

**KARABUK UNIVERSITY
SOCIAL SCIENCES INSTITUTE
DEPARTMENT OF BUSINESS**

**THE INFLUENCE OF STRATEGIC PLANNING OF TOTAL QUALITY
MANAGEMENT ON PERFORMANCE IMPROVEMENT.
"A STUDY CASE OF LIBYAN AIRLINES COMPANY"**

THESIS MASTER'S PROGRAM

Prepared

Belkasim Rafa ELAHMIR

Advisor

Assoc. Prof. Fatma Zehra TAN

KARABUK

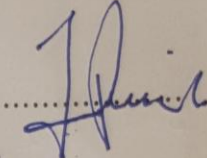
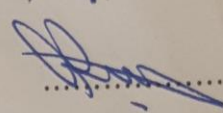
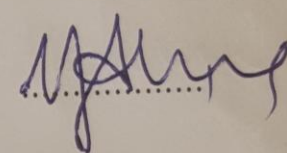
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DISCUSSION COMMITTEE DECISION

This dissertation was discussed under the title:

The Influence of Strategic planning of Total Quality Management on performance Improvement. "A Study Case of Libyan Airlines Company".

Discussion committee:

	Name:	Signature:
Chairman of the Committee	...Fatma Zehra... 
Member Adviser	...Ozan BİTİK YILMAZ... 
Member	...Yaşar Akça... 

It was approved in 14 / 12 / 2016

CERTIFICATION STATEMENT

I hereby declare that this submission is my own work and that, to the best of my knowledge and belief, it contains no material previously published or written by another person or material which has to a substantial extent been accepted for the award of any other degree or diploma at any university or other institute of higher learning, except where due acknowledgement has been made in the text.



Belkasim Rafa ELAHMIR
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Chapter One

Strategic planning of Total Quality Management

1.1 The concept of quality management.

Private and state organizations in most countries became familiar with comprehensive management application for the reason of quality assurance in produced goods by using new methods in managements that maintain the continuation of the organizations among competitive crowds between organizations in the world.

Some administrative organizations are based on this method by implementing comprehensive quality through consulting and meetings to enhance the awareness of their employees for the importance of comprehensive quality and its positive effect on planning and individuals comprehensive quality lately occupied special importance both locally and internationally , for the time being it's considered one of the command and desired administrative patterns , it was described as the third revolutionary wave after the industrial revolution and computer revolution (al Lozi,2004 :369) .the concept of comprehensive quality management as referred by management literature connected with this three main thoughts :

- 1- Japanese Management
- 2- Human Recourses Management
- 3- Distinction

The essential need to implement the concept of comprehensive quality became as a mean for organizational and development which aims to improve performance and maintain the continuation of facing challenges and organizational structure.

Quality management concept is considered one of the modern concepts, many global organizations started using it for improving and developing the quality of their products and services, helping in facing challenges and gain the satisfaction of publics, private and state organizations achieved great successes by using this concept especially in developed nations as Japan, America, England and France.

Quality management concept become an important administrative method in the field of modern organizations through the success in administration achieved by this method.

As a result, for the importance of this concept, researchers, scholars and scientific centers paid increased attention to this method for its importance and spreading,

provide many contributions that helps its adoption and implementation, many definitions were founded for it. Each definition has a concept and meaning reflects the researcher's point of view, but that did not affect or changed the concept and meaning of quality management meaning. The federal institute of quality defines the comprehensive quality as (doing work correctly from first step with the need to depend on work evaluation to know how to improve performance).

Stephen. K & Ronald. B, Defines comprehensive quality management as developing and maintaining of organization ability for improving quality continuously and meets the requirements of beneficiary and overrun them and search for the quality and implementing it in any kind of work, starting from beneficiary needs, ending with how satisfied he is about the provided services (al Lozi,2004 :370).

The term comprehensive quality management called by the naval air system command in 1985 to describe the Japanese administration method to enhance the quality since that year. comprehensive quality management took many meanings, among that, it's an administrative method approached by to achieve long term success and it's doing the right thing by the right way at the right time.

Others consider quality performance as a group of human, philosophical principles which contains continuations improving for the performance of the organization through statistically methods and human recourses to maintain the provided services, material and all operation takes place in to the organization for the reason of meeting the missions requirements (Besterfield ,2002:6).

Also was defined by the federal quality institute as, to perform the right thing correctly from the first time taking into consideration the evaluation of the beneficiary through the extent of his knowledge of performance enhancing (Alkhtane and salem,1993:1).

Benhardt defined it as, creating a unique culture in performance where managers and employees struggling to achieve the beneficiaries of goods and services expectations and demands and to confirm doing the work correctly from first time effectively through shortest possible time (Benhardt and Robert , 1991:17).

(Naji, Fawzia,1998:12) defined it as an International standards for measure, admit and to move from minimum culture to perfection and distinction, and to move from past dedication to the future.

(Goetsch and Davis,2006) sees that quality means achieving and anticipating customer's expectations and its applied on goods , services human beings, operations

And environments , quality in continuous change, what's consider good today may not be as good for tomorrow .

Finally, quality is considered as a moving situation connected goods, services, humans and environments to achieve what's far than expected.

Determined by the reference to **the U.S. Department of Defense** definition, the aim of quality is to achieve customer's satisfaction on which depends on three general Indicators which are:

(Measure) which measures the grade of quality.

(People) which confirms human efforts in achieving quality.

(Processes) which must be continually improved.

(Figure No.1 explains this Idea);

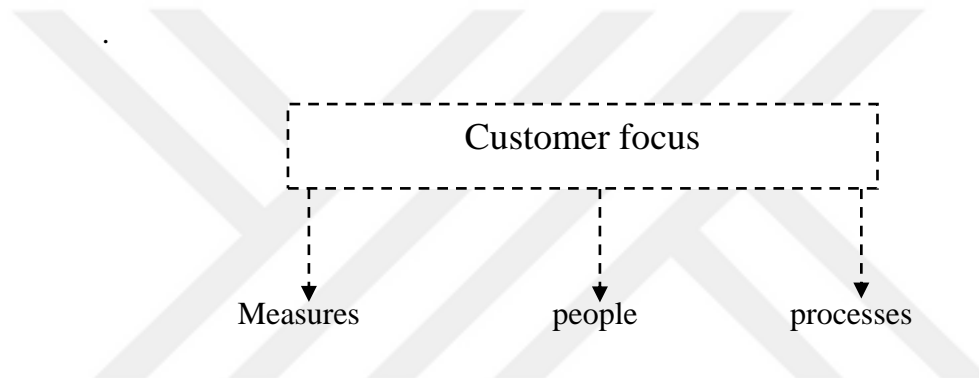


Figure 1
Three legged stool of TQ

source : Quality Management, 6th ed. Goetsch and Davis,p.9.

Comprehensive quality management can be determined as a new intellectual system or paradigm.

This concept was used by the American scientist **Thomas Kuhn** which meets a group of approved theories and the epistemological traditions considered among a group of ways of researches to determine and solve problems and procedures to understand science facts and social phenomena.

Comprehensive quality management is also considered **Mega change** in thinking and administrative practice in industrial and productive, service institutions, both in private and general sectors (Durra, Abdul Bari ,1993:74).

It's a group of administrative principles guides' managers to run their institutions in better way from one side and to use group of statistic ways to measure quality by the other side.

This philosophy assists managers to capitalize the abilities of the workers at the organization.

As a summary for the previous, comprehensive quality management is a cooperative effort depends on workers and manager's abilities and creations to achieve improved quality and high productivity by using various team works and statistic tools, the concept of comprehensive quality management was developed in the USA and the rest of the world by the efforts of scientists and experts in the field.

Among them **Walter Shewart** who improved the technical tools in communication companies which established ways maintain quality and became the Godfather for statistical quality control (al Lozi,2004 :370).

As for **Edward Deming** who changed the view for quality assurance from technical aspects to administration philosophy and solve the problems linked to the army during world war 2, then moved to develop national programs to teach statistic quality techniques for companies managers, he then worked as an adviser for the Japanese companies, he determined two main sources to improve comprehensive quality management which are.

Getting rid of the main reason for quality problems like bad design, and getting rid of special reasons such as the tool used in production and also improved (Deming Wheel) so called (PDSA) plan, Do it, Study , Act as mentioned in the introduction .

Among them also **Joseph M. Juran** who contributed mainly in Japan's movement in improving quality, he focused on strategically planning in determining the limits of product quality. Also **Philip Crosby** whose theory based on (not assuming there is always suitable amount of inefficiency).

Armand Feignbaum also adopted adjusting comprehensive quality to reflect full commitment for the organization's and employee's effort to improve quality and made it stable operation, this principle was adopted also by Japanese Professor (Kaoru Ishikawa) who is an expert in quality stimulation from Tokyo university, agreed with Feign Baum to use quality initiatives within all levels to control performance and improvements.

William E. Conway who was regarded one of the modernists in the field of comprehensive quality management and calls to a new system in administration based on improving quality management by using human relations skills , statistical

surveys ,charts , statistical control on operations by using imagination to solve problems, industrial engineering .

All definitions focuses on the final result of comprehensive quality which is beneficiary service and improving performance, although there is some changes in meanings and expressions which was given to the word (Quality) , the meaning of it was developed from technical aspects in to administration philosophy, in spite of using quality initiatives to include all performance levels by some scientists .

1.2 Comprehensive quality management

The method of comprehensive quality management contains group of elements and principles to be committed with, to achieve success in implement this concept and the targets whom this administrative method seeking to achieve, representing in improving Administrative performance and achieving satisfaction of services and production to the public.

- The basic elements to comprehensive quality management are

1st The necessity and great attention paid by the headquarters and its commitments for improving the quality of their products and services , also the need to realize for the achievements of quality in terms of increasing profits, supporting the organization headquarters, rationalization of expenses and continuation of its success , Enthusiasm of the headquarters and adopting for comprehensive quality management concept and supporting this principal, updating and developing the requirements of method is considered the foundation of the organization , the individuals and the concept of quality management to success .

2nd The continuous planning to improve services:

The importance of planning is not as important as any of organization other duties, the successful planning forms the remaining and continuation of the organization During studied and organized predication for the future and making assessment and possibilities according to scientifically bases, taking into consideration the required programs according to organization capabilities and wise decisions for improving the quality of services, planning always requested to support in implementing the aspect of comprehensive quality management and achieve the main aims according to scientifically bases through the perfect control for available resources.

3rd paying attention to customers:

Customer satisfaction is the main aim neither for any organization neither by providing services as in general sector nor by making products as in private sector.

This is a clear proof and that the success of the organization depends on their ability in providing services effectively and illegibly quality management is an administrative method confirms the need to achieve customers' expectations and equipment's, it focuses first at beneficiaries through committing and realizing their needs and demands for the mean time and the future because ignoring them will cause the organization failure and collapse.

4th workers training on comprehensive quality management by providing personnel and employees with required skills and abilities through training programs and courses capable to improve them positively.

Training courses must base on scientific methods capable to improve their performance, it is also occupies a large space in achieving the following objectives.

- Supplying employees with updated information and skills.
- give them the chance to use their information and skills.

5th staff participation is a process of mentally and emotionally involvement with team works in a way enable them To mobilize the required capacities and efforts to achieve targets, taking decisions by employees is something of great importance, for its contribution in achieving aims, workers and employees have wide effect on productivity process, they are familiar either to the problems nor how to solve them, because resolutions are adopted collectively and as a result of discussions and exchange thoughts, then will be able to find perfect solution.

