

Agile Management and its Role in Promoting Overall Quality Management in Service Companies - Ertel Telecom's Case Study in Chad

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Abstract

The research aimed to identify the application of agile management tools in Airtel Chad Mobile Company, to demonstrate the availability of comprehensive quality management factors in the company, and to work on the role of agile management in promoting the overall quality of Airtel Chad. In preparing this research, the researcher followed the analytical descriptive approach, describing the phenomenon studied and analyzing the data collected by the questionnaire tool from the research sample, through the Social Science Statistical Package System (SPSS). The research concluded the results of the main findings.

Keywords: *Agile Management - Total Quality Management - Continuous Improvement - Visual Management - Cost Reduction.*

Introduction

Good management is one of the modern directions of business science, because it is realistic, practical and humane. Organizations that are moving towards progress and expansion have taken this modern management approach and used it to fulfill their aspirations. In parallel, total quality management remains the most extensive -- as in its name -- container of factors of development and growth, and its implications for avoiding errors at first glance and at each time throughout the Organization's operations. This research revealed the link between the two departments (agile management and overall quality) by identifying the role played by agile management to enhance the organizations' overall quality.

First: the problem of research

Companies in general and Airtel Telecommunications Chad in particular face the emergence of modern management factors that play an important role in demonstrating companies' capabilities. The agile management of its tools is one of the latest factors, which helps to maximize customer value by spreading a culture of waste prevention and reducing waste and damage. Airtel Telecommunications is one of the most populous and community-related companies that always strives for better quality service.

Nevertheless, there are some indecent observations and reservations regarding the services provided by the company. The researcher had the idea of looking into these complaints.

Thus, the problem with research is the following key question: What is the role of good governance in promoting overall quality management in Ertel Chad

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The following sub-questions come from this main question:

- 1- Are governance tools available at Airtel Chad
- 2- Is total quality management applicable in the company?
- 3- Is there an impact of good management factors on enhancing Airtel Chad's overall quality management?

Second: Research hypotheses:

The main premise is: there is a positive role for good management in strengthening the overall quality management of Airtel Chad Telecommunications. It has the following hypotheses:

Airtel Chad works on the dimensions of good management 1-

- 2- Airtel Chad is interested in applying the principles of comprehensive quality management.
- 3- There is a positive impact between the dimensions of good management and overall quality management.

Third: Research Model

Independent Variable: Agile management (sustainability, flexibility and speed, technical excellence, visual management)

The following variable: total quality management includes: (continuous improvement, customer focus, participation of all workers, focus on processes and results together, decision-making based on facts, support for senior leadership).

In this light, the research template was drafted as follows:

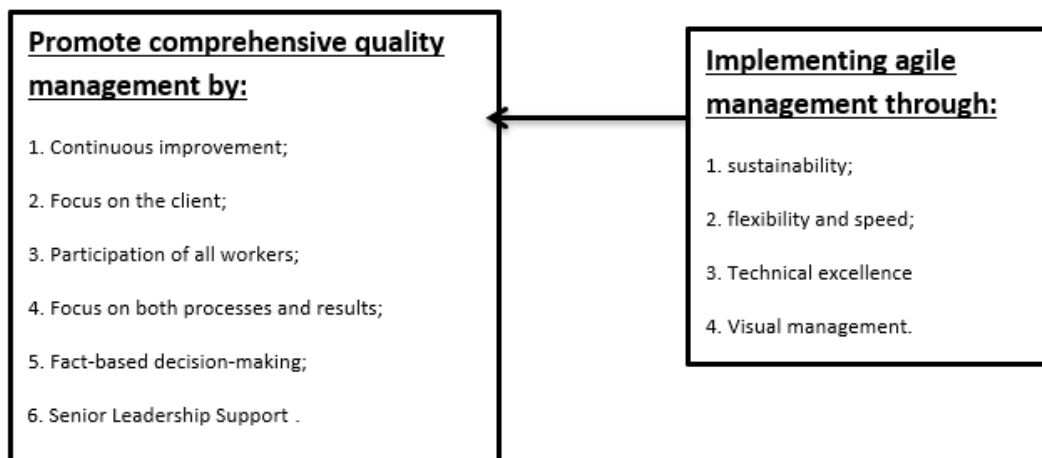


Figure (1) shows the study model

1. Identify the application of agile management tools in Airtel Chad.
2. Indicate the availability of total quality management factors in Ertel Chad.
3. Knowledge of the role of good management in promoting the overall quality of Airtel Chad.

