CHAPTER 1

GENERAL FRAMEWORK

1.1 INTRODUCTIONS:

Leadership is defined in the context of TQM as providing and driving the vision (Mittal, 1999). It is a management approach of an organization concerned on quality based on the participation of all of its members aiming at long term success through customer satisfaction and benefits to all the members of the organization and to the society. Total quality can be achieved through continuous improvement and it result in continuous success of the organization. TQM philosophy believes in continuous success. Leadership in TQM thinking requires a continuous cultural change and people need to be guided through the change. Continuous improvement can be attained through motivated employees, who work in a team and utilize productive tools for the purpose of increasing user's satisfaction. A leader or librarian in TQM system must direct leadership. This leadership works for continuous learning, service orientated attitude, full of positive energy and trusts in other people of the organization because TQM is people oriented. So, TQM leader as well as his team is responsible for quality, but it is important to make sure that team's decision is matched with quality statement of the organization. It requires development of problem solving and decision making ability to the lowest appropriate level by assigning authority and responsibility. The needed resources must be provided to train employees in the TQM tools and techniques, so that they can fulfill their job requirements.

In a library environment, librarian must be visibly and actively engaged in the quality effort by serving on teams, training teams, and teaching seminars. A very important role of librarian is to hear internal and external users of the library through visits, focus groups and surveys this information is translated into core values and process improvement projects and his very important role is the communication. The objective is to create awareness of the importance of TQM and communicate its benefits for library. Leadership is essential during every phase of implementation process and particularly at the beginning and always it starts from top level management. Some principles and practices of TQM may differ among one organization to another because of their different nature of work, but there is a common agreement as to the importance of leadership by top management in implementing TQM.

Teamwork is one of the important needs of the management system. It is also true for TQM. Every member of the team has his own responsibilities for the organization.

The team needs a leader and leader works as a catalyst for his/her team but that does not mean assign all the functions to one person. This is the denial of the true teamwork. The major role of leadership is to insure that all the necessary functions are being properly exercised, and to pull them together, so that the team truly functions as a unit. In a library environment continuous improvement in user satisfaction is a must because continuous improvement leads to perfection.

This study focus on emerge the impact of leadership in achieving the total quality management in Sudan civil aviation authority (SCAA).

1.2 THE RESEARCH PROBLEM :

The main problem of this research is to know how leadership can lead the SCAA to achieve TQM .

1.3 SIGNIFICANCE OF RESEARCH :

The importance of this study is to emerge the role of leadership in achieving TQM in SCAA by addressing the employee performance and to help the stakeholder to evaluate the performance of leadership and their commitment to achieving TQM .

1.4 RESEARCH QUESTIONS

1- does the leader setting the direction of the SCAA?

2- does the leader has direct effect on the employee performance ?

3- what is the effect of leadership on the external customer ?

4-does the leadership being the factor to help the SCAA to improvement?

1.5 RESEARCH OBJECTIVES:

- To ensure that the leaders develop the mission , vision ,values and ethics in SCAA .
- To make leader define ,monitor ,review and drive improvement of SCAA.
- To understand the relationship between the leader and external customer and engage them
- To make leader reinforce the culture of TQM with the SCAA employee.
- Help leader to ensure that the SCAA is flexible and manage change effectively.

1.6 RESEARCH METHODOLOGY :

In this research I will use the descriptive analysis because it is fit with the nature of research.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

The question of quality is increasingly represented in all spheres of society, as well as in contemporary management. In the opinion of many, this age will be the age of quality, because quality is a concept that is a key to success for many organizations and countries around theworld.

To be successful, all functions of the organization should be subordinated to contribute as much as possible to greater quality and profitability. If only one phase occur mismatches a decrease in quality can be expected whether it is in a final product or service. However, the concept and philosophy of quality is not always the clearest to both, managers and employees and the task of all is to first understand the concept of quality.

We can conclude that if we want to meet the customer needs we have to implement quality in all phases of business, i.e. business ethics and organizational culture, quality technology, human resources, marketing, management and the final product or service itself. All this can be called TQM (total quality management), but to understand the concept of TQM it is important to fully understand what "quality" means.

According to Winston (1997, p. 85), the best definition for quality is "returning your customer more than they expect." It as a "moving target" because what the customer gets now affects what he expects in the future. The very definition of quality has to be narrowed down to a set of descriptions that are based on customer expectations. Ishikawa (in Winston, 1997, p. 86) defines: "Practicing quality means developing, designing, producing and providing a quality product or service which is most cost effective, most beneficial and always meets customers' needs."According to Reid and Sanders (2005, p. 138), one unique universal definition of quality does not exist. Some view it as "meeting or satisfying customer needs" while other understand the concept of quality as "performance to standards". Besides these, there also exist definitions of quality which are more general, such as: compliance with specification**,** fitness for use, provided support service, value for price paid and other, subjective definitions.

Reid and Sanders (2005, p. 137) defined that setting quality as a priority in an organization implies prioritizing customer needs which means to meet and exceed customer expectations.

In order to succeed in this, everyone in the organization must be involved through joint efforts. TQM is a joint effort of the whole organization to improve quality at everylevel.

Juran (1998, p. 372) defined TQM as a set of systems and processes to satisfy customers through motivated and empowered workers which leads to higher incomes and decreased costs; Ross and Perry (in Liang, 2010, p. 66) describe TQM as unification of all processes andfunctions in order to achieve continuous improvement of product and service quality, targeting the main objective - customersatisfaction.

Ahire (1997, p. 93) states that TQM operates on the assumption that process and product quality is the responsibility of every factor involved in the generation or consummation of products and services provided by the organization. In other words, TQM includes and uses advantage of management involvement, employees, vendors as well as the end customer in order to satisfy him and exceed his expectation. TQM is a comprehensive method for long-term success that includes continuous improvement in all spheres of an organization describing it as a “journey” and not as a “short-term travel”. TQM tends to fundamentally reverse the organization progressively changing stances, practices, the structure and the system of the organizationitself.

According to Šehić (2002, p. 160) the concept of TQM is simple, all employees are responsible for quality achievement. There is no quality control department or any formal control system. Organizations educate and train their employees to implement quality in everything they do. This means that TQM puts in the focus the quality improvement by the engagement of everyone pointing out that every operation in the organization must be oriented to that goal. The organization philosophy implies the cooperation of different functions for successfulachievement.

Evidence that quality is an efficient strategic tool in market competition has encouraged organizations to implement and practice a variety of programs to continue to improve their products and services in order to meet customers’ expectations and keep them satisfied. One of the main focal points of these programs is the concern to technical elements, including products design, reliability analysis, and statistical process control which is definitely needed and brings overall an significant quality improvement. Modern TQM includes more than just a preeminent technical system. For an appropriate TQM implementation and lasting success, Hart and Schlesinger (in Chen, 1997, p. 24) stated that a change in the culture of the organization is necessary, including changes in the structure of the organization, values, the joint work of all involved people and the way they think about involvement and engagement.

The main ideal of TQM is to provide premium value to the customer and managers must tend to enhance not only the technical system, they must also improve the organizational system in order to succeed. Thus, effective and involved management is considered as the main driver for successful TQM implementation in an organization. In addition to management, equally important is the engagement of workers and the way they function together in order to integrate several interdisciplines into one connected system, but if the workers do not sense the recognition and backup from other team members and other workers in the organization, then TQM implementation is perhaps not the best option at thattime.

From the above stated we can conclude that TQM clearly emphasizes the essentiality of human resource management in quality management, pointing out the importance of effectiveleadership, and development and management of human resource factors. Organizations initiate process improvements within the human resource division supporting the strategic goals of quality and aligning them with TQM principles.

To reach and successfully implement TQM an organization must change the working manners and habits of the employees. Various factors related to behavior and attitudes are essential for achieving these goals: job satisfaction, motivation and commitment to organizational goals. For employees which work in a TQM organization quality must become a culture at work as well as an everyday routine. Furthermore, it is essential to realize that TQM is a continuous improvement process that takes a long time and requires substantial human and financial resources. It is not a static process, it is very dynamical.

The quality issue gets worse when workers of an organization either are not empowered enough to correct the quality inadequacy or are not ready or prepared to fix this issue. Most people have had experience with some service workers who do not care about the quality of their work and who were clearly demotivated. This results with losing customers and providing an opportunity to the competitor to take advantage of the situation and gaining a bigger market share by having a more quality service or product.

As already mentioned, the concept and philosophy of quality is not always the clearest to both, managers and employees and the task of this study is to first understand the concept of quality. Quality improvement in an organization is in a close relation with improving the efficiency of individuals, groups and the organization in whole. TQM views an organization as a collection of processes. It maintains that organizations must strive to continuously improve these processes by incorporating the knowledge and experiences of workers.

Purpose of the master's thesis is to analyze the role of employees and leadership in achieving total quality. For TQM to be achieved the most important thing is leadership and employee empowerment. Defining goal orientations for employees, the quality of leader-member exchange, and the outcomes of job performance and job satisfaction is a big step toward achievingTQM.

2.2 QUALITY:

Quality is considered to be a characteristic of a product or service that meets the required standards. To put it simply, we can say that a product or service is quality when there is no lack. The word "quality" comes from the Latin word "Qualis", "Qualitas", which means "howto perform". The term quality is often used with adjectives such as good, bad, deficient, perfect, describing the extent to which the requirements are met and not standard or luxury.

Quality is in the broadest sense of the word a need of present and future development of the entire human society. Given that the quality is present in daily life, there is a need for a comprehensive study of such phenomena. Quality is not a static category, it is very dynamic and it challenges professionals and scientists who deal with issues of quality to always research new tasks.

