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ATTITUDES OF EMPLOYEES IN THE FOOD INDUSTRY ORGANIZATION IN LIBYA TOWARD OBSTACLES APPLICATION OF QUALITY MANAGEMENT SYSTEMS

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Özet

Bu çalışmanın amacı, gıda sektöründe kalite yönetim sistemleri uygulanmalarını engelleyen teknolojik, teknik, yönetsel ve bireysel engelleri araştırmaktır. Araştırmanın evrenini Libya Bingazi bölgesindeki gıda sektöründeki fabrikalarda çalışanlar oluşturmaktadır. Çalışmanın amacı doğrultusunda, kalite yönetim sistemleri uygulanmaları için güçlük oluşturan teknolojik, teknik, yönetsel ve bireysel engellere ilişkin çalışanların görüşlerine başvurulmuştur. Araştırma için gerekli veriler anket yöntemi ile elde edilmiştir. Araştırma sorularını yanıtlamak ve araştırma amaçlarına ulaşmak için gerekli veriyi toplamak üzere, farklı fabrikalarda çalışan ve kalite yönetimi sistemleri konusunda bilgisi ve deneyimi olan seksen kişiden anket ile veri toplanmıştır. Araştırma verilerinin analizi için tanımlayıcı istatistikler kullanılmıştır. Araştırma sonuçları, Libya'da gıda endüstrisinde kalite yönetim sisteminin uygulamalarını engelleyen teknolojik, teknik, yönetsel ve bireysel engelleri hakkında bilgi sunmaktadır.

Anahtar Kelimeler: Bingazi, Kalite Yönetimi sistemi, Gıda fabrikaları,

Abstract

This research aimed to clarify the trends of employees whose working in the organizations of the food factories in Benghazi region of Libya about obstacles of administrative, human, technological and technical which hinder the implementation of total quality management systems in the food organizations and to clarify the degree of these trends. To achieve the objective of the research and answer its question researcher depend on questionnaire and survey method, which have been collected through the research sample size consisting of eighty employees from different organizations, researcher also had been using descriptive statistics method. The results of a research in general refer that there are absolute barriers that would impede the application of quality management system in the food factories in Libya like technological, technical, and some of the managerial and individual obstacles.

Keywords: Benghazi, Quality Management Systems, Food factories

1. Introduction

The last decades of the last century witnessed steady interest in the topic of total quality management and the modern system of quality management. It resulted in the emergence of competition and economic blocs and international organizations and its relation to the massive revolution in information and communications to the rush of companies in developed countries to try to achieve new market shares relying on achieving competitive precedents, including the primacy of quality. The concept of quality management began to take an interest after World War II by the Japanese application of the ideas of the pioneers of this thought in the United States in the forefront, "Edward Deming" and "Juran Joseph" and others, who have failed to convince the American

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companies and institutions. Through the application of these ideas Japan, becomes occupies an advanced position in the administration. Moreover, managed to compete for the major industrial countries to in Europe and the United States. In addition making it focus of attention of many researchers in the areas of management development and exploration of the mystery of Japanese superiority in production and the industry's, to show up to the world that the answer lies in their application of the cycles of quality teams and quality and quality management (Juran and Godfrey . 2002:1-17).

There are a number of quality definitions from well-known quality gurus. Juran and

Godfrey (1989:2-1), define quality as "Fitness for purpose or use". Deming (1986: 38-46)

Defined quality, as "Quality should be aimed at the needs of the consumer, present and future". Feigenbaum defines quality as "The total composite product and service characteristics of marketing, engineering, and manufacture and maintenance through which the product and service in use will meet the expectation by the customer"(Aole and Gorantiwar 2013:49). Crosby, (1996:41) defines quality as "Conformance to requirements and it is conforming to specifications.

With the increased globalization of markets and liberalization of local economies, quality has become the major factor in achieving competitiveness, and then it is necessary for businesses all over the world to develop competitive strategies (Madu, 1997:272-291)

Despite the importance of the application of total quality management system in the food industry in the public and private institutions in Libya. However, there are some practical obstacles, including human concerning trends and the degree of acceptance and the willingness of workers to adopt this style of management in the work, and technical related of workers efficiently, technological and administrative related efficiently and the willingness of the administration. Administrative slouch in the food industry enterprises hinders provide a better service record time for the client and this is not suitable for the management of institutions in the twenty-one century. The problem of the study in an attempt to identify the level of use of quality management systems and the degree of the impact of those obstacles to the adoption of quality management systems in institutions of food industries and it was determined by the problem of the study, in particular by answering this question.