The importance of research::Fifth

The importance of this research is that its topic is concerned with modern trends in business administration. A few of the topics addressed to address problems in the Chadian environment. Good management and overall quality management are among the most important trends in management and play a pivotal role in the performance of business organizations.

Thus, the importance of research can be summarized as follows:

- 1- The importance of research stems from the fact that it addresses one of the most recent topics in the Department.
- 2- The importance of research's contribution to solving corporate problems is demonstrated, thus drawing the attention of researchers to the expansion of the subject.
- 3- The size of the communication companies and their active contribution to the national economic movement.

Sixth: Research Methodology

Scientific therapy researcher adopts this subject for analytical descriptive approach

Seventh: previous studies

1. Study: (Al Ghazawi, Al Sharif, 2019), the study aims to know the roots and multiple concepts of the Agile management of enterprises, clarify the difference between the Agile management of enterprises and the traditional method, and explain the reasons for the innovation of the Agile management of enterprises.

The study found results, the most important of which: the lack of an adequate project timetable in agile management due to the existence of various small references in one project, which may cause an increase in cost, and the agile project management approach makes it difficult to monitor the scope of the project by the assigned team, and therefore the project team will not be able to adequately assess performance.

The study therefore made a series of recommendations, the most important of which: organizations should change their structures and cultures and prepare their teams first before adopting a good management approach.

Difference between the two studies: Although the two studies are in agreement in the independent variable (agile management), the current study addresses as a variable of overall quality management and attempts to detect the impact between them.

2. Study (Al Sabawi et al., 2020): The study aimed to provide a knowledge framework that incorporates the evolution of the concept of a system of good management through the presentation of its historical roots and the most important principles underlying this department, to determine the impact of the adoption of a system of good management in the application of the quality management system of the oil and gas sector (ISO/TS 29001:2010) in the Qairah refinery,

To provide some conclusions and recommendations for the refinery's management that may contribute to strengthening its position in the oil production sector at the Iraqi and future levels in the Arab world.

The study found that there was a focus on specific product specifications without focusing on the needs and desires of the customer, and that the chain of administrative procedures at the research refinery did not reduce unnecessary processes as well as being traditional in the sequence of administrative procedures, because the refinery's organizational structure and working procedures did not support speed and agility.

The study recommended that there be a production plan based on the withdrawal system, that is, it is the customer who withdraws the product instead of the refinery administration submitting it to the customer, the refinery administration should seek to obtain the international standard (ISO 29001:2015) as the basis for the IPSAS, and the realignment of administrative processes and procedures within the refinery as contributing to the leveraging of its operations.

The difference between the two studies: the first was a production institution and the second was a service institution. The first study was devoted to its subordinate variable in a quality specification, while the current study was concerned with overall quality

management, which is added to the environmental and temporal difference of the two studies.

3. Study: (Membership, 2021): The study aims to demonstrate the level of application of good management in the region of global children's villages in Syria, to demonstrate the relationship between the dimensions of good management and administrative creativity of the study institution, and to identify the appropriateness of agile management to work in non-governmental organizations.

The main findings of the study were: good management is applied in the study institution, the availability of good management tools is high among researchers in Syria's global children's villages region, and the level of administrative creativity in its dimensions is high from the perspective of researchers, through the use of modern management methods of good management tools (continuous improvement - standard work - six Sigma.)

The study recommended enhancing attention in the use of agile management tools, promoting a culture of improvement and continuous, gradual and systematic development among all actors within the Organization to avoid resisting change, and promoting the culture of investment in workers through the provision of qualitative training courses for the Organization's staff.

The difference between the two studies: the two studies agreed on the independent variable (agile management) and differed in the dependent modulator, and this study was carried out in a Syrian institution while the current study was applied in an institution in the State of Chad. The studies also differed in time.

4. A study (Khater et al., 2022) aimed at identifying the nature of the relationship between the dimensions of agile management of electricity distribution companies and institutional performance, identifying the role of good management of electricity distribution companies in the development of institutional performance, reaching a model linking the relationship between study variables and determining which dimensions of agile management of electricity distribution companies are linked to institutional performance by statistically and descriptively characterizing the relationship. The study came up with findings and recommendations: the need to adopt the principles of agile thinking, determine the value, desires and needs of the customer in order to reach his satisfaction, strengthen the link and communication between the company and the customer and provide customer requirements, the need to take care of the activity of the company's marketing department,

The difference between the two studies: since the two studies agreed on the independent variable, this study addressed institutional performance as a follow-on variable, while the current study treats overall quality management as a follow-on variable. The studies vary in space and time as well.