Comprehensive quality management needs high level of contribution by all employees in various levels, administration must pay attention to suggestions and ideas represent by a staff, because this contribution may have moral effect and enhance relations which cause the productivity to increase, the literature of management explained the contribution of the employee's leads for more satisfaction and increase their loyalty.

Through making decisions, a sense of great importance and effective contribution created among employees, as a result of that, a feeling of high morale and shows more ability for taking responsibility and work harder to achieve aims, this concept is what comprehensive quality management wants to achieve in a way indicates the administration for the importance of staff contribution and give the feeling of their importance as an integral part of the organization.

6th Team work forming:

Team work forming in side modern administrative organizations is considered one of the necessities for quality management which aims solve problems and find solutions by using so called (team work), establishing team work from a staff have the required abilities to solve problems to enhance and improve the quality of services and products is the first demand of comprehensive quality management.

7th Quality measurement standards selection:

The quality of service is measured according to standards; these standards are the most important elements in quality management success.

To ensure best performance, high quality of services meet the satisfaction of beneficiaries, staff must comply with those standards, some standards includes accuracy , organization and time in providing services , work hard to provide information Training of personnel in carrying out their duties is required in this contribution and linking it with stimulations system, encourages them to commit the aspect of quality management ,

- Refuse any incompatible product or service with comprehensive quality management standards.
- To grant the concept of preventive signs, not the therapeutic in obtain the concept of comprehensive quality management the thing that helps organizations in increase their abilities in facing problems before they take place, reduce cost and increase productivity (al Lozi,2004:371).

1.3 Benefits of using quality management

The use of certain administrative principles and methods can't meet the headquarters unless it achieved certain benefits which are:

- 1- Improves the quality of services and products
- 2- Increase performance levels
- 3- Reduce costs
- 4- Improve and develop work procedures
- 5- Increase employee's loyalty
- 6- Increase the ability of organization to survive and continue (al Lozi,2004:375).

The success of comprehensive quality management depends on human element in terms of workers and staff training, increases their skills and abilities, raise their stimulations in a way to improve the suitable organize atmosphere.

Abdul Rahman Haygan offered some necessary recommendations concerning comprehensive quality to be taken into consideration to grant the success of management which are:

- 1- Evaluation the current situation for the organization concerning comprehensive quality management.
- 2- Recognizing the reason and problems through analytical studies for the organization which leads it to implement comprehensive quality management.
- 3- Place training programs for all administrative levels to develop the skills of workers and employees about quality management concept.
- 4- The necessity of providing the guide of quality.
- 5- Providing necessary database and information.
- 6- Establish moral and financial stimulations system (al Lozi,2004:376).

1.4 Strategic planning related to total quality management.

It means to place and determine main targets to obtain long term quality, also the major procedure to achieve these targets and put measures and indicators to measure performance level.

By getting ready for the next stage , thinking and predication of the future, taking into consideration the nature of the organization work and the coming strategies to achieve long term targets, the strategic planning in quality control starts.

After that, certain plans are to be developed, and are placed effectively Plans for work, employees and various activities are to be determined (al Lozi,2004:.,378).

Strategic planning is considered one of the most important fundamentals to achieve the performance quality of the organization through making wide vision in terms of the committed targets in perfect time to obtain highest quality.

It's a comprehensive science process based on explore the future , realize changes committed with internal and external environment of the organization , in accordance with it , the organization leadership determine their mission and target to move from current status hopefuls one meets the requirement of comprehensive quality (Al Digny and Iyad,,2011:49) .

Strategic planning connected with comprehensive quality as the main frame carried out by the organization to follow up and make plans by sharing all employees to achieve better results, improves their quality.

Quality must exist in all stages of planning starting from providing the culture of quality, passing missions and aims, ending with control and assessment.

Strategic planning is one of the important foundations to achieve the quality of the organization.

The process of planning measured through how the comprehensiveness of the strategic issues by plans, and how the organization made its mission Which expresses itself and determine strategic targets.

The process of implement and developed plans and alternatives to face challenges they face, the exits of right planning is an urgent need for quality management to succeed by adopted concept aims to continuous improvement in production by sharing all employees which forms motive to achieve the organization aims.

Quality and modification management can't work independently from understanding aims and concepts of strategic planning, because the close link between them with the success of quality implementation (Al Hafar and saeed, 2001).

The table (1-1)

Related between strategic planning and Total quality management.

The operation	Strategic Planning	Total Quality Management	The extent of agreement and disagreement
The principles	Adoption of the senior management.	Leadership.	agreement
	Focus on the culture and values.	Customer Focus.	disagreement
	Focus on participate.	Focus on the experiences of The workforce.	agreement
	Clarity of vision and mission.	Focus on Operations.	disagreement
	Focus on accuracy operational plan.	Prevention of errors.	agreement
	Focus on performance indicators.	Focus on results of organizational performance.	agreement
The Output	The framework of concepts and values govern the behavior of the institution.	Positive culture prevalent Directing worker's proper behavior.	agreement
	Clear-cut plan.	Evidence of work and documented Systems.	agreement
	Organize the work of individuals and sections.	Exploitation of resources optimally.	agreement

Source: (Al dignity and Iyad,2011:102). The role of strategic planning in the quality of performance, PhD. thesis unpublished damascus university page 102.

The previous table clearly shows that the points of agreement and integration between strategic planning and quality are vast, expresses how integral they are, principles of quality must be exist in drafting the targets and methods of the organization, as well as planning is consider important for quality in achieving its aims, one of its components and standards (Al digny and Iyad, 2011:103).

Integration between strategic planning and quality also clearly appears when start to implement what has been planned, the success of quality management confirmed by interpreting plans which caused success, the amount of success connected with a group of factors, most important are.

- 1- The efficiency and effectiveness planner.
- 2- The efficiency and effectiveness the implementers.
- 3- Planning accuracy and adopted objective plans.
- 4- Availability of physical resources, devices and budgets.

The organization is committed to put required plans for all its activities and to develop them in order to achieve its targets according to their vision, because quality management is one of the organization administration responsibilities.

Comprehensive quality targets can't grow without strategic planning.

(Baldrige) considered strategic planning among general principles and standards for quality which includes, focusing on beneficiaries, workers, operation management and the results of organization performance (Baldrige,2004:10).

1.5 Strategic plan steps

The strategic plan for Total quality management includes many steps.

1.5.1 Preparing stage

The high command interested in preparing atmospheres inside the organization, creating new culture and atmosphere for employee to accept new mechanism for their work to be carried out, certain condition is to be available for that reason.

- A- The need to involve all employees
- B- Change the culture of the organization
- C- Establishes Ne you general training programs suitable with the new environment.

1.5.2 Develop and clarify mission of the organization

Clarifying the main target for the organization to have the required support is considered the cornerstone for the successes of strategic planning.

1.5.3 Identifying internal problems

Internal problems faces the implementation of comprehensive quality management, plan must be identified to avoid confusion and Chaos, work hard to solve problems and avoid surprises.

1.5.4 Developing strategic

To reach targets efficiently and effectively, develop must be comprehensive for the whole plan. Many approaches must be available for this stage.

- 1- Services which will be developed in the future
- 2- Beneficiaries needs and demands
- 3- Developing the culture of quality
- 4- Proposing long term targets
- 5- Suggestions
- 6- Drafting report which will be introduce to headquarters to start work (al Lozi,2004:377).

Chapter two

Performance Improvement

2.1 Justifications for total quality management in the company

The expected target from total quality management is to achieve development and making changes in the rules of procedures to be able to commit his duties in providing unique staff and supporting in developing it directly as well as it runs from activating the rule of each individual in the company to do his work correctly in achieving comprehensive quality management.

The importance and justification of comprehensive quality management in the company represented in the following.

- The need of integration harmonization in the different levels of the society (administration and employees) .
- The lack of clarity of aims for some employees of the company for comprehensive quality management and enhance its concept.
- The need to establish credibility between the company and its customers.
- Developing the administrative system as well as the organizational and accounting one to insure productivity increasing for employees.
- The need to increase cooperation between the company and the local community.
- Finding way to diagnose points of strength and weakness in company performance and enable it to improve and develop (Zeidan, 2003:18).

As well as (Barakat, Abdullah,2003) declares that the use of comprehensive quality management system helps in developing the efficiency of personnel responsibilities for service , improves outputs , reduces cost and develops administrative aspects .

(Al Titi and khader, 2012 :186-189) sees that adopting quality has become a necessity imposes by many reasons and advantages for all parts because of:-

- The desire in saving more than 45% of service costs which are lost in vain because of the abuse of comprehensive quality.
- Considering comprehensive quality as a necessity imposed by problems of the bureaucratic system and private sector development.

- Competition between Airlines companies.
- Facing the ever-increasing customer's requirements, expectations and aspirations.
- The desire to reduce experiences and better investment for human and financial resources.
- The need of meeting the requirements of employees concerning the type and quality of business.
- Adopting comprehensive quality leads to achieve the employee's satisfaction and all of community members.
- Through taking opinions of groups into consideration to solve problems, comprehensive quality management generally supports in this way.

As a result of using comprehensive quality management in institutions, their benefits can be divided in to three types.

- Benefits for the whole community which includes
 - Behavior improving for the employees in religious, social and national values.
 - Making cultural, economic social and political changes.
 - The perfect use for available physical and human resources.
 - Achieving satisfaction of services for beneficiaries.
 - Improving and developing the administrative system
 - Keeping up with changes in community explore and prepare for its future.
- Benefits for the company, which includes.
 - Better organizing with less effort for the institution in the field of administration.
 - Enable the institution to analyze problems by using scientific means.
 - Continuously impressing the educational process and its outputs.
 - Developing leaderships and administrative skills.
 - Developing employee's skills, knowledge and trends.
 - focusing on the development of process more than identifying responsibilities.

- Providing tools and standards for performance measurement.
- Organizing administrative work more effectively in less cost and effort.

(Bank and John,1992) sees that implementing comprehensive quality management helps in solve problems which face the institution from where:

- 1- Proving the ability of the institution in finding successful solution for problems which causes dissatisfaction for customers in and outside of it.
- 2- To make sure that the one that make the solution didn't exceed analyzing the problems and went directly to the solution.
- 3- Supplying the institution with mechanism which can be use to insure more contribution for employee.
- 4- Finding way which leads to avoid problems in protection mechanism.
- 5- Reduce quality cost.

(Al Titi and khader, 2012) sees that facing challenges such as productivity reduction , cost increasing , lack of financial resources , adopting ineffective means to achieve aims and declining satisfaction of the employees cannot confront , overcome them only by proper use for comprehensive quality management to improve quality levels and enable the organization to discrimination by many benefits, the most important one is increasing productivity, reducing performance , cost and improving the quality of the product or service provided to beneficiary.

Researcher sees that there are a lot of justifications by implementing comprehensive quality management in companies, such as the key of success, competition between companies because of their effects of results and outputs through which people can make judgment on this company or that ,also developing companies related to their capabilities of committing quality management.

The main benefits of applying comprehensive quality management are:

- 1- Improving employee's level.
- 2- Enhancing the internal relations between different sections in the company.
- 3- Solving problems correctly in record time.
- 4- Upgrading the company, so that to increase the share of its participation in the market.
- 5- Increase its contribution in supporting the local community.

2.2 Obstacles of using comprehensive quality management in Libyan airlines company

As well as any organization, companies face challenges and obstacles in using comprehensive quality management.

