
**EVALUATING EMPLOYEES' PERCEPTION OF QUALITY
MANAGEMENT IN TRAVEL AGENCIES AND ITS IMPACT ON
THEIR PERFORMANCE
(APPLIED ON EGYPTIAN TRAVEL AGENCIES)**

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ABSTRACT

Employees' perception of TQM plays a vital role in the effective adoption of TQM philosophy. The benefits of employees' perception of TQM are creating improved quality and efficiency, increasing employees' satisfaction and facilitating the practices of TQM. This research aims to evaluate employees' perception of quality management in travel agencies and its impact on their performance. In this research, a quantitative approach has been used by distributing questionnaires among employees of travel agencies. The study's population consisted of all the employees of Egyptian travel agencies category A in Cairo and Luxor. The research has utilized a questionnaire distributed among 400 employees. The number of valid answered questionnaires reached 400, representing 100% of the distributed ones. SPSS, version 25, was used to analyze the collected data. The results exposed that the level of employees' perception of TQM in Egyptian travel agencies is high. There is a significant and moderate positive correlation between employee performance and TQM. The research recommends that travel agencies introduce TQM knowledge to employees regularly. Considering the recent advances conducted in this field, regular evaluation of employee perception of TQM will define the required training programs needed for enhancing employees' performance.

KEYWORDS: Quality, Perception, Total Quality Management, Employee' satisfaction, Employee Performance, Egyptian travel agencies.

INTRODUCTION

Quality is a broad concept that encompasses all organizational characteristics, including the engagement of all staff members in continuous improvement and the incorporation of quality ideals into corporate culture (ASQ, 2018). Due to global competitive rivalry, rising consumer consciousness of quality, quick technological transfer, and obtaining world-class status, the degree of awareness of TQM has recently expanded dramatically. It has reached its pinnacle of becoming a well-established research subject (Anil & Satish, 2016). According to Valmohammadi & Roshanzamir (2015), TQM techniques are critical to influencing employee performance in every firm. Iqbal & Asrar-ul-Haq (2018) refer to TQM application in the service industry affects employee performance. TQM strives to improve an organization's performance. TQM is beneficial in terms of establishing norms and regulations. TQM implementations assist in satisfying the business's internal customers (employees), which boosts employee satisfaction (Hwang et al., 2020), firm performance (Vihari et al., 2021), and employee commitment (Arunachalam & Palanichamy, 2017).

Indeed, TQM procedures may improve employee effectiveness, efficiency, and corporate production (Iqbal & Asrar-ul-Haq, 2018). RushdiZaiter et al. (2021) stated that in the context of TQM adoption, the importance of employees in attaining success is becoming more widely recognized. As to employees, Key TQM practices aimed at improving employee performance have been identified in the literature. According to Saffar & Obeidat (2020) and Abukhader & Onbaşıoğlu (2021), four elements of TQM are related to employee performance: leadership, customer focus process management, and employee empowerment. This research aims at evaluating employees' perception of quality management in travel agencies and its impact on their performance. To achieve this aim, there are several objectives as follows: evaluating employees' perception of total quality management in travel agencies (Top management – Customer focus-Employees participation – Process management), identifying the extent of employees' perception of the benefits of implementing of TQM in travel agencies, identifying the obstacles that facing employees in TQM in travel agencies, identifying the main factors that affect employees' performance and determining the deficiencies that affect the performance.

LITERATURE REVIEW

EMPLOYEES' PERCEPTION OF TQM

TQM is the complete management process for ensuring more significant product or service quality levels. TQM is the complete management process for ensuring more significant product or service quality levels. According to Abdullah et al. (2016), quality awareness among individuals is essential to TQM's objective. This may be achieved by promoting quality inside a company and sharing knowledge depending on how managers act and talk about quality. Companies should encourage employees to exchange information to raise employee awareness of TQM implementation. To ensure a bright future for TQM, it is critical to teach individuals at all levels of the organization to raise TQM knowledge, interest, and action (salaheldin, 2009). It is also necessary to improve service quality and cover a broader quality element in the services industry. According to Mourougan & Sethuraman (2015), the rise of service industries has placed a greater emphasis on implementing TQM concepts in service businesses and providing high-quality service to clients.

IMPORTANCE OF EXPLORING EMPLOYEES' PERCEPTION REGARDING SERVICE QUALITY

According to the research, employee views, roles, and satisfaction directly impact the quality of service and how it is delivered. As a result, it may be suggested that the employees' perceptions of service quality be investigated (Promkaew & Tembo, 2017).

