

The influence of leadership in the application of Total Quality Management system

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Received: 13/10/2021

Accepted: 17/12/2021

Published: 31/12/2021

Abstract:

Leadership is one of the important factors that have a big impact and influence on the group and the organization's activity in general, and that's created interaction between individuals with the aim of achieving the desired objectives of the individual and the organization.

Among the leadership types that have emerged from scientific progress and technical development is the transformational leadership model, which is most distinguished by its high ability to lead the organization to address the challenges and recent developments by influencing the behavior of subordinates and developing their creative abilities.

Keywords: Leadership, Total Quality Management, Competitive Edge, Business Organizations.

JEL Classification : M10; M11; M13.

Introduction

Leadership is a process characterized by continuous effectiveness and it expresses a relationship between one person and another, as it is the relationship that exists between the superior and subordinates through which the chairman can directly affect the behavior of the individuals who work with him and he must give the necessary information that explained his decisions. The leadership dynamic is due to the continuity in changing the conditions of the project, which requires a continual change in plans and policies of the project, as well as the human being in itself which is in constant change, because the behavior of the individual is constantly changing during his life. This change makes it necessary for there to be a modification in the relationship between Superiors and subordinates.

In that light, the problem of the study will be determined in answering the following question:

What is the role of leadership in applying principles and foundations of Total Quality Management?

In this sense, we will treat the following points:

Firstly: Requirements for the application of Total Quality Management and the importance of its application:

There are some literatures that have addressed the different aspects that the administration within the service organizations must take into consideration in order to achieve the quality and improvement of its services. Some of them focus on a comprehensive scientific approach based on evaluating the quality of services according to specific criteria, and then taking effective measures to improve it, while others focus on the customer in itself (external customer), and some of them are interested in both the external and the internal client, and some have also followed an approach examining the experience of successes and failures of international companies in order to draw lessons (S.C, 1998 P89).

From that point of view, the researcher highlighted the requirements for achieving quality of service in various institutions, including industrial enterprises, considering that industrial products need quality and that by addressing the following points:

Basic concepts of a successful application of Total Quality Management:

One of the researchers indicates that the Total Quality requires the availability of six basic concepts for a successful application (Besterfield, 1999 P2).

1- The department has an obligation and it is integrated in all activities in order to provide continuously support from the top to the bottom of the organization.

2- A constant focus on internal and external client.

3- Integration and effective utilization of all workers.

4- Continuous improvement of all administrative and production processes.

5- Dealing with suppliers as partners.

6- Setting performance standards and criteria for all operations.

In this regard, Muhammad Tawfiq Madi (Madi, 1995 P 53); adds a list of basic ideas that he sees that is very important to know them and observing them for a good application of the TQM method in organizations, as follows : (S.C, Leading organizational change in the 21st centry , 1998 P99)

1 - Excellence based on organizations whose activities depend primarily on customer demands, through the inclusion of customer feedback data in an integrated way in the organization's strategic planning process as well as in the production and distribution process of the goods and services it provides.

2- Those organizations that rely on customer preferences focus strongly on quality in its global sense which includes measurable characteristics of goods and services provided by the enterprise, in addition to the way in which customers perceive those goods and services provided by the enterprise.

3- The central concern of the organization is to achieve some kind of permanent improvement and development as a result of focusing on quality.

4- Development or improvement means also performance in all parts of the activity carried out by the enterprise and not only in the stages of industrialization.

5- There is an urgent need for those organizations to change the perception of individuals working in the organization about that achieving their individual successes does not contradict the achievement of the organization's success. Quite the reverse, the success of both individuals and the organization depends on cooperation between them.

6 - Decision-making must be data-dependent, and this requires permanent recording of the events that take place in the enterprise with a regular and periodic analysis of those events, which is what would allow it to ensure constant evolution a development.

7 - The teamwork is the practical application of the idea of cooperation, and in order for the work groups to be effective, their members must be formed on creative and analytical methods related to decision-making process.

8 - Workers should have more powers and authority, especially when it comes to some decisions regarding the conception of the functions they perform or when it concerns organizational policies that have an impact on them.

9- Paying attention to training individuals and appreciating their efforts by the fact that process of improvement and development considers learning as one of its fundamental pillars.

10 - The need for a common vision known to all employees and managers that represents a unified approach to the organization in a way to avoid duplication of efforts or potential conflict.

11 - The existence of effective leadership by setting a good example is a prerequisite for the possibility of change in organizations, at a time when slogans and resonant speeches are not enough, but on the contrary, they produce counterproductive results if they are not accompanied by actions or the setting of a good example (.Beterfield, 1998 P 2).