Second theme: The theoretical framework of the study

First: The concept of Agile management

Today, agile management has become one of the most important ways organizations use to improve their performance, a philosophy based on continuous improvement (Jurado & Fuentes, 2014)

An agile word means zarif (the collective meaning dictionary), means flexibility and symbolizes the speed of dealing with variables seamlessly.

Conceptually, it aims to produce products and services at the lowest cost and as quickly as possible, focusing on efficiency while achieving minimal waste, damage and loss of resources. (Husam Sobhy, 2020:14).

Agile governance means doing business and achieving the goals:

- At the lowest cost, the lowest effort, the fastest possible period of time, zero errors, zero inventory.
- Increased productivity, automated administrative and operational processes, and continuous improvement.
- Agility and speed in all processes, jobs and management skills.. To achieve internal and external customer happiness and achieve the highest return for stakeholders. (educationmag.net zuhur)

So the most fundamental principle of the concept of good management is the search for perfection in an ever-changing and accelerated world. And obviously, when we talk about the concept of good management, we talk about a philosophy like it's an unfinished business, It requires everyone in the organization to participate fully in its principles However, it is a simple philosophy of understanding and learning, but the challenges lie in its implementation because it is difficult to see perfection during the design process of the business, Managers therefore need to change their approach to managing workers in terms of motivation and communications, and involve them in the use of agile management tools. (Muslim, Abu Salim, 2017:6)

Good management requires everyone in the Organization to participate fully in its principles, yet it is a simple philosophy of understanding and learning, but the challenges lie in its implementation; Changing people's management, behaviours and mindsets and systemic cultures is the most difficult and important aspect of changing tools, processes and systems (Nylund,2013:7).

Note from these definitions that agile management has two main components: respect for people (internal and external clients), and continuous improvements in each part of the business.

Second: Principles of Agile Management:

So that organizations that adopt good management can succeed, they must rely on the following principles:

- Value Determination: Whatever the company seeks to do to provide a product or service the customer is willing to pay for. To do this, the company needs to add value determined by the needs of its customers.
- Value flow chart: where value is generated and at what proportion it produces
- Establishment of a continuous workflow: ensuring that each team's workflow remains seamless
- Create a cloud system: ensure that a withdrawal system is established when it comes to agile management methodology, where work is withdrawn only if it is in demand.
- Continuous improvement: Ensure that staff at all levels are involved in continuously improving the process. (tayseer, blog.ajsrp.com)
- Focus management decisions on long-term philosophy and short-term cost acceptance
- Create a continuous flow in the enterprise's operations in order to confront problems.
- Streamlining activities by not obstructing processes and moving away from bureaucracy.
- Ensure the enterprise culture on the principle of on-time delivery in order to ensure a good quality level.

- Visual Management: Any rules and administrative methods must be clear to all and known.
- Use only proven technology in the production process, so as to avoid mistakes and thus waste available time and resources.
- The formation of leadership people with sufficient knowledge of the details of all operations within the institution and able to enshrine the culture and philosophy of the institution in their own way.
- Create specialized task forces in quality that follow the philosophy of the enterprise.
- Respecting and encouraging partners and suppliers to always strive for the better.
- Take decisions in a timely manner, without haste and in conformity with the actors within the institution, taking into account all the surrounding factors.
- The institution should always stay in the way of learning and tracking the causes of the organization's problems and work towards solving them in order to achieve the idea of continuous improvement. (Ben Warth, Jabba, 2016).