According to Bajaria (2001, p. 842) there are several dimensions for quality. It can be viewed as quality of a product, quality of a service, quality of an action, quality of encounter and quality of life. Quality also can have multiple definitions depending on what needs to be pointed out in certain situations. For example, quality can be defined as accordance with requirement from the product control perspective, as suitability for usage from the marketing perspective, consistency around objectives from the producer's perspective or status of the outputs from a general perspective.

The American Society for Quality (n.d.) stated that the term "quality" shouldn't be used as a particular concept to explain a level of superiority from a comparative viewpoint; neither should it be used from a quantitative viewpoint for technical assessment. To explain this meaning, an adequate attribute should be used. Achieving adequate quality includes all levels of interacting moves that influence quality in general. The contribution to quality of this variety of levels is sometime recognized apart for emphasize: for example, quality due to defined requirements, quality due to products design, quality due to compatibility, and

quality due to adequate supporting during the lifetime of the good. In certain literature, quality is related to as “fitness for use”, “suitability for purpose” or “customer’s satisfaction” or “compatibility to requirements”. Such definitions present just some aspects of quality.

Juran and Godfrey (1998, p. 27) state that quality is “customer satisfaction”. However, in order to obtain a basis for action it is necessary to define the term customer. A customer is anyone who is affected by the product or by the process used to produce the product. Customers may be external orinternal.

According to Winston (1997, p. 85), the best definition for quality is “returning your customer more than they expect”. It as a “moving target” because what the customer gets now affects what he expects in the future. The very definition of quality has to be narrowed down to a set of descriptions that are based on customer expectations.

Ishikawa (in Winston, 1997, p. 86) defines: “Practicing quality means developing, designing, producing and providing a quality product or service which is most cost effective, most beneficial and always meets customer needs”.According to Reid and Sanders (2005, p. 138), one unique universal definition of quality does not exist. Some view it as “meeting or satisfying customer needs” while other understand the concept of quality as “performance to standards”. Besides these, there also exist definitions of quality which are more general, such as:

- **compliance with specification:** estimates to which extent the good provided meets the goals and tolerances defined by itscreator
- **fitness for use:** estimates to which extent the good provided carries out its designed functions orusages
- **value for price paid:** defines quality from customer’s perspective of the utility of the goodprovided
- **provided support service:** brings in new dimensions of judging a good emphasizing Quality doesn't refer just to the product or service itself; it refers to the employees, processes, and business environment combined with it as well
- **subjective definitions:** are based on psychological criteria concentrating on the condemning estimates of what the good provided is composed.

In different periods, as economic development has changed the very purpose and meaning

of quality itself changed a lot. Various experts have in different ways interpreted and defined the concept of quality. This is supported by a lot surveys conducted among managers in a number of U.S. organizations. These surveys confirm the diversity in the understanding of quality and highlights the fact that the concept of quality is related to the role that individuals have in the chain of production-market.

Significant differences in the understanding and the perception of quality in different regions and countries of the world confirmed researches that conducted Clotaire Rapaille (in Burrill and Ledolter, 1999, p. 17). Thus, for example, generally speaking the Germans think of quality as meeting standards, the French relate it to luxury, the Japanese relate quality to perfection, and Americans' idea of quality is that “it works”. According to the aforementioned studies cultural archetypes are playing a significant role in shaping the human perception of quality.

2.3 THE ROLE OF QUALITY AND QUALITYMANAGEMENT:

2.3.1 The Main Roles Of Quality:

The role of quality is directly linked to understanding of the term “quality” which was presented in the previous chapter. Quality has different levels of understanding and application but the most prevalent is certainly related to the quality of products or services meeting the customer satisfaction compared to customer expectation. In other words, the main role of quality is to ensure customersatisfaction.

Another role of quality is related to business strategy. There were two important periods in recognizing the role of quality in business strategy. First, various organizations realized that a quality driven strategy leads to higher market benefits. Second, the border among quality strategy and general business strategy became unclear so that quality management principles are already included into various businesses’ normal planning (Virtual University of Pakistan, n.d., p. 23).

Reid and Saners (2005, p. 140) stated that the reason quality has become so featured is that organizations realized the “high cost of poor quality”. Quality strikes every facet of organizations and has significant consequences on costs. The most evident consequence happens when low quality results with unsatisfied customers and ultimately creates

business losses. From this we can conclude that quality has a very important cost-saving role.

Another very important role of quality refers to achieving competitive advantage. Several research studies demonstrated the role of quality in achieving competitive advantage, and the main findings of these where following (Virtual University of Pakistan, n.d., p. 25):

- quality is of highest importance for businessprofitability
- organizations providing superior quality goods commonly have a big market shares and early enter potentialmarkets
- quality has a direct positive and significant impact on greater return on investment for nearly all types of products and marketconditions
- a quality based strategy commonly leads to larger market share, but at a price in the form of decreased short-runprofitability
- organizations which provide inferior quality goods commonly charge premiumprices.

The value of goods is also affected by the quality of their design. Advance in performances, characteristics, and confidence will discern the product from the competition, advance the quality reputation, and upgrade the perceptual worth of the product. This enables organizations to charge premium prices and gain a larger market share. This, in turn, increases revenues that abolish the additional cost of better design and ensures a stable foundation for competitiveadvantages.

Theoretically, the possibilities for the application of quality are limitless. In specific situations the application and role of quality depends on the organization's abilities and the fact is that each model has its limitations and opportunities for improvement. Using the principles, methods, processes and tools of quality can affect all aspects of the business. All organizations tend to have good business results, what in the end is the basic internal motive of each organization to engage in what we call the broadest “movementquality”.

2.3.2 QualityManagement:

Various definitions of quality indicate that there are many strategies to proceed when advancing the performance of an organization. Various people select variety approaches to provide meaningful ideas of quality management and gain advantages of quality management practices (Vinni, 2007, p. 125). However, Reed et al. (2000, p. 11) claimed that Deming, Ishikawa, Feigenbaum, Juran and Crosby agreed on a common purpose of

quality management and that is cost reduction and higher customersatisfaction.

Quality management can be defined as a set of strategic processes insensibly including all activities, functions, and management processes of an organization for continuous improvement of quality of products, and the goal of quality management is achieving superiority in all performances. The main task of quality management is providing quality in all spheres, be it business, social environment, institutes, home, or government (Kannan, 2009, p.21).

In order to accept a quality management system, an organization should first of all implement a strategic decision making system in its organization. The design and implementation of quality management in one organization is affected by different needs, defined goals, provided product or service, all activities as well as the size and structure of the organization itself. For this reason, it is almost impossible to expect anyone to bring unification in the structure of quality management or to create uniform documents and therefore this part differs from organization toorganization.

2.4TOTAL QUALITYMANAGEMENT:

2.4.1 Definitions of TQM:

TQM is a title like any other and the objective of it is to determine its elements. The titles: "total quality management", "continuous Improvement", "the learning organization", and "process management" all have defects in them (Winston, 1997, p.2).

Proposal for the definition of TQM, developed by the International Organization for Standardization (n.d.) as follows: "TQM is a way of keeping the organization with the intention of participation of all employees and cooperation among all groups, to improve the quality, which is achieved by the organization by: goods and services, activities and targets, customer satisfaction, long-term profitability, the benefits for associates and compliance with the requirements of society".

Reid and Sanders (2005, p. 137) defined that setting quality as a priority in an organization implies prioritizing customer needs to, which means to meet and exceed customer expectations. In order to succeed in this, everyone in the organization must be involved through joint efforts. TQM is a joint effort of the whole organization to improve quality at every level.

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through motivated and empowered workers which leads to higher incomes and decreased costs; Ross and Perry (in Liang, 2010, p. 66) describe TQM as unification of all processes and functions in order to achieve continuous improvement of product and service quality, targeting the main objective - customer satisfaction.

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One significant contribution to TQM regarding the definition of quality and the cost of quality is carried out by use of the "Juran Trilogy" by Joseph Juran (1998, p. 30), which basically consists of three steps:

1. **QualityPlanning**
   - establishing qualitygoals
   - identify thecustomers
   - determine customers'needs
   - develop processes that are able to produce those productfeatures
   - establish process controls, and transfer the resulting plans to the operatingforces.
2. **QualityControl**
   - evaluate actual qualityperformance

- compare actual performance to qualitygoals
- act on thedifference.

3. **QualityImprovement:**

- establish the necessary infrastructure to ensure qualityupgrade
- determine the unique needs for improvement- the improvementprojects
- create project teams with clarified responsibilities for leading the project to a successful completion
- provide resources, motivation, and necessary training for the teams in order to: find the cause, encourage foundation of means, and establish controls to hold thegains.

TQM provides a focus on organizational quality, continuous improvement and the organization's orientation to the culture of quality, constantly monitored by management and statistical tools used to design and manufacture high-quality products and services for consumers.

TQM is the foundation on which high developed countries have achieved success in global economy. Generally, in many global industries, by introducing of TQM a cost reduction was also achieved which is nowadays is the only key for survival in the market. Reducing costs is coming from products or services that do not have an error and this is the result of constant improvement of all processes and reducing errors, complaints and waste.

Organizations with long-term loyal customers can financially outperform the competition, primarily by cost reduction, and the principal determinant of successful organizations that apply TQM is exactly to keep their customers.

There are many definitions of TQM, but we can conclude that they all lead to the same response that relates primarily to the satisfaction of customer and promotion of products and services to meet the demands of customer. TQM is set of management processes and systems that put customer needs first. Empowered employees and quality oriented management are the main drivers for achieving TQM through continuous improvement of the business including progressive it a responsibility of changes in the attitudes, practices, structures, and systems improving quality at every level and making everyone.