As (Ismail,Al Hadi, 2003) sees, the elements that limit the ability of company from doing that are:

- The weakness of employees administration in identifying the quality of its outputs level, as being the responsible for providing necessary requirements for its activities and suitable conditions to improve quality .
- The lack of sufficient capabilities, such as human resources, requirements, technical means, appliances and the available financial resources.
- The declining level in experience, qualification and desire to work of some administrations in the companies .
- Declining in quality for new employees in terms of scientifically levels, skills, attendance and respect.
- Fluctuation in political and security situation.

2.3 Performance improvement in Libyan airlines

Performance improvement emanates from the main targets that every company aims to improve and develop to face and adopt. Knowledge changes and improvements.

(Mukhaimer and others,2002:9-11) defined it as: the product of institution's business integrated system according to its interaction with the internally and externally environment elements, (Al Digny, Iyad, 2011:143) sees that the concept of performance includes three dimensions.

- Individual's performance within the frame work of their organizational units.
- Organizational unit's performance through the public policies of the institution.
- Institution performance within the framework of the economic, social and cultural environment.

(Al Digny, Iyad, 2011:144) sees that the ongoing development for the quality concepts in the institutions builds on the continuous correction for performance (administration , administrative quality and employees performance) comparing with the company's targets, also means of performance evaluation differ from one company to another according to each company target and hoe they related to community .

(Al Titi and khader, 2012) sees that the availability of strategic dimension force the institution to utilize the comprehensive quality management to develop their performance, as well as the excellence awards in Jordan stimulates many companies to pay more attention for quality and improve performance.

Also the failure of those companies in applying comprehensive quality management and the reduction of service quality including the damage on the society doesn't allow her to stay in the market.

(Durra, Abdul Bari, 2003:55) sees the performance of several dimensions include the following :

1- Level of Analysis :

- Social
- Organizational
- Unit or group
- Individual

2- Performance standards:

- Productivity
- Efficiency
- Effectiveness
- Quality
- Profit making
- Growth
- Employee satisfaction
- Customer satisfaction
- Innovation

3- Measurement

Measurement here may be (Quantitative, Objective) or (Subjective).

4- Timeframe for performance

The importance of performance time, and that was long or medium or short lies in considering it as an element for interest or measurement.

5- The area of interest or focus on performance

Here the area of interest by keeping performance as it is or improve or develop it, improving is what is focused by efforts of reform and development.

(Al-No'aimy and Others 2012:38) sees that the human factor that causes in achieving for the organization, such as the ability of workers to communicate effectively, values, motives, knowledge and skills.

(Al-a'mer and ala,2012) refers that training and development have positive effect on trainees performance, this training leads to improve the quality of services for customers, increasing employees efficiency is a result of organization administration interest for its employees.

(Durra,2003:75) talked about intellectual samples shows how to improve performance in organizations.

Among them the coming two samples.

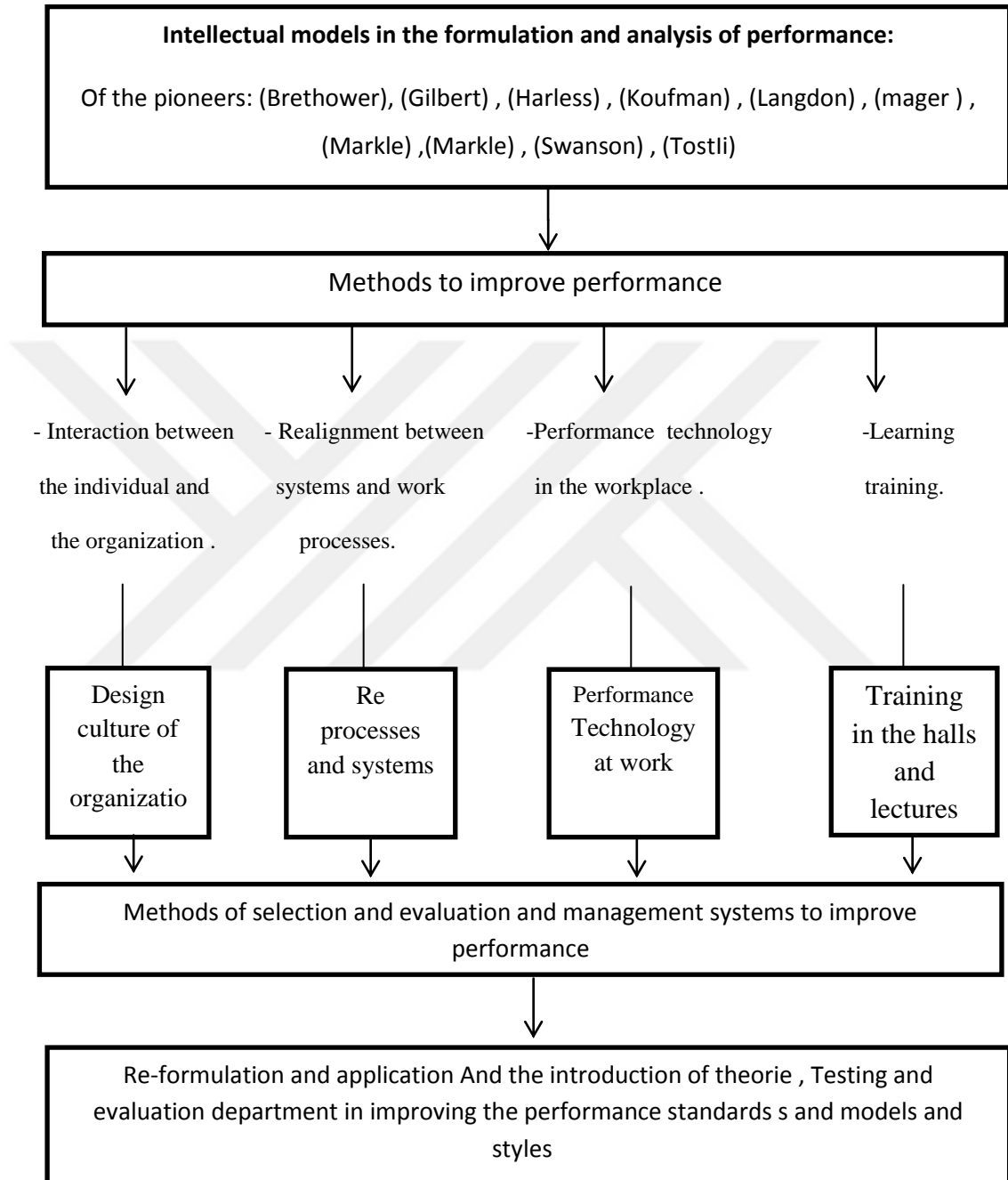
A- Comprehensive intellectual sample in improving performance, methods and measurements.

B- Intellectual sample to improve performance by the international society for performance improvement (ISPI).

The next table (2-1) clarifies A comprehensive paradigm to improve the performance and his methods

Table (2-1)

Clarifies a comprehensive paradigm to improve the performance and his methods



Source: Dean & Ripley (eds), 1997: Performance Improvement pathfinders, p.198 (durra, 2003:76).

This sample explains the six steps that must be made by the human performance technology advisor when he uses this intellectual sample.

- Performance analysis, which examines the requirements of organization's performance according to its aims and capabilities.
- Identifying current or expected shortcomings, in human recourses performance.
- Analyzing reasons, in which contributed in finding performance's gap were determined, comparison between modes is made, fist one is the desired performance and describing the qualifications and capabilities required to implement organization's strategy and achieve its mission , the second is the employees actual performance where as the gap of performance forms the difference between the two modes .
- Choosing and designing methods of intervention which includes full and precise response for performance problems, their causes and opportunities to improve performance.
- Execution and alteration management.
- Evaluation.

(Durra,2003) represents a sample for individual performance analysis and explanation as **effective performance sample** plan 4 explains the elements of this example, and effective performance of the employee is the result of the coming elements.

* The efficiency (information, skills and trends)

* The internal environment of the organizational structure, communication system, authority, leadership method, incentive system, reward and punishment.

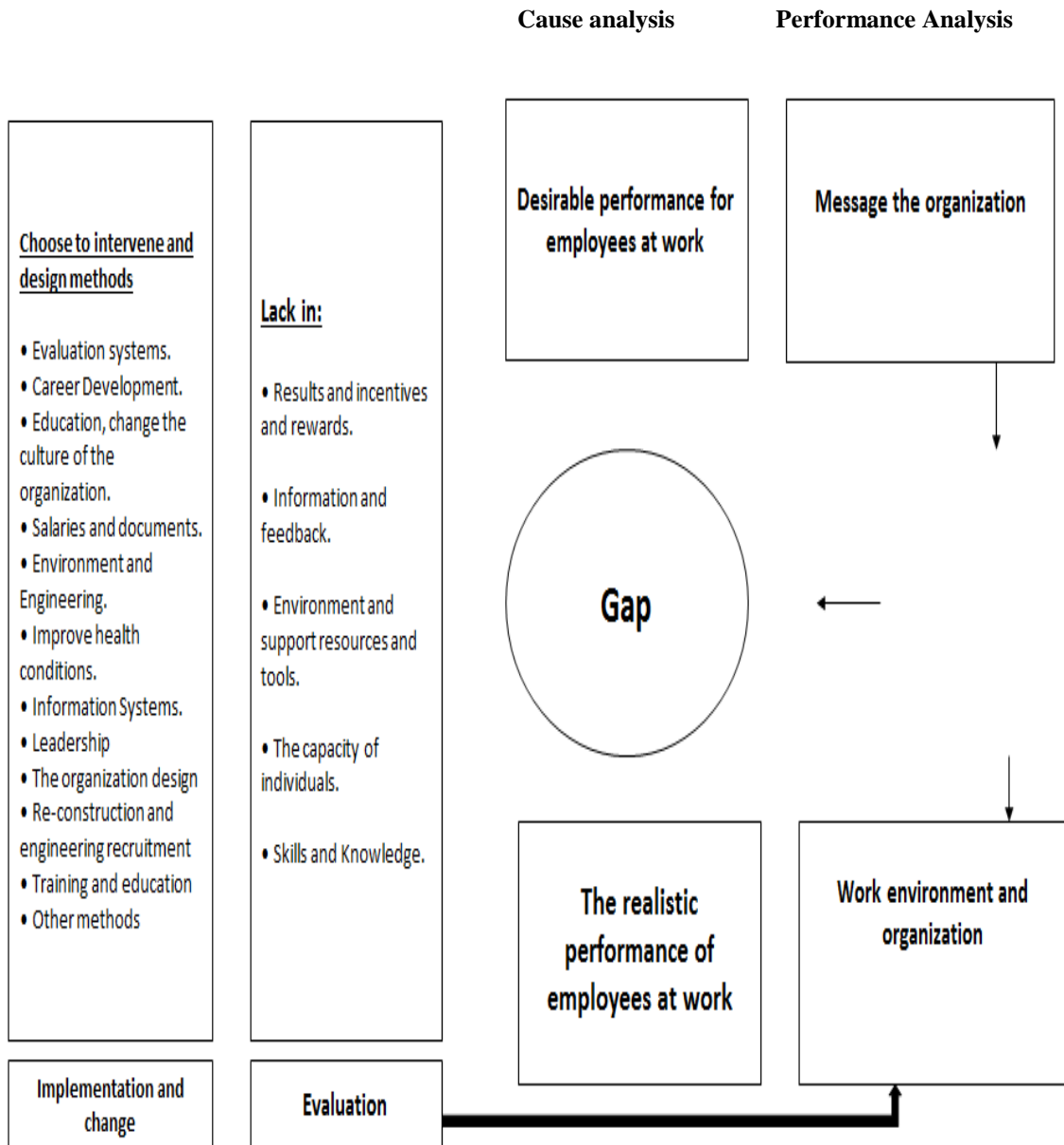
* Business requirements from where duties, responsibilities, tools, required expectations also ways, methods and tools used.

