



***Impact of Empowerment Strategy in Supporting
the Total Quality Management
An Analytical Study of the Opinions of a Sample of Workers in the Men's
Clothing Factory in Al-Al-Najaf Al-Ashraf City***

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Abstract

This research attempts to recognize the concept of Empowerment Strategy, showing its significance, objectives and the dimensions of Empowerment strategy, as well as identifying the most important findings of the researchers in the field of strategy and empowerment concerning the concepts, applications and requirements of empowerment strategy and the practical aspects of this concept. The other aspect of this research includes the concept of TQM and the relevant dimensions that contribute to achieve the total quality in business organizations.

To justify the philosophical foundations, the research adopts (Daft, 2001) Model that corresponds with (Biwott et al.,2015: 65) model to measure the three-dimensional Empowerment Strategy: (information, knowledge & skills, power). For the adopted variable (Al-Damen,2017: 194) model has been used to determine the TQM dimensions.

The questionnaire has been adopted as a main tool in collecting research data and information, as well as some personal interviews with the sample members who represent a group of leaders and subordinates in the men's clothing factory in Al-Al-Najaf Al-Ashraf governorate, they has been (80): (23) heads of departments or branches and (57) laborers. For the purpose of analysis and statistical processing, the descriptive analytical method has been adopted as a research method by the(SPSS V.22). The research concludes a number of findings, where the most important ones are:- the leaders and followers in the men's clothing factory pay a great deal of attention to the concept of empowerment strategy; putting its aims and bases with that of the other system concluding the result of this process which aims to find a more developed system based on quality, where empowerment strategy is mainly based on the support of business organizations, through empowerment strategy, to provide a positive organizational climate for all employees in the organizational work environment to implement the modern management strategies such as TQM and others that will strengthen the factors that contribute to support the knowledge makers and their ability to perform their work in a streamlined without the employer pressure.

Key words: Empowerment Strategy, Total Quality Management, Men's Clothing Factory.



Introduction

The environment of organizations in all their forms, sizes and activities has been characterized by instability, particularly the emergence of serious competition, global markets, the consolidation of globalization and the speed of movements and dynamism in the business world. This has resulted in the rise of entangled and complex problems that have cast a shadow over business organizations. Hence, the organization has to find the resolutions to confront such problems. One of the appropriate means of this confrontation is to adopt the strategies that enable organizations to eliminate or reduce problems.

It also requires an appropriate environment based on information, knowledge, the strength of management and how to distribute rewards and teams management, so paying attention to empowerment strategy is one of the strategies pursued by business organizations to succeed in work and to survive as well as to cope with changes in the successive internal environment.

In order to secure applying empowerment strategy within the internal environment of the business organizations, they have to form the TQM through which the organizations can achieve the desired objectives through the management's commitment and adoption of this concept and its strategy, the extent of employee participation and the importance of continuous improvement.

Therefore, this study is an attempt to identify the impact of human resource empowerment strategy, which is the most valuable thing for the organization, through the human resources represented by competencies, skills, creativity and experiences by which the organization can achieve its goals and future strategies. This is reflected in the success of TQM in any strategy that any organization can develop.

This research includes four sections as follows:

Sections One: is devoted to the procedural structure of the research (its problem, importance, objectives, hypotheses and methodology).

Sections Tow: The theoretical framework of the research, with the researcher's view on the two main themes (empowerment strategy and total quality management), which has been prepared after their review in a part of the literature of administrative thought regarding the two main variables.

Sections Three focused on the field framework, starting with the description of the research sample and ending with testing the correlation and the effect between the two variables under study.



Finally, Sections Four, presents the research findings and recommendations.

Section One: The Research Scientific Methodology

This section deals with the research problem, importance, purpose, and the hypothesis:

1.The Research Intellectual Problem

Since the late of the 1990s of the last century and the beginning of the twentieth century, the contemporary administrative has been aware of the intellectual problem, and attempted to study several ideas related to the intellectual problem. Among the most important of these has been the attempt to introduce an approach to the strategy of empowerment. The most important positive results of applying the strategy of empowerment. Are presented Is it to be more responsive to the work environment and customer requirements as well as to reduce the number of administrative levels in all organizational structures, which lead to more effective communication process and reduce the duration of decision-making. Empowerment strategy helps to launch the creative capacity of the working individuals to ensure that their proposals, ideas and opinions reach the decision-making center, and not put these ideas on the long road to the hierarchical administrative levels of the rise and impediment to creativity and innovation. Therefore, the most important result of empowerment strategy is to provide more of the functional satisfaction for employees and motivation belonging to work . In this way, the intellectual Problem can be framed in the context of the intellectual questions of research, which can be summarized as follows:

Through the problem, the research attempts to answer the following questions:

1. What is the empowerment strategy? Does the organization realize this concept?
2. What is the level of interest of the organization under consideration for the importance of TQM?
3. Is there a role for the empowerment strategy as an independent variable in supporting TQM with its adopted standards as an adopted variable?
4. Is there an impact for the empowerment strategy as an independent variable in supporting TQM through its adopted standards as a dependent variable as well.