EMPLOYEES' PERCEPTION AND ROLE IN SERVICE QUALITY

According to Hooper et al. (2013), the employee is one of the critical parts of service quality. Furthermore, knowing employee views of service quality is essential since individuals are the internal customers of any company, and their perceptions in the workplace influence the kind and quality of service they provide to external consumers (Musaba., 2014). Employee perception influences high-quality services (Promkaew & Tembo, 2017). So, it may be suggested that investigating how employees view their services is crucial. Furthermore, it cannot be ignored that to attain service quality, the availability of employees having a high quality inside the business is critical since service quality is strongly dependent on the employees' competencies and skills (Arasanmi & Waqanimaravu, 2020).

EMPLOYEE SATISFACTION AND SERVICE QUALITY

Employee satisfaction with their work responsibilities is essential to the success of service firms. Yee et al. (2008) stated that staff members who are content with their jobs tend to be more invested in their employing company and more motivated to deliver services with a high degree of quality. Moreover, employee satisfaction is an essential component in determining service quality. Satisfied employees are more devoted to continual development and more committed to providing excellent service. Numerous studies have also found that satisfied employees are highly motivated, have a positive work environment, and perform more successfully and efficiently (Ramseook Munhurrun, 2010). According to Rao (2018), contented employees assist the business in creating satisfied consumers.

ORGANIZATION ROLE AND SUPPORT OF EMPLOYEES IN THE IMPLEMENTATION OF TQM

Management's commitment should support employees and function as a substance in including them in quality and implementation projects (Malik et al., 2013). Furthermore, top management's capacity builds practice and leads a long-term vision for the organization, driven by changing consumer requirements (Abbas & Asghar, 2010). According to Kahreh et al. (2014), employee participation drives employees to strive toward achieving organizational goals. It inculcates in employees that they are an integral component of the business. Employees must realize TQM as a helpful and developmental technique for all stakeholders in the business to attain the principles of TQM. This will involve the individual participating in reengineering processes, learning new methods of doing things and conveying their ideas to management (Alghamdi, 2013). Individuals inside the organization develop objectives that agree with organizational goals to encourage personnel (Yassin, 2018). According to Pantouvakis and Karakasnaki (2017), employees are responsible for engaging their abilities within their companies, attempting to cooperate in organizational goals, and actively contributing to implementing the corporate plan (Al-Zoubi, 2012).

THE BENEFITS AND OBSTACLES OF IMPLEMENTING TQM

Quality plays a part in corporate strategy, so; there are two critical phases in recognizing the importance of quality in corporate strategy. First, several firms recognized that a quality-driven approach leads to more significant market benefits. Second, the distinction between quality strategy and general company strategy has become reduced, such that

quality management ideas are already included in the regular planning of numerous firms (VGanapavarapu & Prathigadapa, 2015). According to Madar (2015), the benefits of implementing TQM include: enhancing the company's reputation, faults and problems identifying quickly, significant improvement in quality of products and services, improved customer satisfaction, which leads to additional sales, a marked decline in resource waste, productivity growing because the employees using the time more efficient, Long-term market share growth, employees are encouraged through added responsibilities, cooperation and participation in decision-making on TQM, reduced expenses and concentrate on ongoing improvement. As to obstacles to implementing TQM, Talib (2013) & Talib et al. (2011) mentioned some of these obstacles in the implementation of TQM for service industries which are listed below:

1. There is inadequate focus on various critical success factors / QM practices during TQM adoption in service organizations.
2. Failure to build an implementation framework appropriate to a given service organization instead of selecting a more generic model or an extract of a system that worked well for another business.
3. Lack of commitment from the top and middle management, impractical expectations and timeframes, the expense of TQM implementation, reliance on statistical methodologies, and inability to build and retain a quality-oriented culture.
4. Expectations for instant outcomes from TQM programmers are high.
5. Management's reticence to provide staff with training and education programs helps them better understand and apply the TQM concept.
6. Lack of understanding, lack of employee participation, lack of communication, absence of cross-functional teams and lack of direction and purpose.
7. Lack of collaboration across divisions, employee resistance to change, and inability to benchmark best practices from other firms are other significant reasons TQM efforts fail.