Third: The benefits of Agile management:

An important benefit of agile governance is that it reduces costs by getting rid of costly changes and reworking. In traditional organizational management methods, task forces are developing unchangeable fixed project plans based on predetermined specifications, and therefore any exaggeration of specifications requires significant changes in the project's plan and design, resulting in increased costs. (Kurup, Sidhardhan, 2015)

Some studies suggest that 82% of IT projects that failed to meet budget plans used the traditional project management method, and the agile management of task forces provides an opportunity to avoid the costs of re-work, as this approach is designed to respond to unforeseen changes. (Al-Ghazawi, Ahmad Al-Sharif, 2019). Overall, the benefits of good management are as follows:

1. Improve productivity and efficiency.
2. Smarter process
3. Better use of resources
4. Focus on activities that bring value. (blig.ajsrp.com, 2023)

Fourth: the concept of total quality management:

Quality is now an important factor for the quality shift required to develop business processes, culture and concepts in business organizations. Overall quality management plays a vital role in developing and improving companies' performance and increasing their competitive advantage (Darkami, Zafari, 2017). The overall quality management philosophy focuses on internal and external customers and the role of suppliers, and engages staff in continuous institutional development and improvement (Dirkami, Zafari, 2017).

Quality is defined as conformity and interview, originally due to the Greek word Qualities and means the nature of the person or the nature of the object and the degree of solidity. (Abu al-Nasr, 2015)

Administratively, quality is defined by several definitions, including:

The American Society for Quality (AQA) is defined as representing the overall characteristics of an entity within which it carries the ability to satisfy explicit and implicit needs. The organization's management team must be careful and aware that total quality management is complementary to the management of a modern enterprise.

The British Standards Authority defines quality as: a set of qualities, features and characteristics of a product or service that satisfies and satisfies urgent and necessary needs.

Some argue that quality is not only the fulfilment of the customer's needs and expectations, happiness and loyalty to the Organization, but also the proper functioning of the business, enabling the client to meet its requirements, and the pride of the providers of the commodity or service in their work and in the goods and services they provide. (Abu al-Nasr, 2015)

It follows from these definitions that quality means the mastery of work in all its aspects in order to provide a service or commodity that satisfies and delights the customer's needs, in a satisfied, happy, cooperative and integrated working environment.

Fifth: Total Quality Management Objectives

The philosophy of total quality management as a new philosophy of management aims to:

1-Cost reduction: As quality requires the right things to work the right way from the first time and every time, this means reducing or re-accomplishing damaged things, thereby reducing costs.

2-Reduce the time needed to complete tasks for the customer: that is, focus on achieving and monitoring goals in an urgent period compared to the size of tasks.

3-Achieve and improve quality: by developing services and product according to customers' desire.

4-Increasing the Organization's competitiveness

5-Customer satisfaction, superiority and excellence over competitors

6-Increased productivity of each component of the Organization

7-Increase the organization's mobility and flexibility in dealing with the surrounding variables in the environment

8-Increase the Organization's overall capacity for sustained growth

9-Increasing profitability and improving the Organization's economies

10- Reduce routine work procedures and shorten them in terms of time and cost.

(business4lions.com)

Sixth: Principles of Total Quality Management:

- Customer Focus: The organization depends on its customers for its continuity and success, which requires them to understand their current and future needs, work to meet them and strive to exceed their expectations.

- Focus on human resources management: As the human resource is at the centre of the overall quality philosophy, the Organization's attention to human resources training; To understand the culture of quality and develop their creative abilities and skills.

- Continuous improvement in creativity: continuous improvement of the Organization's overall performance, must be a consistent and ongoing goal

- Senior management commitment: Leadership at all levels seeks to establish unity of purpose and direction and creates the conditions for the participation of others in achieving the organization's qualitative goals and achievements. This requires senior management to embrace, adhere to and support a culture of quality. (Khalil, 1996)

- Fact-based decisions: Effective decisions are those based on analysis of data and information rather than on intuition, guesswork or experience (Al-Azawi, 2005).

- Relationship management: To achieve sustainable success, the organization must manage its relationships with stakeholders, such as suppliers and clients
- Engaging all workers: It is essential to engage competent and empowered persons at all levels throughout the organization to strengthen its ability to deliver and create values that are consistent with overall quality orientations. (x-eem.com, 2018).

and other principles developed to enhance overall quality, which are not prioritized; Because priority varies from one institution to another, and over time these principles increase

Seventh: the benefits of total quality

The application of total quality management returns to the organization with many positive benefits and effects that can be summarized in the following:

1: An increase in regionalism: Continuous improvement in procedures has a significant impact on the reduction of the rejected product and thereby restore business or correct routes and thus provide a good time for workers to produce on a regular basis.

2: Improvement in customer and staff satisfaction: by applying the overall quality, the organization follows the continuous improvement method, and therefore the process of removing the product from the goods or services is based on the knowledge of customers' wishes by knowing their needs and what meets their requirements, which automatically leads to customer satisfaction, as well as for employees By participating in the process of continuous improvement, problem-solving and decision-making, internal clients raise their morale and sense of belonging to this organization.

