are evidence of its success. By evaluating the improvement in service quality at the Civil Status and Passport Department within the Jordanian Public Sector, this research attempted to assess the degree of this success. Four different criteria were examined to determine the impact of TQM. These included the speed of response, the precision of the response, the employee's consideration for the service receiver, and the service's accessibility at a specific time or location. Responses to questionnaires from 390 randomly chosen employees in Jordan's public sector were used to collect data. The results of the investigation revealed a substantial (p 0.05) link between TQM and service quality in the Jordanian public sector. It is advised that more research in this area be conducted by all Jordanian government agencies (Chitsimran & Izatul, 2022).

## Methods

This study utilized a descriptive-analytical approach tailored to the research objectives to examine the impact of implementing quality and excellence standards in Jordan's public sector, with a focus on the Greater Amman Municipality as a case study. The methodology involved a thorough review of theoretical literature on quality standards and an analysis of previous studies related to the research topic. The analytical aspect of the study was conducted through the preparation and analysis of a questionnaire, employing the "Statistical Package for Social Sciences and Statistical Tests (SPSS) for statistical analysis. This approach was used to test the study's questions and hypotheses, leading to the necessary results and recommendations. The primary hypothesis examined by the questionnaire posits that there is a statistically significant effect at the significance level of ($0 \leq 00.05$) of applying quality and excellence standards in public sector institutions in Jordan.The study community consisted of a random sample of leaders, middle managers, department heads, and employees from various government agencies that apply quality standards, and their number was 115 individuals. (220) questionnaires were distributed, (215) questionnaires were returned, and (5) questionnaires were left unreturned. After reviewing the returned questionnaires, 15 questionnaires were excluded for being unsuitable for analysis. Thus, the number of valid questionnaires reached 200, representing 90.91% of the study sample. In this research paper, the following dimensions were selected: administrative and organizational dimension, technical and operational dimension, and cultural and environmental dimension.

## Results

### Study tool

The researcher designed a questionnaire for this study to fulfill its objectives and address its research questions. To gauge the responses of the study population, evaluative statements were utilized on the Likert scale, with the corresponding relative values outlined in Table No. (1).

**Table (1): Likert scale scores**

| Scale degree | Degree of approval |
|---|---|
| Strongly Agree | 5 |
| Agree | 4 |
| Neutral | 3 |
| Disagree | 2 |
| Strongly Disagree | 1 |

The Likert scale was tailored to the current study tools by assigning each item a score ranging from 1 to 5, corresponding to its five levels. The numerical values (1, 2, 3, 4, 5) were used respectively. The following scale was adopted for the purpose of analyzing the results:

The scale was calculated using the following equation:

$$\frac{\text{Scale upper limit (5) - Scale lower limit(1)}}{\text{Number of categories required (3)}}$$

$$\frac{1-5}{3} = 1.33$$

Then the answer (1.33) was added to the end of each category.

- From 1.00 to less than 2.34: Low
- From 2.34-less than 3.68: Average
- From 3.68- 5.00: High

### Validity of the Study Tool

In this study, the face validity test was employed to ensure that the statements within the research tool effectively facilitated accurate data collection (Zhao, 2004). To accomplish this, the scholar submitted the tool to a panel of academic experts to evaluate the clarity, simplicity, and comprehensiveness of the phrases used about the study's subject. Based on the feedback from the arbitrators, necessary adjustments were made to items that were deemed difficult to understand.

Data Collection Methods and Sources

This study uses two sources to collect information to achieve its specific objectives:

1. Secondary source: The theoretical study, which includes studying and presenting previous literature that addressed the research topic through reviewing scientific books and university theses that address the study topic.
2. Primary sources: Field study, which consists of collecting information through a questionnaire that will be developed based on previous literature that addressed the study variables.

**Statistical methods used in the study:**

**Appropriate statistical tools were adopted, including:**

- Frequencies and percentages, which show the frequency distributions of the characteristics of the sample members, their answers, and their ratio to the study variables.
- Arithmetic mean: to determine the average answers of the sample members to the variable paragraphs.
- Standard deviation: which shows the extent of dispersion of answers from their arithmetic mean.
- Reliability coefficient: to identify the study scale.
- Multiple linear regression coefficient: to verify the effect of the dimensions of the independent variable on the dependent variable.
- Relative importance: where the relative importance of the questionnaire paragraphs was determined within three levels.
- Multiple Linear Regression Test: To test the hypothesis.

