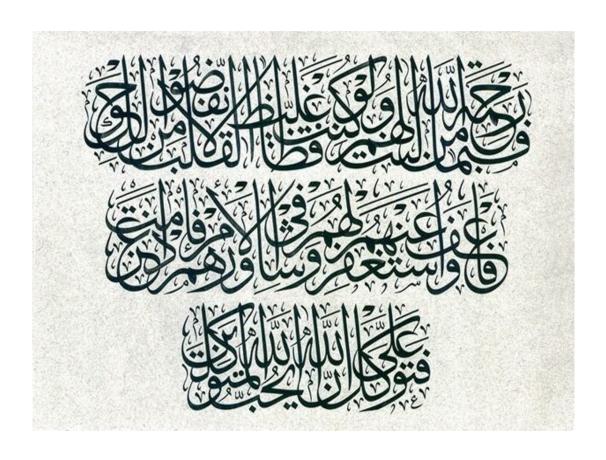
# إستهلال

## قال الله تعالى:



صدق الله العظيم سورة آل عمران الآية (159)

#### **DEDICATION**

#### This thesis is dedicated:

To The sake of Allah, my Creator and my Master, My great teacher and messenger, Mohammed (May Allah bless and grant him), who taught us the purpose of life,

To my mother, my father, my brothers, sisters and my friends.

To the spirit that inspired me, to my special world.

#### ACKNOWLEDGEMENT

All praises to The Allah Almighty who has created this world of knowledge for us. He is The Gracious, The Merciful. He bestowed man with intellectual power and understanding, and gave him spiritual insight, enabling him to discover his "Self" know his Creator through His wonders, and conquer nature. Next to all His Messenger Mohammed(SAW) Who is an eternal torch of guidance and knowledge for whole mankind.

I owe a deep debt of gratitude to my university of Sudan for giving me an opportunity to complete this work.

I would like to sincerely thank my supervisor, Prof.AbdElrahimSaad Omer, for his guidance and support throughout this study, and especially for his confidence in me.

I also would like to express my wholehearted thanks to my family for their generous support they provided me throughout my entire life and particularly through the process of pursuing the master degree. Because of their unconditional love and prayers, I have the chance to complete this thesis.

With a great pleasure I would like to take this opportunity to say warm thanks to all my beloved friends especially Eng.Maaza, thank you for your understanding and encouragement in my many, many moments of crisis. Your friendship makes my life a wonderful experience, you are always on my mind.

Thank you, Lord, for always being there for me.

#### **ABSTRACT**

The purpose of this study was to investigate the impact of leadership in achieving Total quality management in Sudan Civil Aviation Authority (SCAA), The study population consisted of the personal from all department of the SCCA. The researcher used descriptive approach and system of statistical analysis and Chi-square to calculate the assumptions of statistical significance in the analysis of the questionnaire, which was distributed to a random sample of members of the (SCAA). The analysis of the results showed that there are statistical significance indicators for the role of leadership in achieving total quality management in Sudan Civil Aviation Authority, This study was conducted on a sample of (80) employees of Sudan Civil Aviation Authority Questionnaire designed as a tool to collect data. Results from the analysis of employee feedback showed high positive trends about the commitment of leaders on Sudan Civil Aviation Authority to setting the direction And Implement the TOM, the study found that There is a high level of thecommitment of the top managersin implementing the TOM and also high level of employee satisfaction in Sudan Civil Aviation Authority, which is reflected in the customers' satisfaction and the adoption and affecting of leadership on the external customer. The study recommended a series of recommendations including that the SCAA should concentrate more on Continuous improvement, development, increase employee involvement, maintain continues review the quality management system to achieve strategic objective and employee and customer satisfaction.