2. The Problem of Research

This part represents the field part of the study, where the research problem is defined the repeated visits and continuous interviews with a sample of departmental and branches directors in the Men's Clothing Factory in Al-Al-Najaf Al-Ashraf governorate; it is represented by the weakness of their cognitive and field awareness of the strict conceptual content related to the empowerment strategy, where they have been unaware to the study variables, especially for the concept of empowerment strategy which has a kind of ambiguity with different interpretations and perspectives, in addition to the limited understanding among department directors and branches in the men's clothing factory with regard to the impact of empowerment strategy. It is a result of the increasing competitive environment faced by business organizations, especially the clothing sector in Iraq, which currently faces several difficulties, including the quality of its products and its competitive position for other competing laboratories in the same environment (local and regional) or in other environmental sectors (Global). One of the reasons for this may be the precise identification of the internal possibilities available to the factory in order to adapt them to the requirements of the local market, especially the customer, which represents the first problem facing the clothing factory in the local environment. The second problem, is related to the achievement of productivity of a comprehensive quality and in conformity with international standards, by focusing on the quality required in its outputs and competitiveness in its performance, where business organizations in general and clothing factory in particular need a number of criteria and indicators required to improve their efficiency through the adoption of quality programs from a comprehensive perspective in the performance of its employees and in the services or products. it offers and put them to the local and external market. As a part of the response to the project to promote the competitiveness of the garment products sector sponsored by the Ministry of Industry and Minerals of the Iraqi Government, the research is directed towards identifying ways of complying with criteria for ensuring quality and productivity based on knowledge resources as a tool to enhance competitive advantage at the local level. Thus, the Iraqi organizations, especially the clothing factory, need to be aware of the reality of their work. This is reflected in the organization's adoption of the research sample to identify and clarify the relationship between the empowerment strategy and the total quality management system adopted in the work environment.



Thus, we can identify the research most important field questions in the light of the realistic perceptions available for the studied sample about the research variables, as follows:

- ◆ Do department and branches directors in the Men's Clothing Factory in Al-Najaf Al-Ashraf have a clear perception or a certain awareness of the research variables (empowerment strategy, total quality management)? What are its sub-dimensions?
- ◆ What is the constructive and exploratory honesty of the research scale in the light of the answers of the sample on the studied factory level?
- ◆ What is the level of the influence relationship between the dimensions of empowerment strategy and the total quality management with their dimensions on the studied factory level?

3. The Importance of Research

This research importance lies on seeking to answer the questions raised in its problem regarding its variables.

Since these questions range from theoretical questions to field questions, it can be said that the importance of research will be determined as follows:

A. The theoretical importance: It will be clarified by the answers of its theoretical problem questions as it will provide a theoretical framework that establishes the concepts of the strategy of empowerment, total quality management and everything related to them in light of the present millennium data, in order to meet some or all of the needs of those interested in them.

B. The field importance: It is clarified by testing the correlation and impact relationship between the empowerment strategy and TQM to determine their significance and strength. This may draw the attention of the directors towards the beneficiaries in their organizations to work on employing them in a way that does not benefit from the limits of TQM In their organizations only, but extends to include the optimal investment in all other organizational areas. In addition, the results of field analysis may enhance the theoretical importance of research, among the interested parties as well.

4. The Research Goals: The main objective of the research is to verify the relationship and influence between empowerment strategy and total quality management in the light of the research problem and its importance. More specifically, the research sought to achieve several objectives such as:-



- 1- To recognize the empowerment strategy dimensions and the level of answers to the sample research.
- 2- To recognize the TQM in the light of the responses of the research sample.
- 3- To test the correlation and influence between the empowerment strategy and the total quality management.
- 4- To have a statistical measurement for the level of importance of the main and secondary variables on the level of the men 's clothing factory research sample and to study the real order to show its field importance according to the answers of the members of the research sample.