2.5 THE PHILOSOPHY OF TQM

TQM tries to install quality at all levels of the organization. It deals with the technical facet of quality as well as participation of all employees to improve quality (Reid & Sanders, 2005, p. 147). To achieve a systematic approach to TQM it is very important to develop an appropriate conceptual model. The specific concepts that make up the philosophy of TQM are displayed in table2.

The basic idea, when talking about TQM, is that quality is not produced, rather than it is managed. The essence is that TQM must be focused on quality, based on the participation of all members of the organization, aimed at achieving long-term success through the satisfaction of all members of the organization and society as awhole.

A sequence of values connects all activities within and outside the organization which culminates in delivering value to the end user. The closing point in this series (a user who is more than satisfied) also represents the beginning. Therefore, as mentioned before, "customer satisfaction" is one of the most important measures of TQM which evaluates and optimizes the wholeoperation.

Presumption for success of TQM is the willingness of management to make quality the center of all activities and to prove it by example (Marolioa, 2007). It is important for management to establish a clear vision for the organization and to present various objectives and policiesasguidance to direct its employees (Fukui et al., 2003, p. 37). Employees' impact is crucial for quality. If their activities and ideas become quality oriented, then significant errors and the buildup of hidden costs may be decreased to an admissible amount or even totally excluded. TQM requires quality orientation towards a general objective from all people involved within the organization. Regardless of what the structure or management process of an organization is, the essential connections must be created between employees (Dahlgaard et al., 2007, p. 212).

Great TQM organizations appreciate and invest in their employees in a continuous search for good leadership and promotion of their employees. This includes strict planning of processes, skillfully implementation, constant monitoring of processes, and commitment to continuous improvement (Oakland, 2003, p. 277). Modern TQM philosophy has enabled the development of operations in which all organizations and all internal business processes tend to a single goal, which is to continuously improve them. In accordance with the stated, management must consider all the possible problems and identify all possible

resistance to the introduction and application of TQM philosophy.

TQM is an immediate challenge to traditional management approach. Because of the big diversity compared to the traditional approach, it can't be just a supplement to it. The main differences between TQM and traditional management approach to quality are presented in table (2.1).

Table (2.1) Comparison between TQM and traditional approach to quality

Traditional approach	**Total quality management**
Quality is a technical issue	Quality is a strategic issue
High quality spends money	High quality saves money
Quality department is responsible	Everyone in the organization is responsible
Goal is to meet the requirements	Goal is continuous improvement
Quality is measured by average quality level	Quality is measured by "zero defects"
The emphasis is on finding defects	The emphasis is on prevention measures
Quality defines the organization	Quality defines the consumer

2.6 THE IMPACT ON THEORGANIZATION:

TQM as organizational and cultural change is certainly a fundamental reform in the organization in terms of organizational strategy and ways of doing things, but also the relationships of employees, co-workers, customer relations and relations to the environment.

Leonard and McAdam (2002, p. 51) performed a study of the impact of TQM on the organization. Their research revealed series key issues in regard to TQM and organizational strategy. The main results indicate an overall need for TQM to import organizational strategy planning by clarifying terminology in order to minimize confusion. The use of TQM in its widest sense to assist organizational strategy implementation is encouraging and should help to create an upstream influence on business strategy formulation.

Montes et al. (2003, p. 189) presented a framework for exploring the connection between TQM and business performance with regard to TQM contents and TQM elements. They found that TQM contents have to be persistent to the business direction and surrounding

suspense to be successful and TQM elements have a huge influence on behavioral and individual learning processes. These connections are intermediated by the TQM required cultural change embracement. Furthermore, TQM elements have a direct influence on these individual processes and are intermediated by systems and individual causes. Therefore we can conclude that high importance must be given to both, TQM contents and elements in order to be effective and efficient.Prajogo and McDermott (2005, p. 1118) consider organizational culture as the antecedent of TQM practices. There are many arguments that promote TQM as a vehicle for organizational change, including the cultural element.

Therefore, it is very important to first understand organizational culture. According to Colesca et al. (2006, p. 1) it is a as an aggregation consisting of beliefs, values, stances and behavioral models which are used to qualify everyone involved in the organization. This aggregation directs people's stances. These are basically very powerful influences that affect people, acting in their work, life and behavior. Precisely these influences, opinions and beliefs within an organization define what "normal behavior" within the organizationis.

It is important in advance, before the introduction of TQM, to convince workers and of course the lower and middle managers that no one will lose their jobs due to the introduction of TQM. The purpose of TQM in the foreground is to make the organization more efficient as a whole.

The system must be driven by a desire to achieve results and should not be self-ending. A system has no end, it is constantly being refined. A critical component of the introduction of TQM lies in the way of treatment and management of organizational change that they cause. Therefore, the main task of managers at all levels is to persuade people to leave their current state, move on to a new, turbulent way perform all their tasks and activities related to them.

Pheng and Teo (2004, p. 12) explained that organizations must understand that positive TQM outcomes can't be achieved suddenly and that organizations implementing TQM must first adjust, change and learn which usually takes a long time. The main obstacle for organizations is to change their existing condition and apply a culture which is adequate for TQM. The dedication from top management to quality is a precondition for a successful implementation and their decisions are the main initiator for further TQM progress. Top management must also initiate training and continuously invest in their

employees, always conveying them the exigency of TQM. Employees must understand that TQM is not an extra load; it will help them to decrease their workload through systematic operations and error reduction which finally leads to less to customer appeals and time amount for corrections.

Joiner (2007, p. 617) explored the connections between the volume of TQM implementation and business performance, and the calibrated impact of associate support and organization support on the TQM - performance relation. The main outcomes of this study showed that the implementation of the TQM approach had a positive impact on the business performance. Furthermore, outcomes of the study stressed the essence of creating a supporting culture for further progress of the business performance results from the TQM application. If workers don't get an appropriate recognition and positive support from management and other associates, then the implementation of TQM may be sub-optimal and postponed until better conditions occur.

From the above mentioned it becomes understandable that at the beginning of the process employees will show disagreement with the upcoming changes. Surely they will not be entirely clear on that it will reduce costs and administration and that they will achieve better quality. That's why employees must from the beginning see the benefits of the introduction and must recognize the need to improve quality and then the way in which will the introduction of TQM helpthem.

2.7ADVANTAGES AND TRAPS OFTQM:

Summarizing all TQM benefits we can conclude that once TQM is achieved, the advantages of introducing this system are multiple:

- increased quality of products orservices
- increased customer satisfaction and retains its loyalty
- strengthened competitiveness and market power of the organization
- reduced costs
- increased productivity andprofitability
- increased satisfaction of all employees
- increased quality ofmanagement
- increased reputation and value of theorganization.

TQM redesigns the business approach of an organization leading it to certain mutual strategic planning targets – **continuous improvement in the quality of products and services** (Schonberger, 1992, p. 80). Mehra and Ranganathan (2008, p. 923) explored in their study the connection between TQM impact on organizations and the customer's perspective, particularly their satisfaction and expectations. The outcomes of their study proved that a proper application of TQM **positively impact customer satisfaction** level which directly influences their**loyalty**.

Reed et al. (2000, p. 21) researched the relation between TQM and competitive advantages. They argued that the performance advantages of organizations using quality management approaches give recognition to the finding that there is a connection with competitive advantage, but even more convinced were various managers who based on their professional experience recognized the positive impact of TQM on an organizational **competitiveness**.

Reid and Saners (2005, p. 140) stated that the reason quality has become so featured is that organizations realized the "high cost of poor quality". Quality strikes every facet of organizations and has significant consequences on costs. The most evident consequence happens when low quality results with unsatisfied customers and ultimately creates business losses. From this we can conclude that **quality has a very important cost-saving role**. According to Oakland (2011, p. 519) time and money spent on quality-related activities arenot limitations of profitability, they make **significant contributions towards greater efficiency and enhanced profits**.

Guimaraes (1996, p. 20) conducted a research addressing the effect that TQM has on people. The main findings where that after TQM, on average, employees reported **higher job satisfaction**, job involvement, commitment to the organization, and intentions to stay with the organization.

Serafimovska and Ristova (n.d., p. 26) stated that the TQM approach can vary between different branches and organizations but there is a unique statement about the essence of leadership for successful TQM application. **A good management** is a prerequisite for successful strategies and planes and successful TQM organizations are characterized by strongmanagement.

According to Oakland (2003, p. 16) the reputation of organizations heavily depends on the quality, reliability, delivery and price of its products or services. Quality is the most crucial of these reputational elements. A bad reputation caused by low quality is hardly changed,

and this reputation can even evolve into national and international level. TQM practices are a strong tool to improve **reputation** which directly affects the **value of theorganization**. However, it is important to mention that when introducing TQM mistakes can occur in the phase of preparation for the introduction, in the stage of transition from pilot projects to the entire organization and in the stage of implementation of the previous management power, philosophy and practices. TQM is very demanding in terms of time, it is difficult to implement and slow in getting concrete measurable results. Kelly (1997, p. 38) presented eight TQMtraps:

1. TQM approach is not focused: it is about the impossibility of identifying key factors that represent quality because they do not take into account the strategicinterests
2. efforts are crushed by bureaucracy and paperwork: quality becomes an additional burden rather than an integral part of theaction
3. TQM is used as a "quick patch": an organization in trouble looks at TQM as a way to quickly solve manyproblems
4. it is difficult to obtain and use information: employees do not have required information to makedecisions
5. conflicts within the organization slow TQM down: inability to implement an inter-functional approach which is required in TQM
6. poor planning derails TQM: instant solutions are choose without awareness that TQM has to be applied particularly for eachorganization
7. measuring the wrong things: the organization is unable to focus on features that really encouragequalitymanagement is an obstacle to the success of TQM: instead of leading the qualitative efforts managers prefer to talk about them unwilling to take responsibility and delegate them to lowerlevels.