THE RELATIONSHIP BETWEEN EMPLOYEES' PERCEPTION OF TQM AND EMPLOYEES' PERFORMANCE

A positive impact of TQM operations is reflected in employee satisfaction, commitment, and organizational effectiveness. Employee satisfaction is

one of the main cornerstones of TQM, and it is included as one of the quality aims since delighted employees are necessary for a successful business outcome (Dedy et al., 2016). Alsughayir (2014) mentioned that the effectiveness of TQM adoption depends significantly on employees' behavior and performing activities in their work environment; this is due to the deep connection between a TQM organization and employee performance. Therefore, to guarantee an efficient management strategy, a TQM organization must prioritize the quality of its products and the quality of its personnel (Ibrahim et al., 2011). Moreover, TQM philosophy's fundamental aspiration is to empower staff to control the quality of their work, be more freestanding, and offer improvement actions that contribute to improving employees' experience and job flourishing (Peris-Ortiz et al., (2015).

Moreover, many academics and writers agree on the necessity of focusing on clients in businesses since it has a beneficial influence on employee performance and is a crucial focus of any company striving to attain the level of performance needed of the workforce (Cai, 2009). Anvari et al. (2011) clarified that TQM-informed leadership avails the tools for effective functioning and a work environment that enhances productive work. Employees that are satisfied and feel like they are a part of the organization are more inclined to work harder to achieve organizational goals. TQM processes are critical in influencing employee performance in any business (Valmohammadi & Roshanzamir, 2015). Furthermore, TQM is beneficial in establishing norms and regulations procedures that can improve employee effectiveness, efficiency and corporate production (Sadikoglu & Zehir, 2010). Many authors have discovered a link between TQM methods and employee performance, and as a result, it can be mentioned that TQM is designed to achieve excellent employee performance as one of the most critical outcomes of practical adoption of best practices in businesses (Aletaiby, 2018). In line with this research, we propose the following questions:

1. Is there a relationship between employees' perception of TQM and employee performance?
2. Is there a relationship between employees' perception of TQM and employees' satisfaction?
3. What is the impacts of employees' perception of TQM and employee satisfaction on employee performance?

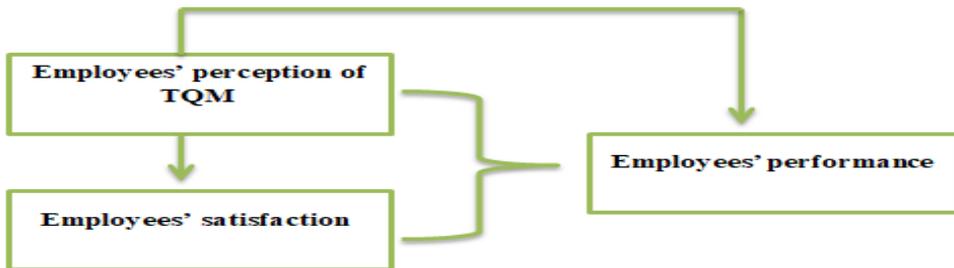


Figure (1) Study conceptual model

METHODOLOGY

In order to evaluate employees' perception of TQM and its impact on their performance in Egyptian travel agencies, a quantitative approach has been used by distributing online questionnaires among employees of travel agencies. The research has utilized a questionnaire distributed among 400 employees. The study's population consisted of employees of Egyptian travel agencies category A in Cairo and Luxor. The number of valid answered questionnaires reached 400, representing 100% of the distributed ones. SPSS, version 25, was used to analyze the collected data. The questionnaire was divided into a set of critical variables measured through a five-dimensional Likert scale to determine the participants' position on the study variables, which ranged from 1 (strongly disagree) to 5 (strongly agree) required the respondents to indicate against each statement the extent to which they either agreed or disagreed. To generalize its results, it is necessary to determine the required minimum sample size in survey situations and other statistical methods. To obtain a statistically representative sample size of the population, the Steven K. Thompson formula has been used.

$$n = \frac{z^2 \times \hat{p}(1-\hat{p})}{\epsilon^2}$$
$$n = \frac{1.96^2 \times 0.5(1-0.5)}{0.05^2} = 384.16$$

Descriptive statistical analysis methods were used to access much information that describes the study sample to achieve research objectives. At a 95% confidence interval, p values less than or equal to 0.05 were considered significant. For comparative study, SPSS was used as mentioned below:

- Cronbach alpha test was used to test the reliability of the questionnaire
- Frequencies test, percentages, mean and standard deviation have been done to
- analyze the answers of the study sample regarding the respondent data profile
- One-way ANOVA and T-test to explore the difference between respondents for personal data and variables.