5. The Research Hypotheses

In order to provide answers to the research problem, its hypotheses can be expressed as follows:

1. The first main hypothesis: There is a significant correlation between the empowerment strategy as an independent variable and TQM as a dependent variable. The following sub-assumptions are derived from this hypothesis:

- ♦ There is a statistical significant correlation between empowerment strategy in its dimensions combined and after focusing on customers dimension.
- ♦ There is a statistical significant correlation between the empowerment strategy in its dimensions combined and driving dimension.
- ♦ There is a statistical significant correlation between the empowerment strategy with its combined dimensions and continuous improvement dimension.
- ♦ There is a statistical significant correlation between the empowerment strategy in its dimensions combined and employee participation dimension.
- ♦ There is a statistical significant correlation between the empowerment strategy in its dimensions combined and the fact-based management dimension.
- ♦ There is a statistical significant correlation between the empowerment strategy in its combined dimensions and management of operations dimension.
- ♦ There is a statistical significant correlation between empowerment strategy in its dimensions combined and the strategic management dimension.



◆ There is a statistical significant correlation between empowerment strategy in its dimensions combined and after the participation of suppliers dimension.

2. The second main hypothesis: There is a statistically significant effect of the empowerment strategy as an independent variable in supporting TQM as a dependent variable. The following sub-assumptions emerge from this hypothesis:

◆ There is a significant statistical effect between empowerment strategy in its dimensions combined and focusing on customers dimension.

◆ There is a statistically significant impact between the empowerment strategy in its dimensions combined and driving dimension.

◆ There is a statistically significant impact between the empowerment strategy in its dimensions combined and continuous improvement dimension.

◆ There is a statistically significant impact between the empowerment strategy in its dimensions combined and the participation of workers dimension.

◆ There is a statistically significant effect between the empowerment strategy in its dimensions combined with the fact-based management dimension.

◆ There is a statistically significant impact between empowerment strategy in its dimensions combined and the management of operations dimension.

◆ There is a statistically significant impact between empowerment strategy in its dimensions combined and strategic management dimension.

◆ There is a statistically significant impact between empowerment strategy in its dimensions combined and the participation of suppliers dimension.

6. The Research Plan: After a comprehensive review of recent studies in this field, the descriptive schema of the research have been developed to reflect the nature of the correlative and affective relationships between the dimensions and the main and sub-variables, supporting the problem of research and achieving its objectives and a photographer of its hypotheses and philosophical assumptions to reflect the dimensions and variables of the phenomenon investigated. In light of the above, as shown in Figure (1), we see that the trend of the movement of the schema is of particular importance discussion to researchers as it is the basis for the nature and direction of the hypotheses of the main and sub-research, and the stocks



that link the main and sub-research variables show the nature of the relationship and impact.

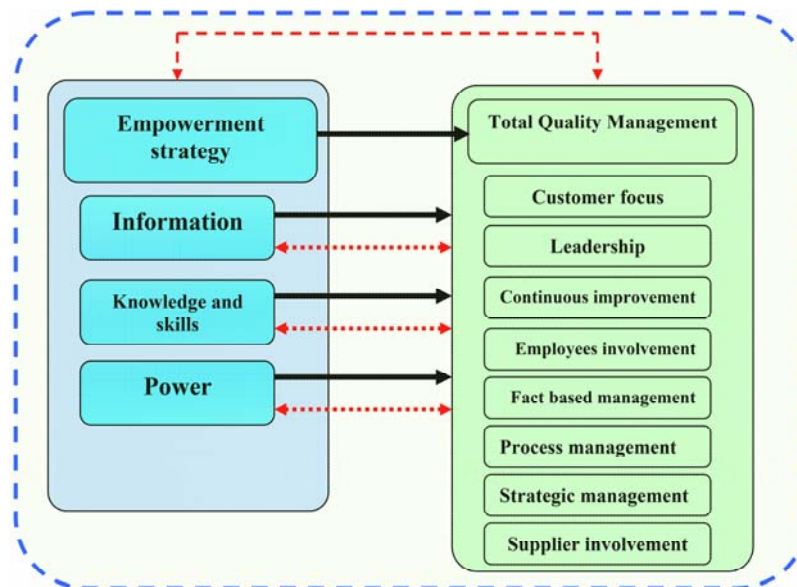


Figure (1) The descriptive research schema

7. The Research Community and Sample

One of the most important industrial organizations is the Men's Clothing Factory in Al-Najaf Al-Ashraf governorate as the spatial boundaries of the research. The period from 2/3/2017 to 9/8/2017 has been defined as the limits of the temporal research. The questionnaires were distributed to the leaders and subordinates in the departments and branches of the factory (100) were distributed and the questionnaire retrieved and valid for the statistical analysis of the organization in question is (80) form.

