

STRATEGIES OF TOTAL QUALITY IN THE FUNCTION OF SOCIAL AND ENVIRONMENTAL DIMENSION

INTRODUCTION

For more than a decade, the environment of the economic institution has known very strong, deep and rapid transformations, which intensified competition and the resulting threats and risks that put the future of the institution in a state of uncertainty. Thus, the struggle for survival has become more difficult, as the managers of economic institutions must realize that the survival of institutions is more and more related to the extent of their ability and speed to interact with a completely unstable environment. This environment is considered more threatening, as the institution is not satisfied, for example, that it has a competitive ability in the field of costs, marketing, or production...etc, but it must be competitive in all areas. On this basis, economic institutions are facing a problem in the search for ways that would allow them to improve their competitiveness and keep pace with challenges. In addition to the challenges faced by the institution, there remain other bets related to the efficient use of resources, preservation of the environment, and taking into account social aspects. These bets emerged as a result of the increasing pressures and calls for environmental protection and rational use of resources and energies.

Hence the need to find the necessary measures to stabilize the dimensions of sustainable development on the ground, given the irrational use of natural resources and energy, and the misuse of the environment as a free commodity, and considering it as a commodity and a source to maximize profits and forgetting that the environment is the only field for our survival and the continuity of future generations. Hence, the concept of sustainable development

SUMMARY

The topic of the research is the impact of the application of total quality strategies in improving the social and environmental dimension in companies. Institutions urgently need guiding specifications to achieve continuous improvement, to ensure their survival and continuity in light of the restrictions imposed by sustainable development. To achieve the optimal use of resources in a sustainable manner, and to activate the social and environmental responsibility, institutions follow comprehensive quality strategy and adopt ISO specifications represented in QM, OHSM System and EMS.

Keywords: total quality; environmental dimension; social dimension; economic institution.

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penetrated the world of economic institutions and forced them to adapt and respond to contemporary requirements and developments.

In light of the growing interest in embodying the concept of sustainable development, many institutions seek to achieve this concept by relying on total quality and the role it plays as a strategy and considering it among the basic determinants that lead to achieving excellence and continuous improvement and meeting the desires of customers and rehabilitation of institutions.

THE ROLE OF THE TOTAL QUALITY STRATEGY IN ACHIEVING THE SOCIAL DIMENSION OF SUSTAINABLE DEVELOPMENT

Human resource, at the present time, has become the capital of business institutions.

Based on the fact that the human resource, at the present time, has become the capital of business institutions, the management of its affairs represents the social aspects of the institution, in addition to contributing to the welfare of society. The human resource has an important role in achieving total quality, whether at the level of service or the provided commodity. In this topic, we will address the knowledge of the role that both internal and external customers play in the economic institution to achieve social sustainability. Total quality is the entrance to a comprehensive and continuous development that includes all stages of performance, and the responsibility of each individual in the organization from higher departments, sections and work teams seeks to satisfy the customer's desires, and its scope includes all stages of operation and even dealing with the customer (1,108).

The philosophy of total quality looks at the organization, not only as a technical system, but as a social system that contains individuals, and accordingly, the aspects related to the trends of aspirations, motives, behaviors and interaction between groups in the reality of work is considered a point of interest. The human element is the strongest and most important in the management's success, and the quality of work is an essential part of the concept of total quality. In the traditional quality framework, organizations view the internal customers of the organization as if they were the staff or employees of the organization itself. That is, we can formulate the consumer sentence in dealing with consumers as follows: "Within the framework of total quality, internal customers work to produce it." (2, 196-198).

Recognizing the needs of internal customers is about making sure that employees depend on each other as individuals, as departments and units depend on each other, and that they meet their needs on a permanent and continuous basis. Some may assume that the communication process occurs naturally, but what must be pointed out is that the process of change does not occur on its own, and that it must be facilitated and encouraged. There are many means that can be used to improve communication within the organization, such as quality circles, self-management teams and improvement teams.

Sustainable social development within the institution can be achieved by following several strategies that cover the following areas: motivation, communication and training, which fall within the human resource development strategy, which are as follows (8, 91):

- Motivation strategy: Motivation is one of the cornerstones of guidance and leadership, and it usually takes forms, where motivation can be considered: "The process of searching for the external factors that motivate the individual and motivate him to take a specific behavior or change his course." Motivation works to focus on the worker's participation in the management of the institution and the achievement of its goals through his contribution to decision-making and spreading the spirit of cooperation and working as a team, and it is included in the objectives and elements of total quality. Most of the pioneers of total quality indicated in the principles they laid to the importance of motivation in active participation in the success of total quality. Total quality as a system, requires high-level participation from all individuals within the institution, which is considered one of the preferred incentives to urge individuals to increase giving and achieve job satisfaction.