The questionnaire consists of two parts; the first part includes demographic variables (gender, age, educational level, work experience, the period of working with your current company and obtaining information about TQM in your company). The second part is an independent variable of employees' perception of TQM elements (top management, customer focus, process management, employee participation), benefits and obstacles to implementing TQM, employees' satisfaction, factors and deficiencies that affect employees' performance.

RESULTS AND DISCUSSION

It presents the results of descriptive statistics and hypotheses testing of the study resulting from the Statistical Package for the Social Sciences (SPSS) software.

RESULTS OF EMPLOYEES' QUESTIONNAIRE DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

Demographic data is related to the statistical data collected about the characteristics of the residents. Variables (gender, age, educational level, work experience, the period of working with your current company, and obtaining information about TQM in your company).

Table (1) Descriptive Statistics Demographic Characteristics

Gender	Frequency	Percent
Male	247	61.75%
Female	153	38.25%
Total	400	100%
Age	Frequency	Percent
Below 30 year	112	28%
30-40 years	188	47%
41- 60 years	99	24.75%
Above 60 years	1	.25%

Total	400	100%
Educational Level	Frequency	Percent
Technical education	44	11%
High education	292	73%
Postgraduate	64	16%
Total	400	100%
Work Experience	Frequency	Percent
Less than 5 years	143	35.75%
5-10 years	178	44.5%
More than 10 years	79	19.75%
Total	400	100%
Working with Your Current Company	Frequency	Percent
Less than 2 years	140	35%
2-5 years	172	43%
More than 5 years	88	22%
Total	400	100%
How do you obtain information about TQM in your company?	Frequency	Percent
Official meetings	124	31%
Verbal communication	101	25.25%
Top management	92	23%
The company's employees	51	12.75%
Official groups	25	6.25%
Others, please mention	7	1.75%
Total	400	100%

Table (1) presents the distribution of the respondents by gender. The data shows the gender of respondents; 247 (61.75%) are males, while 153 (38.25 %) are females. This implies that most of the respondents are males. Besides, the data exposes that 112 (28%) of the respondents are below 30 years old. Moreover, 188(47%) are between 30 - 40 years old. On the other hand, 99 (24.75%) are 41-60 years old. Furthermore, 1 (.25%) is above 60 years old. This implies that most respondents are between 30 - and 45 years old. Moreover, Table shows that 44 (11%) of respondents are technical education students, 292 (73 %) are bachelor's degree holders, and 64 (16%) are postgraduates. This suggests that most of the respondents are bachelor's degrees holders. Furthermore, the Table displays that 143 (35.75%) of the respondents have experienced Less than five years, 178 (44.5%) of respondents have 5-10 years, and 79 (19.75%)

of respondents have more than ten years. Indicates that the majority of respondents have 5-10 years. Moreover, illustrations that 140 (35%) of the respondents worked Less than two years, while 172 (43%) worked 2-5 years. Moreover, 88 (22%) working More than five years. Indicates that the majority of respondents work for 2-5 years. Finally shows that 124 (31%) of the respondents obtain information about TQM through Official meetings. Moreover, 101 (25.25%) through Verbal communication while 92 (23%) through Top management. Furthermore, 51 (12.75%) through the company's employees, 25 (6.75%) through Official groups. Finally, 7 (1.75%) through all previous elements and lectures.

STUDY VARIABLES ANALYSIS

This variable aimed to evaluate employees’ perception of TQM and its impact on their performance in Egyptian travel agencies. The collected data is illustrated in the following tables.

Table (2) Descriptive Statistics of Top Management

Statement	Total	Mean	St.D	Rank
Administration engages employees in defining company’s goals and assist them to understand customer needs and desires	400	3.59	.798	4
Administration is keen to analyze the reports of total quality management and support quality teams	400	3.76	.866	2
Administration allocates the adequate resources towards efforts to improve Performance	400	3.75	.882	3
Administration motivates employees to achieve satisfactory performance	400	3.91	.961	1
Total	400	3.75	.712	

As exposed in a table (2), the first rank of top management is "Administration motivates employees to achieve satisfactory performance," with a mean of (3.91) and a standard deviation of (.961). Then the second rank is "Administration is keen to analyze the reports of total quality management and support quality teams" with a mean of (3.76) and a standard deviation of (.866); followed by "Administration allocates the adequate resources towards efforts to improve Performance" came in the third with a mean of (3.75) and a standard deviation of (.882). While "Administration engages employees in defining company's goals and assists them to understand customer needs and desires" came in the fourth with a mean of (3.59) and a standard deviation of (.798). Overall elements

of top management have a mean of (3.75) and a standard deviation of (.712), indicating that the level of employees' perception of top management elements in travel agencies is high.