I - The Importance of Implementing TQM

1- Achieving competitive advantage

The success of service organizations and achieving a competitive advantage over other competitors depends on three essential factors (Masry, 1999, P90):

- The level of excellence of the available technical and professional manpower and leaders who depend on them in building and strengthening continuous relationships with clients and how they influence them.
- The level of total quality of services as approved by customers, and not as perceived by the service provider, on the basis that the user of the service is the absolute master of its market.
- Information technology related to the production and provision of services for the benefit of the Clients, and how they use it.

We note that these three factors revolve around one major focus, which is the “the Client”, and this is in fact what the service organizers compete for.

2- Developing the level of service quality

In order to develop the quality of the service provided, some focused on the importance of trust or reliability, some point out that trust or reliability are the beating heart of service quality concept. So, when a Service

Businesses organizations performs its services in a way that reflects its lack of care, or when the organization makes mistakes that could have been avoided during its production and provision of the service, or when the organization fails to provide its services at a level of expectations of clients with the same aspirations formed by those clients through the promises offered by the advertising campaign aimed at attracting customer. This kind of organization can easily lose the customer's confidence in it and in its capabilities, and of course, reduces its chances of gaining a good reputation in the market.

In this context, studies and research conducted in the field of services indicate that trust or reliability plays a fundamental role in judging the quality of service by clients. This is despite the fact that trust and reliability are not the only determinant of quality, but they come first compared to the rest of the determinants, and research indicates five basic determinants of quality, arranged according to their importance, which are as follows (Sayed, 1999, P60):

Trust or reliability: It is the organization's ability to perform the promised service in a manner that can be relied upon with a high degree of accuracy and precision.

Tangible aspects: It refers to the appearance of the physical and material facilities available to the service organization, such as equipment, the appearance of individuals dealing with clients, and the means of communication.

Response: It indicates the readiness of members providing services to clients to be permanently at the service of clients, and their level of ability to perform the service for them when they need it.

Reassurance: This determinant refers to the level of knowledge available to members providing services, as well as their manners in dealing with clients, and their ability to impart a kind of confidence and reassurance to clients and to their mental.

Empathy: This determinant means the ability of members providing services to give attention to clients and take care of their concerns, as well as giving special attention to each client according to his needs and desires.

3- Elements that determine client's expectations

Some may question about what are the elements that determine client's expectations for service quality. Some researchers believe that the client relies on 10 elements to measure the level of quality provided to him, and they are as follows (Allen, 2000, P24):

Access: It means the easy access to the service in the right place and at the right time.

Communication: it means the common understanding as a result of the accurate description of the service in the language that the client understands.

Courtesy: This means good treatment of the client with courtesy, respect and appreciation with showing a cordial feeling and friendliness.

Competence: it is when the employees possess the necessary skills, abilities and necessary information.

Credibility: where workers in the organization view the client as a trustworthy person.

Reliability: where the service is provided to the client with an accuracy that he can rely on.

Responsiveness: it is when personnel respond quickly and creatively to the client's needs, expectations, suggestions and opinions with treating the problems or difficulties he faces.

Security: it means that the service is free of risk and gives a sense of comfort and security.

Tangibles: it represents the tangible aspects of the service such as equipment, materiel and tools that are used in the production and provision of the service.

Understanding and Knowing: that is, that service providers pay attention and give priority to the client understands, needs and expectations and the client must feel that.

This can almost be consistent with what Zeithmal and al. presented, as they explained that through their research, they were able to determine the main dimensions that customers can use to judge the level of services provided by the organization (Berry, 2001 , P89).

Tangibles: It is what the customer sees in terms of material facilities, equipment, personnel, communication devices, and others.

Reliability: the ability to accurately provide the services promised by the company.

Responsiveness: readiness to assist clients and provide service in respect of deadlines.

Competence and ability: the personnel must know and pay attention to the client, and have the ability and capacity to give him confidence and reassurance.

Empathy: providing personal care and attention to clients.

Credibility: Confidence and conviction in the sincerity of the service provider.

Safety: When the service is free from sources of danger, risk, and suspicion.

Accessibility: accessibility, service availability, and ease of communication.

Communication: provide to the client any information he might need according to the language he understands, and pay attention to him and listen to it concerns.

Understanding the client: making the effort to well know the clients and their needs.