Following the motivation strategy requires studying the organization's surroundings and diagnosing its status to determine the appropriate incentives for it that allow achieving total quality and achieving sustainable development through (13, 35-37; 14, 122):

- Satisfying the needs of its workers, especially in terms of appreciation and respect;
- Workers' sense of the spirit of justice within the organization;

- Attracting workers to the institution and increasing the spirit of loyalty and belonging;
- To develop team spirit, cooperation and solidarity among workers;
- Improving the image of the institution in front of the community;
- Developing the performance of the institution.

From the foregoing, it is clear that the application of the motivation strategy is an imperative in order to develop the performance of human resources to achieve the social dimension of sustainable development within the institution and thus achieve efficiency and improve its sustainable performance.

- Communication strategy: Communication represents the flow of information, instructions, directions, orders and decisions from the administration to the founders, and receiving the necessary information and data from them in the form of reports, research, suggestions, complaints and others for the purpose of making or implementing a specific decision(4, 505). Communication is the most important driver or disrupter for group interactions, and the Quality Circles program is a model of communication models that allows the provision of necessary information and reduces resistance to change through the flow of information in both vertical and horizontal directions and between different administrative levels, and the flow of information allows continuous improvement of the quality system. In addition, the application of the institution's communication strategy allows achieving total quality and achieving the social dimension of sustainable development through (5, 237):
 - Achieving cooperation between individuals through the distribution and exchange of information;
 - Coordination of the efforts of individuals to achieve the organization's goal;
 - Achieving understanding between management and workers;
 - Achieving work satisfaction and raising morale;
 - Transferring workers' suggestions and complaints to senior management.
- Training strategy: Training is the main element for the success of the application of the total quality approach. The application of this approach depends on the development of new skills that were not given attention before (10, 215-217; 9, 191-193). Training is one

of the means to change the behavioral patterns of individuals within organizations, as providing trainees with skills and capabilities would enable human behavior to be in harmony with the overall changes practiced by training within the framework of business operations in improving the efficiency and effectiveness of organizations.

There are several points of view of the training strategy, some consider it one of the total quality strategies because it allows each individual in the organization to understand the quality activities and their importance, and thus the possibility of achieving the objectives of the institution. It is also seen as one of the defensive strategies aimed at taking care of the internal conditions of the institution.

The training strategy for the implementation of total quality covers the following areas:(6,217-219).

- Conceptual training on quality, which deals with the concept of quality, its dimensions, principles, requirements for its application, and others;
- Training on quality tools, which includes training on team participation, quality hierarchy, assessment skills and continuous improvement;
- Training in time management, i.e. completing tasks effectively;
- Leadership training, which focuses on managers to provide them with skills in decision-making, dealing with people, and organizational knowledge.

The training strategy, in light of total quality, is based on the commitment of the organization's management to train its members on all methods to preserve the environment and achieve sustainable development, and work to develop a program that keeps pace with all changes in the environment in which the institution is active, and is based on transparency and keeping pace with modern technologies and principles of governance (16,109). Through the aforementioned, we conclude that human resources are considered the backbone of change towards development and are the most important factor for development, and investment in human resources is one of the most important investments to meet challenges, because the development process is based on human resources.

Training is the main element for the success of the application of the total quality approach.

It is necessary to identify the concepts of the role of human resources in managing change, and to know the most

important challenges facing change, the mechanisms, tools and criteria for change, the total quality programs are based on upgrading performance, improving its environment, and taking care of human resources. In order for the human development cycles to be completed, attention must be paid to upgrading performance in institutions and introducing modern concepts such as the concept of governance as a method for upgrading performance, introducing models for that, and adopting institutional performance methods. There are also important cycles in environmental and social development, which are the set of surrounding internal and external factors, which positively or negatively affect performance, and environmental factors have effects on human resources (11,28-31).

We also conclude that achieving the required levels of quality and ensuring its continuity depends on the processes of improvement and sustainable development carried out by the institution at the internal level by adapting administrative systems, developing work procedures, training and implanting a culture of sustainable development in human resources. As for the external level, it achieves this by searching for excellence in relations with customers, achieving customer satisfaction and meeting current needs, taking into account the needs of subsequent generations(15, 42-44).