Table (3) Descriptive Statistics of Customer Focus

Statement	Total	Mean	St.D	Rank
The company continuously recognizes needs and desires of customers through market researches	400	3.46	.894	4
The company is keen to provide services in places that achieve customer satisfaction	400	3.87	.920	2
The company has an advanced system to handle customer complaints	400	3.64	.915	3
The company depend on credibility and enrichment in promoting its services	400	3.91	.981	1
Total	400	3.72	.751	

As revealed in the table (3), the first rank of customer focus is "The Company depends on credibility and enrichment in promoting its services" with a mean of (3.91) and a standard deviation of (.981); followed by "The company is keen to provide services in places that achieve customer satisfaction" with a mean of (3.87) and a standard deviation of (.920). Then the third rank is "The company has an advanced system to handle customer complaints," which came in the third with a mean of (3.64) and a standard deviation of (.915). Finally, "The Company continuously recognizes needs and desires of customers through market research" came in the fourth with a mean of (3.46) and a standard deviation of (.894). Overall elements of customer focus statements have a mean of (3.72) and a standard deviation of (.751), indicating that employees' perception of customer focus elements in travel agencies is high.

Table (4) Descriptive Statistics of Process Management

Statement	Total	Mean	St. D	Rank
The company ensures application of principles of quality in design and production stages of services	400	3.35	.846	4

The company is adopting the concept of quality is everyone's responsibility	400	3.79	1.005	2
In order to overcome obstacles, the company reviews the quality of provided services.	400	3.68	.920	3
The company should provide new services and regular development is recommended with the intention to access other markets, anticipate the current market needs, or to compete the main competitors in the market	400	3.86	1.005	1
Total	400	3.67	.790	

From the previous table (4), it can be shown that the first rank of process management is "The company should provide new services and regular development is recommended with the intention to access other markets, anticipate the current market needs, or to compete the main competitors in the market" with a mean of (3.86) and a standard deviation of (1.005). Whereas the second rank is "The company is adopting the concept of quality is everyone's responsibility," with a mean of (3.79) and a standard deviation of (1.005); followed by "In order to overcome obstacles, the company reviews the quality of provided services." came in the third with a mean of (3.68) and a standard deviation of (.920). While "The Company ensures the application of principles of quality in design and production stages of services" came in the fourth with a mean of (3.35) and a standard deviation of (.846). Overall statements of process management has a mean of (3.67) and a standard deviation of (.790), indicating that the level of employees' perception of process management element in travel agencies is high.

Table (5) Descriptive Statistics of Employees participation

Statement	Total	Mean	St.D	Rank
The company engages employees in setting proposals and needed ideas necessary to formulate strategies and solve problems	400	3.46	.883	4
The company provides an arena for open discussion based on objective bases and criteria in addition to providing an internal communication platform	400	3.88	.998	2
The company provides employees with continuous awareness to and feedback as regard the performance of total quality management	400	3.79	.893	3

The company identifies the necessary needs to empower employees	400	4.02	1.040	1
Total	400	3.79	816.	

From the previous table (5), it can be shown that the first rank of employees participation is "The company identifies the necessary needs to empower employees," with a mean of (4.02) and a standard deviation of (1.040). Then the second rank is "The company provides an arena for open discussion based on objective bases and criteria in addition to providing an internal communication platform" with a mean of (3.88) and a standard deviation of (.998); followed by "The company provides employees with continuous awareness to and feedback as regard the performance of total quality management" came in the third with a mean of (3.79) and a standard deviation of (.893). While "The company engages employees in setting proposals and needed ideas necessary to formulate strategies and solve problems" came in the fourth with a mean of (3.46) and a standard deviation of (.883). Overall statements of employees participation have a mean of (3.79) and a standard deviation of (.816), indicating that the level of employees' perception of employees participation element in travel agencies a high perception.

Table (6) Descriptive Statistics of Employees' Perception of TQM

Dimensions	Mean	St. D	Rank	Perception level
Top Management	3.75	.712	2	High
Customer Focus	3.72	.751	3	High
Process Management	3.67	.790	4	High
Employee's participation	3.79	.816	1	High
Total	3.73	.663		High

From the previous table (6), it pronounced the first rank of employees' perception of TQM as "Employees' participation" with a mean of (3.79) and a standard deviation of (.816); followed by the second rank is "Top Management" with a mean of (3.75) and a standard deviation of (.712). "Customer Focus" came in the third rank with a mean of (3.72) and a standard deviation of (.751). Finally, Process Management came in the fourth rank with a mean of (3.67) and a standard deviation of (.790). The overall dimensions of TQM have a mean of (3.73) and a standard deviation of (.663). Hence, it is concluded that employees' perception of TQM in Egyptian travel agencies is high, and they are pretty familiar with

its principles and practices. They understand that TQM is a way of guaranteeing high-quality products and services and is a guiding philosophy in the company.