2.8 LEADERSHIP:

2.8.1 Introduction

Modern companies, focused on the customer satisfaction, are increasingly aware of theimportance of different factors of the quality management system. The implementation of such a system is not only to ensure proper operation, but also many determinants that may intensify or sag the results of these efforts. One of them is the comprehension of meaning of leadership. It is being discussed in the second part of the eight quality management principle. A decade ago, when the first Polish enterprises certified quality management systems, were convinced that they could easily meet these recommendations. The number of Polishcertificates are still growing but, unfortunately, there are companies that don't practice a leadership. They are not aware of the fact that lack of conviction lowers their products quality.

Leadershipisnotonlycreatingavision,butalsoensurestotranslateintoarealitythroughexcellenceofexecution.Theabilityofaleadertobuildastrong base,developandleadalong-termvisionfortheorganization,driven byeverchangingcustomerrequirements,areguidedbytheinterrelatedcorevaluesandconcepts.TQMissuccessfulinorganizationsbysustainedleadershipwithapurpose,communicationamongteamsandtotalcommitment bythetopmanagementwhichfocusonthecustomersatisfaction.Inthecurrentmanagement system, lotsofproblemsaresolvedintheadhocmannerresulting inthepoororganizational efficiency.TQMleadersset directionsandcreateacustomerfocus,clear,visiblevaluesandsetshighexpectations.The TQMleaderensures formulationofstrategies,policiesandtechniquesforachievingexcellentperformance, stimulating excellence,building knowledgeandcapabilitiesamongemployees. TQMleadersinspire,motivateandencourageentireworkforcetocontribute,todevelop,tolearn,toinnovate andtoembracechange.TQMleadersserveasarolemodelthrough theirethics,commitment,andinvolvementin planning,communicatingandcoachingtheworkforce.

2.8.2 TotalQualityLeadership:

Totalqualityleadershipisanapproachtomanagementthatfocuseson givingtopvaluetocustomersbybuilding excellenceintoevery aspect oftheorganization.Inallorganizationstherareareprocessesbywhichthingsgetdone.Therareliterall ythousandsandthousandsofprocesses,the generalhealthofwhichdeterminesthefutureoftheenterprise. Often,themostdifficultaspectoftotalqualityleadershipistocreateanenvironment of"allinoneteam."Ifa company istoexcelineveryactivity,everyoneintheorganizationmustworktogethertoimproveprocessesand to executethemwithenergy,dedication,andefficiency.Itrequiresafundamentally differentviewoftherelationship betweenemployeesandthe organization.Inorderforall employeestobecommittedtotheorganization,theorganization mustbecommittedtoitsemployees.Totalqualityleadership.

Mr.Juran'sargumentofwhereresponsibilitylies--thatatleast85percent ofthefailuresinanyorganizationare thefaultofsystemscontrolledbymanagement.Fewerthan15percentoftheproblemsareactuallyw orkerrelated.In totalqualityleadershipthefocusisthusonconstantlyandrigorouslyimprovingeverysystem. Intotalqualityleadershipthereisfreedom, yetthereiscontrol.Thereisthefreedomtodiscovernewmarkets,to developnewsystems,togaingreatermastery overtheprocess,andthereiscontrolofadata-basedapproach to improvement.Manymanagershavegreattroubleunderstanding whytheyshouldfocusonimprovingthesystemsthat servethecustomerratherthan simplyonprofits. Whenqualityisincreased byimproving processes (notbyincreasedinspection), thebetterqualitywillleadto lowercosts, whichleadtolowerprices whichinturnthisleadstosatisfiedcustomers.Thegoal isnottomeetbutexceed theexpectationsofthecustomers.Betterqualityandlowerpricesmean thecompanycanexpanditsmarket, andcanstay inbusinesscreatingjobsanda greater returnoninvestment.

2.8.3 CharacteristicsOfTQMLeaders:

- Values:Integrity,Trustand Culture
- Theydemonstratecommitmenttoquality.
- Vision:StrategicFocus
- Theyestablishorganizationalsystemsandapproachesto supportqualityeffort.
- Inspiration:Charisma,CommunicationsSkills,RoleModel,MotivationalandMentor
- Theyencourageandrecognizeteameffort.
- Theytrainandcoach,ratherthansuperviseanddirect.
- Innovative:ChangeAgent
- Theycontinuallyimprovecommunicationsandlearnfromproblems.
- SystemsView:Interactive
- Theyemphasizepreventionandimprovementratherthancureandmaintenance.
- Empowering:FocusonEmployees
- Theyempower,ratherthancontrol.
- CustomerFocus:Society
- Theygiveattentiontointernalandexternalcustomers'needs.
- BusinessandQualityKnowledge
- Theyencouragecollaborationratherthancompetition.

2.9CRITICALFACTORSOFORGANIZATIONEFFECTIVENESS-LEADERSHIP:

Leadershipisoneofthebasicandthemostimportantneedsineveryorganization. Itisoftenconsideredasthesolutiontomostorganizational issues.Itcandirecthumanresourcestowardthestrategicobjectivesoftheorganization andensurethatorganizationalfunctionsarealigned withtheexternalenvironment Oneofthemostessential factorscontributingtoleadership effectivenessisthestyleofaleader. Itis amongthe importantcomponentsofa leader'sleadershipsituation, whichcancause successinorganizations.Leadershipstyleisthe typicalpatternofbehaviorthata leaderutilizestoinfluencehisor hersubordinatestoattainorganizationalgoals.

*A.**Transformational,transactionalandlaissez-faireleadership***

Severaldifferentapproacheshaveevolvedovertheyearstodescribeleadership styles.Integrative leadership theoriesarethenewapproach inleadershipwhichhasbeenestablished basedoncombiningtrait,behavioral, and contingencyapproachesandthetransformationalleadershipisoneofthem.Thistheoryconsistso fthreeparts

- TransactionalLeadership.
- TransformationalLeadershipand
- Laissez-FaireLeadership.

1) Transactionalleadership:

Itemphasizesthetransactionorexchangethat takesplaceamongtopmanagement, employees, andstaff.Thisexchangeisbasedontheleaderdiscussingwithotherswhatisrequiredandspecifying the conditionsand rewardsothers will receive if they fulfill those requirements.This typeof leadership focuseson maintainingthestatusquoandmotivatingpeople throughcontractualagreement. This form ofleadershipisbasicallythe sameasmanagement inwhichitinvolvesusualandorganizedactivities.Transactionalleadershipconsistsofcontingent reward, managementby exception-active,and managementby exception-passive.Transactionalcontingentreward relatestoleaderbehaviorsconcentrated onexplaining roleandtasknecessities andprovidingfollowerswithphysicalor mentalrewardscontingent onthefulfillment ofcontractualobligations.Aleaderusingtheactiveformofmanagement- by-exception watchesfollowerscloselyformistakes orroleviolationsandthentakescorrectiveactions.Activeleaders checkfollower's behaviorandattitude,predictissues,andtakecorrectiveactionsbeforethebehaviorcreatesevere problems.Passivemanagement-by-exceptionleaderswaitfordeviances,mistakes,anderrorstohappenandthentake correctivemeasures.

Theydonotactivelyseekoutdeviationsfromdesiredperformanceandonlytakecorrective action afterproblemspresentthemselves.

2) ***Transformationalleadership:***

Itreferstotheprocessofbuildingcommitmenttotheorganization'sobjectives andempowering followerstoaccomplishtheseobjectives. Itisastylewhichcanimprove employees‟ ability and performance.
Employeescanactbeyondtheirpreviousperformance.
Thistypeofleadershipreferstotheleadermoving the followerbeyondimmediateself-interests.Inthisleadershipstyle,leadersusetheirpersonalvalues,ethics,commitment toavisionandmission,passionatetoenergizeandcreateasynergyinteams;headingtowardsaccomplishment of organizationalgoals.Applyingtransformational leadershipgivespotentialitytoleadershelptorecognizetheneedfor change,andtocreateavisionary guidetochange, andtocarryoutthechangeeffectively. Thistypeofleadership increasesknowledgeofemployeesabouttheirworkwhichmakes subordinatesconscious oftheimportanceoftheirjobs andperformancetotheorganization.

3) ***Laissez-faireleadership:***

Itistheavoidanceorabsence ofleadership.AsBassandAvolio(1994)noted: "the laissez-fairestyleistheavoidanceorabsenceoftheleadershipandis,bydefinition,themostinactive–aswellasthe mostineffectiveaccordingtoalmostallresearchonthe[leadership]style".Thistypeofleadersgivesupresponsibility, anddonotusetheirauthority.Alaissez-faireleaderexhibitspassiveindifferenceaboutthetaskandsubordinates; for example,byignoringproblemsaswellassubordinates'needs. Laissez-faireisgenerallyconsideredthemostpassiveand ineffectiveform ofleadership.Itcanbeconcludedthatlaissez-faireisthenon-leadership dimensionofthe transformationaltheoryinwhichleaderswillalways avoidgettinginvolvedwhenimportantissuestake placeandavoid making decisions.Thistypeofleadertendstowithdraw from theleadership roleandofferlittleintermsofeither directionor support.

2.10 THE ROLE OF LEADERSHIP IN ACHIEVINGTQM:

Achieving great business performance is hard enough. To retain such performance in the contemporary marketplace of globalized and reinforced competitors accelerated innovations

and technological progress, continuously and frequently changing trends in economic environments and customer needs is even harder and demands **leadership** to act as a “spine” of TQM (Oakland, 2011, p. 531).