3: Decrease in the cost of quality: The return of works that were not properly performed from the first time as well as the withdrawal of the rejected product, constitute a burden on the Organization to increase costs. The removal of the product acceptably from the first time and without errors has the effect of reducing the cost.

4: Financial savings: The audit of performance and the calculation of regionalism provided by the comprehensive quality application process has an impact on the high percentage of financial savings.

5: Improvement in overall performance: continuous reviews aimed at improving procedures and business by paralyzing the overall performance of the Organization positively.

sixth: Increasing competitiveness: Continuous improvement resulting from the study of the market and the close identification of competing products available in the domestic and international market, thereby optimizing the quality of the product, would allow the Organization to increase its competitiveness through the quality of its products. (Radwan, 2012).

Third theme: field study

First: the field study procedures

The researcher examines the field study entitled: "Agile management and its role in promoting overall quality management in service companies - The case study of Ertel Telecommunications in Chad for the period from February to July 2023". In order to obtain the preliminary information and data of this study, a questionnaire was designed to study the situation.

The questionnaire was presented in its preliminary form to a number of university professors and those with scientific experience and experience in the field of management science as arbitrators, who were asked to express their views and rule on the tool in terms of the consistency of phrases with the study's assumptions. Following a number of observations, the questionnaire was finalized. A random sample of 100 persons from the

study community was taken from Artel Telecommunications Company's 224 staff at the President's Office in Agmina.

The questionnaire was distributed to the selected sample, and 84 questionnaires were retrieved and 10 discontinued and 6 damaged questionnaires were excluded. The result of the analysis was as follows:

Second: Test of honesty and consistency:

The test of veracity and consistency of all data resolution questions was conducted using the "Cronbach, s Alpha", where the stability was 67% and the veracity is the square islands of stability and it was 82%. This means that the resolution enjoys high honesty and stability.

Third: Statistical descriptive analysis:

The researcher conducted the statistical descriptive analysis to describe the basic characteristics of the study sample vocabulary in the first axis, describing some information on the study sample, by conducting iterative tables including repetitions and percentages of variables (type, age, educational level, years of experience), where the percentages were calculated by iterations to describe the sample's vocabulary and information. The following are the characteristics of the study sample by personal variables as follows:

Table (1) shows the distribution of the study sample by personal variables

percentage	Repetition	variable classification	
27,4%	23	male	gender
72,6%	61	female	
%100	84	the total	
11,9%	10	Less than 25 years old	The age
63,1%	53	From 25 to 35 years	
21,4%	18	From 36 to 45 years old	
3,6%	3	Over 45 years old	
100%	84	the total	Educational level
41,7%	35	Intermediary diploma	
51,1%	43	Bachelor	
3,6%	3	master	
00%	0	PhD	
3,6%	3	other	Years of experience
100%	84	the total	
27,4%	23	Less than 5 years	
40,5%	34	From 5 to 10 years	
26,2%	22	From 11 to 15 years old	
5,9%	5	From 16 years and over	
100%	84	the total	

Source: Prepared by the researcher based on SPSS-V22 outputs, 2023 From the Personal Data Distribution Table No. (1) above, it is clear that the variable type has shown that the majority of the study sample members are female at 72.6%. While the proportion of males in the sample was 27.4%, this indicates that the female component constitutes a high proportion of employees of the company in question, It is a good

indicator of qualitative impartiality in the distribution of employment opportunities in the State of Chad s population ", especially since the number of females is greater than that of males in Chad's population census.

As regards the age variable, those in the age group (from 25 to 35 years) have a 63.1% proportion and represent the majority of the study sample members, who are from the youth age group. While the age group (36-45 years) was 21.4%, the age group (less than 25 years) was 11.9%, and the last age group, more than 45 years old, was 3.6%.

As for the educational level variable of the study sample, the table above shows that most members of the sample have a bachelor's degree of 51.7%, 41.7% have an intermediate diploma, while 3.6% have a master's degree, and 3.6% have other diplomas.

The variable years of experience showed that the majority of the sample members ranged from 5 to 10 years' experience by 40.5%, while the proportion of those with less than 5 years' experience was 27.4%. Those with experience ranging from 11 to 15 years of age accounted for 26.2%, while those with experience amounting to 16 years of age and over reached 5.9%.