Table (7) Descriptive Statistics of Benefits of Implementation of TQM

Statement	Total	Mean	St.D	Rank
Working on reducing the cost of operation and increasing productivity and profits	400	3.50	.840	5
Help to improve sustainable competitive advantage	400	3.93	.876	3
Working on improving employee relations and satisfaction	400	3.83	.967	4
Help to enhance customer service and Promote improvement and innovation	400	3.98	.957	1
Improving the company's mental image in the market	400	3.96	.941	2
Total	400	3.84	.731	

Table (7) mentioned that "Help to enhance customer service and Promote improvement and innovation" is considered as the essential benefits of implementation of TQM was ranked the first with a mean of (3.98) and a standard deviation of (.957). Then, the extremely important came second-ranked was "Improving the company's mental image in the market" with a mean of (3.96), and a standard deviation of (.941); followed by third-ranked was "Help to improve sustainable competitive advantage" with a mean of (3.93) and a standard deviation of (.876). Then "Working on improving employee relations and satisfaction" came in the fourth-ranked with a mean of (3.83) and a standard deviation of (.967). On the other hand, "Working on reducing the cost of operation and increasing productivity and profits" came in the fifth and ranked last with a mean of (3.50) and a standard deviation of (.840). The mean score of responses is (3.84) for all benefits, which indicates that respondents approve of all benefits of implementing TQM. Thus, the level of employees' perception of the benefits of TQM in travel agencies is with high perception. Therefore, employees in travel agencies should be fully aware of all these attributes to achieve all benefits of the implementation of TQM. The results agree with Madar (2015), which indicated that the benefits of implementation of TQM were enhancing the company's reputation, faults and problems identifying quickly, reducing expenses, significant improvement in quality of products and services, productivity grows because the employees using the time more efficient.

Table (8) Descriptive Statistics of Obstacles of Implementation of TQM

Statement	Total	Mean	St.D	Rank
Absence of a clear strategy and Lack of top management convinced of total quality management in the company	400	3.56	.864	5
The lack of materialistic and technological capabilities in the company	400	3.97	.910	3
Lack of employee commitment and resistance to quality programs in the company	400	3.93	1.056	4
Increasing the cost of implementing quality programs.	400	4.05	.973	1
Lack of quality programs, education training for employees and Lack of human competence in the company	400	4.00	1.00	2
Total	400	3.90	.756	

It can be noticed from the data tabulated in Table (8) that “Increasing the cost of implementing quality programs” was considered one of the most critical obstacles to the implementation of TQM was ranked the first with a mean of (4.05) and a standard deviation of (.973). While extremely important came second-ranked was “Lack of quality programs, education training for employees and Lack of human competence in the company” with a mean of (4.00) and a standard deviation of (1.00); followed by third-ranked was “ The lack of materialistic and technological capabilities in the company” with a mean of (3.97) and a standard deviation of (.910)). Then “Lack of employee commitment and resistance to quality programs in the company” came in the fourth-ranked with a mean of (3.93) and a standard deviation of (1.056). Finally, “Absence of a clear strategy and Lack of top management convinced of total quality management in the Company” came in the fifth and ranked last with a mean of (3.56) and a standard deviation of (.864). The mean score of responses is (3.90) for all Obstacles, which indicates that respondents approve of all Obstacles to implementing TQM. Therefore, employees in travel agencies should be fully aware of all these attributes to avoid all Obstacles to the implementation of TQM. The results agree with Talib (2013), which indicated that the cost of TQM implementation and lack of total middle management commitment are the obstacles to implementation.