Leadership is one of the eight basic principles of quality management and a key element in the implementation of innovations and cultural changes in quality. Many gurus (like Deming, Duran etc.) in the field of quality give great importance to leadership in their research and specially emphasizing the leading role of topmanagement.As described in the previous chapter, a quality team is a good team of good people. Transforming a group of people into a quality team surely implies to make necessary changes. If quality teams within an organization are already established it still does not imply that changes unnecessary because quality teams must constantly upgrade themselves accordingly the new organizational approach of continuous improvement. In fact, there are several cases registered where top management after TQM implementation failed on initiating proper training and leadership. This resulted with a group of employees surrounded by some slogans, supposing to work within a TQM organization but perceiving TQM as a farce and not realizing how to properly cooperate in order to achieve quality. A team is formed by the leader and in order to successfully lead a quality team he must first get himself into form (Kannan, 2009, p.161).

Eskildsen and Dahlgaard (2000, p. 1085) stated that it is the behavior of the organization’s management and the manner in which they perform leadership that lays down the ground rules for the way that the core job characteristics will be addressed. Top management is the main carrier of quality leadership. They must provide guidance (ensure a customer focused environment, clear values, and create big quality prospects) and incorporate it in the overall quality process. Top management must stress employees’ progress and foster their involvement, training and creativity through the quality process. The establishment of quality values and prospects demands a significant dedication and participation of top management. By their engagement in the planning process, monitoring of the overall quality performance, and recognition of employee’s quality accomplishments, top management provide a leadership standard and strengthens quality values for the wholeorganization.

If dedication to quality upgrade is not the prime effort, the TQM application will certainly fail. Most organizations therefore established a quality assembly which constitutes of top management members who are creating quality policies and are monitoring the organizational performanceobjectives.

Quality must become the key element in the strategy planning and competitive assessment process. Various new management tenets and practices needed for establishing the TQM philosophy are probably opposite to the former, not quality oriented, management approach. Top management, beginning with the managing director must act as the organizational quality leader. The managing director in his role as the prime quality leader should therefore be the main initiator and provide a quality based vision, stimulation and acknowledgement, continuously operating to improve and retain successful quality practices. Such approach enables leaders to easier get through the unavoidable resistance of employees to change.

However, many examples unfortunately demonstrated that organizations do not always have the dedication and developed leadership role top management. These examples also showed that the new quality orientated approach is necessarily doomed to failure. The lack of top management commitment where in some cases largely buffered by a strong quality orientedmiddle management leadership and empowered employees. Considering that leadership is a key element for the development, implementation, application and improvement of the quality management system and the organization's success, organizations need leaders at all levels. These leaders must be a follower of ideas identified at organizational level and must be able to convey the intentions and goals of top management to the employees so that they understand and accomplish the targets. A quality manager must also be a leader in development and improvement of quality management and development of a quality culture in the organization. In many cases, this is where quality begins. However, a strong quality oriented middle management leadership and empowered employees will in the long-term not be able to maintain a good quality performance without the support and commitment of the top managementleaders.

The example for prove of top management commitment essentiality were provided in a research performed by Fotopoulos and Psomas (2010, p. 539). The objective of this research was to explore the connection between TQM factors and overall business performance. The backgrounds of the study were questionnaires conducted in 370 organizations in Greece. The TQM factors found in this research were top management commitment, employee involvement, customer orientation and the application of TQM tools and techniques. The main findings revealed that top managers are the main driver of the TQM approach. Top managers are also the main decision makers, and it is therefore necessary that they stimulate employees to get involved in the quality process, simultaneously focusing on customer needs by using quality tools and techniques. In this way everyday process will be performed

based on quality. Thus, improvement will be achieved in terms of business operation, customer satisfaction, natural and social environment and market share.

Many authors argue that one of the most important tasks for leaders is to first equip themselves, considering this as one of the biggest challenges in life generally. To do so, leaders must fundamentally reassess their feelings, emotions and inner limits. After equipping themselves leaders must become examples of "how it is done" for their teams. Kim andHong (2006, p. 202) stated that the role of leadership by example is critical, which indicates the transformational power of leadership.

Leadership is a dynamic feature of TQM. It must be properly and continuously practiced for a successful TQM application. The leader's dynamic and continuous performance depends on various elements of the business as well as on continuous precision of these elements in terms of planning, application and TQM analysis (Svensson, 2005, p. 530).

2.10.1 The five requirements for effectiveleadership

According to Oakland (2003, p. 36) there are five requirements for effective leadership:

1. developing and cultivating a clear organizational vision andmission
2. developing a strategy which supports themission
3. identify critical successfactors
4. review the managementstructure
5. empowerment.

Organizational values and beliefs must be applied by **developing and cultivating clear vision and mission**. Together, the vision and mission must provide clear guidance for the desired state and set targets which must be achieved in accordance with the organizational culture. They also give an insight of what the organization is all about. Top management members are the responsible for vision and mission development, as well as for programs required for the implementationprocess.

A clear vision and mission is a prerequisite for a proper cooperation between employees, top and middle management towards a common objective. The vision and mission should contain beliefs and objectives related to following features:

- businessdefinition

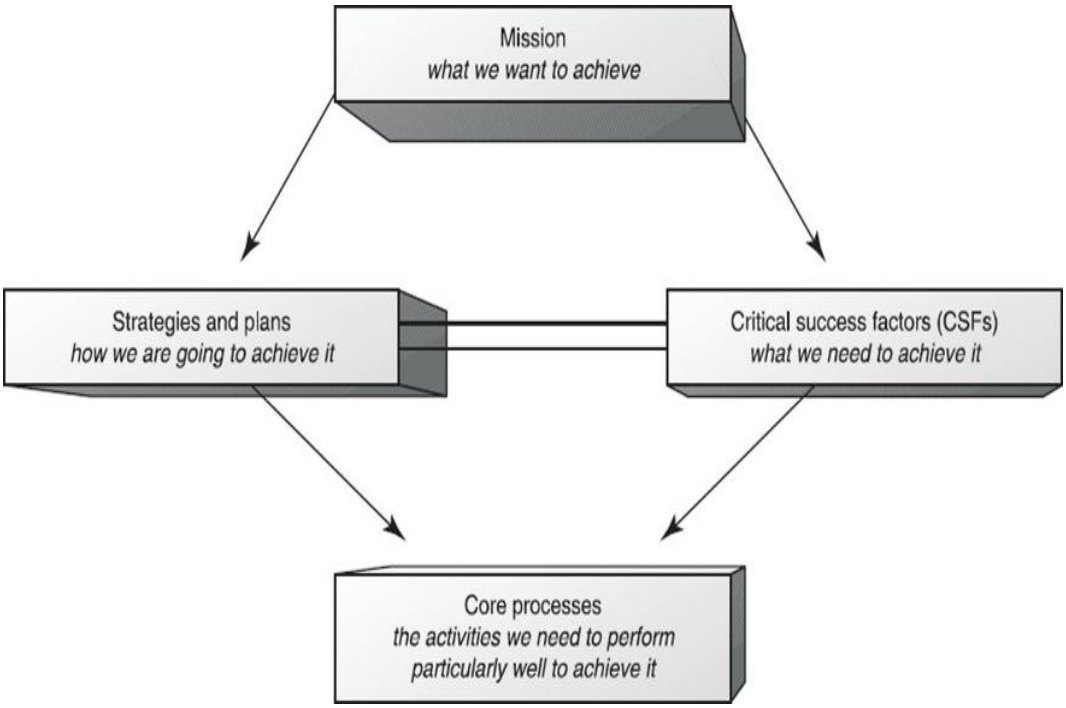
- dedication to quality and quality drivenleadership
- targeted branch sector, customers andmarket
- the role of theorganization
- service department,opportunity-seeker
- characteristic organizational competences
- goals for thefuture
- performance based on customer satisfaction and continuousimprovement.

After development and implementation of the vision and mission they should become the main guideline for future communication and desired state. Top management must become absolutely dedicated to the vision and mission creating thereby awareness and commitment for allemployees.

The second requirement for an effective leadership is **developing a strategy which supports the mission**. Leaders need to set and to strengthen the real values that are instrumental for the achievement of organizational strategies, business objectives and ensure continuous success (Sikavica et al., 2008, p. 441).

As displayed in figure 13 the next requirement is the **identification of the critical success factors**, a concept denoting the main organizational sub objectives. Critical success factors provide overview of what must be done in order to accomplish the mission and represent the operations that must be especially well performed in order to be successful – the core business processes.

Figure 2. Mission into action through strategies, critical success factors and core processes



Source: J. S. Oakland, *Total Quality Management text with cases*, 2003, p. 37, Figure 3.2.

Developing the vision, mission, strategy, critical success factors and core processes implies also to **review the management structure**. Employees, top and middle management can only achieve their total performance if a proper structure is developed which is in accordance with process management. This indicates that responsibilities must be allocated and procedures implemented based on the best possible way of performing the core processes.

The last requirement for effective leadership is **empowerment.** In empowered organizations, leaders create an environment to make people great, rather than control them. Successful leaders are said to "champion" employees and make them feel good about their jobs, their organization, and themselves (Juran and Godfrey, 1998, p. 439).

According to Oakland (2003, p. 37) particular attention must be paid to the following:

- attitudes
- abilities
- participation.