* External environment in its different systems.

The next table (2-2) clarifies Paradigm to improve performance "of the International Society for improved performance."

Table (2-2)

Paradigm to improve performance of the International Society for improved performance.



Source: A Brochure on Membership International Society for Performance Improvement, 1996-1997, pp. 2-4

This sample explains the six steps that must be made by the human performance technology advisor when he uses this intellectual sample.

1- Performance analysis, which examines the requirements of organization's performance according to its aims and capabilities.

2- Identifying current or expected shortcomings, in human recourses performance.

3- Analyzing reasons, in which contributed in finding performance's gap were determined, comparison between modes is made, fist one is the desired performance and describing the qualifications and capabilities required to implement organization's strategy and achieve its mission , the second is the employees actual performance where as the gap of performance forms the difference between the two modes .

4- Choosing and designing methods of intervention which includes full and precise response for performance problems, their causes and opportunities to improve performance.

5- Execution and alteration management.

6- Evaluation.

(Durra, 2003) represents a sample for individual performance analysis and explanation as **effective performance sample** plan 4 explains the elements of this example, and effective performance of the employee is the result of the coming elements.

* The efficiency (information, skills and trends)

* The internal environment of the organizational structure, communication system, authority, leadership method, incentive system, reward and punishment.

* Business requirements from where duties, responsibilities, tools, required expectations also ways, methods and tools used.

* External environment in its different systems.

He also added that, despite the Libyan airlines are in cherished for their employees and carries out special standards, in fronts a long way to improve their programs and the provided services, it's also comply only a little of creating relations between training and development from one side and company's targets in the other side and support individual and institutional education.

The fact is the reasons which kept the Libyan air lines still restricted with conventional paradigm, administrative methods were still traditional , programs of continuous education and community service are marginal , doesn't contribute in

solve problems of the community , but development projects inside the company is weak and don't affect the administrative operation .

The researcher sees that libyan airlines must help the employee to improve his performance which will effect in organizational performance general.

2.4 Previous Studies.

Many studies touched on comprehensive quality management in Institutions and companies such as:

A study entitled performance developing in higher education institution in view of organizational learning entrance and comprehensive quality management at Al Riyadh by (Al Araby & Shaklan ,2009)

It aims to give conception for adopting and combining concepts of organizational education and comprehensive quality management in one organizational plan because of the big similarity between them .and use the strength of each of them to insure traditions toward performance developing in higher education institutions , the researchers adopted the European model (EFQM) in establishing vision by using visualization constructivist .

The study requested in many results , the most important are : the organizational education methods and comprehensive quality management combined by many characteristics such as teamwork , ability to change , adaptation to the environment , making effort for improvements .

Higher education institutions performance according to comprehensive quality management concept is considered an effective tool to measure the efficiency of head quarter , both concepts contributes in creating the organization's culture through the contribution of all employees in taking responsibility.

Investing, supporting and achieving integration between them will lead to make positive changes in the performance of the organization.

(metri,2006) This study aimed to provide a general idea of total quality management and the importance of using this strategy in the public transport enterprises And methods of application of this model according to the method (Deming) in advance which tactics to improve the quality of institutions for customer satisfaction so that having been proposed organizational structure and models to obtain for immediate results, and the study has reached a number of conclusions and recommendations of the most important : The transport enterprises were slow to adopt the tools and

techniques of total quality management although world trade organization agreement and competitiveness requires the checking of the overall quality of services in the field of transport, and adopting a total quality management is considered to be vital to help organizations to continue and compete in the global transport market and strategic overall quality management is considered to be strong for the development of a strong quality due to the global economic conditions.

(Mazen and skek, 2012) study which was entitled Comprehensive quality management indicators in the Palestinian universities from the prospective of graduate students in a view of some variables , the study aimed to recognize comprehensive quality management indicators from the point of graduate students view according to some variables as well as to declare if there was statistical differences in determining the study sample towards comprehensive quality management indicators in Palestinian university which attribute to (gender , educational level and university) and more knowledge about activities for comprehensive quality management means indicators to improve Palestinians universities performance.

The study resulted in a group of outcomes, the most important are: The Islamic university was the proactive in the comprehensive in implementing quality management in all of its various collages with strict commitment to the university laws, registration, admissions and examinations dates, trying not to exceed them also emphasis on all fields of higher education.

From the other side establish similarity between Palestinian universities from one side and between the Palestinian and Arabic universities on the other side to implement comprehensive quality management in organize way and create the convenient environment which urges research and creativity , Held scientific, especially international conferences to exchange opinions and experiences , provide joint scientific supervision between Arabic and International universities for research and supervision.

A study entitled : The possibility in applying comprehensive quality management on higher education service for continuous providing and outputs quality ensuring in Al Ta'if university by (Adrees , Ahmed , Alochter ,2012) aimed to identify the basic concepts for comprehensive quality management in institutions, and how to achieve and preserve quality in companies services, obtain reliability to determine standards for self and external assessment and disseminate the culture of quality between employees and their participation in all stages ,decisions and intelligent accountability.

The study concluded the most important set of results : there is obstacles which currently prevent s implementing comprehensive quality management despite the awareness of employees of the importance for this quality requirements, attribute this to the modernity of the university branch which is applied by the study and high percentage of employees confirms that the use of comprehensive quality management leads to improve and develop performance and outputs and achieve reliability , most of them confirms the importance of teamwork , views and ideas exchange and the lack of modern methods in modification and performance measurement and the comprehensive quality is not just an innovative , modern technique educational institutions aims to achieve ,but they are group of aspects must be taken into account .

Study by (coate 1990) about the introduction of total quality management at Oregon State University.

Where 25 university and educational institution include Oregon State university were contacted, among the results of this study, 17 educational institution were engaged to accomplish comprehensive quality policy in part of graduate students curricula

In a study which was entitled (An Analysis of a University TQM program from process , content and result prospective) By Soisson 2002, aimed to know how the effect of stringency of employment comprehensive quality management from the prospective Of process, content and results , includes the fields of strategy , structure programs , employees , skills common values and resulted in-:

- The outputs of comprehensive quality management which were followed up compared with the Mc nesky type and were found in most aspects and achieved medium.
- University effort stringency was studied comparing with Shib's sample for comprehensive quality management which didn't affect many organized elements in general.
- The most important weak points from the prospective of comprehensive quality which were represented as the lack of participation of president of the BOD , establish in objectives and the absence of control and diagnostics were revealed by analysis.
- Consider training and promotion essential for any organizational change program.

Another study entitled (Systemic evaluation of the strategy for program management in the Irish institute of technology) By(Lillis 2005)

Aimed to invest the revenues of strategic planning and self- evaluation process to improve organizations performance and meet the needs of the beneficiaries, it's also focused on the evaluation reports for strategic planning program in the Irish institution of technology for five years and their influence in organizational performance improving.

The study was resulted in that there are empirical evidences proves that such programs are effective in organizational performance.

(Nagifabad & others Sadeghi , Habibzadeh 2008) in their study which was entitled (Total quality management in higher education , quality implementation in Borsa college in Sweden) and aimed to identify some required conditions in comprehensive quality management among them :- the students satisfaction , formulation for objective of university as a result of comprehensive quality setting self – enforcement standards, recourses and cost reviewing , continuous improving and training for employees, modification and feedback researchers used descriptive and analytical approach in the work.

The study was concluded a total of results:-

Taking care of internal & external customer of the university both alike, the decisions of the administration based upon real information and continuous improvement for quality management, focusing on inputs in the educational process, also the commitment of all personal responsibilities.

In a study for (Sultan & Wong 2010) entitled (service quality in higher education) aimed to identify basis of quality in higher education , developing aspects to research, Rating service quality Proportions and directing future research after reviewing the past studies of quality services, the researcher used descriptive and analytical method , the study resulted in the importance and expectations of quality service in higher education and the effect of some problems in quality of higher education aspects and that the higher education faces competition between students and it could be considered as a marketing service , a success will be achieved by universities if they were able to submit the required service by students acceptability.

(Yarmohammadin, Mazaffary & Esfahani 2001) in their study which was entitled (Evaluation of quality of education in higher education based on academic quality improvement program AQIP) the study aimed to quality identification through the results four medical classes in different four Iranian universities with comparing between them according to academic quality, improvement program by using descriptive and analytical approach for this research.

The study resulted in the availability of program (AQIP) to evaluate quality for all universities, which leads to improve training performance and strategies, also the need of society and students and colleges expectations with paying full importance for the issue of quality by universities

(Chong, Rundus,2004) study entitled "The overall quality and market competitiveness and organizational performance" management, and has aimed this study to test the effect of total quality management practices and the intensity of market competition on organizational performance, and through testing the relationship between the focusing customers as one of the most important pillars of the total quality management and between organizational performance and also through the relationship between focusing on the design of the product and organizational performance, the study focused on two essential opportunities to achieve the desired goal and those: examination of the relationship between total quality management and market competition and organizational performance , so the first assumption was: as long as increased the market competition increased the positive relationship between focusing on the customers and organizational performance to reach this goal the researcher distributed a questionnaire with a random sample of industrial companies in Australia and has concluded that there is relationship which has morale indication significant differences between the competitive market and a focusing on the customers and organizational performance also reached out that as long as increased the market competition increased the relationship between organizational performance of the enterprise and the product through this study found out .

Also **the researcher** sees that previously mentioned researches can be divided to two parts-:

- One part which treated a certain problem in the institutions , and can't be generalized for the difference between environments in institutions.
- Other part treated the issue of comprehensive quality management, his in and output in institutions, this part may be useful to treat such problems in other institutions.

What distinguished this study from previous studies-:

This study tries to search the effect of strategic planning for comprehensive quality management in improving the performance of employees in Libyan airlines, which means that the results and recommendations of this study can be useful in all Libya for the next coming reasons:

- Comprehensive quality management based on a philosophy that is to maintain a durable level of continuous improvement in institutions performance.
- Libyan airlines operates under a unified law which is institutions law in terms of public and private accreditation.
- The researcher thinks that the selected sample to conduct the study is the best in representing Libyan Airlines Company.

Chapter three

General Framework , Method , Conclusions and Recommendations

3.1 Introduction.

The management considers the most important human beings activity on Earth, because it has a great effect on developing the organizations and communities in all fields of life such as social, economic, political and educational fields. The organizations didn't stop on achieving the goals in minimum levels, but it becomes reaching the highest level of work perfection and increasing the level of performance that reaches for excellence which is the promised hope and this is simply what is called The Quality.

The quality has appeared first in the field of industry, and then the success of applying it has confirmed on other fields later. The complete quality managing had developed since 1927 till this day, Edward Deming considers being one of the first who effected on developing The complete quality which depends on two basic grounds to improve the production process which they are as following dispose the main reasons of Quality problems which concerns the specifications of the product itself and dispose the special reasons like production or factory tools.