Table (9) Descriptive Statistics of Factors that Affect Employees' Performance

Statement	Total	Mean	St. D	Rank
Previous experiences in quality management and educational level of the employees	400	3.53	.828	6
Obtaining training programs in quality management and Motivate employees to achieve high level performance	400	3.94	.838	4
Participation of the employees in decision-making and in setting proposals necessary for goals of the company	400	3.94	.850	5
Existence of job satisfaction among employees and providing of moral support to them	400	3.97	.907	3
Using people with experiences at work to improve the performance of quality management	400	4.03	.911	1
Presence of surrounding environmental variables (Political, economic or environmental variables) in the company	400	3.98	.881	2
Total	400	3.90	.656	

From the previous table (9), it can be shown that "Using people with experiences at work to improve the performance of quality management" Came on top of these factors that affect employees' performances in travel agencies was ranked the first with a mean of (4.03) and a standard deviation of (.911); followed by "Presence of surrounding environmental variables (Political, economic or environmental variables) in the company" came in the second-ranked with a mean of (3.98) and a standard deviation of (.881).while "Existence of job satisfaction among employees and providing of moral support to them" came in the third-ranked with a mean of (3.97) and a standard deviation of (.907). Followed by fourth-ranked was "Obtaining training programs in quality management and Motivate employees to achieve high-level performance," with a mean of (3.94) and a standard deviation of (.838). Then "Participation of the employees in decision-making and in setting proposals necessary for goals of the company" came in the fifth-ranked with a mean of (3.94) and a standard deviation of (.850). Finally, "Previous experiences in quality management and educational level of the employees" came in the sixth and ranked last with a mean of (3.53) and a standard deviation of (.828). The mean score of responses is (3.90) for all factors, which indicates that respondents

approve of all factors that affect employees' performance. Therefore, top management in travel agencies should be fully aware of all these attributes to avoid all factors that affect employees' performance.

Table (10) Descriptive Statistics of Deficiencies that Affect the Performance

Statement	Total	Mean	St.D	Rank
The Lack of cooperation between the departments of the company	400	3.41	.896	5
The Lack of available information and materialistic resources	400	3.87	.847	4
The Lack of experience among heads of departments and divisions	400	4.02	1.036	3
The lack of employee's awareness of the concept of quality and its importance	400	4.04	.980	2
Unbalanced incentives and rewards compared to work performance	400	4.19	.922	1
Total	400	3.90	.717	

Table (10) mentioned that the most critical Deficiencies that affect the performance of travel agencies was "Unbalanced incentives and rewards compared to work performance," which came in the first ranked with a mean of (4.19) and a standard deviation of (.922); followed by "The lack of employee's awareness of the concept of quality and its importance" came in the second-ranked with a mean of (4.04) and a standard deviation of (.980). While "The Lack of experience among heads of departments and divisions" came in the third-ranked with a mean of (4.02) and a standard deviation of (1.036); followed by fourth-ranked was "The Lack of available information and materialistic resources " with a mean of (3.87) and a standard deviation of (.847). Finally, "The Lack of cooperation between the departments of the company" came in the fifth and ranked last with a mean of (3.41) and a standard deviation of (.896). The mean score of responses is (3.90) for all deficiencies, which indicates that respondents approve of all deficiencies that affect the performance. Therefore, top management in travel agencies should be fully aware of all these attributes to avoid all deficiencies that affect employees' performance.

Table (11) Descriptive Statistics of Employee satisfaction

Statement	Total	Mean	St.D	Rank
My current job meets my expectations	400	3.34	.865	6
I am satisfying with my salary and other incentives	400	3.49	.914	5
I am proud of my working in this company	400	4.00	.937	1
I have good opportunities for promotion at the company	400	3.85	1.02	3
I am satisfied with the performance appraisal system at the company	400	3.82	.982	4
I feel loyalty and commitment to stay in the company	400	3.98	1.01	2
Total	400	100	3.75	.776

As shown in table (11), the first rank of employee satisfaction is “I am proud of my working in this company,” with a mean of (4.00) and a standard deviation of (.937). Then, the second rank is “I feel loyalty and commitment to stay in the company,” with a mean of (3.98) and a standard deviation of (1.01). Following the third rank is “I have good opportunities for promotion at the company,” with a mean of (3.85) and a standard deviation of (1.02). Moreover, The fourth rank is “I am satisfied with the performance appraisal system at the company,” with a mean of (3.82) and a standard deviation of (.982). Following, The fifth rank is “I am proud of my working in this company,” with a mean of (3.49) and a standard deviation of (.614). Finally , “My current job meets my expectations” came in the sixth and ranked last with a mean of (3.34) and a standard deviation of (.865) . Overall elements of employee satisfaction have a mean of (3.75) and a standard deviation of (.776), Indicating that when employees' perception of TQM, this will lead to achieving employee satisfaction.