The **attitude** towards customer and supplier is crucial for a successful quality oriented leadership. Leaders must recognize the customer of the organization, as well as their requirements and expectations. This recognition must become the leader's main driver and every activity must be performed in order to fully satisfy the customer. Quality oriented organizational requirements are based on customer expectations but they also depend on their suppliers. Suppliers play an indirect but very important role in fulfilling customer needs and they must be well informed about organizational requirements and changes. The attitude towards customer and supplier must be initiated by top management and percolated down to middle management and employees. Top management must therefore lead by example and not simply communicate and delegate quality activities that even themselves do not believe in.

Organizational requirements and expectations must be clearly communicated to employees, while employees on the other hand must gain **abilities** to meet those requirements and expectations. The main tool for gaining abilities is training, but it also can become an inappropriate tool if it is not provided effectively in terms of accordance with organizational requirements and expectations. Training should also be included in the planning process and its suitability continuously monitored.

Besides gaining abilities, employee **participation** is crucial for improvement of

organizational performance. Improvement efforts must become everyone's' responsibility and not only top and middlemanagement's.

Attitudes, abilities and employee participation must be supported with trainings in project management, planning and problem-solving methods. Usually these are not demanding trainings and they enable employees to make effective changes and to properly deal with problems. Very often top and middle management needs such training sessions as well, therefore it is recommended that they also participate.

2.10.2 Excellence InLeadership:

From the previous chapter we can conclude that a leader must create distinctive and consistent purposes. Developing a proper vision, mission, and organizational values are a prerequisite and represent the main basis for long-term success, but in order to maintain this success in the highly increasing competitive market and globalization, merely "proper leadership" is no longer enough and forces managers to achieve excellence in leadership.

Russel (2010) presented following mindsets for managers to achieve excellence in leadership:

- strategicthinking
- sharpfocusing
- quickactions.

The common features of all successful organizations are their dedicated and actively involved leaders whose strengths are reflected in their **strategic thinking** about business challenges and opportunities. Leader's **sharp focusing** on leverage market and organizational features enables him to speed up actions and enhance their influence on the business. These **quick actions** of the leader define the speed of the organization to make necessary changes and to adapt to constantly changing market trends and customerneeds.

Many authors claim that the vehicle for achieving excellence in leadership is TQM. TQM covers the entire organization, all the people and all the functions, including external organization and suppliers.

The TQM implementation activities can be difficult, and top and middle management become confused with the propagation of quality theory and practice, thus a streamline is

sometimes necessary. The foundation of TQM is the external and internal customer-supplier interface, and each one of them represents various activities to turn inputs to outputs. Therefore, dedication to incorporate quality by managing these inputs and processes must be created.

Using as a construct of the "Oakland TQM model" (described in chapter 2.6.5), the four P's and three C's with one additional C (Customers), may be presented as the core requirements for achieving excellence in leadership (Oakland, 2003, p. 39):

Planning

- developing the vision and mission as the main basis for long-termsuccess
- developing policies andstrategies
- reorganizing the organizational structure in accordance with policies andstrategies.

Performance

- ensuring proper performance assessment, monitoring andprogress
- Informing workforce regarding their efficiency in meeting customer and performance objectives.

Processes

- ensuring a processes management system is developed and properlyimplemented
- participation in developing, implementing and upgrading managementsystems
- fostering quality upgrade activities on organizationallevel.

People

- encouraging empowerment, teamwork, creativity andinnovation
- fostering trainings and propereducation
- providing motivation and support to teams andindividuals
- helping and supporting employees in achieving theirobjectives
- providing properfeedback.

Customers

- understanding customerneeds
- ensuring customer needs are understood from everyone and properlymet
- establishing partnerships for enhanced continuous improvement.

Commitment

- personal and active involvement in quality upgradeoperations.
- monitoring and improvement of the effectiveness of ownleadership.

Culture

- development and implementation of values supporting the TQMculture
- ensuring education, innovation and creativity activities are developed andimplemented.

Communications

- fostering good communication flow andcooperation
- personal communication of the vision, mission, values, policies andstrategies
- accessibility and activelistening.

Throughout the organization there must be no ambiguity related to TQM, hence it is important to understand that TQM demands effective leadership with clear guidelines and a thoroughly prearranged and completely implemented strategy in accordance with the vision and mission of the organization. Various great customer and industrial markets proved that excellent leadership results with upgraded business performance. Furthermore, excellent leadership can also lead to superior quality which enables organizations to charge higher prices to gain greater profits. Leadership and quality obviously affects profitability but, as described in chapter 3.3, for long-term success employee involvement and empowerment is equally important because continuous improvement involves everyone. Quality must become the new lifestyle for leaders as well as for other employees in order to succeed in the contemporary market.

Achieving TQM and excellence in leadership demands a long term and intense focus customers, workforce, suppliers, society, etc. Strategic planning must provide the main guidelines to achieve overall quality excellence within the organization. It must allocate resources in accordance with predicted core changes such as future customer and market requirements and opportunities, partnership, competition, legal factors and technology progress. It is also important to understand that excellence cannot be gained overnight and it is important to be patient. The Japanese, for instance, developed TQM for many decades before they become excellent in leadership and qualityimprovement.

2.11 THE IMPORTANCE OFTQM

Theprocessofquality improvementinanorganizationisinaclose bondwithimprovingofeffectivenessof individuals,groupsandthe organization inwhole.Toenhancetheefficiencyitisneededto knowwhatisworking,to knowhowto work,to haveall themeans thatareneededforgettingtheworkdone,to be ableto measurethe produceandto beableto getinformationbackfromallpartsofthe organization.Basically thisisTotalQualityManagement.The success of the company which managed to achieve the quality controlis basedon thesekeyconcepts:

- concernfortheconsumers
- continualimprovement
- processcontrol
- takingpreventiveactions
- leadershipandteamwork

Clearly leadershipisoneoftheimportantconceptsofTQM.The principles and practices of TotalQuality Management can be deferentbetweenvariousindustriesandenterprises,butthere is a universalagreementabouttheimportanceof leadershipforits achievement.Goodmanagementisapreconditionforthe successof strategiesand planes.Thoseenterprisesthatsucceededto achieve totalqualitycontrolmanagedthatbecauseofthestrongleadership.

Theleaderis theonethatpromotestheimportanceofquality inthe organization,providesconditionsfor continuous educationand trainingof employees,as wellasmaintainingconstantcontactswith the employees,consumersand suppliers.Primarily,theleaderneeds tobea stronginstigatoroftheorganization,provocateurofchanges, by seatingaggressivegoalsofconstantimprovementandby searchingforopportunitiesformaking a largerbenefithehasto primarily havetheneedsandexpectationsof thecostumers.Within theorganizationhehastobe seen as a trainer,insteadofaboss.The successof theorganizationdependsof theabilitiesof the leaderand thebehaviorofthetopmanagement.Inthatcase,itis necessary:

- Tocreateaconvenientorganizationalcultureandselection ofappropriate policiesforinitiationandapplicationof qualitycontrolinan organization;the quality control to be a part of the activities of employeesandto beformulatedintoapromotionalplan andpromotedthroughtheorganization;
- Toacquirethenecessary educationandproperinformation aboutthequalitycontrolandhowtoimplementit;
- Toprovidea systemforprotectionofquality;
- Tocheckiftheactionsforimplementationofthequality controlcorrespondwiththepreviously determinedplans andpoliciesandifit'snecessaryto takecorrective activities;
- Toestablishacontrolsystemoftheindividualfunctionsif it is necessary to accomplish the control more thoroughly;allthisinstructionsdon'treferjusttothemanagers;they alsohavetobeunderstood,acceptedandappliedby the employeesof alllevelsoftheorganization.

CHAPTER3

MATERIALS AND METHODS

3.1 INTRODUCTION:

This chapter contains a description of the materials and methods followed by the researcher for determining the study population and sample, the study tool, the verification steps of the accuracy and stability of the search tool, also a description of the study design and statistical methods that used in data analysis**.**

The study is only conducted in the SUDAN CIVIL AVIATION AUTHORITY(SCAA) .

The researcher used the expressions the impact of leadership on the organization performance.It follows the random sampling method because of the limited resources and time.

3.2 STUDY METHODOLOGY:

This study based on theoretical background of methodology and the quantitative design using a hypothesis testing approach.

3.3 STUDY POPULATION:

The study population consisted of a sample of Sudan Civil Aviation Authority employees.

3.4 STUDY SAMPLE:

The study sample consisted of (80) from Sudan Civil Aviation Authority employees, were selected as the stratified random method.

3.5 DATA COLLECTION:

There are two methods of data collection in this research ,thePrimary data is the data which collected first through the questionnaire which is related to measuring employees satisfaction for the company in which the study is conducted with specific qualifications which is reflect the impact of leadership that we wanted to study .

And the Secondary data is the data which were previously collected through available library study such as references , researchers , websites , files and records from the organization in which the research was conducted .

3.6 QUESTIONNAIRE DESIGN:

The aim of the questionnaire design is to translate the research objectives into specific questions. The answers of these questions should provide data for answering all or some of the research questions.

The questionnaire consists of four parts. Part (1) was measuring the impact of leadership on strategic and strategic goals of organization, part (2) was measuring the impact of leadership on employee performance ,part (3) was measuring how leaders affect on the customers and the last part was measuring to how extend the leader can be the main part of the organization improvement.

The Likert-type scale methodused a range of responses: ‘strongly disagree’, ‘disagree’, ‘Neutral’, ‘Agree’, and‘Strongly Agree’, with a numeric value of 1-5, respectively. The usage of thisparticular scaling method ensured that the research study illustrated the ability toassess the responses and measure the responses quantifiably so that a pattern ortrend may be produced in order to asses’ research hypothesis.