8. Research Methodology

The researchers relied on the analytical descriptive approach in completing their research because they believe that it has appropriate to achieve the desired objectives of their research. They have also relied on the techniques of this method in collecting data requirements, which is obtained by using a questionnaire form prepared by researchers according to the scientific contexts in preparing the questionnaire including three indicators, the first of which has been concerned with the indicators used to describe the sample of the research (gender, age, qualification, experience and training courses). The second includes indicators that measure the variable of the empowerment strategy (15) Indicator which measure the TQM variable, and their number (40) are also indicators. In terms of statistical analysis techniques, SPSS techniques have been used to calculate the frequencies, percentages, computations, standard



deviations, correlation coefficients and simple and multiple regression, and were used to complete this research in the field.

9. The Research Tools

To achieve the objectives of the research and coverage of theoretical and field subjects alike, the researchers adopt a set of tools and scientific means to achieve this purpose, which are the basis for highlighting the results of the research, as follows:

A. Data and Information Collection Tools

The researchers relied on covering the theoretical aspect of the available bibliographic and electronic resources, which have been represented by Arab and foreign scientific sources, which included books and periodicals, letters and university papers related directly and indirectly to the research variables. The Internet has been used to collect researches and studies related to the topic research and follow up related scientific developments. The field aspect has been adopted by the researchers in preparing the following methods:

♦ **Interview:** The interview questions have been designed to cover some aspects of the research, through which the researcher has been able to communicate directly with the field realities through dialogue and discussion with the respondents about the variables of research, and enabled to prepare their minds to receive and understand the terms and paragraphs of the questionnaire, The aspects that cannot be known through other means, such as the actual reality observation of the work, and can clarify the problem of research for the respondents, and indicate the extent of the use of research for the organization in question.

♦ **Questionnaire:** The questionnaire has been the main source or the main tool adopted by the researchers in collecting data and information about the variables of the research. The questionnaire has been designed to diagnose and measure the main and secondary research variables of the research variables, and the accumulation of knowledge, as well as the use of the opinions of experts and specialists in this area, and the questionnaire has been issued in its final form, Annex (1).

B. The Form Scale

The five-choice Likert scale, which is one of the most widely used in administrative and social sciences, has been used as an easy-to-measure and accurate measure. The values of the scale are set at (5) for the highest scale and (1) for the lowest scale.

C. Testing of the questionnaire



The researchers have conducted many tests on the questionnaire, the purpose of which has been to verify its validity and stability, as follows:

1. Virtual Honesty Test

The questionnaire has been distributed to a number of arbitrators from the field of business administration. In light of the observations and suggestions presented, the questionnaire has been modified to become more accurate and expressive to clarify the relationships between the variables investigated. The questionnaire has been a good success in communicating the intended ideas of the respondents to objective responses.

2. Content Validity Test

It is the degree of independence of the variables which is different from each of others. The statistical truth is obtained by using (Cronbach Alpha) coefficient through the statistical program package (SPSS v.22) where the results are as in the table below:

Table (1) Test the honesty and statistical stability of the research scale

sequence	Research variables	Number of paragraphs	Alpha Cronbach coefficient
1	Empowerment Strategy	15	0.86
2	Total Quality Management	40	0.93
3	Total variables	55	0.85

Source: Preparation of researchers based on the outputs of the electronic calculator

The reliability of the Questionnaire was based on the Cronbach Alpha (Alpha) for the Empowerment Strategy (0.86) and the Alpha (Total Quality Management) (0.93) At the total level of the questionnaire (0.85) which is significant at the level of confidence (0.05). This is a good indication that the research resolution scale is highly consistent and can be adopted for individuals themselves at different scales and achieves the same results.

Section Tow: The Research Theoretical Aspect

Empowerment Strategy and Total Quality Management

1.Empowerment Strategy

1.1. Empowerment Strategy Concept

Business organizations in the competitive environment face major challenges such as the rapid pace of technology change, the acute shortage of skilled manpower and the aging of products and services that are compelling to redirect current employees to survive and compete. Dedicated and committed workforce is essential to achieving



organizational goals. Staff in charge of work and within their competence feel confident and able to influence others in the work environment in a meaningful way. They are likely to be inventive and innovative, and continuous pressure on management to reduce costs and increase productivity can only be through A satisfied and committed work force, and that the performance results of enabling strategies practices contribute to high productivity, service delivery, proactive and superior response in a competitive business environment, and positive results achieved by empowerment strategies Job satisfaction, organizational commitment, collective commitment and individual commitment, make the individual satisfied, committed and valuable to the organization, and that such employee is psychologically connected with his work and is less likely to leave the organization, thus making a greater contribution to the success of the organization. Management and staff are most common in the form of increased personnel authority, responsibility and impact on commitment (Biwott et al.,2015:65). He asserts (Kashani et al.,2016:325) Empowerment strategies for employees comprise a comprehensive risk assessment report on the working environment with detailed recommendations for the type of work to optimize the achievement of goals and identify motivation, and to motivate staff to attend the organization's multidisciplinary educational workshops. An interactive and stress management experience and focus on the impact of implementable behaviors in the work environment. He sees (Dreier,2016:122) Empowerment strategies are defined as the ability of the organization to make strategic choices where that capacity is not present, and empowerment strategies are usually described as practical and include two key elements:

