

# Development of a Total Quality Management Framework for Libyan tourism sector

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**Abstract-** The tourist industry have become in the search for all which may achieve its strategies, the various techniques and methods which help in achieving the highest levels of performance and excellence to reach the highest satisfaction of tourists, as it became a tourist in attention, concentration and focus of attention of many tourist enterprises, which are trying to attract various ways and means possible.

According to the available literature and based on the author's many visits and preliminary investigation regarding Libyan tourism sector in general and Tripoli the tourism sector in particular, it has been proven that the reality of private and the state-owned hotels in Libya is that: these hotels are facing many problems opposing their improvement, continuity and ability to compete.

Based on a series of comprehensive questionnaires, the weakness in the current system are identified and also found that Total Quality Management (TQM) would provide the solution for Libyan the tourism sector system. The literature illustrated that there are many models and frameworks in the field of TQM. However, the quality gurus have never agreed about a specific framework or implementation procedure. In addition, there is lack of a general model in the tourism sector, and there is no clear agreement as to the way in which TQM should be implemented in a tourism sector. Therefore, the focus of this paper is to identify an appropriate TQM framework for Libyan hotels and benchmarking them and distinguish their competitive advantage, in order to achieve performance excellence.

A questionnaire survey method is adopted to gather the data and information, which form the basis for the development of the proposed TQM framework. Statistical Package for the Social Sciences SPSS, the collected data and views from managers and employees in the organizations under investigation. In addition, in order to achieve the aim of this paper two models are developed and TQM framework that covers most aspects of TQM starting from top management awareness until even promoting continuous improvement is developed.

**Index Terms:** Development, services Quality, Tourism, sector, Libya.

## 1.INTRODUCTION

Seeking tourist industry in the current time to prove their presence, by providing the best as you can from the services, so that the superiority of these services expectations of tourists and their needs, Providing the best is the key basis for the intervention of which the tourist facilities to achieve progress and excellence of its competitors, because the business environment become the current environment of fast changing, as the method

or usual method of doing business are not suited to this environment. From here have become tourist industry binding in the search for all which may achieve its strategies, the various techniques and methods which help in achieving the highest levels of performance and excellence to reach the highest satisfaction of tourists, as it became a tourist in attention, concentration and focus of attention of many tourist enterprises, which are trying to attract various ways and means possible.

The study aims to diagnose the extent of awareness of workers in the tourism sector such as hotels of the importance of applying the principles of Total Quality Management, which was in customer satisfaction (tourists), and the commitment and support of senior management, and continuous improvement, in addition to the involvement of staff and enable them, And the emphasis on educating all employees in tourism facilities (hotels) different sections as the basis for excellence. The hotel sector in Libya from the service sectors active and dynamic, and a tributary of the national economy, it has grown this sector in the recent rapid growth due to expanded steadily in the tourism sector, no doubt that the application of the principles of Total Quality Management can enhance the quality of hotel services that must be that meets the needs and expectations of tourists, whether at the local level, or regional levels.

Still the importance of total quality management is a mature widely in many productive sectors, and service in general, and tourism facilities of different kinds, in particular, from here the main problem posed by this study is that the actual application of TQM requires necessarily understand workers in this sector in Libya to the importance of applying the principles of total quality management, Through investigative and close observation study which was conducted by the researcher for getting acquaintance with work progress in the tourism sector in Libya and Through interviews with some of their employees of various levels and specializations as well as with customers of these hotels the researcher concluded that there is a problem representing in decline of in the tourism services quality and insufficiency of attention paid to the customers satisfaction and achieving his desires by providing high quality services in the tourism sector in Libya . according to international specifications of in the tourism sector in Libya.

## 2. LITERATURE REVIEW

### 2.1. Definitions of Quality and TQM:

First of all, before deciding to implement changes in business, we need to define quality. If the customer wants quality, what does that mean? The answer is not simple. Quality can be defined as the customer's expectations and requirements; quality contains anything the customer expects and requires, and is ever changing [1].Quality is customer satisfaction [2].In addition, indicated that

quality is built into an organization by being competitive, removing consternation, managing costs and by caring. These four reasons illustrate why quality is very important and why now is the time for making quality happen. He indicated that consternation is caused by increasingly large numbers of employees spending more and more of their time doing work over again, because it was not done from the first time. Organizations must care not only about its customers, but also about the community, those living around it, their environment, and its competitive position[3].