3.7 DATA ANALYSIS :

After data collection has finished the researcher used statistical analysis of the responses to the survey data and a variety of methods were applied ,All completed questionnaires were reviewed for completeness, accuracy and quality of data. The useable questionnaires were coded and entered into a preset SPSS (Statistical Package for the Social Sciences)

CHAPTER 4

DATA ANALYSISAND RESULTS OF RESEARCH

4.1 INTRODUCTION:

This study aimed to identify the impact of leadership in achieving the total quality management in Sudan civil aviation authority (SCAA). To achieve the objective of the study, questionnaire was prepared, and the coefficient of stability, and after the data collection process, are encoded and entered computer and processed statistically using the Statistical Package for Social Sciences (SPSS) here are the results of the study according to the sequence of questions, and hypotheses.

4.1 RELIABILITY AND VALIDITY OF THE QUESTIONNAIRE:

4.1.1 Apparent Reliability and Validity:

In order to check the apparent validity for the study questionnaire and validation of its statements according to the formulation and explanation, the researcher showed the questionnaire to the quality management system ISO auditors who are specialists in the study field. Some of the auditorsmake some suggestions, an others agreed that the questionnaire is suitable. In any way, the researcher studied all suggestions, and some corrections on his questionnaire have been done. The following table is showing the auditors and their jobs and places of works:

Table 4.1 The questionnaire's referees and their jobs and places of work:

No	Name	Job	Title
1	Dr. MuhannedHassan Ismaiel	professor	Sudan University of Science and Technology
2	Dr.AhamedMousa	professor	Open University of Sudan

4-1-2 Statistical Reliability and Validity:

It is meant by the reliability of any test, to obtain the same results if the same measurement is used more than one time under the same conditions. In addition, the reliability means when a certain test was applied on a number of individuals and the marks of every one were counted; then the same test

applied another time on the same group and the same marks were obtained; then we can describe this test as reliable. In addition, reliability is defined as the degree of the accuracy of the data that the test measures.in this study we used the most used methods for calculating the reliability that Alpha- Cronbach coefficient.

On the other hand, validity also is a measure used to identify the validity degree among the respondents according to their answers on certain criterion. The validity is counted by a number of methods, among them is the validity using the square root of the (reliability coefficient). The value of the reliability and the validity lies in the range between(0-1). The validity of the questionnaire is that the tool should measure the exact aim, which it has been designed for.

Table 4.2 Reliability and validity

Alpha Cronbach's coefficient	Validity
0.952	0.975

We note from the results of above table that all reliability and validity coefficients for pre-test sample for overall questionnaire, are greater than (50%), and some of them are nearest to one. This indicates to the high validity and reliability of the answers, so, the study questionnaire is valid and reliable, and that will give correct and acceptable statistical analysis.

4.2 STATISTICAL INSTRUMENTS:

In order to satisfy the study objectives and to test its hypotheses, we use the following statistical instruments:

1. Frequency distribution.
2. Person correlation coefficient.
3. Spearman-Brown equation for calculating Reliability coefficient.
4. Mode.
5. Non-parametric Chi-square test.

4.3 RESULTS CONCERNING THE STUDY QUESTIONS:

Main question text: ―Is there any impact of leadership in achieving Total quality management on Sudan Civil Aviation Authority? and other question related to it:

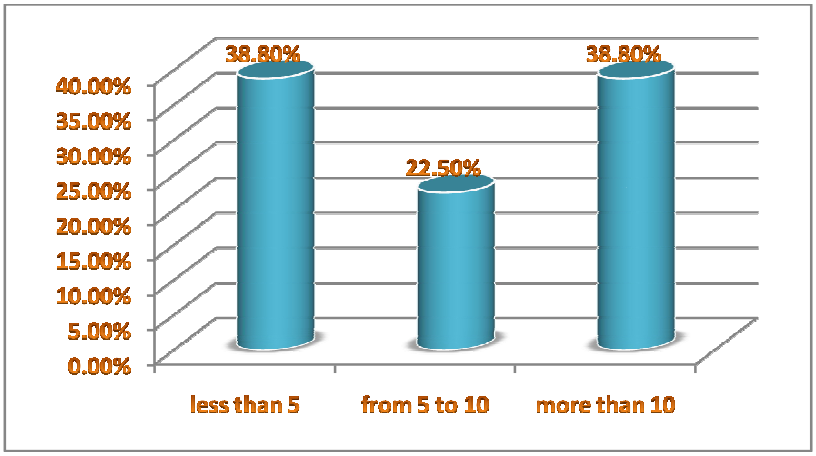
- (80 - 100)% High agree
- (70 – 79.9)% agree
- (60 – 69.9)% I don't know
- (50 – 59.9)% disagree
- (Less than 50%) High disagree

Table (4-3):

Experience

	Frequency	Percent
less than 5	31	38.8
from 5 to 10	18	22.5
more than 10	31	38.8
Total	80	100.0

Fig(4-1):



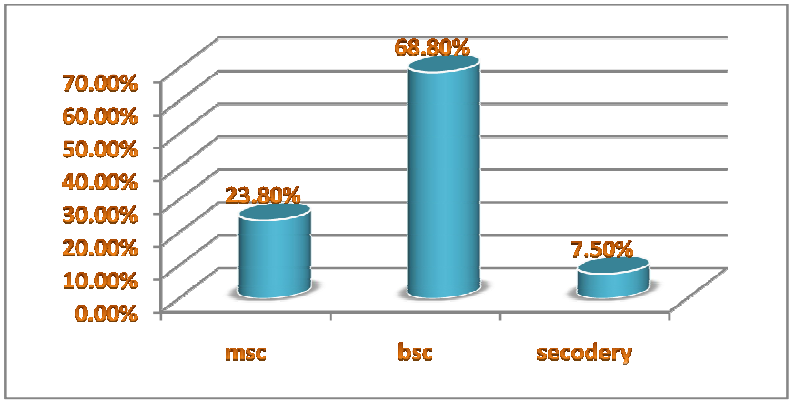
The table (4-3) and fig (4-1) showing that, the majority of individual study is (more than 10) with percentage 38.8%

Table (4-4):

Level of education

	Frequency	Percent
M.sc	19	23.8
B.sc	55	68.8
secondary	6	7.5
Total	80	100.0

Fig (4-2):



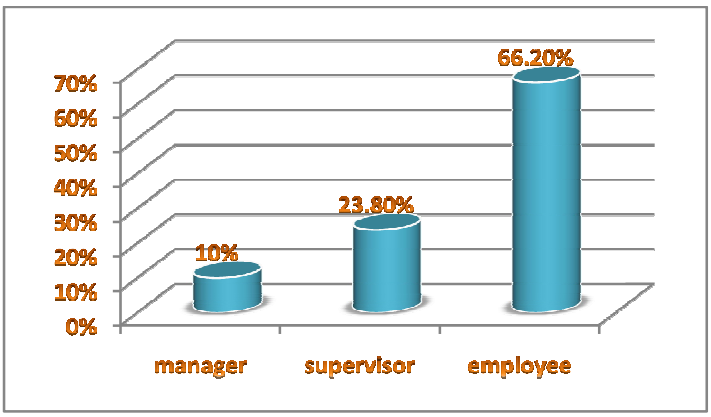
The table (4-4) and fig (4-2) showing that, the majority of individual study is (B.sc) with percentage 68.8%.

Table (4-5):

Job title

	Frequency	Percent
manager	8	10.0
supervisor	19	23.8
employee	53	66.2
Total	80	100.0

Fig(4-3):



The table (4-5) and fig (4-3) showing that, the majority of individual study is (B.sc) with percentage 68.8%

4.4 FIRST HYPOTHESES:

Table (4-6)

s. disagree	Disagree	Don't know	Agree	s.agree	Phrases
3	5	7	43	22	Leaders set clear organization strategy for employee .
3	8	15	38	16	Leader have develop the strategy and review it continually.

3	8	14	39	16	Leaders clearly defined the policies of the organization.
3	9	17	33	18	Leaders set goals for the organization with employee participation.
3	8	9	31	29	Leaders have developed a clear vision and mission for the organization .

Table (4-7)

Chi square test

Meaning of mode	mode	p-value	Chi square	Phrases
Agree	4	0.000	71.000	Leaders set clear organization strategy for employee .
Agree	4	0.000	44.875	Leader have develop the strategy and review it continually.
Agree	4	0.000	47.875	Leaders clearly defined the policies of the organization.
Agree	4	0.000	32.000	Leaders set goals for the organization with employee participation.
Agree	4	0.000	52.250	Leaders have developed a clear vision and mission for the organization .
Agree	4	0.000	2.378	Hypotheses

- The value of chi-square for all phrases in the first hypothesis (2.378), with (p-value =0.000< 0.05) and depending on the table (4-7), this indicates that there is significant differences at the level (5%) between answers of study individuals benefit disagree.

4.5 SECOND HYPOTHESES:

Table (4-8)

s. disagree	Disagree	Don't know	Agree	s.agree	Phrases
8	20	9	30	13	Leaders themselves supervise the employee performance.
11	19	19	18	13	Leaders personally encourage the future leaders of the organization .
8	16	14	34	8	Leaders encourage employees to participate in reviewing and improving work.
9	14	15	27	15	Leaders are motivating employees financially and morally.
10	16	8	34	12	Leaders develop abilities and skills of employee .

Table (4-9)

Chi square test

Meaning of mode	mode	p-value	Chi square	Phrases
Agree	4	0.000	20.875	Leaders themselves supervise the employee performance.
disagree	2	0.478	3.500	Leaders personally encourage the future leaders of the organization .
Agree	4	0.000	28.500	Leaders encourage employees to participate in reviewing and improving work.
Agree	4	0.027	11.000	Leaders are motivating employees financially and morally.
Agree	4	0.000	27.500	Leaders develop abilities and skills of employee .
Agree	4	0.000	71.700	Hypotheses

- The value of chi-square for all phrases in the first hypothesis (71.7), with (p-value =0.000< 0.05) and depending on the table (4-9), this indicates that there is significant differences at the level (5%) between answers of study individuals benefit agree.