THE ROLE OF THE TOTAL QUALITY STRATEGY IN ACHIEVING THE ENVIRONMENTAL DIMENSION OF SUSTAINABLE DEVELOPMENT

Given the irrational use of natural resources and energy, and the misuse of the environment as a free good, and considering it as a commodity and a source for maximizing profits and forgetting that the environment is the only area for our survival and the continuity of future generations and the resulting accumulation of environmental damage. In

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this regard, many economic institutions have adopted a modern management philosophy stemming from total quality management, which is considered the new face of environmental management and is called: Total Environmental Quality Management. In this part of the topic, we will address total quality policies to achieve the environmental dimension of sustainable development, comprehensive environmental quality management, as well as the ISO 14000 specification for environmental management (3,122-124).

COMPREHENSIVE QUALITY POLICIES TO EMBODY THE ENVIRONMENTAL DIMENSION IN THE ECONOMIC ENTERPRISE

Total quality contains a set of policies derived from management policies in general, which work to achieve environmental performance and keep pace with the environmental aspects of the institution. Various of these policies and techniques are commonly used and applied in leading organizations in developed countries, and these technologies work on the principle of continuous sustainable improvement. Today, the institution does not adopt the principle of continuity only, based on the concepts of product or service quality according to its management of expenditures, but goes beyond that to the environmental problem and how to manage it to ensure the survival of the resources it uses, as well as to reduce social expenditures that have become burdensome to the institution's budget. It is also interested in and asks about the origin of the product if it falls within the policies of cleaner production or not. Hence, product quality did not remain confined to traditional standards such as: the role of leadership, training, product or service design, and the labor relationship. A new dimension has been added to these standards that fall within the concept of sustainable development, which is the environmental dimension (12,72).

Total quality contains a set of policies which work to achieve environmental performance and keep pace with the environmental aspects of the institution.

APPLIED ANALYSIS

In order to identify the potential role of total quality in achieving sustainable development in the social and ecological dimension in the company, an empirical study was conducted using a survey method. The research included the Civil Airport in Benghazi, Libya, the sample was limited to 75 individuals, selected from a total of 86 employees.

In our analyzes, we applied the descriptive method based on the respondents' answers, and the results were as follows:

Analysis of the economic dimension

Table 1 shows the level of the economic dimension in the institution under study, and the general average reached 3.11 with a value that exceeds the hypothetical average. The average expressions of the respondents' answers contributed to

raising this value, where the averages ranged between 3.38 and 2.56, and we see weakness in the third, fourth and sixth phrases, and their values were: 2.58, 2.56 and 2.56, respectively. Also looking at the standard deviations, we find that they have average levels ranging between: 1.14 and 0.54, which means that there are differences of medium level in the respondents' answers about the economic dimension. Accordingly, there is an average level for the practices of the economic dimension in the organization of civil Airport in Benghazi.

Table 1. Results of descriptive statistical analysis - the economic dimension

The statements	Arithmetic mean	Standard deviation	Importance relativity	The decision
The organization works to achieve profits by using less resources	3.38	0.543	2	Middle
The organization works to provide services at lower costs	3.35	0.706	3	Middle
The organization relies on economic models to achieve sustainability	2.58	1.140	8	Weak
The organization is keen on rationalizing energy consumption	2.56	0.718	9	Weak
The organization relies on total quality strategies that support the functions of cleaner production and green marketing	3.15	0.844	4	Middle
The organization is working on the sustainable improvement of its services	2.56	0.718	9	Weak
The organization takes into account the comprehensive quality standards in its services	3.07	1.085	6	Middle
ISO 9000 certification achieves a sustainable competitive advantage for the organization	3.97	0.706	1	Middle
Total	3.11	0.537	5	Middle

Source: Author's calculations

Social dimension analysis

Table 2. Results of descriptive statistical analysis- the social dimension

The statements	SMA	Standard deviation	Importance relativity	The decision
The organization seeks to meet the needs of the community in which it operates	3.17	0.601	3	Middle
Constant search for the changing desires of customers	3.07	0.774	5	Middle
The organization sets strategies for the rehabilitation of employees	2.97	0.706	5	Weak
The organization develops training programs to empower workers with regard to sustainable development	3.07	0.532	5	Middle