**Analysis of the Results**

Table No. (2) Frequencies and relative importance of sample individuals according to gender

| | **Repetitions** | **Ratio** | **Rank** |
|---|---|---|---|
| Male | 79 | %39.5 | **1** |
| Female | 121 | 60.5% | **2** |
| **Total** | 200 | 100% | |

The percentage is shown in the table above that most of the sample members are females, as their number reached (121) individuals out of the total sample of 200 individuals, and the percentage of females reached (60.5%), while the number of males reached (79) individuals out of the total sample of 200 individuals, with a percentage of (39.5%).

Table No. (3) Frequencies and relative importance of sample members according to educational level

| | **Repetitions** | **Ratio** | **Rank** |
|---|---|---|---|
| Bachelor's | 116 | %58 | **1** |
| Master's | 30 | %15 | **2** |
| PhD | 10 | %5 | **3** |
| Community college diploma or less | 44 | %22 | **4** |

| | | | |
|---|---|---|---|
| Total | 200 | 100% | |

The table above shows that most of the sample members hold a bachelor's degree. This sample came in first place, with a number of (116) sample members, representing a percentage of (58%). In second place came those holding a master's degree, with a number of (30) individuals, representing (15%). In third place came those holding a doctorate degree, with a number of (10) individuals, representing (5%). In fourth place came those holding a community college diploma or less, with a number of (44) individuals, representing a percentage of (22%). It is worth noting that the total number of sample members is 200 individuals.

Table No. (4) Frequencies and relative importance of sample individuals according to age group

| | **Repetitions** | **Ratio** | **Rank** |
|---|---|---|---|
| Under 30 years old | 51 | %27.5 | 1 |
| 31-40 years old | 72 | %36 | 2 |
| 41-50 years old | 44 | %22 | 3 |
| 51 years and above | 33 | %16.5 | 4 |
| **Total** | 200 | 100% | |

The table above shows that most of the sample members are from the age group of 31-40 years. This sample came in first place, as their number reached (72) individuals from the sample, with a percentage of (36%). The age group less than 30 years came in second place, with their number reaching (51) individuals, with a percentage of (27.5%). The age group from 41-50 years came in third place, with their number reaching (44) individuals, with a percentage of (16.5%). The age group less than 51 years or more came in fourth place, with their number reaching (33) and a percentage of (16.5%). It is worth noting that the total number of sample members is 200 individuals.

**Results of the normal distribution test**

The (Kolmogorov-Smirnov) test was conducted to ensure the normality of the normal distribution of observations and the absence of skewness and dispersion in the data. The data is considered to be normally distributed if the statistical significance level of the test is greater than (0.05). The table below shows the results of the analysis.

Table No. (5) Results of the normal distribution test for data (Kelmogorov-Smirnov)

| **Variable** | **(K-S)** | **Sig** |
|---|---|---|
| administrative and organizational | 0.046 | **0.02** |
| technical and operational | 0.042 | **0.01** |
| cultural and environmental | 0.049 | **0.02** |

It is clear from the table above that the study data is distributed normally, as the value of the statistical significance level for all dimensions was greater than (0.05).

**Multiple linear correlation test results**

To identify the extent of the multicollinearity problem between the dimensions of the independent variable, the Variance Inflation Factor (VIF) was extracted, as well as the permissible variance ratio (Tolerance), where the data is free from the multicollinearity problem if the value (VIF) is less than the integer (5), and the permissible variance ratio is greater than (0.05), and the table below shows the test result.

Table No. (6) Results of the multiple linear correlation test

| **Variable** | **VIF** | **Tolerance** |
|---|---|---|
| administrative and organizational | 1.006 | **0.994** |
| technical and operational | 1.005 | **0.995** |
| cultural and environmental | 1.001 | **0.999** |

It is clear from the table above that all values (VIF) for the dimensions of the independent and dependent variable were less than the number (5), and it is also clear that the percentage of permissible variance for all dimensions was greater than the percentage (0.05) and based on this result, the absence of the problem of multicollinearity between the dimensions of the independent variable is adopted.

**Descriptive statistics**

**Administrative and organizational dimension**

Table No. (7) Arithmetic means and standard deviations for the answers to the paragraphs related to the administrative and organizational dimension

| **No** | **Paragraph** | **Arithmetic mean** | **Standard deviation** | **Rank** | **Relative importance** |
|---|---|---|---|---|---|
| 1 | The policies and procedures followed in our organization are clear and support the application of quality and excellence standards. | 4.58 | 0.645 | 1 | High |
| 2 | The administrative leadership in our organization is committed to promoting a culture of quality and excellence among employees. | 4.46 | 0.672 | 5 | High |
| 3 | Employee performance is evaluated regularly to ensure their | 4.51 | 0.718 | 3 | High |

| | | | | | |
|---|---|---|---|---|---|
| | commitment to quality and excellence standards. | | | | |
| 4 | Our organization provides the necessary human resources to support the application of quality and excellence standards. | 4.55 | 0.716 | 2 | High |
| 5 | Regular training courses are held for employees on quality and excellence standards in our organization. | 4.45 | 0.759 | 6 | High |
| 6 | Communication between the administrative departments in our organization is effective and contributes to the application of quality and excellence standards. | 4.49 | 0.770 | 4 | High |
| 7 | The organizational structure in our organization is designed in a way that supports the application of quality and excellence standards. | 4.38 | 0.638 | 7 | High |