"What are the trends of employees in food industry about the degree of impact of the obstacles of human, administrative, technical and technological to the application of quality management systems in the factories where they work?"

The study generally aims to identify the obstacles to adopting the application of quality management systems in food industry through this aim

"Identify trends of employees in the food industry towards the degree of the impact of human, technical, administrative, and technological obstacles in the implementation of total quality management systems in the organizations where they work."

2. Literature review

The following is a brief overview of the most important studies according to the place of study (Libyan studies, Arabian studies, Turk studies and International studies)

Shokshok, et al. (2015:2782–2788), presented that the interviews conducted with ten managers in different Libyan industrial companies. Those interviews gathered the views and notions from the top and senior managers working for the targeted industries and involved in decision-making process. The interviews discussed issues such as concepts and principals of total quality management and cultural barriers of TQM, responsibilities and authorities, and how to overcome the barriers of TQM implementation in their perspective. Through the conduction of face-to-face interviews, they summarise the main findings as in the following points:

-Employees in Libyan industrial companies have very low knowledge about TQM.

-TQM is absent in Libyan educational system.

-No national quality awards program in Libya.

All managers interviewed argued that employee's involvement and empowerment in decision making was not demonstrated on the shop floor, and that needs a lot of work and efforts to make it possible. Employees should be rewarded to encourage them to participate in responsibility and in decision-making, and give them the power and authority to make decisions, which means low scores on the power distance dimension and low centralization of power. The employees can take their decision to stop the production process if anything unusual happened and then call his supervisor to discuss with him what should be done.

Shibani et al (2012), found a clear lack of implementation of the critical success factors CSFs of TQM demonstrated through features such as lack of knowledge of QM and lack of management commitment. In the author's view, the Libyan organizations are still in the early stage where most of the Libyan companies was introduced ISO9000 only just prestige because some of the local companies have been certified ISO 9000. There are weaknesses in communication and information system in the Libyan construction industry. The present system in the Libyan construction industry is based on paper and verbal formats this result low quality and low flow of information. Libya is not yet ready to accept and adopt TQM because the lack of infrastructure, which top management are not keen to adopt due to lack of educational skills. Due to this reasons the implementing of the quality management in Libyan construction industry is difficult and it is likely to take a long time to understanding the exactly meaning of quality management systems and their implementation. Some managers mentioned the company and government policy that does not allow employee delegation. In this case, the employees could not take a decision without management approval from leaders or supervisors.

The combining of barriers with the misconceptions leads us to conclude that ISO 9001 is not a subject of interest in the Iraqi organizations, and its implementation is still very limited. To satisfy the growing demand for compliance with the ISO 9001, the Iraqi government and the Ministry of Industry should formulate national strategies to comply with these emerging requirements. Those strategies should include the creation of agencies to register organizations complying with ISO 9001, encourage certifying bodies to work in Iraq, lay down guidelines for training and registering auditors, educate top management and employees about ISO 9001 benefits and requirements, encourage teamwork and continuous improvement, and push towards integrated coordination within the organization. the national standards boards such as COSQC ((central organization for standardization and quality control), trade and industry associations, and universities have an important role in establishing viable, independent, and credible national systems that will be recognized worldwide. We stress again that top management and competent leadership are the backbones for implementing ISO 9001. (Al-Najjar, & Jawad, 2011: 118–131).

Elhaj, (2011: 4426–4433) conducted study on the impact of the application of TQM in productivity related to poultry factories in the central region of Saudi Arabia impact zone management, targeted study to determine the effects of the implementation of total quality management on productivity in factories Poultry processing in Saudi Arabia in the central region. Moreover, explore the impact of total quality management practices in poultry processing factories on productivity. Where seven quality parameters to measure the overall management practices and its impact on productivity. Included determinants of crisis management, customer focus, bonuses, training, continuous improvement, collaboration and teamwork. Data were collected using a questionnaire with closed questions. In addition, it consisted of three parts, Part one demographic included information about the study sample, and the second part to ensure the implementation of total quality management, and the third part regards the measurement of productivity. The tool has been distributed to a three factories sample of poultry processing factories that have been selected from among the deliberate way that effective implementation of total quality management in Saudi Arabia, the central region. The sample of the study of the overall quality and quality management managers, and supervisors of the production, 73 participants of production in factories, who numbered survey, found that the overall quality management practices have a positive impact on the productivity of poultry plants and the degree of processing. "

