**Title:** The relationship between soft and hard quality management practices (TQM), students' perspectives, financial and non-financial performance of higher education

**Author:** Abbos Utkirov (Westminster International University in Tashkent)

**Abstract**

**Purpose**: The purpose of this research is to investigate the impact of both soft and hard quality management practices (QM) on financial and non-financial performance, students, and employee satisfaction in managing HE institutions. Moreover, examining the performance of organization, students, and employee satisfaction on relationship with quality management practices and performance of organizations are also considered important goals of the research in HE.

**Design/methodology/approach:** This research takes a quantitative method. The collected data will be used to evaluate hypotheses which will be obtained through online surveys. The questionnaire will be distributed to the academic staff of international and local universities in Uzbekistan. The hypothesized correlations will be tested by applying PLS-SEM- partial least squares structural equation modeling software. It is expected to get at least 400-500 respondents' participation for this study from 67 universities, both international and local universities (Table 2). The survey questionnaire will be used in order to obtain primary data from university administration, students, and teachers.

**Findings:** The findings of the study will be put to the test at least five international and local universities in Uzbekistan as well as Westminster International University in Tashkent to create a model of successful quality management for university administrators to maintain organizational changes through the use of new educational technologies and online education and contribute best of becoming top list in the World's QS rankings.

**Practical implications**: The current study pertains to a more profound knowledge of the potential effects of soft and hard QM practices on boosting innovation and financial and non-financial performance. It will serve as a guideline for the managers of the institutions, and based on the research results, the directors, academic department's senior managers, and academics will be able to get insightful suggestions and recommendations.

O**riginality/value:** Several studies have been done on relationships among QM and the organization's performance in the field of the manufacturing and service industry. However, there is a lack of research studies in HE. This research is one of the first studies which is dedicated to improving the quality of education with a multidimensional approach in Uzbekistan.