The table above shows that the highest arithmetic mean was (4.58) with a standard deviation of (0.645), due to the sample members' answers to the paragraph that stated "The policies and procedures followed in our organization are clear and support the application of quality and excellence standards." This paragraph came in first place, followed by an arithmetic mean of (4.55) and a standard deviation of (0.716), due to the answer to the paragraph that stated "Our organization works to provide the necessary human resources to support the application of quality and excellence standards." In third place came the arithmetic mean of the sample members' answers to the paragraph that stated "Employees' performance is evaluated regularly to ensure their commitment to quality and excellence standards," which amounted to (4.51) with a standard deviation of (0.718). Then in fourth place came the arithmetic mean of (4.49) with a standard deviation of (0.770), due to the

answers to the paragraph that stated “Communication between the administrative departments in our organization is effective and contributes to the application of quality and excellence standards.” In fifth place The arithmetic mean was (4.46) and the standard deviation was (0.672), due to the sample members’ answers to the paragraph that stated “The administrative leadership in our organization is committed to promoting a culture of quality and excellence among employees.” In sixth place was the arithmetic mean (4.45) and the standard deviation (0.759), due to the sample members’ answers to the paragraph that stated “Periodic training courses are held for employees on quality and excellence standards in our organization.” In last place was the phrase “The organizational structure in our organization was designed in a way that supports the application of quality and excellence standards” with an arithmetic mean (4.38) and a standard deviation (0.638).

**Technical and operational dimension**

Table No. (8) Arithmetic means and standard deviations of the answers to the paragraphs related to the technical and operational dimension

| No | Paragraph | Arithmetic mean | Standard deviation | Rank | Relative importance |
|---|---|---|---|---|---|
| 1 | The technology used in our organization supports the application of quality and excellence standards effectively. | 4.51 | 0.770 | 1 | High |
| 2 | Our organization follows clear operational procedures that ensure achieving quality standards and excellence in the services provided. | 4.23 | 0.710 | 6 | High |
| 3 | Our organization uses modern technical systems to improve the efficiency of operational processes. | 4.50 | 0.673 | 3 | High |
| 4 | Projects in our organization are implemented according to the pre-defined standards of quality | 4.36 | 0.768 | 5 | High |

| | | | | | |
|---|---|---|---|---|---|
| | and excellence. | | | | |
| 5 | There is an effective technical follow-up system in our organization to monitor and evaluate operational performance. | 4.40 | 0.764 | 4 | High |
| 6 | Our organization relies on technical tools to analyses data and identify improvement opportunities in operational processes. | 4.21 | 0.708 | 7 | High |
| 7 | Technological updates and continuous training of employees contribute to improving the quality of services in our organization. | 4.51 | 0.770 | 2 | High |

The table above shows that the highest arithmetic mean was (4.51) with a standard deviation of (0.770) and is due to the sample members' answers to the paragraph that stated, "The technology used in our organization supports the effective implementation of quality and excellence standards." This paragraph came in first place, followed by the arithmetic mean of (4.51) and a standard deviation of (0.770) and is due to the answer to the paragraph that stated, "Technological updates and continuous training of employees contribute to improving the quality of services in our organization." In third place came the arithmetic mean of the sample members' answers to the paragraph that stated "Our institution uses modern technical systems to improve the efficiency of operational processes" which amounted to (4.50) with a standard deviation of (0.673), then in fourth place came the arithmetic mean of (4.40) with a standard deviation of (0.764) and it is due to the answers to the paragraph that stated "Our institution has an effective technical follow-up system to monitor and evaluate operational performance" and in fifth place came the arithmetic mean of (4.36) and a standard deviation of (0.768) and it is due to the sample's answer to the paragraph that stated "Projects are implemented in our institution according to the pre-determined quality and excellence standards" and in sixth place came the arithmetic mean of (4.23) and a standard deviation of (0.710) and it is due to the sample's answer to the paragraph that stated "Our institution follows clear operational procedures that ensure the achievement of quality and excellence standards in the services provided" and in last place came the phrase "Our institution relies on technical tools to analyze data and identify improvement opportunities in operational processes" with an Arithmetic mean is (4.21) and the standard deviation is (0.708).