The results of the study sample's personal data analysis of variables (age, educational level, years of experience) indicate homogeneity and compatibility by showing that most members of the sample are young and bachelor's degree holders with experience ranging from 5 to 10 years.

Fourth: Analysis of the questionnaire axes:

Analysis of the first axis to answer the phrases of elements of good management.

In this part of the paper, the axes of the questionnaire were analysed in order to reach the answer to the scientific paper's questions. The metrics of descriptive statistics using the arithmetic average and standard deviation (on the quinquennial Licert scale) were used to respond to sample study individuals on the quinquennial quinquennials of the elements of good management and comprehensive quality management. It has been decided that the computational medium of the searchers' answers for each phrase of (1) less than 2.5 dala is at a low level of acceptance, (2.5) less than 3.5 dala is at an average level of acceptance, and (3.5 - 5) dala is at a high level. The table shows() these results:

To learn about the role of agile management in promoting comprehensive quality management, the results described in the table below have been analysed.

Table (2) shows the calculation averages and standard deviations and the relative importance of the responses of the study sample individuals to the phrases of the elements of good management

acceptance level	Relative importance	standard deviation	Arithmetic mean	Elements of agile management	m
Average	2	4,59	3,48	First: sustainability	
Average	16	4.25	3.04	The company works to teach employees new arts	1
Average	10	4.51	3.32	The company helps and encourages continuous learning for employees	2
Average	13	4.09	3.29	The company supports continuous improvement in services	3
Average	8	4.88	3.43	The company trains employees from time to time	4
high	1	5.24	4.33	The company stimulates creative workers	5
Average	3	4.23	3.16	Second: flexibility	
Average	17	4.05	2.82	There is a constant flow in operations from the production	1

				of service to the completion of the operation	
high	6	4.34	3.74	The company works to remove obstacles at work	2
Average	9	3.79	3.38	The company resolves problems expeditiously	3
Average	7	4.58	3.44	The company satisfies the customer's wishes immediately	4
low	19	4.37	2.44	The company makes work-related information available to all employees	5
high	1	4,86	3,63	Third: technical excellence	
high	5	4.20	3.81	The company works to introduce technology into all businesses	1
high	4	4.79	3.94	The company is interested in the latest technology in its work	2
high	3	4.88	3.99	The company is constantly changing its technological departments	3
high	2	5.68	4.30	The company uses electronic management in its administrative processes	4
low	20	4.74	2.13	The technology used in the company contributes to reducing complaints from customers	5
Average	4	3,90	3,10	Fourth: Visual management	
Average	11	3.57	3.32	The company's administrative rules and methods are clear and informative to all	1
Average	14	3.93	3.21	There is transparency in decision-making	2
Average	15	3.87	3.15	Methods of evaluation are well known to all	3
Average	12	4.16	3.31	Customer handling rules are clear and flexible	4
Average	18	3.98	2.52	Full clarity at all levels enhanced mutual trust	5
Average		4,01	3,34	Elements of agile management	

Source: Prepared by the author of the paper, based on the outputs of the SPSS-V22 program, 2023.

The table below shows that:

1- Technical excellence: ranks first in terms of the relative importance given to it by members of the sample study. The average calculation of answers to this element (3.63) and a standard deviation (4.86). According to the study measure, this element indicates a high acceptance rate. We also note that the average responses of the study sample to the phrases of the technical excellence element constitute homogeneity in terms of the level of acceptance (high). This result indicates that the company has a high level of technical excellence as a requirement for good management.

2- Sustainability: It was second in relative importance given to it by members of the sample study, with the average calculation of answers to this element (3.48) and a standard deviation (4.59). According to the study measure, this element indicates an

average acceptance ratio. We also note that the average responses of the study sample to most sustainability component terms were at an average level of acceptance, demonstrating that the company provides an average level of attention to sustainability component factors, as an element of agile management.

3- Flexibility: ranks third in terms of the relative importance given to it by members of the sample study, with the average calculation of answers to this element (3.16) and a standard deviation (4.23). According to the study measure, this element refers to an average acceptance ratio. We also note that the average responses of the study sample to flexibility element terms constitute a discrepancy between low and medium and high, with averages ranging from 2.44 to 3.74. This indicates that the company pays moderate attention to flexibility factors.