Total quality management (TQM) has a long life. The Japanese moved in the direction of quality after the Second World War and the United States in the mid-1980s with the formation of the Baldrige Award in 1987. The movement then expanded into Europe with the establishment of the first European Foundation for Quality Management and the European Quality Award in 1988 and 1989 respectively. So TQM has been around a long time [4].

Trials of defining TQM led to several discussions and a large extent of misunderstanding as well as a huge extent of definitions. There are several attempts to define the TQM, and describe its main essentialities; however, there is no unified definition of TQM. It is a phenomenon that appears to have evolved over a period of time [5]. . So there have been several definitions and each deals with certain aspects. Quality management is a revolution because the philosophy and test methods and tools to discover better ways of doing things, it could be help public sector organisations to fulfil their responsibilities effectively and at a reduced cost to the government and taxpayers, also in the same a time improving services [6]. Regardless of the differences made by such attempts, there are some definitions that have appeared and found a place within the administrative mind. The following are among such definitions: -

Total means made up of the whole, q uality is a degree of excellence a product or service provides, and management means act, art of planning, organising, leading and controlling [7]. introduced some definition of TQM which is; TQM is essentially complete set of techniques, and principles of management, technologies and methodologies that put Together to work for the benefit of the end customer. TQM seeks to develop organizations through the creation of better planning and prioritise better design. It also aimed at strengthening operations and weak Strong protection areas that give organisations edge over their competitors (through continuous improvement the comparison). In addition, it is about total quality management continuous process of providing the best practices to ensure sustainability, and positive competitiveness. In a sense, it is about the management of change; it is then limitless and timeless in its approach. In addition explained that TQM aimed to meet the needs of customers to prevent poor quality, instead of correcting problems after they happen. Also put the continuous improvement understanding of the importance of performance measurement to identify opportunities for improvement and eliminate sources of inefficiency and costs[8].

## 2.2 THE IMPORTANCE OF TQM:THE BENEFITS OF QUALITY IMPROVEMENT THAT CAN BE SET FORTH: -

- Less consumer and customer complaints concerning goods and service quality provided to them.
- Less quality costs.
- More market share plus cost reduction.
- Less personnel complaints.
- Less quality defects and more customer satisfaction.
- More profits and productivity and less cost.
- Better cooperation and communication between the organisation units.
- Improve human relations and raise morale and continuous improvement.
- These benefits confirm the importance of TQM in improving the productivity and quality as well as the competitive support of the organisation [9].

## 2.3. ASPECTS OF TQM

indicated that Differing visions of researchers and writers in the principles underlying the Total Quality Management, However, they agreed on basic principles so the most commonly found in TQM literature these concepts are as the following:

- 1-Strategic planning.
- 2-Total employee involvement.
- 3-Continuous improvement.
- 4-Continuous training.
- 5-Making decisions based on facts.
- 6-Teamwork.
- 7-Empowerment.
- 8-Customer satisfaction.
- 9-Leadership[10]. .

## 2.4.THE STRUCTURE METHODOLOGY OF TOTAL QUALITY MANAGEMENT - BASED ON THE FOLLOWING COMMON ELEMENTS APPLICABLE TO ALL MODELS:

- 1- Cycle of Deming.
- 2- Working active.
- 3- The potential and possible outcomes of the Organization.

He adds that the develop methodologies (TQM) mutually different directions but both are very influential, namely:

- 1- Within the structure of the methodology (TQM) represented a model of excellence for the innovative

structure of a framework for comprehensive management system and the results of the organization. And applied this methodology in practice when a few of the organizations developed, which aims to achieve the excellent way in all respects, whether a Rehabilitation of the internal organization or the results of Business Administration.

2-Methodology as part of the structure (TQM) is the scale of a number of management systems can be integrated, whether it was a level of mutual or with existing systems in the organization. The application of this approach is in practice much in order to develop standards and develop a number of ways and formats (quality of the process, products and reduce the risk of impact on the environment, health and safety at work etc).

It contains standards for a number of management systems to the requirements of most of the standards for models of the quality system in total and return reasons Development of methodology for the application (TQM) in both directions parallel private to the impossibility of establishing standards for the requirements management system product in detail but simple in addition to the unwillingness of organizations to coordinate their systems in detail.

And verify the link between the two methodologies best practice in the developed world in organizations by applying the approach of excellence and expertise used to develop standards for a number of systems for broad application.