The client evaluation of service quality results from comparing expectations with the level of actual service performance. In this context, scientific research has proven that except of the nature of service components, clients use similar criteria in evaluating the quality of services, and the determinants of the quality of the commodity as seen by some researchers are as follows (.Neville, 1996, P473):

Reliability: the ability to deliver what has been promised with accuracy and confidence.

Responsiveness: voluntary response to assist clients and provide service in the right time.

Assurance: good knowledge of clients and their concern, a sense of hospitality, and show ability to create confidence and reassurance.

Empathy: it means the degree of personal attention and care that is provided to clients, and of course with a full and comprehensive understanding of clients' needs.

- **Tangibles:** material facilities, equipment, appearance of the personnel, and communication tools, and these are the physical evidence related to the process of providing the service.

Addressing the issue of management in American companies, Robert H. Waterman mentions that what distinguished and makes successful companies is that they are (H.Waterman, 1999, pp 12-13):

- considered to be better organized in order to meet the needs of clients, that's because these companies are either more innovative in anticipating the needs of clients, or they are more capable to fulfill the expectations of all customers, or they are better in delivering their product or providing distinguished service in a cheaper way than others, or these companies are a combination of all these various aspects.

-these companies are better organized to meet the needs of its employees, and hence it attracts a better personal than their competitors, and these employees are more enthusiastic and passionate to accomplish their tasks in a very excellent manner.

The idea of organizing in order to meet the needs of workers does not seem a simple idea, that means understanding what drives employees to work, managing systems and the organizational structure of the company

and its personnel and leading it towards paying attention to things in order to stimulate efficient work. The needs of work as well as the needs of the employees are closely related and thus, it is also related to fulfilling the needs of clients (.B, 1989, P97).

The companies follow various methods to confirm their interest in customer service and satisfaction, including what the American company "Zytec" did in preparing a message that the company and its employees committed to, mainly directed towards customers, as follows (Hodgetts, 1993 ,p56-57)

- Clients are the most important persons for the company, whether dealing with them in person, or by phone or mail.
- The clients do not depend on the institution, but the institution depends on them.
- Clients do not represent an inconvenience to what we do in terms of activities. Rather, they represent the aim of these actions.
- Clients are not individuals are external to the company, but they a part of this organization.
- Clients are not just some numbers or names, but they are also persons who have feelings and emotions just like company employees.
- The clients are not the ones we argue with, and it is not possible to win any business or activity based on argumentation or disputation.
- Clients are those people who come to us with desires and needs, and our mission is to satisfy them with achieving a set of profits for them and also for our organization.

4 - Attracting and recruiting distinguished staff

The success and effectiveness of organizations working in the field of services depends on their success in attracting, recruiting and developing distinguished competencies and employees able to well manage relationships with clients. Those employees must be with high-level marketing and technical knowledge and skills. Also, they must have loyalty and ability to deal with clients always with ease and sincerity, and therefore the development of human staff is an important strategy in managing service organizations, and spending on it must be considered as a future investment and not just a cost element for an activity whose results are immediate. The distinguished human staff is considered for the organization as "invisible assets" that affecting the profitability and continuity of the organization, and therefore it must be well preserved (sayed, 1999, P42-43) The researcher believes that the process of attracting distinguished personnel in order to work in the field of industrial establishments requires

the selection of employees with the skills and experience and management sense, without forget some necessary educational qualifications to work in the industrial field.

5- Foundations of service development

There are five condition that should be fulfill for any organization in order to be able to develop the services that it provides, which are: defining the role of service, competition for the acquisition talents and competencies, focusing on the collective spirit in services, establishing credibility and excellence in identifying, treating and resolving problems (Bennis, 1985):

A) Defining the role of the service

The role and level of service is indeed determined by a very important step represented in scientific research to define the main expectations of clients for the services provided, and that it helps in decision making, recruitment, training, measurement, evaluation and rewards. This leads to support for these standards, in addition to the scientific research that helps managers focus their interest on choosing the criteria and aspects that can lead to variation and distinction in the service provided to clients. Among the important aspects in defining the role of the service provided is to seize any opportunity to define the standards and principles of service among employees through meetings, training sessions, posters and cards, as well as through a system of evaluation the performance and a system of rewards and compensation (Cohen, 1997 ,P56).

Defining the roles of employees in providing services with clarity and credibility is a very important condition and step in the organization's efforts to improve service quality, as is taking care to consolidate behaviors and provide incentives linked to service standards (Quarantelli, 1980, p 189).