4- Visual management: ranked fourth in terms of the relative importance given to it by members of the sample study, with the average calculation of answers to this element (3.10) and a standard deviation (3.90). According to the study measure, this element indicates a high acceptance rate. We also note that all the responses of the sample study to the phrases of the visual management element were at an average level of acceptance, which shows that the company operates at an average level in the application of the management, as a requirement of agile management.

In the light of the foregoing, Artel's level of adoption of good management is medium-acceptance according to the study scale, with an average sample of responses to elements of good management (3.34) and a standard deviation (4.01).

Fifth: Analysis of the second axis to answer the phrases of the elements of total quality management

To find out the role of lean management in promoting total quality management, the results shown in the table below were analyzed

Table (3) shows the calculation averages and standard deviations and the relative importance of the responses of the study sample individuals to the phrases of the components of comprehensive quality management

Level of acceptance	relative importance	standard deviation	arithmetic mean	Components of Comprehensive Quality Management	m
Average	5	4,08	3,01	First: preventing errors before they occur	
high	9	4.07	3.38	The company works with thoughtful and realistic plans to prevent mistakes	1
Average	21	3.77	2.70	Integration between workers helped reduce mistakes	2
low	22	4.38	2.45	Quality arrangement and organization reduce deviations in work	3
high	3	4.11	3.50	The machines used are modern and certain in performance	4
Average	6	4,19	2,81	Second: Focus on the client	
low	24	4.83		The company listens to its clients by providing an environment that helps to give their opinions	1
low	23	4.21	2.27	The company deals positively with customer complaints	2
Average	4	3.97	3.49	The company predicts the needs of customers and works to meet them	3
Average	6	3.77	3.43	The company cares for the customer to feel happy	4
متوسط	4	3,88	3,13	Third: Focus on teamwork	
Average	20	4.20	2.86	The company formed the quality difference between the employees	1

Average	15	3.60	3.10	Quality teams meet periodically to solve problems	2
Average	14	3.57	3.21	Employees feel that success can only be achieved if all employees are successful in performing their duties	3
Average	11	4.15	3.35	There is a strong collaboration among employees of the company	4
Average	3	3,95	3,29	Fourth: Make decisions based on facts	
Average	12	4.45	3.30	In its decisions, senior management relies on accurate information	1
Average	18	3.99	3.02	There is good communication between workers and senior management	2
Average	13	3.62	3.24	Senior management receives information from their potential sources	3
high	1	3.73	3.61	The company's senior management does not deal with rumors when making a decision	4
Average	1	4,02	3,49	Fifth: Focus on both processes and results	
Average	2	3.93	3.52	The company is interested in the quality of machines in its production operations of the communication service	1
Average	16	4.32	3.05	The company from time to time evaluates its services in search of quality	2
Average	19	3.59	2.98	The company surveys its clients' views on the services	3
Average	8	4.24	3.39	The company always strives for continuous improvement	4
Average	2	4,02	3,33	Sixth: Support to senior leadership	
Average	17	4.29	3.05	The company's managers are highly qualified	1
Average	7	4.02	3.42	The company's leaders are often in the field with employees	2
Average	5	3.87	3.48	There is interaction and harmony between managers and employees	3
Average	10	3.90	3.38	Leaders at the company care about time and invest it	4
Average		2,14	3,11	Overall quality management elements	

Source: Prepared by the author of the paper, based on the outputs of the SPSS-V22 program, 2023

The table above shows that:

1- Focus on both processes and results: This element was ranked first in relative importance by the study sample, with the average arithmetic to answer this element (3.49) With a standard deviation (4.02) according to the study measure, this element refers to an average acceptance ratio, and we note that the average responses of the study sample individuals to the phrases of this element constitute an average acceptance, which indicates that the company is paying moderate attention to focusing on both processes and results.

2- Senior Leadership Support: Second in relative importance by study sample individuals with an average calculation of (3.33) and standard deviation (4.02). According to the study measure, the Senior Leadership Support component received an average acceptance

level, which requires workers at other managerial levels to consider senior leadership support processes for comprehensive quality management programmes.

3- Fact-based decision-making: ranks third in relative importance by study sample individuals, with an average arithmetic (3,29) and a standard deviation (3,95). According to the study measure, this element indicates an average acceptance ratio. The average responses of study members to this element is an average acceptance, except the last. (The company's senior management does not deal with rumours at decision-making) which have received high acceptance, indicating that Artell makes decisions based on concrete facts.