- 1) Resources (not only financial and productivity assets but also opportunities, capabilities, social networks and other environmental factors).
- 2) the agency, or the ability to act in the interests of the individual. Empowerment strategies are understood to be multidimensional; they include social, economic, legal and political dimensions. Taking into account these differences, enabling strategies for business organizations can be defined as the process of expanding current and future capacity to make strategic decisions in all organizational areas.

It is mentioned (Rathna,2016:6-7) The empowerment strategy has been defined in many ways, but most authors agree that the key element of empowerment strategies involves giving staff discretion (or latitude) for certain task-related activities. The empowerment strategy represents the "transfer of authority" from the employer to the employees , and a



number of researchers believe that the strategies of empowerment is a state of mind, and that the employee who has experience in rational power feel many feelings, including:

- 1) To control the function or task assigned to him, which he has to perform.
- 2) To be aware of the contexts through which the work is carried out.
- 3) accountability for personal work output.
- 4) Sharing responsibility for organizational unit performance.
- 5) Equity in bonuses based on individual and collective performance.

(FalkRafael,2017:1) believes that the major business organizations have described empowerment strategies as an active and integrated process rooted in personal or cultural areas that have been reached towards achieving business objectives through strategic programs to support empowerment, such as the participation of customers in expressing opinions about FAO products, raising awareness and increasing knowledge and strategies. Empowerment strategies contribute positively to organizational goals through information and skills development programs, from oral and written information to the role of the employee in his work and to allow customers to make more informed choices and take more effective actions to achieve business objectives.

1.2. Empowerment Strategy Dimensions

The Empowerment Strategy is an "empowerment process" that promotes "decision-making" to achieve change. Many researchers focus on empowerment strategies that represent the process by which the primary energies of the employees in the organizational work environment should be directed to which most of the goals for achieving change Organizational strategies for the individual and the group as appropriate. Empowerment strategies for staff are developed by delegating authority and responsibility from higher levels in the organizational hierarchy to a lower level of staff, particularly decision-making power, and these strategies will improve Productivity, performance and job satisfaction. Empowerment strategy in the organizational work environment has been linked to the concept of authority, suggesting that the power sharing in the organization should be re-established from top management to lower management (Rathna,2016:6-7). One of the most important administrative terms addressed by many writers and researchers in different fields, which contributed in one way or another to the emergence of different and multiple dimensions of this term, and in this aspect (Daft, 2001) proposed three dimensions and promised the basis in shaping empowerment



strategy and success. (Biwott et al.,2015:65) focuses on the following three dimensions of the strategy of empowerment:-

A. Information: providing information on all aspects of the organization and addressing it to working individuals.

B. Knowledge and Skills: The acquisition of knowledge and skills by employees is an important and important factor in implementing the empowerment strategy, ensuring its success and contributing to joint efforts to achieve the objectives of the organization.

C. Power: Having the power of personnel to make fundamental decisions seems necessary in the implementation of the empowerment strategy. The reality of many organizations today is that they give their members the power to influence their business processes through quality cycles and self-managed teams (Self-directed work teams). These teams are given the freedom to make day-to-day decisions and take action without the need for guidance.

2. Total Quality Management

2.1. Total Quality Management Concept

The term Total Quality Management (TQM) is a modern term and has many concepts by different researchers, each expressing a specific point of view because of the novelty of the issue. The topic of TQM is a broad topic. Chartered Institute of Quality defines total quality management as an organizational management philosophy that enables it to meet the needs and expectations of stakeholders efficiently and effectively without compromising ethical values. The American Quality Association looks to TQM as a management approach for long term success through customers satisfaction. TQM is a systematic approach to plan and implement the process of continuous organizational improvement focusing on customer satisfaction, building commitment and enhancing open decisions, and TQM can be seen as the interaction between inputs including individuals, methods, policies and tools to achieve high quality outputs, with a comprehensive set of tools and approaches for implementation (Al-Damen,2017:194). And that TQM practices significantly affect organizational performance and therefore directors in organizations work for organizational performance and must pay close attention to all components of TQM (Chepke & Chelouget, 2017: 521). (Alhazmi et al., 2017: 8) mentioned that the concept of TQM refers to a long-term management approach to achieving the objectives of the organization, as well as working to meet the needs of customers and in the context of TQM efforts, organizational members participate in enhancing processes, products and services as well as the culture that