Shami, et al (2004:13-27) Conducted study entitled "Analysis of the benefits of the application of quality management systems from the perspective of administrations in food factories in Jordan about the benefits of the application of quality management systems ISO 9000." They used a measure of five degrees to measure the benefits of obtaining the ISO and created a questionnaire from paragraph 19 as a tool to collect data from 42 factories obtained the ISO certificate. The results of the study found that more than half of the food factories departments in Jordan believes that the application of the ISO system works to achieve positive benefits, although it was below expectations, which they aspired to it. Interior accruing interest focused on improving the administrative control and access to product specifications fixed. The focus of the most important external benefits to improve the company's image and customer satisfaction for its products, and use the certificate as a tool for propaganda, while the less positive trends in the areas of increased sales and profitability. Results did not show a significant difference between the mean degree trend towards benefits to obtain the certificate in accordance with the characteristics of most of the installations, which reflects the convergence of factories characteristics and management methods. These results point to the need to educate producers in ways that employ internal benefits of quality assurance systems in the promotion of external long-term benefits.

According to Küçük (2016), the most comprehensive definition of total quality management (TQM) is he responsibility of the employees, before understanding the basis of human error is found without much error prevention, employee involvement and continuous improvement of all essential field, resulting in a very process-oriented, with employee satisfaction is a management approach aimed at customer satisfaction.

Mercan and Bucak (2013:3) the aim of this study is to analyze the applicability of ISO 22000 FSMS standards for food and beverage companies, which have ISO 22000 FSMS Certificate in İzmir/Turkey. For the research part of the study, 8 quality and hygiene managers of food and beverage companies which have ISO 22000 certificate in İzmir were asked selected questions. Thus, face-to-face interviews (semi-structured interview) were conducted to see manager's opinions. The obtained data were analyzed through content analysis method. The results of the study showed that each company confronted with some, small problems about the applicability of ISO 22000. However, the managers of food and beverage companies primarily believed the usage of ISO 22000. Then, they could easily apply this system as a result of constructing the infrastructure (stores, kitchen area, etc.) and superstructure (training, personnel, etc.) structures by using required resources.

Escanciano and Santos-Vijande (2014: 50–57) clarify firms operating in all links of the food chain (FC) use ISO 22000. The size of the firm is not a factor that determines its implementation. Exporter firms are more attracted to ISO 22000 certification. All sample firms experienced difficulties throughout the implementation process, being those related to time and money the most relevant. The benefits which most contributed to the firms' satisfaction were internal in nature, in particular, those related to improved efficiency and food safety.

Despite the obstacles faced sample firms showed themselves overall to be satisfied. In this regard, it was noteworthy that benefits of all kinds contributed to this high level of satisfaction. A factor analysis and a linear regression showed that the main benefits which most contributed to the firms' expectations having been fulfilled or exceeded were internal in nature, in particular, those related to improved efficiency and FS. Particularly striking was the low impact of commercial benefits on their level of satisfaction, especially considering the potential of ISO 22000 certification as a passport to entry into any market given its international nature and its applicability to all organizations involved in the FC, from farm to table. These results lead us to consider that the implementation of SA systems may be a necessary but not sufficient condition to guarantee commercial success and, possibly, other strategic corporate decisions, such as the type of competitive strategy adopted or the firm's market orientation, can have a decisive role in achieving such benefits. This aspect should be the subject of future research

Teixeira and Sampaio (2013: 275-293) clarify that we were able to find out that Portuguese companies become ISO 22000 certified mainly to improve the consumers' confidence and because this kind of registration is a customers' and other interested parts' requirement. Concerning the benefits obtained, the surveyed companies pointed out an improvement of food safety methodologies and practices. As was verified for ISO 22000 certification motivations, the most important benefit stated by the respondents' companies was of an internal nature. Concerning implementation barriers, two main difficulties have been "Internal resistance to change" and "Food safety management system implementation costs". Some of the issues raised here will continue to deserve additional research and are at the core of the authors' future work, in relation to a global data-based analysis of the ISO 22000 certification worldwide phenomenon. Highlighted: "Internal resistance to change" and "Food safety management system implementation costs". Some of the issues raised here will continue to deserve additional research and are at the core of the authors' future work, in relation to a global data-based analysis of the ISO 22000 certification worldwide phenomenon.