Deming declared the steps of executing and improving the complete quality management in what is called (Deming Wheel) or what is known as (PDSA) Plan, Do it, Study, Act (Al-No'aimy and others ,2009:86).

(Goetsch and Davis, 2006) see that the complete quality has many important elements has to be found to make success for quality which embodied in the strategic base of quality or the complete strategic plan which consist of the following elements (vision , message, main objectives and the necessary activities which must be completed to execute the main objectives) , the strategic planning to manage the quality is a must to make sure it's stability and keep it competitive in the market so that the competitive advantages for quality management must be directed to leading quality and working on improving it frequently and forever .

And also one of the elements of quality management: is that the consumer or costumer should be the essence of directing the complete quality and the organization should be responsible about the continued obsession to improve the products and using the scientific ways in solving the quality problems and to be committed to the process of quality and consider it a permanent job attitude not an interior administrate process ,And activate team work and the continued improving for the process of production, And focusing on teaching and practicing the employers in the organization , And making the employers freedom a positive factor in Quality

Control and not to interfere with leading Quality in the organization , And there is a clear comprehension to manage Quality and to whom who works with it to make the goal that the organization is looking for , Eventually (employees ' empowerment) and make their contribution involved in making the decision is very important .

And when human conceptions and his thoughts has developed the Quality has transferred to many sectors, And the completed Quality management has become a necessary demand for handling the rapid modern changes and to achieve the complete development for the community through developing and improving the work. (Sarayreh and Ahmad and al-Assaf, 2008:1-46).

Most of the establishments has recorded a progress in its performance of completed Quality in the world and made its priority to improve its Quality management through achieving the complete Quality in its systems, work and its output.

The most important changes in high education is going to apply the system of managing the complete Quality , So there become a need for the establishments to enhance their systems and Quality strategies concerns it as a key entry to competition and exist and these systems and strategies should consist of the external and internal audience and also the strategies of managing the complete Quality depend on participating all the employees , administrant and heads of administrations in improving work and services in the establishment for their own benefits (Al Haj and Tariq and alkony,2003).

The strategic planning and Quality management link in integral relationship, The good planning is necessary to success Quality management what is adopted a concept aims to continues improvement in the process of production with the contribution of all workers which is motivate all to achieve the organization goals. The Quality management and changes management cannot be applied and work without comprehending the goals and conceptions of the strategic planning because the two concepts are close related to success Quality applications (Al Hafar, saeed,2001).

And what is called for integration between strategic management and complete quality management is that the organizations' environment has become open because of globalization, so it's needed to look to the administrate needs according to the systems theory in the administrations' thought which take into account that the organized environment is like an open system consist of the following:

- The key elements of the system which include (input, processes, output and external environment) react together taking in consideration the nutrition that comes from external environment and their reactions towards the organization.

- The external environment of the organization classifies to private environment or the important environment which its changes effects the organization directly for short-term and public environment its changes effects the organization indirectly for long-term.
- There are borders for the organization to separate it from its external environment, and these borders are not material in the position of in touch with the community, but the one who deals with costumers is in the position of in touch between the organization and its environment.
- The management of any system should take two dimensions which are:
 - A- The strategic dimension embodies of designing the system (inputs, processes and outputs).
 - B- The operating dimension embodies of practicing the typical administration process (planning, organizing, leading, motivating and control) to activate the system and achieve its goals (El wady and Mahmoud, 2012:174)

The interest with complete Quality management has started in Libya in early nineties of previous century because of the increasing in the global competition , And dominant the Chinese products the markets especially in the developing countries , the industrial companies has realized to this matter and started to enhance and worldwide the concept of complete Quality management .

The pattern of Rochester establishment was the certified pattern at that time which collected three elements and they are as following: The quality of designing, matching and performance. After that the establishments and the Arabic universities started applying complete Quality management, Even if it wasn't successful in most of the universities for many reasons and most important reason is formal applications which focus on building the organization and neglect the morals and philosophy of managing Quality and absence of practicing the strategic management in it (El wady and Mahmoud, 2012:174) .

And improving performance in the universities which consist of improving workers efficiency and meet their needs ,the human worker is important in complete Quality management the methodology of complete Quality management has a great focus on necessity of investment the internal costumer of the organization through planting loyalty and affiliation in him towards the organization and make him part of it because the human element is the one who interacts with costumers and he participates in meet the needs of the clients and he will began the processes of improvements.

The organization should use the suitable motivation for the human element, the motivating policy is the tool which can by using it making the integration of

employers with their organization, and making a good relationship together, and this means that the performance of the employers will be good thus the Quality level will be high as well and that leads to satisfaction of the client (Aghili and Omar ,2001:130).

The scholar observes that the improving of employers' performance of Libyan Airlines Company even it's a goal itself but it refers to the interaction of the employers with the applied Quality culture and the changes that will happen by the complete Quality management in the concerned company and what goals will be achieved.

The performance of the individuals is the interact between the attitude and the achievement, or it's the total of the attitude and the results which have achieved together with tendency to show the achievement or results or outputs because it's hard to split between the attitude and that's on hand and between the achievement, results and outputs on the other hand. The performance of the establishment that Richard A. Swanson has defined it in the framework of the establishment or the organization as it " the outputs that have the value which produced by the system in form of goods or services "(Dura,2003:16).

As a result of developing the organization and expanding their works the topic of "Performance Assessment" has started to show with interesting from the thinkers and practitioner of management and looking at it as an essential process of processes of managing the human resources or employer's affairs like one of its processes such as selecting, appointing, specified salaries and else.

In the forties of the twenties century a talk has begun about the link of employers satisfaction with their performance and after that in the fifties and sixties the interest of performance related with taking care of selecting the training materials , Because of that the evaluation of employers performance has become one of the entry to select the individual and organized training material .Many schools ,trends and movements in administration thought have showed the performance and it's improvements was one important major hub (Dura,2003:17).

According to what was mentioned this study tried to know the effect of the strategic planning of complete Quality management in improving the performance of the Libyan Airlines Company.

The major goal of the Libyan Airlines Company is to dominate the local market and possess the first rank in air transporting services through win the local and international competition so it has to depend on strategic planning and complete Quality in improving and developing its performance. To keep up with local market growth and take advantage of the chances of growth in the surrounding area.

3.1.1 Study Problem and Questions.

The quality requests in any establishment depends on the role of the effective management of the complete quality inside this establishment which aims to produce goods or introduce a service satisfies the consumer and then make profits and look forward to develop the establishment.

Where these challenges and random changes faced by the Libyan Airlines Company which consist of Deterioration its management and high cost of employment and picturing its fleet and the high completion locally and internationally had reflected on the efficiency of the establishment.

The Libyan Airlines company aims at being in the lead like flag or the national emblem holder as a symbol of success and unique efficiency in Air Transporting manufacturing. So it has to take care of the concept of strategic planning, quality and dimensions to keep pace with the changes that appear in the different markets.

The Quality management has to consist of all the elements of the company environment of inputs (employers, administers, engineers and pilots) and the company rules and methods. And the outputs which includes (improving the efficiency of the workers, meet their needs and serving good and special services (Dura, 1993,67).

The absence of successful applying of the Total quality management in the Libyan Airlines goes back to many reasons one of them is the weak planning, focusing on building organization and neglect morals and methods of complete Quality management, one of the reasons stands as a barrier in applying the Total quality management is the absence of the strategic management practices in it (El wady and Mahmoud, 2012).

In light of the mentioned above this study looking for clarifying The Influence of Strategic planning of Total quality management on performance improvement Of the Libyan Airlines.

To study this problem more logically, this study tries to answer the following question:

1-What is important is the Influence characteristics (Strategic planning of Total quality management) on performance improvement of Libyan airlines ?

2-What is the level of the scholars' visions about the performance improvement characteristics?

And from this question the following questions are derived:

- What is the importance of satisfying the employees in the libyan airlines?
- What is the importance of improving the efficiency of the employees in the libyan airlines?



3.1.2 Objectives of the Study.

This study aimed at knowing the influence of the Strategic planning of Total quality management in libyan airlines on improving the performance of this company through the following objectives:

- Measuring the level of understanding the strategic planning of Total quality management from the view of the scholars in the Libyan Airlines.
- Showing how can the concepts of strategic planning of total quality management can be applied.
- showing the effect of the strategic planning of Total quality management in improving the Libyan Airlines through:
 - A- Make satisfaction of the workers.
 - B- Improving the efficiency of the workers.
- To identify the characteristics (Strategic planning of Total quality management) and their influence on the Libyan airlines performance.
- To identify the characteristics (improving the performance) and their influence on the libyan airlines performance.
- Giving recommendations from the fact of the study results serve the Libyan Airlines to increase quality and improving the performance.

3.1.3 Significance of the Study.

Libyan Airlines are the largest operators of commercial aviation services in libya. operate flights to a wide range of domestic and international destinations, they are state-owned and directed. Moreover, the complex and expensive nature of the services provided by these companies makes them suitable for research of the kind conducted by this study, and their importance to the economy as a whole, and in particular to libyans ambition to be an african transit hub for passenger and goods freight, make these companies more important.

From my viewpoint the significance of this studies two sides which are:

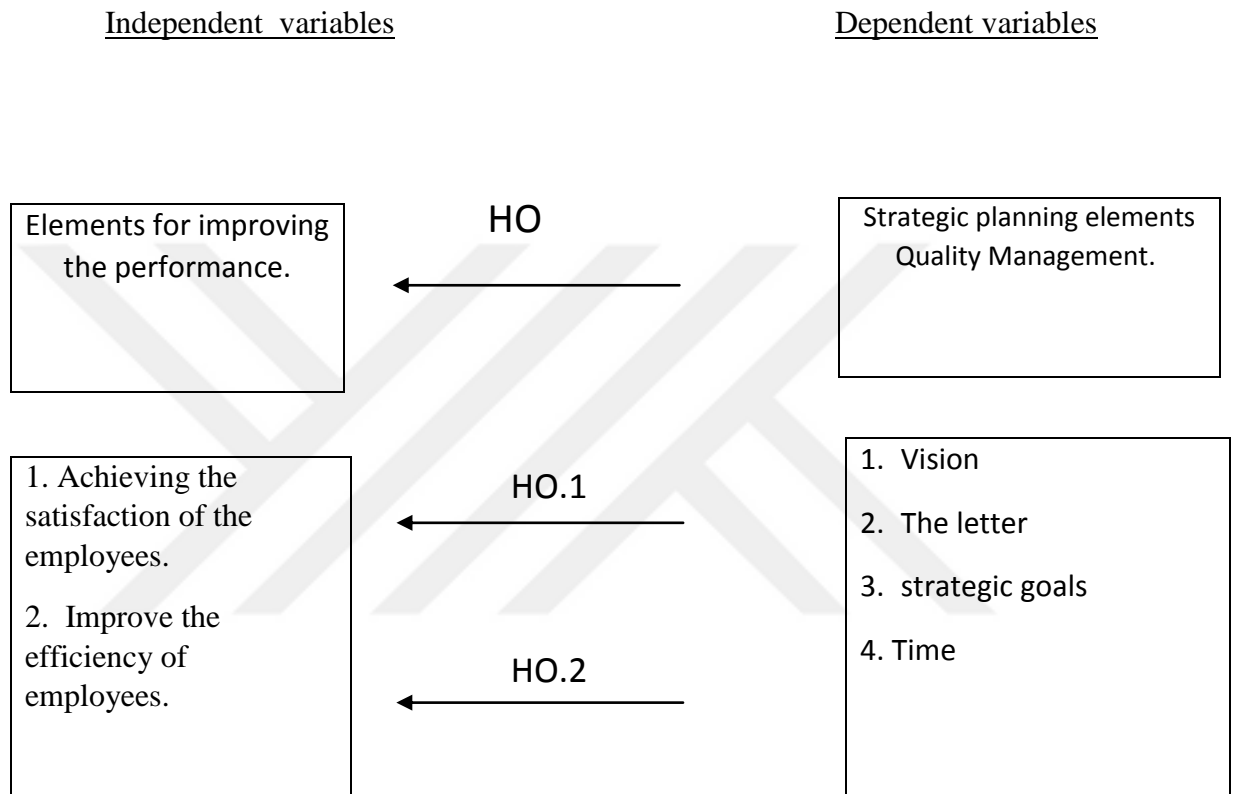
First- the theoretical side:

This study tried to introduce, build and add knowledge relates with the strategic planning for Total quality management on performance improvement of the Libyan Airlines, and to introduced study for future serve the academics and researchers in processing changes that the studies didn't tackle before.