And used a large number of tools and techniques (TQM) in the application (TQM) so that the practical application of the draft quality may be impossible without it., tools and techniques that are used in an application (TQM) dedicated to the following below:

- Public Administration.
- Strategic management.
- Process management.
- Working in the crew[11].

### **3.1. OVERVIEW OF LIBYAN TOURISM SECTOR:**

Libya (officially the State of Libya) is a country located in North Africa. Bordering the Mediterranean Sea to the north, Libya lies between Egypt to the east, Sudan to the southeast, Chad and Niger to the south and Algeria and Tunisia to the west.

Libya is a unique destination with long coastal beaches spectacular and well preserved Roman and Greek antiquities, amazing desert adventure opportunities, prehistoric civilizations, the Libyan people are generous and hospitable and Libya is very safe, before the war, in 2011 and after the war, the situation is not stable security ,However, the Libyan people are going forward to the development and stability, so this also good Competitive advantage , despite good comparative advantage there are major challenges to delivering appropriately-priced, high-quality products enabling Libya to compete with other destinations . accordingly Libya is a promising tourism destination in the Middle East and North Africa region. Early efforts to support tourism in the 1990s were re-energised after the moving of UN sanctions in 2003 following dramatic changes in Libya's foreign policy. Even with a healthy economy still high rates of unemployment (30%) combine with a dominant source of income - oil - which contributes 95% of GDP. Thus Libya is considering tourism for economic diversification [12].

Libya's economy has been dependent mainly on agriculture and pastoralism and trade in the period after World War II. After exploring and extracting oil in the early sixties great changes in the structure of the national economy for the benefit of the oil industry and service sectors associated with it so The Libyan economy depends primarily upon revenues from the oil sector, [13].

### **3.2. The policy of the tourism sector:**

On 12/10/2010 the researcher held an interview with the tourism Director in Tripoli and highlighted the policy and difficulties in Tripoli tourism sector. The following sections provide a summary of the interview:

### **3.3. The policy of the tourism sector:**

the policy of tourism in Libya, based on the principle of development and improvement of alternative sources of income and provide the conditions and economic and social climate appropriate to achieve the goal of economic diversification and to find sources of sustainable growth next to the oil sector, this is why the political will, which began to translate its actions on the ground through a plan Sustainable development and mega projects in infrastructure in general and the tourism sector in particular, so the Government has started to supports of the tourism sector and investment in order to become a second source of hard currency and the national income therefore Authority started of Tourism development Public policies for investment and development in this sector have included such strategies as follows: -

- Definition of Libya to the world, and the possession and natural tourism resources and industrial and achievements of economic and social development.

- Go-ahead of the Tourism Authority in Libya supervise on (30) project.
- Activation of the tourism sector even contributes to the growth of National Economy.
- Provide new employment opportunities for Libyans this program includes a number (38) project of the draft Development Plan (2008-2012).
- Studies and designs for special projects, internal tourism, roads and schemes her.
- Restoration and maintenance of ancient cities and historic buildings.
- Rehabilitation and training and international cooperation.
- Organization of fairs and festivals Tourist.
- Support the police to protect tourism and historical monuments.
- Support and processing the information center.
- Providing conditions and economic climate, social and institutional appropriate to achieve the goal of economic diversification and to create sources of sustainable growth next to the oil sector including the development of the services sector, trade, tourism and the promotion of export industries.
- Providing legal climate that helps attract foreign investment and the growth of the national economy.

<b>Total number of classified rooms</b>	<b>6402</b>
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- Libya sees thriving tourism industry ahead and At the present 130,000 people visit the country yearly; the government of Libya expects to raise this number to 10,000,000 tourists In the coming years .

Obviously, as a result, travel and tourism are a source of national income, and exacting Destination have prepared strategies and policies to raise tourism revenues. However, the whole revenue gained from tourism declined from 45 million Libyan Dinar, to 29 Million Libyan Dinar in 2006. The initial impression and study is that this is the result of declining international arrivals, other than the reality is different.

#### 4 . Difficulties of tourism sector:

However, some difficulties may occur which could lead to reduce standards in service, such as: -

- Low levels of service quality hotel in most hotels.
- Absence of training plans and qualification to match the fast development in the tourism sector.
- Retardation and poor public transport system.
- Revolution 2011 in Libya and security instability so far, which will greatly affect the development of the country and also economic changes which may result in high rate prices, resulting in a lack of investment in the tourism sector.
- Lack of appropriate accommodation facilities for tourists in the sites and attractions or near them.
- Lack of attention to the services of people with special needs .