3. Methodology and Limits of the study

The study based on the survey methodology in a manner the interview to a personal sampling, analytical and descriptive approach and quantitative model to aspects of the phenomenon under research.

The study community represents all the food industry factories in the Benghazi area of Libya, it has been relying on 80 research sample of specialized factories food industry, in terms of the data required to meet the target for the decision-makers managers or their representatives in these factories category.

Study tool put after reviewing research in all that related to the literature review. Study tool consists of identification of closed and open questions, the first part contains the data and personal information and functional members of the study sample (nationality, age, educational level, job title in the company and the number of years of experience, and product type). The second part has been included in the data and information relating to the facility. While the third part formed of 30 statements measure obstacles to the application of quality management system. The expression of data introduced as following coding (Strongly Disagree =1, I do not agree=2, I agree=3, strongly agree = 4. It was dealing with arithmetic averages reached by the study to interpret the data as follows values strongly agree above 3.26, agree (2.51-3.25), disagree (1.76-2.50) strongly disagree less than 1.75.

The tool displays the initial form to a group of specializing professors in the science of administrative. They put their observations with regard to some of the concepts and rewriting some of the questions and paragraphs, where they were taking their opinions and do the proposed amendments in the context of the study,

commensurate with the relationship between the variables in research. To ensure the stability of the internal consistency of the study tool, the tool was distributed sample exploratory trial of three factories, where it was modified some of unclear paragraphs and questions. Stability coefficient of the study reached 93% using the coefficient of Cronbach's alpha, which is high credibility to conduct this study.

In order to achieve the objectives of the study and answer the question, it adopted the Statistical Package program (SPSS ®19) in the analysis for the extraction of descriptive statistics metrics.

Due to the war and political status in Libya, restrict spatial limits of the study area in Benghazi, and temporal limits of study in the first half of 2016.

4. Research findings and Discussion

4.1. Demographic characteristics of participants

Table 1 shows the social and demographic characteristics of the study sample society, where the results show that 76.25% of the respondents were from the Libyans, compared to 23.75 were not Libyans.

It notes that more than half of the respondents were in the age group of 25-45 years and 25% were aged less than 20 years while the percentage did not exceed of those over the age of 45 about 20% of the respondents.

Educational level was at 30% of the respondents is diploma and at 8.75% is postgraduate, while those who have a secondary level of education accounted for 15% and the highest rate was 30% for the Bachelor.

Table 1: Demographic and social characteristics of the sample.

Variable	Variable categories	Number	Percentage (%)
Nationality	Libyan	61	76.25
	Non-Libyan	19	23.75
Age group (years)	Less than 25 years	20	25
	From 25-45 years	44	55
	More than 45	16	20
Qualification	Pre-Intermediate Education	12	15
	High School	14	17.50
	Diploma	24	30
	Graduate	23	28.75
	Postgraduate	7	8.75

4.2. Functional Characteristics of participants

The results in table 2 show the functional characteristics of a community sample of the study. It was found in the functional level of the respondents that 9 % of them are managers of departments and whose functional level were employees their percentage reached 47% and 24% supervisors. The percentage of the experience in the work field was 49% for employees have experienced less than 5 years, and about 18% for employees have experience from 5 to 10 years. As for whose experience more than 10 years, they have accounted for 34%. The result in table2 also shows that 35% of respondents have to train in the field of quality management where 25% trained ISO and about 7% trained operating course.

Table 2: Functional Characteristics of the Sample

Variable	Variable Categories	Number	Percentage (%)
Job Title	Director of management	7	8.75
	Head of the Department	12	15
	Supervisor	19	23.75
	Employee	38	47.50
	Worker	4	5
experience (years)	Less than 5 years	39	48.75
	From 5 -10 years	14	17.5
	More than 10 years	27	33.75
Training in the field of quality management	Yes	28	35
	No	52	65
Field of training course	ISO	20	25
	Management	55	68.75

	Operating course	5	6.25

4.3. Characteristics of the facility and the quality of its products

Table 3 Shows the respondent's evaluation of their products was excellent when 63%, good when 20%, medium when 14% and weak when 3%. The body responsible for quality control in factories was quality management when 80% of the factories, production management when 13% and control department when 6%. It turned out that about 19% of the factories have obtained the adoption of ISO 9000, knowing that 19% apply HACCP and ISO 2200 and 85% apply good manufacturing practice (GMP). Moreover, there is special specification of the product when 95%. There are 92% from factories abide by the national standard specification, and about 53% abide by the international standard specification.

Table 3: characteristics of the facility and quality.