Second-practical side :Defining the community of study and its sample with the concept of strategic planning for complete Quality management and the ability of applying it to reach the needed Quality level.



3.1.4 The study model



The source: Reliance on studies : Goetsch & Davis ,2006. Kim-son ,2012.

3.1.5 The study Hypotheses

According to the study problem the following hypotheses have been formed:

The main hypothesis:

H0: there is no trace relates to statistics of the strategic planning for complete Quality management with its dimensions (the vision, the mission, the strategic goals and the time) in Libyan Airlines, at level (a 0.05).

And from the main hypothesis the following hypotheses comes out:

H0.1: there is no trace relates to statistics of the strategic planning for complete Quality management with its dimensions (vision, message, the strategic goals and time) in achieving satisfaction of workers in Libyan Airlines at level (a0.05).

H0.2: there is no trace relates to statistics of the strategic planning for complete quality management with its dimensions (vision, message, the strategic goals and time) in improving workers in Libyan Airlines, at level (a 0.05).

3.1.6 Study limitations

The study scope deals with the following:

Objective determinants : the subject of the study is limited to the statement of “The Influence of Strategic planning of Total quality management on performance improvement”.

- Human Limitations : the managers working in the Libyan Airlines. Who occupies positions of (Manger, Director and Head of Department).
- Spatial boundaries : This study, conducted in Libya.
- Time boundaries : duration in which the study.

3.1.7 Study delimitation

1. Implementing the study of the questionnaire's distribution and collection from the airline personal sector, of Libyan Airlines.
2. Previous studies relevant to Strategic planning characteristics and Total quality management characteristics had been few.

Method

3.2.1 Study Methodology.

This is an analytical and descriptive study of libyan airline a descriptive research which involves collecting data in order to test hypotheses or to answer questions concerning the current status of the subjects of a study.

Typical analytical studies are concerned with the assessment of attitudes, opinions, demographic information, conditions, and procedures. The research chosen instrument for the study is a questionnaire which attempts to collect data from members of a population in order to determine the current status of that population with respect to each variable.

3.2.2 Study Population and Sample.

The population of this study consists of all employees of Libyan airlines in Benghazi offices. The focus was on 200 managers, directors and heads of departments employed by the libyan airlines (libyan airlines Documents).

Table (3 – 1)
Numbers of target employee

Title	NO
Manager	140
Director	48
Head of Department	12
Total	200

(200) questionnaires were distributed as a sample of the study, only (182) Questionnaires were collected, also (10) of the returned questionnaires removed because it was not comfortable with statistical analysis. So the number of questionnaires took in analysis equal to (172), this means that approximately (85%) from total distributed questionnaires enter in the analysis.

3.2.3 Study Tools and Data Collection.

Theoretical dimensions the researcher depended on the scientific studies thoughts that are related to the current study. Whereas, in the practical side the researcher depend on descriptive and analytical methods using the practical manner to collect, analyze data and test hypothesis. The data collection, manners of analysis and programs used in the current study are based on two sources:

1. Primary source: the questionnaire that was designed to reflect the study objectives and questions.
2. Secondary sources: books, journals, articles thesis to write the theoretical Framework of the study In this study, both primary and secondary data were used. Data for the model Collected via questionnaire .After conducting a thorough review of the literature Pertaining to Bottlenecks in Operations Management, the researcher formulated the questionnaire instrument for this study.

The questionnaire instrument sections are as follows:

Demographic Variables: The demographic information was collected with closed ended questions, through (5) variables.

Cause & Effect Factors: This section measured the Cause and effect factors of Three variables such as; Strategic planning of Total quality management thorough (27) items, performance improvement. Through (10) items and all items measured on a Likert-type scale, as shown bellows:

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	2	3	4	5

3.2.4 Statistical Treatment.

Data from the returned responses were collected for the analysis and conclusions Of the study questions. The researcher used the Statistical Package for the Social Sciences (SPSS) . Finally, the researcher used the suitable Statistical Methods that consist of:

- C- Cronbach Alpha (α) to test Reliability.
- D- Percentage and Frequency.
- E- Arithmetic Mean and Standard Deviation to answer the study questions.
- F- Simple Liner Regression analysis to test first three hypotheses, with (F) test statistic from ANOVA table
- G- Multiple regression and variance inflection factor as the assumption to apply path analysis to identify direct and indirect effect between study variables.

H- Relative importance, that assigning due to:

$$\text{Maximum Class} = \frac{\text{Maximum Class} - \text{Minimum Class}}{\text{Number of Levels}}$$

$$\text{Class Interval} = \frac{5 - 1}{3} = \frac{4}{3} = 1.33$$

The following Table (3 – 2) shows how the range of number of levels was computed.

Table (3 – 2)
range of level of importance scale

Mean Range	Level
Less than 2.33	Low
2.33-3.66	Mid
3,67 and above	High

3.2.5 Reliability.

The reliability analysis applied the level of Cronbach Alpha (α) as the criteria of Internal consistency, which were at a minimum acceptable level (**Alpha \geq 0.60**) Suggested by (Sekaran, 2003). The coefficients were computed after removing some items from each construct as in Table (3 - 3).

Table (3 - 3)
Cronbach alpha coefficients for main dimensions and constructs

Dimension	Variables	Coefficient
Strategic planning of Total quality management	- The vision	0.80
	- The mission	0.93
	-The strategic objectives	0.82
	-The time	0.91
performance improvement	-The employees' satisfaction	0.80
	-improvement of employees' efficiency	0.89

3.2.6. Study Questions Answers.

3.2.6.1. Demographic Variables of Sample

Eight demographic variables are included in this study (Gender, Current Position, Number of years in the company, Number of years in the position and Education level). The results in Table (3 – 4) represent distribution of sample individuals according to demographic variables:

Table (3 -4)
Distribution of sample individuals according to demographic variables

Variable	Frequency	Percent %
Gender		
Male	117	68,0
Female	55	32,0
Current Position		
Head of Department	10	5,8
Director	42	24,4
Manager	120	68,8
Number of years in the company		
5-10	60	34,9
11-15	21	12,2
16-20	46	26,7
21 and above	45	26,2
Number of years in the Position		
5-10	84	48,8
11-15	58	33,7
16-20	23	13,4
21 and above	7	4,14
Education Level		
BS .C	91	52,9
High diploma	35	20,3
Master	34	18,8
PhD	12	7,0
Total	172	100%

Result in Table (3 - 4) indicated that there were (117) of respondents (68 %) of sample were "Male" while the reminders were "Female ". The largest number of responses had "from 5 – 10 years in the company "with (34,9%) as a percentage ,while (21) of them had years " from 11 – 15 years ".Also (48,8%) of responses, were their position from 5-10 years ,while (7) response (4.14) of them serve 21 years and above.

The other variable is "Current Position ", divided into (3) class as in above table results, more than half of responses are Managers, exactly (120)responses made a percentage (68,8%), while only two of sample responses are Heads and Directors . The last demographic (52,9 %) of sample have an "Educational Level" of " BS.c", this percentage made this class the highest in educational level demographic variable and the smallest one was the class where the sample response have " PHD " with percentage equal to (7,0 %).

3.2.6.2. Descriptive Variables

This section illustrates the descriptive statistics for each variable and its item as Mean and standard deviation, beside the rank and the level of importance.

- Strategic planning of Total quality management

Main dimension strategic planning of total quality management the descriptive statistics of this dimension and the items belong to it in the table (3-5)

Table (3 - 5)

descriptive statistics of strategic planning of total quality management in libyan airlines in descending order

Rank	Strategic planning of Total quality management	Mean	Std. Deviation	Degree
1	The vision	3.29	1.38	Medium
2	The mission	3.22	1.40	Medium
3	The strategic objectives	3.19	1.05	Medium
4	The time	3.18	1.1	Medium
	Total	3.22	1.23	Medium

As shown in (3-5) Table above that the strategic planning of total quality management on the average arithmetic total amount of (3.22), a mid-level, and recognize the importance of the dimensions of the axis, in the first place **the vision** where the arithmetic average (3.29), and a standard deviation (1.38) a Medium - Level, and in second place came **the mission** arithmetic average was (3.22) and a standard deviation (1.40), also from the medium level.

In third place came **the strategic objectives** arithmetic average was (3.19) and a standard deviation (1.05). And in fourth place came **the time** arithmetic average was (3.18) and a standard deviation (1.1).

This explains that the Strategic planning of Total quality management is in the Medium level in the libyan airlines. And to identify the members of the study sample responses from the axis (the vision) Means and standard deviations have been extracted to identify the importance of the levels, as shown in Table (3-6).

Table (3 - 6)

Means and standard deviations to identify the importance of the vision in the strategic planning in libyan airlines in descending order

Rank	The vision	Mean	Std. Deviation	Degree
1	The company is developing its vision in line with inter-company competition situation.	3.39	2.62	High
2	The Company publishes a culture vision for all employees.	3.35	0.96	High
3	Libyan Airlines has a clear vision which knows everyone.	3.31	1.07	Medium
4	The company has a written vision	3.27	1.06	Medium
5	Realizes all the workers what the company aspires to reach it.	3.23	1.19	Medium
6	Management company workers have dialogue about the development of its vision.	3.18	1.39	Medium
	Total	3.29	1.38	Medium

Table no. (3-6) clarifies the level of importance of (**the vision**), ranges between (3.39 – 3.18), compared with total amount of (3.29) level medium; which is observed that the high mean to item (The company is developing its vision in line with inter-company competition situation..), with mean of (3.39), and a standard deviation (2.62) from the researcher point view this because of the leaders added opportunities for significant step change improvement, and in the second place came paragraph (2) with a mean of (3.35) and a standard deviation (0.96), which is high due to corporate retention policies.

While the lowest mean was to item (Management company workers have dialogue about the development of its vision.), with average (3.18), and a standard deviation (1.39), which is medium level.

In general the Business process in libyan airlines is with a medium level .And to identify the members of the study sample responses from the axis (the mission) has been extracted Means and standard deviations to identify the importance of the levels, and the Table (3-7) shows that.