4- Interest in teamwork: This element ranked fourth in relative importance by the study sample individuals, reaching the arithmetic average (3.13) With a standard deviation (3.88), according to the study measure, this element refers to an average acceptance rate, and the average responses of the study sample to the phrases of this element appear to be an average acceptance, indicating that the spirit of teamwork of the company at the medium level, and management should seek to activate teamwork.

5- Prevention of errors before they occur: Came in fifth place in terms of relative importance by members of the study sample with an average calculation of (3,01) standard deviation (4,08). According to the study measure, pre-error prevention indicates an average acceptance ratio, and the average study sample answers to error prevention phrases before they occur is an average acceptance, except the last phrase. (the machines used are modern and performance-specific) that have received high acceptance, indicating that the company pays attention at an average level of prevention of errors before they occur, and must raise this level to avoid the risk of errors.

Client Focus: Sixth place in terms of relative importance by members of the sample study. The average calculation has a value (2.81) and a standard deviation (4.19). According to the study measure, the focus on the client indicates an average acceptance ratio, which requires a review of its marketing policies, especially the aspect of meeting customer requirements.

It is also noted that the average responses of the study sample to the phrases for measuring total quality management constitute a discrepancy between medium and low, as the averages ranged between (2.06-3.49), which indicates that the company under study provides a low level of focus on total quality management.

Sixth: Measuring research hypotheses

First hypothesis: Airtel Chad operates in the dimensions of good management. From the previous analysis, the hypothesis was established so that Artell performed its work according to the dimensions of good management, showing the level of adoption of good management at Artell's average acceptance according to the study scale, with the average sample responses to the elements of good management (3,34) and a standard deviation (4,01)

The second hypothesis: Airtel Chad is interested in applying the principles of total quality management. The analysis showed that Ertel Chad applies total quality management to Doura Medium but less concerned with agile management, as the average responses of the study sample individuals to total quality management measurement phrases constitutes a variation between medium and low, with averages ranging between (2.06 - 3.49), indicating that the company in question provides a low level of focus on overall quality management, which is incompatible with the hypothesis.

The third hypothesis: there is a positive relationship between the application of the dimensions of good governance and the elements of overall quality management. The analysis confirmed that good governance in Ertel Chad has a positive impact on overall but moderate quality management; The average of the sample's responses discussed in the

agile management components was(3.34) and a standard deviation of (4.01). While the average responses of the study sample individuals to CQM measurements, averages ranged from(2.06 to 3.49).

Seventh: Results and proposals

Through the theoretical and applied study of this title, the researcher concluded a set of findings and made some suggestions, as follows:

1- Results

A. Good management is one of the most important trends in management science that has become an interim necessity for business organizations.

B. Artel is interested in modern technology in the production of its services; So that you change machines more recently from time to time.. This is a kind of technical excellence as a principle of agile management.

C. Artel works to rehabilitate its workers and acquire modern information and arts in the field of work, digging creators from them. Here, sustainability has been achieved as a principle of agile management.

D. Artel is interested in modern technology in the production of its services; So that you change machines more recently from time to time.. This is a kind of technical excellence as a principle of agile management.

E. Artel works to rehabilitate its workers and acquire modern information and arts in the field of work, digging creators from them. Here, sustainability has been achieved as a principle of agile management.

F. Ertel Chad works to remove obstacles; Work-specific and streamlined information flows into actions, and this creates flexibility that contributes to agile management.

G. Artel focuses on operations and results by providing state-of-the-art machines of quality.

H. The company works to formulate its decisions based on facts, giving relative importance to teamwork.

I. The study confirmed that Ertel does not pay attention to administrative transparency and the means applied in evaluation are ineffective. This is contrary to the principle of agile management, which is flexible management.

2- Recommendations and proposals:

Through the results, the following proposals and recommendations can be made:

A. Work to make rules and administrative methods clear and informative to all employees, with the need to make decisions transparently and clearly at all levels.

B. Establishing clear and flexible rules for dealing with mullans in order to satisfy them and even to make them happy, as one of the most important factors promoting overall quality.

C. Artel must work on thoughtful and realistic plans and carefully monitor their implementation in order to prevent mistakes.

D. Creating a cooperative environment for workers on the one hand and for workers and management on the other; This helps reduce deviations.

E. Develop a programme covering all rules agile management, and follow up on their implementation with the periodic evaluation of this program to ensure agile management in the company.

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