Table (12) The Relation between Employee Performance and TQM

Correlations		
		TQM
Employee Performance	Pearson Correlation	.644**
	Sig. (2-tailed)	.000
	N	400
**. Correlation is significant at the 0.01 level (2-tailed).		

Table (12) shows a significant and moderate positive correlation between Employee Performance and TQM. This indicates that when the employees perform jobs and duties effectively, this will lead to TQM. In this concern, question (1), "Is there a relationship between employees' perception of TQM and employee performance?" is answered.

Table (13) The Relation between Employee Satisfaction and TQM

Correlations		
		Employee satisfaction
TQM	Pearson Correlation	.729**
	Sig. (2-tailed)	.000
	N	400
**. Correlation is significant at the 0.01 level (2-tailed).		

Table (13) shows a significant and strong positive correlation between employee satisfaction and TQM. This indicates that when the travel agencies apply TQM, they will achieve employee satisfaction. In this concern, question (2), "Is there a relationship between employees' perception of TQM and job satisfaction?" is answered.

Table (14) Multiple Regression Coefficients for Influence of Employee satisfaction and TQM on Employee Performance

Model	R	R2	Beta	F	Sig.	T	Sig.
(Constant)				170.64	.000	12.484	.000
Employee satisfaction	.680	.462	.318			5.910	.000
TQM			.413			7.683	.000
a. Predictors: Employee satisfaction and TQM							
b. Dependent Variable: Employee Performance							

From table (14), the R-value of .680 refers to a moderate degree of correlation between Employee satisfaction and TQM, as well as the coefficient of determination R2 is (0.46), suggesting that both variables explained 46 % of the variation in employee performance at travel agencies. In this concern, question (3), "What is the impact of employee satisfaction and employees' perception of TQM on employee performance?" is answered.

CONCLUSION

The research aims at evaluating employees' perception of TQM and its impact on their performance in Egyptian travel agencies. A quantitative approach has been used by distributing online questionnaires among

employees of travel agencies. The statistical analysis for the research variables and hypotheses concluded that the level of employees' perception of elements of TQM in travel agencies is a high perception. There is a statistically significant and moderate positive correlation between employee performance and TQM. Employee participation ranks as the best element that employees perceive with a high level in travel agencies, and several obstacles that face employees in implementing TQM have to be solved, such as increasing the cost of implementing quality programs and lack of quality programs. The results illustrated the following: The level of employees' perception of elements, benefits, and obstacles TQM in travel agencies is with high perception. Travel agencies face some factors that affect employees' performance, such as using people with experience at work to improve quality management performance. The deficiencies that affect the performance of travel agencies are unbalanced incentives and rewards compared to work performance. Employee participation ranks as the best element that percept with a high level in travel agencies, and there is a significant and strong positive correlation between employee satisfaction and TQM. Moreover, there is a significant and moderate positive correlation between employee performance and TQM.

RECOMMENDATIONS

The study shows that employees in travel agencies have a high perception of TQM, but some obstacles, factors, and deficiencies affect their performance. Thus, the study proposes recommendations to Egyptian travel agencies to improve their employees' performance and implement TQM. This study recommended that travel agencies introduce the TQM knowledge to the employees regularly, considering the recent advances conducted in this field. Moreover, top management has to allow employees to gradually participate in decision-making because such participation means improving the performance and accepting change, not resisting it. Moreover, preparing a clear strategy for implementing TQM based on the justifications imposed by weaknesses and deficiencies aspects of services performance proceeds to apply the basic principles in comprehensive quality management.

Top management should motivate employees in travel agencies to achieve satisfactory performance by giving those rewards and incentives in exchange for highly efficiently assessed services. It is further recommended that improving the relationship between the company company's managers, subordinates, employees, and their colleagues is essential in order to provide broad opportunities to put forward constructive proposals and new ideas with an innovative, creative formula

and also improving employees' performance and satisfaction in travel agencies. In addition to that, regular evaluation of employee perception of TQM will define the required training programs needed for enhancing employee performance.

FURTHER RESEARCH

Future research is highly recommended to shed more light on the perception of travel agencies' customers on the implementation of TQM. This would help gauge if the company is meeting the expectations of its customers concerning the implementation of TQM and would make the picture of perception on implementation of TQM much more complete. It is also suggested that research to be carried out should include factors that influence employees' perception of the implementation of TQM. For instance, the influence of job location, communication and management styles on employees' perception can be included in future studies. It is further suggested that evaluate the Ministry of Tourism's role in supporting and facilitating the process evaluation of employees' perception of TQM in travel agencies.

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