Table (3-7)

Means and standard deviations to identify the importance of the mission in the strategic planning in libyan airlines in descending order

Rank	The mission	Mean	Std. Deviation	Degree
7	The company seeks to satisfy the beneficiaries of their services.	3.31	1.42	Medium
8	The company polled worker's opinions for establishing its mission state.	3.27	1.43	Medium
9	The company develops its mission, according to the competitive position in the market.	3.26	1.35	Medium
10	The company follows method of periodic meetings for reviewing the mission and development.	3.20	1.47	Medium
11	The company considers the interest of workers when modifying its mission	3.19	1.24	Medium

12	The company possesses a clear message, which reflects the vision of the future.	3.19	1.29	Medium
13	The company seeks to transfer its mission to the plans, policies and programs.	3.13	1.61	Medium
	Total	3.22	1.40	Medium

It is clear from Table (3-7) that weight means to this axis (**the mission**), range between (3.31 – 3.13), compared with total amount of (3.22), which is a medium level ; it is observed that the highest mean to item(The company seeks to satisfy the beneficiaries of their services..), with a mean of (3.31), and with a standard Deviation of (1.42), which is a medium level, where the item (The company polled worker's opinions for establishing its mission state.). With mean (3.27) and a standard deviation (1.43).

Similar to the item (The company seeks to transfer its mission to the plans, policies and programs.),which takes the lowest mean with average (3.13), and a standard Deviation (1.61), which is medium level. This explains that the mission in the Strategic planning in Libyan airlines with a medium level.

Table (3-8) identifies the members of the study sample responses from the axis (the strategic objectives) using arithmetic Means and standard deviations to show the levels of importance.

Table (3 - 8)

Means and standard deviations to identify the importance of the strategic objectives in libyan airline in descending order

Rank	The strategic objectives	Mean	Std. Deviation	Degree
14	The company's goals have a clear strategy, which achieve the required quality.	3.47	0.85	High
15	Workers are involved in developing strategic targets.	3.47	1.06	High
16	The company is seeking to modify its strategic targets according to the change in the competitive market.	3.34	1.08	Medium
17	The company takes the aspirations of workers into consideration when developing its strategic goals.	3.22	0.99	Medium
18	It can achieve the strategic targets of the company according to its means and capabilities.	3.17	1.18	Medium
19	Strategic targets help to create operational targets and subsidiary of the company.	3.16	1.14	Medium
20	the company's strategic goals are characterized as measurable.	3.08	0.96	Medium
21	Strategic targets of the company contribute to guiding the organization's capacity and setting priorities.	3.01	1.05	Medium
22	The strategic goals of the company contribute to the achievement of communication and coordination between the various administrative levels.	2.75	1.17	Medium
	Total	3.19	1.05	Medium

It's clear from Table (3-8) that weight mean of **(the strategic objectives)**, range between (3.47 – 2.75), with total of (3.19), where item (The company's goals have a clear strategy, which achieve the required quality.) got the highest mean of (3.47), due to rapidly responding to changing in the strategic objectives, where the item(Workers are involved in developing strategic targets.) which ranked second place with a mean of (3.47) and a standard deviation of (1.06). While the lowest mean was to (The strategic goals of the company contribute to the achievement of communication and coordination between the various administrative levels.) with average (2.75), standard deviation (1.17) .This

Shows that the strategic objectives in libyan airlines with a medium level.

Table (3-9) identifies the members of the study sample responses from the axis (the time) in the Strategic planning in libyan airline in descending order

Table (3 - 9)
Means and standard deviations to identify the importance of the time in libyan airline in descending order

Rank	The time	Mean	Std. Deviation	Degree
23	Company management set a timetable for achieving its goals.	3.30	1.03	Medium
24	the company considers a fundamental value that must be respected in carrying out the company check the principle of justice among its employees.	3.25	1.08	Medium
25	Time is considered important factor for controlling the required resources to achieve the company's goals.	3.22	1.01	Medium
26	Time is considered an important criterion for assessing constructor performance in the company.	3.10	1.20	Medium
27	The company determines the time to achieve each strategic goal.	3.05	1.16	Medium
	Total	3.18	1.1	Medium

It's clear from Table (3-9) that weight mean of **(the time)**, range between (3.30 – 3.05), with total of (3.18), where item (Company management set a timetable for achieving its goals.) got the highest mean of (3.30), While the lowest mean was to (The company determines the time to achieve each strategic goal..) with average (3.05), standard deviation (1.16) .This shows that the strategic objectives in Libyan airlines with a medium level.

- Performance improvement.

The second main dimension Performance improvement .The descriptive Statistics of this dimension and its items are shown in Table (3-10).

Table (3 – 10)

Descriptive statistics of Performance improvement in libyan airlines in descending order

Rank	Performance improvement	Mean	Std. Deviation	Degree
1	The employees' satisfaction	3.19	1.07	Medium
2	Improvement of employees' efficiency	3.08	1.22	Medium
	Total	3.14	1.16	Medium

It is clear from Table (3-10) that the Performance improvement has a mean (3.14), and to identify the importance of the dimensions, it is reported in the first place The employees' satisfaction with arithmetic mean (3.19), and standard deviation (1.07) with degree of medium level. While in second place came improvement of employees' efficiency with a mean of (3.08) and a standard deviation (1.22), also a medium –level

.Table (3 - 11)

Means and standard deviations to identify the importance of the employees' satisfaction in libyan airline in descending order

Rank	The employees' satisfaction	Mean	Std. Deviation	Degree
28	The company carries out the principle of equality among its employees.	3.26	1.07	Medium
29	The company deals with their employees transparently.	3.23	1.03	Medium
30	The company employees make any decision together affecting their needs at work.	3.19	1.18	Medium
31	Employees in the company feel appreciation and respect from their leaders at work.	3.15	1.01	Medium
32	The company provides services to the family of employee, such as an annual ticket, medical insurance.	3.12	1.05	Medium
	Total	3.19	1.07	Medium

It is clear from Table (4-8) that weight mean of (The employees' satisfaction), ranges between (3.26 – 3.12), compared with total amount of (3.19), that also observed the medium level .the highest was to item (The company carries out the principle of equality among its employees.)with a mean (3.26), and a standard deviation of (1.07).

While the lowest mean was to(The company provides services to the family of employee, such as an annual ticket, medical insurance.), with average (3.12), and standard deviation (1.05), which is medium level. And to identify the members of the study sample responses from the axis (improvement of employees' efficiency) researcher has used Means and standard deviations to show the levels of importance, and the Table (3-12) Shows that:

Table (3 – 12)

Means and standard deviations to identify the importance of improvement of employees' efficiency in libyan airline in descending order

Rank	improvement of employees' efficiency	Mean	Std. Deviation	Degree
33	Improving the efficiency of workers in the company impacts on intercompany competition situation.	3.29	1.06	Medium
34	The company believes that improving the efficiency of their employees will positively reflect on the income of the company.	3.09	1.32	Medium
35	The company's management relies on improving the efficiency of workers as a standard for performance assessment.	3.08	1.29	Medium
36	The company believes the existence of a positive relationship between improving the efficiency of workers and the improvement of their performance	3.02	1.18	Medium
37	The company seeks to introduce new technologies that contribute to improving the efficiency of workers.	2.91	1.03	Medium
	Total	3.08	1.18	Medium

It is clear from Table (3-12) that weight mean to this axis (improvement of employees' efficiency), ranges between (3.29 – 2.91), compared with total amount of (3.08), which is a medium level, the highest mean was to(Improving the efficiency of workers in the company impacts on intercompany competition situation.),with (3.29) mean, and with standard deviation (1.06), which is also of Medium level, while the lowest mean (2.91) to item(The company seeks to introduce new technologies that contribute to improving the efficiency of workers.), and a standard deviation (1.03). This explains that improvement of employees' efficiency in Libyan Airlines is of medium level.

3.2.7 Study Hypotheses Testing

Study Hypotheses

Based on the study problems and the literature review, hypotheses were tested in this study. The researcher used Statistical Package for Social Sciences (SPSS) to test the hypotheses and Analysis of Moment Structures (AMOS) to test the hypotheses. Many statistical criteria have been taken into analysis as simple and multiple regression , F – test for estimated equations significance , t – test for effect significance of independent variable (ID) on dependent variable (DV) and coefficient of determination (R2) to know how the ID explains the variation in DV.

The following are the main research hypotheses examined:

H0: " There was a significant impact of strategic planning of total quality management with its dimensions (the vision, the mission, the strategic goals and the time)on performance improvement in Libyan airlines at level of ($\alpha \leq 0.05$).

H01: There is no significant Influence of strategic planning of total quality management on The employees' satisfaction of Libyan airlines at level ($\alpha \leq 0.05$).

To analyze the first sub- hypothesis, the researcher used simple regression to identify The Influence of strategic planning of total quality management with its dimensions on The employees' satisfaction and Table (3-13) shows that:

Table (3-13)

R	R2	Beta	(F) value	DF	Sign
0.770	0.593	0.770	247.570	171	0.000

It is clear from Table (3-13) that the (F) value was (247.570) the level of significance (0.000) which is less than (0.05), the result rejects null hypothesis, and accepts hypothesis: **There is significant Influence of strategic planning of total quality management with its dimensions on The employees' satisfaction in Libyan airlines (0.05)**, and seen from the table (3-13) which is the System quality effect on Performance Effectiveness rate (59.3%).

To analyze the first hypothesis , the researcher used multiple regressions to identify impact of strategic planning of total quality management with its dimensions (the vision, the mission, the strategic goals and the time) on The employees' satisfaction in Libyan airlines and Table (3-14) shows that:

Total quality management with its dimensions (the vision, the mission, the strategic goals and the time) on the employees' satisfaction in libyan airlines

Table (3-14)

Order of entry of independent elements in the equation to predict	R2	(F) Value	T Calculated As testing for parameter	Sig
The vision	0.656	324.089	3.183	0.002
The mission	0.685	184.039	3.918	0.000
The strategic goals	0.705	133.761	3.137	0.002
The time	0.714	104.468	2.366	0.019

***significant if sig ≤ 0.05**

When the study made Stepwise Multiple Regression to determine the importance of each independent variable separately in contributing to the mathematical model that represents The Influence of strategic planning of total quality management Axis's (vision, message, the strategic goals and time) on the performance improvement, as evidenced from table (4-22), shows the order of entry of independent variables in the regression equation. The variable the vision has occupied the first place and explained with amount (65.6%) of the variance in the dependent variable, and entered the variable the message in the equation as explained (68.5%) of the variance in the dependent variable. The income variable in the equation the strategic goals as interpreted with the former two variables accounted for (70.5%), and the income variable to explain time with the three variables were (71.4%) in the dependent variable.

H02-: There is no significant Influence of strategic planning of total quality management on improvement of employees' efficiency of Libyan airlines at level ($\alpha \leq 0.05$).

To analyze the second sub-hypothesis, the researcher used simple regression to identify The Influence of strategic planning of total quality management with its dimensions on improvement of employees' efficiency. and Table (3-15) shows that:

Table (3-15)

R	R2	Beta	(F) value	DF	Sign
0.703	0.494	0.703	165.275	171	0.000

It is clear from Table (3-15) that the (F) value was (165.275) the level of significance (0.000) which is less than (0.05), the result rejects null hypothesis, and accepts hypothesis: There is significant Influence of strategic planning of total quality management with its dimensions on improvement of employees' efficiency in Libyan airlines (0.05), and seen from the table (4-17) which is the System quality effect on Performance Effectiveness rate (49.4%).