#### مستخلص البحث

الغرض من هذه الدراسة هو التأكد من تأثير القيادة في تحقيق إدارة الجودة الشاملة في سلطة الطيران المدني السوداني. يتكون مجتمع الدراسة من الأشخاصفي جميع أقسام سلطة الطيران المدنى السوداني .إستخدم الباحث المنهج الوصفي ونظام التحليل الإحصائي ومربع كاى لحساب الفرضيات ذات الدلالة الإحصائية في تحليل الاستبيان، والتي تم توزيعها على عينة عشوائية من موظفيسلطة الطيران المدنى السوداني .وأظهر تحليل النتائج أن هناك مؤشرات ذات دلالة إحصائية لدور القيادة في تحقيق إدارة الجودة الشاملة في سلطة الطيران المدني السوداني، وقد أجريت هذه الدراسة على عينة من (80)موظفا من إستبيان السلطة العامة للطيران المدني السوداني والتي تم تصميمها كأداة لجمع البيانات .وأظهرت نتائج التحليل من خلال ردود فعل الموظفين اتجاهات إيجابية عالية حول التزام القيادة في سلطة الطيران المدني السوداني بتحديد الاتجاه وتنفيذ إدارة الجودة الشاملة وأيضا مستوى عال من رضا الموظفين في سلطة الطيران المدني السوداني، وهو ما ينعكس على رضا العملاء واعتماد وتأثير القيادة على العملاء الخارجيين .وأوصت الدراسة بسلسلة مشاركة الموظفين والحفاظ على استمرار مراجعة نظام إدارة الجودة لتحقيق الهدف الاستراتيجي مشاركة الموظفين والعملاء.

#### LIST OF CONTENTS

Content	Page
الإستهلال	I
Dedication	II
Acknowledgement	III
Abstract	IV
Arabic Abstract version	V
List of Contents	VI
List of Figures	VIII
List of Tables	IX
CHAPTER ONE : GENERAL FRAMEWORK	
Introduction	2
The Research Problem	3
Significance of research	3
Research question	3
Research Objectives	3
Research methodology	4
CHAPTER TWO: LITERATURE REVIEW	5
Introduction	6
Quality	9

The role of quality and quality management	11
Total quality management	13
The philosophy of TQM	16
The impact on the organization	17
Advantages and traps of TQM	19
Leadership	22
Critical factors of organizationeffectiveness-leadership	24
The role of leadership in achieving TQM	26
The importance of TQM	35
CHAPTER THREE: MATERIALS AND METHOD	37
Introduction	38
Study Methodology	38
Study Population	38
Study Sample	38
Data Collection	39
Data Analysis	39
Questionnaire Design	39
CHAPTER FOUR : DATA ANALYSISAND RESULTS OF RESEARCH	40
Introduction	41
Reliability and Validity of the Questionnaire	41
Statistical Instruments	42
Results Concerning The Study Questions	72

First hypotheses	
	45
Second hypotheses	
	47
Third hypotheses	48
Furth hypotheses	4.0
	49
Results	51
CHAPTED EIVE, DISCHISSION CONCLUSION AND	31
CHAPTER FIVE: DISCUSSION, CONCLUSION, AND	
RECOMMENDATIONS	
	52
Discussion	52
Discussion	<b>52</b> 53
Discussion  Conclusion	
	53
	53
Conclusion  Recommendations	53 55 56
Conclusion	53 55
Conclusion  Recommendations	53 55 56

### **List of Figures**

Figures Title	Page No
Mission into action through strategies	30
Distribution by Experience	44
Distribution by Level of education	44
Distribution by Job title	45

### **List of Table**

Table	Page No
Comparison between TQM and traditional approach to quality	17
The questionnaire's referees and their jobs and places of work	41
Reliability and validity	42
Distribution by Work Experience variable	43
Distribution byLevel of educationvariable	44
Distribution Job title variable	45
Frequency Distribution of The First Dimension Phrases Answers	46
Chi-Square Test Results	46
Frequency Distribution of The First Dimension Phrases Answers	47
Chi-Square Test Results	47
Frequency Distribution of The Third Dimension Phrases Answers	48
Chi-Square Test Results	48
Frequency Distribution of The Third Dimension Phrases Answers	49
Chi-Square Test Results	50