B) Availing of highly competent persons

Defining the roles in relation to the service will not help the organization much if it does not have individuals with the attitudes, skills and flexibility to fulfill those roles. Quality of Services reflects performance and various work practices, because the employees are most often the ones who provide the service, and according to the client, the workers who provide services are the organization itself.

In this regard, studies have shown that the two main reasons for the existence of a low level of service which are: instructing wrong people to carry out services or tasks, and giving workers a limited ability to monitor the service (Fahmy).

Accordingly, the organizations - conscious about that excellence quality of services is an essential condition for its future - must compete for obtaining qualified employees and workers directing their efforts towards the quality and importance of services, which requires giving them of privileges and incentives, the most important of which is giving them a better job position, with more freedom in performance for services within the framework of standards for improving service quality (Higgs, 2001 , P260). The researcher believes that the use of high qualified competencies is still necessary in industrial companies, as there are many technical matters that require the recruitment of qualified personnel.

C) Focusing on sense of community in services

A fundamental aspect of the dynamics of service providing is teamwork and team spirit. This is an important factor in providing an excellent service. This may be due to the importance of interaction and cooperation between colleagues in order to accomplish and overcome obstacles.

It is important to realize that the service, when provided, is the result of the efforts of a group of colleagues, both those at the front and those behind the scenes, and the administration must realize that the formation of service working groups cannot be left to chance, and that these groups need to be looked after and provided with all aspects of facilities, guidance and support in order to establish positive and constructive behavior within the working groups and between the working groups in the organization (House, 1995,p111).

The researcher believes also that the spirit of the group in the field of industrial and production establishments actually means working in a team spirit, in which each member knows his tasks, specialties and specific role, which is integrated with the roles of the rest of the team members.

D) The pursuit of credibility

Credibility is the heart of service for clients. If there is a lack of care and concern in producing and providing services, or there are errors in the completion of the service, or when the organization does not fulfill the obligations and promises it promised to its clients, the result is undoubtedly a loss of trust between these clients and the organization.

Consequently, the organization will lose its credibility. There must also be efforts in the scientific research in order to identify the causes of the lack of credibility for the purpose of studying and treating it. Every organization must work to establish and build orientations in order to embody the slogan of "Do it right first", and this requires that there be a focus on the issue of

credibility in the relations and communications of the organization, as well as in the content of the mission of the organization and the process of setting standards for this credibility, as well as training Employees regarding why and how to be the training program.

Besides that, the focus should be also on selecting teams and working groups that work on studying the issue of credibility while providing specific services in order to provide specific recommendations and instructions aimed at improving and strengthening the principle of credibility and measuring error levels while offering a reward for the services provided without errors (Kotter J. , 1995 , P17).

Credibility in providing distinguished services is the basis on which the reputation and reputation of the organization as an organization or institution that provides high quality services can be built upon. Also, the organizations that abide by the promises they make regarding the provision of quality service are the organizations that most often achieve and bring customer confidence which represent one of the best and positive factors for the organizations (Nudell.M, 2012, p 301).

The researcher believes that credibility in the field of industrial companies means dedication to work with sincerity and confidence.

E) Great interest in problem solving

When a customer encounters a problem in the provision of a specific service by the organization, what happens to that organization after the problem occurs - that is, how the organization reacts - is considered sensitive and very important if the relationship with the customer is to be improved or at least to an acceptable extent, or it may become worse.

This could certainly affect the organization negatively by demonstrating its inability to preserve its customers. It has also been shown that many customers of organizations do not complain, but leave and avoid dealing with that organization and are logically attracted to another organization in their desire to get a better service. Organizations therefore need to carry out scientific studies and research on their customers and employees in order to address this problem and find appropriate solutions (Nadler, 1989,P37).

In general, there are three recommendations to solve this problem (Nadler, Champions of change : How CEO' s and their companies are mastering the skills of radical change , 1989, P 33):

- The organization's clients should be encouraged to complain about poor service delivery in an easy and convenient way.

-The need to respond and communicate personally and quickly with clients - which is one aspect of the appropriate strategy for dealing with situations - and of course speed in this area often leads to converting an unhappy customer into a very satisfied one, and the importance of this is due to the organization's sense of interest and appreciation of the customer. - Workers need to be encouraged to respond to clients' problems and provided with tools to assist and enable them to play this role, as well as developing awareness, consciousness and understanding among workers and training them to do so.

Management's understanding, at the level of service organizations, of how external clients assess the level of service quality and what they specify to measure that level, in addition to knowledge of the various basic determinants of service quality, will greatly assist management in identifying the key aspects in the process of developing and improving the quality of services provided to clients, thereby maintaining and even increasing their numbers (Organ, 1990,P178).