TQM is also referred to as Total Productive Maintenance. It is also defined as a method of continuous promotion of product and labor management, and TQM is the integration of management and quality tools that are mainly aimed at increasing business as well as minimizing losses. Clump practices on the use of non-effective. (Suganthi et al., 2017: 204) believes that TQM focuses on the quality of the management system, not on quality management, on the continuous improvement of operations in order to improve every feature of the organization, quality as a degree of excellence in a competitive sense such as reliability, service, maintenance or Even individual characteristics, the quality system refers to the organizational structure, procedures, processes and resources required to implement quality management. (Alqahtani et al. 2017: 114) indicates that although TQM has many definitions, most of these terms carried out by many researchers have a single approach that focuses on developing the organization as a whole constantly to improve product quality and increase services for satisfaction Customers and team members. The characteristics and forms of TQM vary according to the organization's objectives. Quality requires continuous improvement to win and achieve customer satisfaction. TQM requests top management of the organizations to implement systematic and convincing analysis, as well as ethics, integrity, trust, training, teamwork, leadership and recognition. Communication is the aspect of TQM.

2.2. Principles and practices of Total Quality Management:

There is a consensus that organizations must follow a number of principles in an integrated way to successfully implement TQM, and to determine the determinants of TQM. Different studies have been conducted and various tools and standards have been developed by quality management researchers. These standards represent eight basic principles of quality management Including: customer focus, leadership, continuous improvement, employee participation, fact-based management, operations management, strategic quality management, and finally supplier participation (Al-Damen, 2017: 194). (Dragomir, 2017: 31) believes that TQM is based on an investment-driven organization to develop knowledge for its staff, and TQM practices encourage organizational learning and clarify the importance of advanced knowledge as the core element of quality management. Many authors believe that the learning organization have a specific role in creating quality, new knowledge and favorable advantage of market opportunities. (Gyan, 2017: 59) believes that TQM as a strategic choice is to enhance the performance of the organization, arguing on the principle of using a comprehensive approach to achieving sustainable success and increasing organizational performance. This concept emphasizes continuous



improvement in all sectors and activities of the organization. The view that continuous improvement of the Organization's activities is a process rather than a final one. Although TQM has diverse concepts, almost all of its core concepts are human-centered. First, TQM explains the commitment and direct involvement of senior officials Executives in setting goals and quality policies, allocating resource efficiency, and monitoring results within the organization. Second, the concept emphasizes the conversion of beliefs and practices performed by individuals in the Organization. Third, TQM ensures that individuals are at their best. Consequently, mere leadership supervision is replaced by the promotion of quality and productivity, thus reducing overall cost continuously. Finally, the concept supports teamwork and self-improvement and discourages barriers between staff in the organization. (Alhazmi et al., 2017: 8) mentioned that with the emergence of globalization, competition at the global level has strengthened the importance of quality in business, although it has also put pressure on organizations. These pressures and challenges have renewed the value of strengthening the Organization's long-term presence Technology is primarily an enabling mechanism that contributes to the enrichment of jobs as well as increased job satisfaction, and higher quality management is the philosophy of management as well as assets that aim to promote customer-centric practices for quality transfer. The principles of TQM, And practices in all areas Functions in organizations such as marketing, data systems, finance, research and development. (Al-Sabi et al., 2017: 136) believes that there is a set of TQM practices, which are grouped into eight categories (or critical factors), as follows:

The role of quality management, the role of senior leadership, product / service design, quality data and reporting, supplier quality management, training, staff relations, operations management, and in response to real challenges such as high technology, globalization, open international markets, Organizations are widely on TQM, many organizations have begun to adopt the total quality of quality Productivity improvement programs and improved organizational efficiency at home, thus providing a comprehensive approach to improving competitiveness, effectiveness and flexibility through planning, organization, understanding of each activity, engagement of each individual at each level, and TQM "as an administrative philosophy that includes a set of principles, techniques and tools used such as continuous improvement Quality processes, products, services and individuals by engaging all employees to achieve superior customer satisfaction.



2.3. Total Quality Management Dimensions:

The model has been relied upon (Al-Damen, 2017: 194) in defining the dimensions of TQM is a sophisticated model consisting of eight main dimensions as follows:

A. Customer focus:

Through the involvement of customers in product design and development process, and focus on achieving greater customer satisfaction.