Variable	Variable Categories	Number	Percentage (%)
Evaluation of the respondents to the level of quality of the products offered by the facility to the consumer compared to similar products in the market	Excellent	50	62.50
	Good	16	20
	Medium	11	13.75
	Weak	2	2.50
	N/A	1	1.25
The body responsible for quality control at the facility	Quality Management	64	80
	Production Management	10	12.50
	Control Department	5	6.25
	N/A	1	1.25
Does the company applied exercise system (GMP)	Yes	68	85
	No	12	15
Does the company apply the risk analysis system HACCP?	Yes	15	18.75
	No	65	81.25
Does the company obtain ISO 9000?	Yes	15	18.75
	NO	65	81.25
Does the company obtained ISO 22000	Yes	15	18.75
	NO	65	81.25
Are there any special specifications for each product?	Yes	76	95
	NO	4	5
Does factory adhere to the national standard specifications?	Yes	74	92.5
	NO	6	7.5
Does factory adhere to the international standard specifications?	Yes	76	47
	NO	4	53

(GMP) Good Manufacturing Practice, (ISO) International Standard Organization

4.4. Employees' Tendencies on obstacles to the application of quality management system

Tendencies of employees in the food industry in Benghazi area towards the existence of administrative obstacles to the application of quality in the factories where they work is given in Table 4. In Table 4, results show that the trends of employees in the food industry were not proved of the existence of administrative obstacles where the trends towards the most paragraphs were not to approved (Mean of disagreed paragraphs located between 2.33-2.44). Excluded from that trend towards the intervention of government agencies in product pricing and the lack of management experience programs and quality certificates in some food organizations.

Table 4: Descriptive Statistics of Managerial obstacles to the quality applications

Managerial obstacles	Mean	standard deviation	Class
Intervention of government entities in product pricing	2.74	0.545	Agree
Lack of policies of quality control	2.42	0.569	Disagree
Lack of financial allocations	2.39	0.584	Disagree
Lack of legal legislation aiming to adjust the quality	2.33	0.471	Disagree
Lack of management experience programs and quality certificates	2.75	0.516	Agree
Rising costs of quality requirements	2.44	0.499	Disagree
Low efficiency of exploitative of the equipment and the possibilities of factory	2.39	0.539	Disagree
The general trend towards the existence of administrative obstacles in the facility in which they work	2.38	0.582	Disagree

Results in Table 5 reached to that the employees in the food industry trends were to agree on the existence of technical obstacles that prevent the application of quality management system in the food organizations where the trends towards the most paragraphs were approved (Mean of disagreed paragraphs located between 2.56-2.76). Excluded from that trend towards the lack of information about quality management systems.

Table5: Descriptive statistics of technical obstacles to the quality applications

Technical obstacles	Mean	Standard deviation	Class
Weak of technical capacity in the field of machines maintenance	2.76	0.601	Agree
Lack of attention to the development of complementary products for food industry	2.74	0.568	Agree
Negligent conduct examinations and laboratory tests to ensure that products conform to quality standards	2.69	0.542	Agree
Lack of information about quality management systems	2.33	0.471	Disagree
Not to use high-quality raw materials	2.74	0.568	Agree
Not to oblige suppliers of raw materials by quality standards	2.70	0.537	Agree
Non-use shoddy raw materials in the company	2.64	0.509	Agree
The general trend towards the existence of technical obstacles in the facility in which they work	2.56	0.592	Agree

Through statistical analysis results presented in Table 6 show that the trends of employees in the food organizations in Benghazi towards the degree of the impact of human obstacles to the application of quality management systems were weak. The statistical analysis showed that the overall trend was not to approve the existence of human obstacles standing impediment to ways of implementing the quality management systems in the food industry where the trends towards the most paragraphs were located between 2.38 and 2.46. Excluded the lack of local qualified and specializes staff in the field of quality where it reached 2.73 and the weakness of efficiency of workers in the field of training on total quality systems where it reached 2.65 which indicates the presence of some human barriers to the implementation of quality management system

Table6: Descriptive statistics of Human obstacles to the quality applications

Human obstacles	Mean	standard deviation	Class
Lack of local qualified and specializes staff in the field of quality	2.73	0.477	Agree