4.6THIRD HYPOTHESES :

Table (4-10)

s. disagree	Disagree	Don't know	Agree	s.agree	Phrases
12	15	8	29	16	Leader develop and improve work environment to become attractive to customers
10	17	23	27	3	Leaders involved in supporting third parties socially and economically .
12	16	18	23	11	Leader interact with customers and make sure to identified their need and expectations.
10	12	15	35	8	Leader making awareness for the external customers about the new laws and procedure .
12	18	8	32	10	Leaders develop customers feedback as a key element in the development process.

Table (4-11)

Chi square test

Meaning of mode	mode	p-value	Chi square	Phrases
Agree	4	0.004	15.625	Leader develop and improve work environment to become attractive to customers
Agree	4	0.000	23.500	Leaders involved in supporting third parties socially and economically .
Agree	4	0.209	5.875	Leader interact with customers and make sure to identified their need and expectations.

Agree	4	0.000	29.875	Leader making awareness for the external customers about the new laws and procedure .
Agree	4	0.000	23.500	Leaders develop customers feedback as a key element in the development process.
Agree	4	0.000	75.300	Hypotheses

- The value of chi-square for all phrases in the first hypothesis (75.3), with (p-value =0.000< 0.05) and depending on the table (4-11), this indicates that there is significant differences at the level (5%) between answers of study individuals benefit agree.

4.7FURTH HYPOTHESES:

Table (4-12)

s. disagree	Disagree	Don't know	Agree	s.agree	Phrases
6	10	9	38	17	Leaders make sure that the management systems is continually improved .
13	12	18	27	10	Leaders measure and assess customer satisfaction with the organization.
7	13	9	38	13	Leaders develop the organization's training systems.
11	17	10	31	11	Leaders develop performance measurement
6	18	20	27	9	Leaders measure and review the effectiveness of change systems.

Table (4-13)

Chi square test

Meaning of mode	mode	p-value	Chi square	Phrases
Agree	4	0.000	41.875	Leaders make sure that the management systems is continually improved .

Agree	4	0.020	11.625	Leaders measure and assess customer satisfaction with the organization.
Agree	4	0.000	39.500	Leaders develop the organization's training systems.
Agree	4	0.001	19.500	Leaders develop performance measurement
Agree	4	0.001	18.125	Leaders measure and review the effectiveness of change systems.
Agree	4	0.000	107.82	Hypotheses

- The value of chi-square for all phrases in the first hypothesis (107.8), with (p-value =0.000< 0.05) and depending on the table (4-13), this indicates that there is significant differences at the level (5%) between answers of study individuals benefit agree.

4.8 RESULTS:

4.8.1 Results For The First Question:

The leaders on Sudan Civil Aviation Authority committed to setting the direction
And Implement TQM.
develop and maintain the cost of quality system**.**

4.8.2 Results For The Second Question:

There is a high level of the employee satisfaction in Sudan Civil Aviation Authority

4.8.3 Results For The Third Question:

The leadership in Sudan Civil Aviation Authority affecting on the external customer.

4.8.4 Results For The Forth Question:

The leadership in Sudan Civil Aviation Authority develop and maintain the system of improvement

CHAPTER5

DISCUSSION,CONCLUSION AND RECOMMENDATION

5.1 DISCUSSION:

This chapter includes a presentation and discussion of the most important findings of the study and providing the conclusion and a set of recommendations that came out from the study results. The study was conducted on a sample of SUDAN CIVIL AVIATION AUTHORITY (SCAA)employees. The researcher distributed the questionnaires to (80) employee and retrieved (80), which formed the study sample. The data were input into the computer and processed statistically using the Statistical Package for Social Sciences (SPSS). After extracting and analyzing the results have been interpreted as the following:

Observed from the study results, rising the dimension of Employees Selection from the viewpoint of the SUDAN CIVIL AVIATION AUTHORITY (SCAA) employees,

Shown through the analysis of the questionnaire:

- First area about the Organization strategy and the question was does the leader setting the direction of the SCAA?

from the analyses we found that there is a positive image for the SCAA LEADERS to adopt this specification, where the results were mostly positive, and this is the first advantage for the SCAA Leadership.

- Second area about (Employees' performance) and the question was does the leader has direct effect on the employee performance?

from the analyses we found that there are positive views support to supervision of the employee and also about motivation and encourage them but on the other hand, Employees are not satisfied about the SCAA leadership regarding encouraging the future leaders of the organization.

- Third area of the questionnaire about (external customers) and the question was what is the effect of leadership on the external customer?

from the analyses we found that there is a positive opinions that oppose the presence of satisfactions customers that among develop and improve work environment, involved in supporting them socially and economically, interact with them to satisfy their needs and expectations and most of the result were positive is about the awareness by the new laws and procedure ,so this point considered an advantage for SCAA leadership.

- fourth area of the questionnaire about (Improvement) and the question was does the leadership being the factor to help the SCAA to improvement?

from the analyses we found that there are positive views that the SCAA leadership are support the improvement and it reflect that There is a high satisfaction level from employee regarding to the impact of implementation management system and continually improvement and also about the measure and assess customer satisfaction with the organization and that showing the develop performance measurement which is reflect the employee satisfaction about the organization's training systems. Which is reflecting the positive leadership commitment regarding the measure and review the effectiveness of change systems.
Where the all results were positive so this point considered an advantage for SCAA leadership.

With respect to the results on the assumptions study where it was found by theresults of the examination of the hypotheses that there is no statisticallysignificant differences in the significance level (α=0.05) in the sampleestimates of the impact of leadership on employeesatisfaction of Sudan Civil Aviation Authority to implementing TQM.The results obtained were logical, since the study variables of TQM did notrepresent a significant difference through viewpoints of the Sudan Civil Aviation Authority leadership.

5.2 CONCLUSION:

From this study we can conclude that:

the impact of leadership in achieving the total quality management in Sudan civil aviation authority (SCAA)

1. The results of this study provide managerial professionalism to integrate systems which should be designed and implemented to support the leadership for achieving a successful TQM organization. Effective leadership starts with the director's vision and develops into a strategy for implementation.
2. This study finds significant relationships among leadership and employees performance Theleaderestablishes theboundariessopeopleknowwhentheyshouldactontheirownandwhenthey shouldnot, although leaderismoreeffectivebecausehecaresforemost abouthispeople ,moreimportantthathisabilitytooptimizehis employee personalskills,ishisabilitytoget thingsdonethroughthose employee , leadership arecommittedtoquality, keepsintouchwith theorganization,andhas thewisdomandcourage from the employee tomake therightdecisions.
3. The contributions of this study to the leadership in aviation service include the illustration of the need for service strategies that embrace the internal service quality in terms of employee as a means for driving the organizational performance.
4. This study finds that leadership focused on development and improvement of services in order to build high levels of customer satisfaction and increase their loyalty to the organization. Leadership approach in supporting third parties by development of awareness of quality in all organizational activities that related to those customer.
5. Overall, the results support the notion that the Quality improvementinanorganizationisinacloserelationwith improvingthe efficiency ofemployees ,customers both individuals and groupsandtheorganization inwhole.Forallofthis to beachievedthemostimportantthingis leadership. The successof the organization to achieve total quality management system dependsontheability andattitudeoftheleaders.

5.3 RECOMMENDATIONS:

In the summary of this study, and as a result of the of the questionnaires with the impact of leadership in achieving the total quality management in Sudan civil aviation authority (SCAA) we suggested steps are denoted as "Recommendations" Regarding the study, the following strategies are recommended for furtherimprovement:

1. In general for SCAA leadership to deliver excellent internal service quality to the employees and strive for international distinction, the employees' satisfaction is very important. And, all these can be achieved if the top level management takes an extra care while developing the internal services quality bases starting right from selection and recruitment process, recognizing the employees with their core expertise and setting up tremendous work designs for them. Hence, it is recommended that it should be conducive to enable the human resource to deliver what is expected ofthem.
2. The findings also suggests that the employees' commitment to their organizations and satisfaction with their jobs both are interlinked. Comprehension of these attitudes is very significant as they are directly linked to with the organizational performance and these approaches can be influenced by fair management policies andpractices.
3. In SCAA we suggested that the managers concerned with the employees' job satisfaction ought to be wise enough to pay due attention to the components of the internal service quality i.e the employees' selection, their rewards and recognitions, their training and development, work design, and job definitions. This reinforces the belief that the non-economic needs' satisfaction plays a highly important role in the jobsatisfaction.
4. The monetary benefit programs are valued high by the employees .The research study shows that the employees' basic motivational factor leads to enhancingtheemployees'outcome which is lead to customer satisfaction .So,itisrecommendedthattheSCAA management should consider monetary benefit first along with the nonmonetary ones which will leave an everlasting impact on the organizational performance.

5. The SCAA leadership must be careful enough while monitoring the employees' performance. The employees' performance is the sole important indicator of quality of working life, it is also an indicator of the organizational success and can be an early warning signal of problems and potential organizational failure. It is, therefore, recommended that the SCAA management should devise a conducive work design and properly defined jobs for their employees at all levels that will enable them to perform in a way to achieve total quality management .

6. In addition to routine training programs in SCAA for all the employees, special training measures should be adopted for the employees in need of re-skilling, that will enable them to cope with the challenges in their respective fields ofwork.

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