**Table 2.1: Summary of Libyan tourism activity in 2010.**

Source: [14].

Activity	Statistics
<b>Total number of tourists</b>	105,997
<b>Tourists (overnight visitors)</b>	38,025
<b>Cruise passengers</b>	67,972
<b>Overnight stays in hotels</b>	266,157
<b>Average length of stay</b>	7
<b>Average spending of tourists per day</b>	80 US\$
<b>Total estimated income</b>	26,731,670 US\$
<b>Total number of cruises</b>	83
<b>The number of guests in hotels and similar</b>	432,347
<b>Establishments</b>	268
<b>Total number of hotels</b>	
<b>Total number of rooms</b>	13,638
<b>The total number of classified hotels</b>	62

#### 5. Developing of services quality framework of the Libyan tourism sector

The objective of this chapter is to establish clear standards and make Libyan tourism sector develops in practical steps through application of total quality management , after studying the current situation and problems facing the tourism sector, to apply these quality management methods must follow the following:

##### 5.1 Requirements of the development of tourism services quality

- 1 Creating a better understanding of the current situation.
  - 2 Encouraging innovation.
  - 3 Developing realistic aims
  - 4 Establishing realistic action plans.
- 5 - the optimal exploitation of tourism resources.
- 6 - maximizing returns and the economic and social benefits, cultural and political tourism.
- 7 - Increase community awareness of the importance of tourism and its economic value.
- 8 - Developing the quality of the national tourist services.
- 9 - Develop the skills and capabilities of human resources for tourism.
- 10 - Upgrading the methods and means of promotion and marketing of tourism.
- 11 - creating a base for a national partnership between the public and private sector
- Sector and civil institutions of the community.
- 12 - Raising the level of coordination and integration between tourism sector and sectors Other.
- 13- Providing all the clients' needs is very curial in enhancing the hotel competitive place and reputation around the world.
- 14- Special care should be given to the selection of the hotel staff to ensure the best possible quality of services to the clients.
- 15- The institution should also adhere towards reducing the unnecessary costs because it is one of the obstacle preventing clients from using these hotels. Moreover, making all the prices and costs available to the clients will increase the trust of the clients who seem to have very little idea about the prices.
- 16- Continuous improvement is very crucial due to many factors amongst which is the highly competitive market we live in nowadays. This could be achieved by the following:

- a. Training and developing the staff
- b. Holding conferences and forums to generate and exchange new ideas on improving the hotel services quality.

- c. regular training and development programs on leadership and management should be done to improve the services quality.

17 - The quality assurance management team should be carefully selected due the importance of this management in improving the quality of services in the hotel.

18 - The successfulness of implementing the comprehensive quality assurance principles depends very much upon the managerial beliefs, their commitment and support for quality assurance management unit. Therefore, the private and state-owned classified hotels mangers should give special care to the implementation of the comprehensive quality assurance. This could be achieved by establishing more quality assurance units in the hotels which should be connected to the high ranking officials in the hotel administration. this will enable the hotel administration to see whether or not the quality assurance criterion have been implemented.

19 - The study results have shown that the comprehensive quality assurance principles are poorly implemented in many the hotels under study. This shows that more work and effort needs to be done in order to raise the workers' awareness of the importance of these concepts which should be taken altogether and not to be selective in choosing one over the other because they are all connected to each other.

20 - Hotels visitors should be the paramount of any hotel management because they are the basis of any quality assurance management program. This could be done through continuously listening to the visitors needs and expectations and try to fulfill them.

21- Encouraging the team work culture among the hotel staff by opening communication channels in order to guarantee more constant contact with everyone since the quality assurance basically means all parties should be involved and have a say in managing the hotel .

## 6- Conclusion

Finally, although there are quality assurance management units in some of the hotels, the quality assurance principles cannot be achieved without a proper communications with the visitors and understanding their needs and requirements. The quality

assurance management can help in improving the quality of services by allocating sufficient money regardless of the institution revenue. This is because, as we know, that the quality assurance is what makes a difference between the hotels. Following the quality assurance criterion very strictly will help in identifying the weakness and the gaps of the services provided by the hotel. This will help in improving the services which in turn should have a positive impact on the clients by providing them with the best possible services.

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