Lack of organizational experience and administrative in the field of total quality systems	2.46	0.594	Disagree
Lack of information and expertise when workers on ways to show quality management reduce the level of work and energy efficiency which they have	2.41	0.544	Disagree
Lack of specialized programs for training and qualification in the field of adjusting the quality	2.38	0.487	Disagree
Unavailability of programs for workers in the private company that qualifies them for the application of quality management systems continuously	2.40	0.565	Disagree
Not to encourage and motivate employees towards quality control	2.42	0.546	Disagree
The weakness of efficiency of workers in the field of training on total quality systems	2.65	0.530	Agree
The general trend towards the existence of human obstacles in the facility in which they work	2.42	0.546	Disagree

Results of analysis the in Table 7 reached that the trends of employees in the food industry agreed to the existence of technological obstacles that prevent the application of quality management system in the food industry. Where the trends towards the most paragraphs were approved (Mean of disagreed paragraphs located between 2.69- 2.79). Excluded "trend towards the lack of orientation towards the purchase of machinery and equipment in the company on the basis of technological development reduces the level of production quality standards" where agreed that the technological obstacles stand impediment implementation of quality management systems in the food organizations.

Table7: Descriptive statistics of Technological obstacles to the quality applications

Technological obstacles	Mean	Standard deviation	Class
Lack of guidance towards the purchase of machinery and equipment reduces the level of production quality standards	2.79	0.610	Agree
Not to use the company sophisticated statistical methods to test food product leads to decrease sales	2.78	0.503	Agree
Lack of financial allocations reduces spending on new technology for the factory	2.17	0.522	Disagree
Lack of funding for research and development programs in the field of quality	2.75	0.490	Agree
Disabling the machines in the company lead to the poor quality and damaged ratio	2.70	0.560	Agree
The general trend towards the existence of technological obstacles in the facility in which they work	2.69	0.542	Agree

Results in Table 8 show the summary answer on study question "What are the trends of employees in food industry about degree of impact of the obstacles of human, administrative, technical and technological to application of quality management systems in the organizations where they work?" which offered in detail in the previous four tables. Where the trends of employees in the food industry were not approved of the existence of administrative and human obstacles, but they were, agree to the existence of technological and technical obstacles. Moreover, the mean and standard deviation of all obstacles refer to the existence of an impact on the application of quality management system. Where the mean of all obstacles 2.51 with standard deviation 0.566.

Table8: Descriptive statistics of all obstacles to the quality applications

Obstacles	Mean	Std. Deviation	Class
Administrative obstacles	2.38	0.582	Disagree
Human obstacles	2.42	0.546	Disagree
Technical obstacles	2.56	0.592	Agree
Technological obstacles	2.69	0.542	Agree
Mean of all obstacles	2.51	0.566	Agree

5. Conclusion and Recommendations:

From the results that we were reached, the level of workers trends towards human and administrative obstacles was weak in the application of quality management system in the food industry. Where the respondents did not accept all human barriers, except "lack of local qualified and specializes staff in the field of quality and the weakness of efficiency of workers in the field of training on total quality systems". Consistent with the results of a study of Baş et al. (2007: 124–130.) So do the administrative obstacles the most of the respondents saw there was no impact on the application of total quality management, except "Intervention of government entities in product pricing". As for the technological and technical obstacles, they have been shown from the results that the majority of respondents have admitted their impact on the application of quality management system in the food industry. Where they accepted all the technical obstacles except "lack of information about quality management systems". The same applies also technological obstacles approved all obstacles except: "lack of financial allocations reduces spending on new technology for the factory" In agreement with most of the results of Escanciano and Santos-Vijande (2014).

Finally, Although there are some results that indicate there are no obstructions as results of human and administrative barriers, but the general conclusion of the study indicate that there are absolute barriers that would impede the application of quality management system in the food industry in Libya like technological, technical, some of the human and administrative obstacles.

According to the findings of this study, we recommend the following:

- Raising the level of technical competencies in the field of machine maintenance through internal or external training, which works on the development and preservation of Machinery and its sustainability of the economic and technical.
- Develop all the elements of production in order to ensure continued customer satisfaction and keep up with continuing of development and competition between the companies of the food industry. By raising the level of technological progress and productivity and efficiency of the machinery and equipment and the adoption of modern of which in order to work on technological development within the specifications of global production quality.
- The need for attention to the human element through education and continuous training, motivation and development, because of its importance, in the process of production to ensure the continued quality of the product.
- Dialogue with young novices in work, through workshops by departments in the institutions in which they work to identify the various obstacles that are an obstacle to the adoption of quality management and learn about the proposals and solutions suitable for the application of this administration in the institutions in which they work.

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