The organization's sponsor is justice in the distribution of wages	2.84	0.670	6	Weak
The organization provides the requirements of occupational security for its workers	3.10	0.640	4	Middle
The organization seeks to implement the occupational health and safety system that conforms to the standard ISO 18000	3.84	1.59	1	Middle
The organization seeks to implement a system of social responsibility that conforms to the standard specification ISO 26000	1.46	0.83	7	Weak
Total	3.25	0.387	2	Middle

Source: Author's calculations

Through Table 2 related to the social dimension data, an average level appears, where the value of the general average was estimated at 3.25 which is a value greater than the hypothetical mean value. Although medium levels were recorded in the first, second, fourth, sixth and seventh terms, we see weak levels in the third, fifth and eighth terms, with an average of 2.97, 2.84 and 1.46, respectively. Also, the standard deviations were relatively lower than the deviations recorded in the economic dimension data. Hence, the table data indicates the presence of an average level of the social dimension in the organization of civil Airport in Benghazi.

Environmental dimension data analysis

Table 3. Results of descriptive statistical analysis- the environmental dimension

The statements	SMA	Standard deviation	Importance relativity	The decision
The organization relies on a comprehensive quality policy to support environmental performance	2.53	1.253	6	Weak
The organization takes measures to control emissions from the production process	2.76	1.037	3	Weak
The organization sets special programs for activities that have serious environmental impacts	2.56	0.967	5	Weak
Directing human resources to ensure sound environmental management	2.41	0.938	7	Weak
The organization works to reduce pollution by using clean materials	2.82	1.166	2	Weak
The organization is committed to the environmental management system in conformity with the standard specifications of ISO 14000	2.97	1.347	1	Weak
Total	2.67	0.981	4	Weak

Source: Author's calculations

Through the results of the above table, it is clear that the levels of the environmental dimension are weak in most of the terms, and this was reflected in the general average lev-

el, which amounted to 2.67 with a value less than the hypothetical average. The averages of the terms ranged between: 2.97 and 2.41, and the standard deviation was recorded as an average level in respondents' answers. Accordingly, we conclude that there is a weak level of environmental practices in the organization of civil Airport in Benghazi.

CONCLUSION

The reliance of the economic institution on the strategy of total quality and its adoption as a basic strategy to achieve competitive advantage and embody the requirements of sustainable development, proves that this strategy is an integral part of the objectives of the economic institution, which it aspires to achieve. Where the institution relies on various techniques and methods in order to support the protection of the environment, and the total quality strategy works to make space for internal and external customers, to achieve the social dimension, as well as the health and safety of employees and workers. The institution adopts the dimensions of social responsibility and its interest in training its workers and spreading the culture of sustainable development within the economic institution as a whole. The economic institution's use of the previous specifications concerned with embodying and integrating the dimensions of sustainable development in it contributes to building an integrated system that integrates environmental and social considerations and stakes within the strategic priorities and management concerns of the institution. In addition, this resulting system works according to the continuous improvement methodology, as it works to achieve continuous improvement in companies. There is a statistically significant role for the total quality strategy in achieving the social dimension of sustainable development, and the reason for this significance is the institution's focus on its customers and its personal interest in them. It maintains their occupational safety and health. There is a statistically significant role for the total quality strategy in achieving the environmental dimension, and the reason for this significance is due to the institution's interest in preserving the environment and its application of the environmental management system, and environmental awareness among the employees of the institution.

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STRATEGIJE TOTALNOG KVALITETA U FUNKCIJI DRUŠTVENE DIMENZIJE I DIMENZIJE OČUVANJA ŽIVOTNE SREDINE

REZIME

Predmet istraživanja je uticaj primene strategija totalnog kvaliteta na unapređenje socijalne i ekološke dimenzije u preduzećima. Institucije imaju jaku potrebu za smernicama koje im pomažu da obezbede opstanak i kontinuitet u svetlu ograničenja koja nameće održivi razvoj. Ovo se postiže tehnikama upravljanja za optimalnog korišćenje resursa na održiv način, koje podstiču društvenu i ekološku odgovornost ustanove, praćenjem sveobuhvatne strategije kvaliteta i usvajanjem ISO specifikacija za upravljanje kvalitetom, Sistem upravljanja zdravljem i bezbednošću na radu i Sistem upravljanja životnom sredinom.

Ključne reči: ukupan kvalitet; ekološka dimenzija; socijalna dimenzija; ekonomska institucija.