B. Leadership:

The quality of acceptance of quality responsibility by senior management, participation in quality improvement efforts and monitoring of this application, including the identification of quality culture and commitment to quality improvement, guidance and impact of the company in the development of quality strategy and maintain effective leadership through the organization, and set policies, Tactics for staff to implement.

C. Continuous improvement:

It is represented by the continuous effort to find new ways and technologies to produce better quality products and services that are more competitive and exceed customer expectations.

D. Employee involvement:

To engage staff in quality improvement activities such as teamwork, employee suggestions, and employee commitment, leading to higher organizational performance that focuses on a range of financial and non-financial indicators that provide information on the degree to which objectives and results are achieved as a result of employee participation.

E. Fact based management:

Based on effective decisions in the analysis of data and information. This is achieved by taking measurements and collecting data and information related to this purpose, ensuring the accuracy and validity of data and information, easy access to analysis of data and information methods, achieving the importance of using appropriate statistical procedures and techniques.

F. management Process:

By focusing on the effectiveness and efficiency of the design, management and optimization process that fully meets the needs of the customer, and generate increased value for customers and other stakeholders.



G. Strategic Management:

Strategic planning for quality, which represents a systematic approach to defining long-term business objectives, including objectives to improve quality and plans to achieve them. These include: - Analysis of the external and internal environment, strategy and development, dissemination of strategy, assessment and control.

H. Supplier involvement:

The Group's quality management practices related to the supplier to improve the quality of products and services to suppliers. This is reflected in the partnership between FAO and suppliers and the adoption of product quality as a criterion for selecting suppliers, engaging with suppliers, communicating with them, understanding supplier performance and reviewing the quality of suppliers.

Section Three

Analysis and Testing of Research Hypotheses

1. Statistical description of the research variables

The objective of this paragraph is to know the level of research dimensions (Empowerment Strategy and Total Quality Management) by using the arithmetic mean, standard deviation and percentage. Each dimension obtains an average of less than (3) or a percentage of less than (60 %) Is rejected.

Table (2) Statistical Description of the Empowerment Strategy

NO	Independent dimensions	Arithmetic mean	standard deviation	percentage	Order of Dimensions
1	information	3.65	0.73	0.75	3
2	Knowledge and skills	3.77	0.83	0.77	2
3	Power	3.85	0.87	0.80	1
	Empowerment Strategy	3.76	0.81	0.77	

Source: researchers depending on the results of SPSS 22 program.

- The data variable for the sample achieved a mean of (3.65), with a standard deviation of (0.73) and a percentage weight of (75%), the dimension occupied the third rank.
- The variable of knowledge and skills for the sample achieved with a mean of (3.77), with a standard deviation of 0.83 and a percentage weight of (77%), occupying the second rank.
- The power variable of the sample achieved with a mean of 3.85, with a standard deviation of (0.87) and a percentage weight of (80%), occupying the first rank.



- The independent main variable achieved the strategy of enabling the sample to be examined in the mean of (3.76), with a standard deviation of (0.81) and a percentage weight of (77%).

Table (3) Statistical Description of Total Quality Management

NO	Independent dimensions	Arithmetic mean	standard deviation	percentage	Order of Dimensions
1	Focus on customers	3.85	0.73	0.86	2
2	Leadership	3.90	0.72	0.82	3
3	continuous improvement	4.01	0.77	0.80	6
4	Employee participation	3.85	0.67	0.80	7
5	Based management	3.95	0.70	0.89	1
6	Operations Management	4.00	0.70	0.81	5
7	Strategic management	4.10	0.73	0.82	4
8	Supplier participation	4.01	0.72	0.80	8
	Total Quality Management	3.96	0.72	0.83	

Source: The two researchers depending on the results of the electronic calculator

- The variable of customer focus for the studied sample achieved with a mean of (3.85), with a standard deviation of (0.73) and a percentage weight of 86%, (2).
- The driving variable achieved at a mean value of (3.90), with a standard deviation of (0.72), and a percentage weight of (82%), (3)
- The variable of continuous improvement achieved at a mean of (4.01), with a standard deviation of (0.77), a percentage weight of 80%, (6).
- The employee participation variable achieved at a mean of (3.85), with a standard deviation of (0.67) and a percentage weight of (80%), (7).
- The fact-based management variable achieved at a mean of (3.95), with a standard deviation of (0.70) and a percentage weight of (89%), (1).
- The operability variable -at a mean of (4.00), with a standard deviation of (0.70), and a percentage weight of (81%), and the order of dimension (5).
- The strategic management variable achieved at a mean of (4.10), with a standard deviation of (0.73) and a percentage weight of 82%, (4).
- The variable of the participation of the researched suppliers achieved a mean value of (4.01), with a standard deviation of (0.72), and a percentage weight of (80%), (8).
- The TQM variable achieved with a mean of (3.96), with a standard deviation of (0.72) and a percentage weight of (83%).