To analyze the second hypothesis, the researcher used multiple regressions to identify Influence of strategic planning of total quality management with its dimensions (the vision, the mission, the strategic goals and the time)on improvement of employees' efficiency in Libyan airlines and Table (3-16) shows that

Stepwise Multiple Regression Test to identify The Influence of strategic planning of total quality management with its dimensions (the vision, the mission, the strategic goals and the time) on improvement of employees' efficiency in Libyan airlines

Table (3-16)

Order of entry of independent elements in the equation to predict	R2	(F) Value	T Calculated As testing for parameter	Sig
The vision	0.608	262.042	4.065	0.000
The mission	0.615	301.112	3.718	0.000
The strategic goals	0.671	170.989	5.022	0.000
The time	0.680	118.504	2.265	0.025

***significant if sig ≤ 0.05**

when the study made a Stepwise Multiple Regression to determine the importance of each independent variable separately in contributing to the mathematical model that represents The Influence of strategic planning of total quality management with its dimensions (the vision, the mission, the strategic goals and the time) on improvement of employees' efficiency , as evidenced from table (3-16), shows the order of entry of independent variables in the regression equation. The variable the vision has occupied the first place and explained with amount (60.8%) of the variance in the dependent variable, and entered the variable the message in the equation as explained (61.5%) of the variance in the dependent variable. The income variable in the equation the strategic goals as interpreted with the former two variables accounted for (67.1%), and the income variable to explain time with the three variables were (68%) in the dependent variable.

Conclusions

The current study raised set of a questions, and construct hypotheses related to the positive effects between study variables. The study reached to many results that can contribute to solve the study problem, answering the study questions and its hypotheses.

The main results are:

- The importance level of Strategic planning of Total quality management in Libyan airlines Company was medium.
- The importance level of performance improvement in libyan airlines Company was medium.
- The importance level of (the vision) in The Strategic planning in libyan airlines Company was medium (3.29).
- The importance level of (the mission) in The Strategic planning in libyan airlines Company was medium (3.22).
- The importance level of (the strategic objectives) in The Strategic planning in libyan airlines Company was medium (3.19).
- The importance level of (the time) in n The Strategic planning in libyan airlines Company was medium (3.18).
- The importance level of (The employees' satisfaction)on performance improvement in libyan airlines Company was medium (3.19).
- The importance level of (improvement of employees' efficiency) ion performance improvement in libyan airlines Company was medium (3.08).
- “There was a significant impact of strategic planning of total quality management with its dimensions (the vision, the mission, the strategic goals and the time) on performance improvement in Libyan airlines at level of (0.05).

Recommendations

Due to the results, the researcher advice some of recommendation as:

1- It should be attention to the role of strategic planning of total quality management of the company under the study, because of its relationship with significant effect in improving the performance of the companies in libya.

2- Management in Libyan airlines Company needs to clarify the strategies to achieve company's objectives that are derived from its vision, Rather it is recommended for the management to work with the direction team while creating the goals and strategies. The best way to lead people into the future is to connect them deeply with the present.

3-Make strategic planning of total quality management part of your senior managerial leadership in the company's training program.

4-Strategic planning of total quality management has significant impact on Organizational Performance in order to facilitate decision making among management units that will enhance energy in a company to work one hand-one team toward achieving its objectives.

5-The role of strategic planning of Total quality management in performance improvement and in turns its influence on performance in libyan airlines needs More attention in terms of how to provide techniques for building enterprise data and process models.

6-Managers in libyan airlines Company should consider increasing strategic planning of Total quality management and team work by training and developing programs, opening the cross functional lines for better productive involvement and brain storming. Encourage other researchers in the future to study the impact of other elements of the planning strategic such as Goals , Core values , on Other Elements of Total quality management such as Characteristics , Conformity To benefit from them in the future.

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Questionnaire of the Study

Greetings, and yet ...

I hope that you will kindly fill- questionnaire, which aims to study by the researcher **Belkasim Rafa Elahmir** To complete the master's thesis ;

The Influence of Strategic planning of Total quality management on performance improvement.

"A Study Case of Libyan Airlines Company"

And I appreciate your cooperation, and I would like to confirm that any data or information that you provide will be kept strictly confidential and will be used for research purposes only. You were selected to answer the attached Questionnaire .

Please read it thoroughly, and then answer it precisely, bearing in mind that the results of this study will be used for scientific research only .

Accept my sincere respect and appreciation...

SECTION 1

(1) _Gender

Male

Female

(2) _Number of years in the company

5-10

16-20

11-15

21 and above

(3) _Number of years in the position

1-5

11-15

6-10

16 and above

(4)_ Current Position

Head of Department

Director

Manager

(5)_ Education level

BSc

Master

High Diploma

PhD

SECTION 2

Please read each of the following statements carefully and then place an "X" over the number that best describes the extent to which the statement applies to you. Use the guide below to choose the most appropriate number.

Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
(1)	(2)	(3)	(4)	(5)

1-Libyan Airlines has a clear vision which knows everyone. (1) (2) (3) (4) (5)

2-The Company publishes a culture vision for all employees. (1) (2) (3) (4) (5)

3-The company is developing its vision in line with inter-company competition situation. (1) (2) (3) (4) (5)

4-The company has a written vision (1) (2) (3) (4) (5)

5-Realizes all the workers what the company aspires to reach it. (1) (2) (3) (4) (5)

6-Management company workers have dialogue about the development of its vision. (1) (2) (3) (4) (5)

7-The company possesses a clear message, which reflects the vision of the future. (1) (2) (3) (4) (5)

8-The company polled worker's opinions for establishing its mission state. (1) (2) (3) (4) (5)

9-The company develops its mission, according to the competitive position in the market. (1) (2) (3) (4) (5)

10-The company considers the interest of workers when modifying its mission. (1) (2) (3) (4) (5)

11-The company follows method of periodic meetings for reviewing the mission and development. (1) (2) (3) (4) (5)

12-The company seeks to satisfy the beneficiaries of their services. (1) (2) (3) (4) (5)

13-The company seeks to transfer its mission to the plans, policies and programs. (1) (2) (3) (4) (5)

14-The company's goals have a clear strategy, which achieve the required quality. (1) (2) (3) (4) (5)

15-Workers are involved in developing strategic targets. (1) (2) (3) (4) (5)

16-The company is seeking to modify its strategic targets according to the change in the competitive market. (1) (2) (3) (4) (5)

17-The company takes the aspirations of workers into consideration when developing its strategic goals. (1) (2) (3) (4) (5)

18-It can achieve the strategic targets of the company according to its means and capabilities.	(1)	(2)	(3)	(4)	(5)
19-Strategic targets help to create operational targets and subsidiary of the company.	(1)	(2)	(3)	(4)	(5)
20-the company's strategic goals are characterized as measurable.	(1)	(2)	(3)	(4)	(5)
21-Strategic targets of the company contribute to guiding the organization's capacity and setting priorities.	(1)	(2)	(3)	(4)	(5)
22-The strategic goals of the company contribute to the achievement of communication and coordination between the various administrative levels.	(1)	(2)	(3)	(4)	(5)
23-Company management set a timetable for achieving its goals.	(1)	(2)	(3)	(4)	(5)
24-The company determines the time to achieve each strategic goal.	(1)	(2)	(3)	(4)	(5)
25-Time is considered important factor for controlling the required resources to achieve the company's goals.	(1)	(2)	(3)	(4)	(5)
26-Time is considered an important criterion for assessing constructor performance in the company.	(1)	(2)	(3)	(4)	(5)
27-the company considers a fundamental value that must be respected in carrying out the company check the principle of justice among its employees.	(1)	(2)	(3)	(4)	(5)
28-The company carries out the principle of equality among its employees.	(1)	(2)	(3)	(4)	(5)
29-The company deals with their employees transparently.	(1)	(2)	(3)	(4)	(5)
30-The company employees make any decision together affecting their needs at work.	(1)	(2)	(3)	(4)	(5)
31-Employees in the company feel appreciation and respect from their leaders at work.	(1)	(2)	(3)	(4)	(5)
32-The company provides services to the family of employee, such as an annual ticket, medical insurance.	(1)	(2)	(3)	(4)	(5)
33-The company's management relies on improving the efficiency of workers as a standard for performance assessment.	(1)	(2)	(3)	(4)	(5)
34-The company believes the existence of a positive relationship between improving the efficiency of workers and the improvement of their performance.	(1)	(2)	(3)	(4)	(5)
35-Improving the efficiency of workers in the company impacts on intercompany competition situation.	(1)	(2)	(3)	(4)	(5)
36-The company believes that improving the efficiency of their employees will positively reflect on the income of the company.	(1)	(2)	(3)	(4)	(5)
37-The company seeks to introduce new technologies that contribute to improving the efficiency of workers.	(1)	(2)	(3)	(4)	(5)

Thank you for your participatin.

ABSTRACT

The main objective of this study is to identify The Influence of Strategic planning of total quality management with its dimensions (the vision, the mission, the strategic objectives and the time) on performance improvement with its dimensions (The employees' satisfaction and improvement of employees' efficiency) of Libyan airlines.

The sample of study consists some of the employees of the libyan airlines company in libya including heads of department, directors, and managers (200).

In order to achieve the objectives of the study, the researcher designed a questionnaire consisting of (37) questions. Data were analyzed using relevant statistical methods, and the study relied descriptive analytical method.

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Author : Belkasim Rafa Elahmir

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ÖZET

Bu çalışmanın temel amacı ,toplam kalite yönetimi stratejik planlama boyutlarının performans gelişimi boyutları (vizyon,görev,stratejik konular,zaman) üzerindeki etkisini saptamaktır. Libya havayollarının çalışanların memnuniyeti çalışanların yeterlilik gelişimi.

Çalışma örneği Libya'daki hava yolları şirketinin departman başları, müdürlerini içeren çalışanlarını kapsar (200).

Çalışmanın amaçlarına ulaşmak için araştırmacı 37 soruluk anket hazırlamıştır. Veri ilgili istatistiksel metotlar kullanılarak analiz edilmiş ve çalışma tanımlayıcı analitik metoda bağlı kalmıştır.

ARSIV KAYIT BİLGİLERİ

Tezin Adı : Toplam Kalite Yönetiminin Stratejik Planlamasının Performans Geliştirme Üzerine Etkileri

Tezin Yazari : Belkasim Rafa ELAHMIR

Tezin Danismani : Doc.Dr. Fatma.Zehra TAN

Tezin Konumu : Yüksek lisans

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Tezin Alanı : İşletme Anabilimdali \ Karabük Üniversitesi

Anahtar Kelime : Performans, Libya, Hava Yolları

CURRICULUM VITAE

Name Belkasim.RAFA.Elahmir
Address ANKARA, TURKYA
Telephone 00905314800509\00218925485756
E-mail Belga84@yahoo.com
Date of birth 22 june 1984
Nationality Libya
Sex male
Marital status married



Education/Qualifications

- 2008 - Bachelor B.sc in Management (University of Benghazi).
- 2009 - A broker License (Libyan stock market).
- 2013 - International certification training for Taekwondo sport
(Kyung Hee University in south korea).
- 2016 - Master of Business Administration MBA(karabuk university).

Employment to Date/Work Experience

- 2008-2010 Financial Broker\ Green Arrow Stock brokerage and financial services .
- 2011-2013 Public Relations at Libyan airlines.
- 2013- 2014 chairman of media office at Libyan airlines.

- Languages**
- Arabic native speaker
 - English Good

- Other Skills**
- Multi Computer user
 - Training and communication skills.
 - international coach for Taekwondo sport