**Cultural and environmental dimension**

Table No. (9) Arithmetic means and standard deviations of the answers to the paragraphs related to the cultural and environmental dimension

| No | Paragraph | Arithmetic mean | Standard deviation | Rank | Relative importance |
|---|---|---|---|---|---|
| 1 | The culture of quality and excellence is rooted in our organization and is continuously enhanced. | 4.45 | 0.748 | 3 | High |
| 2 | Our employees are committed to applying standards of quality and excellence in all aspects of their work. | 4.24 | 0.795 | 7 | High |
| 3 | Our organization encourages innovation and creativity as part of excellence in job performance. | 4.43 | 0.704 | 5 | High |
| 4 | Environmental sustainability is an integral part of our organization's policies and procedures. | 4.52 | 0.650 | 2 | High |
| 5 | Our organization works to raise awareness among employees about the importance of applying quality and excellence standards in the environmental context. | 4.45 | 0.748 | 4 | High |
| 6 | There is a clear commitment in our organization to protect the environment by adopting sustainable practices in all operations. | 4.66 | 0.617 | 1 | High |
| 7 | Our organization | 4.36 | 0.647 | 6 | High |

| | | | | | |
|---|---|---|---|---|---|
| | provides a work environment that encourages commitment to quality and excellence standards and maintains the values of sustainability. | | | | |

The table above shows that the highest arithmetic mean was (4.66) with a standard deviation of (0.617) and was due to the sample members' answers to the paragraph that stated, "There is a clear commitment in our organization to protect the environment by adopting sustainable practices in all operations." This paragraph came in first place, followed by the arithmetic mean of (4.52) and a standard deviation of (0.650) and was due to the answer to the paragraph that stated, "Environmental sustainability is an integral part of your organization's policies and procedures." In third place came the arithmetic mean of the sample members' answers to the paragraph that stated "The culture of quality and excellence is rooted in our organization and is continuously enhanced" which amounted to (4.45) with a standard deviation of (0.748), then in fourth place came the arithmetic mean of (4.45) with a standard deviation of (0.748) and it is due to the answers to the paragraph that stated "Our organization works to raise the level of awareness among employees about the importance of applying quality and excellence standards in the environmental context" and in fifth place came the arithmetic mean of (4.43) and a standard deviation of (0.704) and it is due to the sample's answer to the paragraph that stated "Our organization encourages innovation and creativity as part of excellence in job performance" and in sixth place came the arithmetic mean of (4.36) and a standard deviation of (0.647) and it is due to the sample's answer to the paragraph that stated "Our organization provides a work environment that encourages commitment to quality and excellence standards and maintains the values of sustainability".

## CONCLUSION

At the conclusion of this research paper, through studying the topic of "Application of Quality and Excellence Standards in the Government Work System in Jordan, Case Study: Greater Amman Municipality", the results of the analysis of this paper showed the following:

The frequency of females in the study sample was (121) and (79) for males, with a total of 200 for the study sample, which explains the existence of diversity in Jordanian public institutions.

The frequency of (116) for bachelor's degree holders, (44) diploma holders or less, (30) for master's degree holders, and in the last place, the frequency of (10) for doctorate holders, which indicates the existence of diversity in educational levels in government public institutions.

With regard to the age group, the highest frequency was (72) for the age group (31-40 years), then (51) for the age group (less than 30 years), then (44) for the age group (41-50 years), and in the last place (33) for the age group (51 years and above).

The data analysis in the descriptive analysis of the following study dimensions (administrative and organizational dimension, technical and operational dimension, cultural

and environmental dimension) showed a high relative importance in the arithmetic averages and standard deviations as stated in Table No. (7, 8, 9).

## DISCUSSION

- The application of quality and excellence standards significantly improves service delivery and enhances citizen trust.
- Administrative and organizational factors play the largest role.
- Continuous training and technological advancements are crucial for sustaining excellence.

## LIMITATION

This study has certain limitations that should be acknowledged. First, the research relied on a sample of 200 employees from the Greater Amman Municipality, which may not fully represent the broader workforce in Jordan's public sector. Additionally, the predominance of bachelor's degree holders (116 out of 200) and the underrepresentation of doctorate holders (only 10) could influence the generalizability of the findings regarding perceptions of quality and excellence standards. The study also focused on three key dimensions (administrative, technical, and cultural), potentially overlooking other critical factors affecting government performance. Furthermore, the reliance on self-reported data may introduce response bias, as participants might provide socially desirable answers rather than objective assessments. These limitations could impact the depth and applicability of the conclusions, suggesting that future research should incorporate a more diverse sample, additional variables, and mixed-method approaches to enhance validity.

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