The researcher believes that in order to activate the quality of administrative measures and procedures, many values must be established within industrial establishments, among the most important of which are the value of cooperation and solidarity between all elements of the industrial establishment, as well as the value of perseverance and continuous control in all operations and procedures.

Secondly: Total quality management and leadership

The role of the leader is often discussed in the administrative training program, and leadership represents a very important and vital task in relation to the implementation of total quality management, and effective goal-oriented leadership is a prerequisite for the institution to ensure a long period of survival.

In order to identify quality management and leadership, we outline in this requirement 9 basic dimensions that are common and essential factors to leadership and total quality management. These dimensions are:

I - The stages of total quality management

The beginning of the total quality management process consists of four steps, divided as follows (Quandil, 2008,P 24):

The first step includes a general idea of quality, so that the top management defines the concept of quality, while the second step includes strategic quality planning, which requires identifying the different areas of operations that need to be improved (such as leadership, information and

analysis, strategic planning, personnel development, business operations, business and industry project results and customer satisfaction). These areas are linked to the main objectives of the company, which are customer satisfaction, owner satisfaction and employee satisfaction (Ali, 1996,P 11).

The third and fourth phases of the introduction to total quality management include the training of everyone in the company, from manager to all employees, and continuous improvement in terms of business improvement and daily work (Dale, 1997 , P 108).

II- The right model of leader

Certainly, the success of the TQM process depends to a large extent on management and also on management's awareness of the need to provide the right kind of leadership. Management has the ultimate responsibility for the preparation and implementation of TQM.

The process of selecting TQM leaders should be subject to specific measures of the types of leadership described below. The task of leading the quality implementation process should be given to a person who is aware of and sensitive to the concept of total quality management and understands that quality encompasses all activities and tasks, which means that the person who will take on the task of leading quality.

He or she must have an energetic personality and a clear vision of the quality improvement process. Without setting an example through perseverance and determination to do the right things from the beginning, the quality leader cannot show the right sense of quality to the employee (Anastasi, 1982 ,P24).

The quality program leader also needs certain leadership specifications such as experience, competition, continuity and high confidence. In addition, a good leader has the skills to communicate with people and some flexibility to deal with different types of employees in order to achieve results to their abilities. Leadership must also depend on the ability to manage and resolve disputes and conflicts and to make timely decisions (Edvardsson, 1996,P 495).

III- Strategic development for quality

Running a total quality management program requires defining and crystallizing a specific vision that each individual can understand, as well as setting sub-goals that employees are expected to realistically achieve.

The objectives must be set within a specific time frame that is part of the strategic plan. Monitoring progress in quality improvement can be facilitated by choosing a specific number of core indicators, and the quality

manager should ensure that there are clear and consistent procedures for monitoring these indicators. It is important to make appropriate use of the feedback from the monitoring procedures and to inform the employees of the results, so that the quality improvement process becomes real for them. Activities should be presented to employees in deliberate steps. The number of activities presented should be limited, described and presented clearly, and each specific activity is explained concisely and in practical terms. A well-designed training program can be an effective tool in quality work, and the main objective of this program is to inform, engage and motivate employees to ensure that the concept of total quality management is clear and acceptable to each individual.

IV- How do employees benefit from quality?

As mentioned above, the three objectives of the organization can be identified as follows: Customer, employer and employee satisfaction. It may seem to some employees that the introduction of total quality will mean less satisfaction for them, as it will reduce allowances and overtime payments. In this context, it is important to make it clear from the outset that achieving high quality will benefit all employees in the organization, and that quality improvement should be seen in terms of achieving greater customer and employee satisfaction, as well as establishing the institution for as long as possible. Employees must understand that their jobs depend on the survival of the organization, and that this survival depends on better quality (Redwan, 1994, P235).

It is worth mentioning here that although better quality reduces the chances of further work, it leads to greater job satisfaction and increases for the organization in the form of benefits.

V- Maintain client satisfaction

Customer orientation includes listening to the expectations and desires of clients, and liaison staff must maintain a dialogue on quality with the clients they serve. One of the conditions and requirements of this dialogue is the satisfaction of the company with its internal clients, which means its employees, because of satisfied employees easily overcome the feeling of fear and hesitation to meet and talk to clients, and they are also better prepared to understand the needs of client while representing their company with pride and acting in accordance with the quality policy adopted by their company.

It is important to look at client complaints from different perspectives, for example, not all employees are necessarily motivated to listen, understand and act on certain complaints. The role of the quality manager

will also be to help employees find appropriate ways to encourage and reward actions and behaviors that contribute to quality improvement (Nadjm, 1997, P 263). The manager should have the authority to give material rewards for actions that improve quality. In addition, employees must have a clear understanding and awareness of how to improve quality and what activities contribute to it, which means that they must learn to adapt and relate to the organization's objectives and the overall concept of quality (Mustafa, 1998,P28).

VI -Operations Oriented Method

It means considering the institution's activities as an integrated unit, and not just as a separate group with different work tasks. For example, the period preparation process involves the participation of organizational units, from reading the client's counter to issuing the invoice to recording the financial value to be collected. This is not always easy, as employees get used to waiting for orders, doing what they are asked to do or what they used to do.

The leader needs to know and convince employees who have understood the method of oriented operations to encourage their colleagues to participate. Well-designed training programs and special projects often help in understanding and assimilating this method of oriented operations (Valarie A.Zeithmal, 2019, P 23).

On the other hand, leadership requires perseverance and persistence in carrying out tasks and in giving rewards for progress in the quality process. Persistence can be expressed in persistence in giving rewards, often appreciation of behavior that reinforces and improves quality, as well as persistence in rejecting undesirable behavior and influences, and it is so difficult to overcome pressure from informal groups or leaders who represent only their personal interests, and leaders of the quality management process must take the initiative to prepare ways to get rid of this pressure (M.Hodgetts, 1993 ,P57).

VII-: Allocation of the reward for proven quality improvement

Rewards for proven quality improvement vary between cultures, and in most cases all available rewards should be used. It should be remembered that regular payments will be considered a normal part of salary and will lose their effect in the long term. Words of praise without monetary rewards also have the same negative effect in the long term. Rewards take one of the following forms: giving certificates of appreciation, promotions, financial increases, announcing the name of the person(s) who has done well, and it is

important that the rewards are as personal as possible so that the employee feels some individual satisfaction. Groups should also be rewarded so that it helps to reinforce the concept of long-term teamwork and that the effort to improve quality is part of their daily tasks (sayed M. S., 1999, P43).

VIII - Legal aspects and responsibility

There is increasing pressure in the business sector to seek adherence to international quality standards such as the "ISO 9000" series of standards, so many customers require their suppliers to adhere to one or more of the "ISO 9000" series of standards, and some companies that have not obtained the ISO certificate are not qualified to compete in certain tenders, so it faces an obvious problem in its struggle for survival.

Clients often require ISO certification for the products and services they obtain from ISO certified companies, which help to ensure high quality standards. Job descriptions can be seen as a form of commitment by the company to meet the standards set out in the ISO certification. It is possible that agreements between clients and the company regarding compliance with ISO 9000 standards so that people in the organization must follow these standards, otherwise the organization is obliged to pay compensation to customers affected by errors or quality defects.

The legal aspects of quality and monitoring can have a greater impact than long-term administrative programs (David L. Goetsh, 1998,P 109).

IX - Quality assurance is part of leadership

It is clear from the above that leadership and quality management are two related concepts that cannot be separated from each other. The process of achieving quality cannot be seen as an isolated activity from other established businesses, but is instead an integral part of its activity. On the one hand, quality cannot be improved without effective and appropriate leadership. On the other hand, seeing quality as an integral part of the company's activities means that quality is one of the means of leading the company. Above all, quality is a means to achieve the fundamental goals of customer satisfaction and employer and employee satisfaction (Salami, 1995,P85).

Conclusion

The Total Quality Management approach is considered as one of the modern trends and currents in the management arts, which has gained great and wide popularity in order to develop the performance of human

resources by inculcating a deep culture regarding quality in its global sense, as it is a method of organizational improvement and development.

Therefore, there are those who believe that Total Quality Management is the establishment and development of a base of values and principles that make the individual in administrative institutions aware that the achievement of quality for customer service is the main objective of the organization, and that teamwork, problem management and change are determined by what supports and maintains the achievement of this. The main objective is to improve the performance of human resources.

The success of Total Quality Management is associated with the extent of employee awareness and the presence of leaders who are fully prepared to change the organizational behavior of employees and the ability to define their roles and missions, while clarifying the importance of applying this philosophy through: achieving a high level of quality, responding quickly to customer needs, in addition to reducing the percentage of work abandonment and absences.

The success of the Total Quality Management approach is linked to the extent to which it is based on the human element, which has become the pillar of success of any organization or service.

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