2. Testing the correlation hypotheses of the main and subsidiary research variables:



This part of the research submits a statistical presentation through which the correlation between the two research variables (Empowerment Strategy and Total Quality Management) will be tested and analyzed according to the detailed research plan, as follows:

Table (4) The correlation matrix for the main and sub-variables

N0	The dimension	Total Quality Management	Moral level
1	Information	0.22	0.001
2	Knowledge and skills	0.23	0.001
3	Power	0.22	0.001
4	Empowerment Strategy	0.22	0.000

Source: The two researchers depending on the results of the electronic calculator

1 - **The first main hypothesis:** There is a significant correlation between the empowerment strategy and total quality management at the total level. Through the data of Table (4), it was found that there was a positive correlation (0.22), while the level of the mean was (0.000), which is less than the moral level specified by the researchers (0.05) Therefore, this hypothesis is accepted at the research level.

2. **The first sub-hypothesis:** There is a significant correlation between information and TQM at the macro level. Through the data of Table (4) It was found that there was a positive correlation (0.22), and the mean was (0.001), which is smaller than the level of morale determined by the researchers (0.05) Therefore, this hypothesis is accepted at the research level.

3. **Sub-Hypothesis 2:** There is a significant correlation between knowledge and skills and total quality management at the macro level. Through the data of Table (4) It was found that there was a positive correlation (0.23), and the mean was (0.001), which is less than the moral level determined by the researchers (0.05) Therefore, this hypothesis is accepted at the research level.

4. **Sub-Hypothesis 3:** There is a significant correlation between power and total quality management at the macro level. Through the data of Table (4) A positive correlation was found (0.22), and the mean was (0.001), which is less than the moral level determined by the researchers (0.05) Therefore, this hypothesis is accepted at the research level.

3. Results of the relations of influence between research variables

In this paragraph, we will discuss the results of the test and analysis of the relations of influence between the variables of the research and as stipulated in the main impact hypothesis (with a statistically significant effect of empowerment strategy in total quality management at the macro



level) and the sub-hypotheses emanating from them will be tested successively according to the scheme Research:

A. Results of the relationship of influence test to the main hypothesis

Table (6) shows the results of the impact relationship test for the TQM empowerment strategy based on the results of the simple regression determination assuming that there is a relational relationship between the true value of the X and TQM strategy and can be expressed as follows:

$$Y = a + \beta X$$

Where y = total quality management.

X = Empowerment Strategy.

B = the slope of the equation (the amount of change in y that occurs as a result of the change of x unit).

Statistical constant.

This equation shows that TQM is a function of the true value of the strategy of empowerment. The estimates of this equation and its statistical indicators were calculated at the level of the research sample of (80) individuals. The simple regression equation between the variables of empowerment strategy and TQM is as follows:

Total Quality Management = (3.96) + (0.22) Empowerment Strategy

In this context, ANOVH was analyzed for the variables and the results were as in Table (5).

Table (5) ANOVA analysis of the relationship between empowerment strategy and total quality management

Source of Contrast	Degree of freedom	Total squares	Average squares	R^2	F value calculated	Moral level
Regression	1	7.679	6.619	0.07	17.601	.000
The error	114	88.112	.385			
Total	79	95.087				

Source: The two researchers depending on the results of the electronic calculator n=80

The table of transactions referred to the values shown as follows:

Table (6) Results of the impact relationship of the empowerment strategy on TQM

Model	Non-standard transactions		Standard transactions	T	Moral level
	Beta coefficient	Standard error			
Hard	3.96	.114	Beta	11.523	.000
Empowerment Strategy	.257	.059	.22	5.083	.000

Source: The two researchers depending on the results of the electronic calculator n=80



The analysis of variance and the table of coefficients of the relationship between empowerment strategy(X) and total quality management (TQM) and at the level of the research sample of (80) persons show that the value of t is significant when compared with the table value of (1.523) and at a significant level (0.05) The regression curve is sufficient to describe the relationship between (X, Y) and confidence level (0.95). This is confirmed by the value of the statistic (X) and according to test t ($t = 5.083$).

In the light of the regression equation, the constant ($a = 3.96$) indicates that there is a TQM of 3.967 when the value of the enabling strategy is zero.

The marginal slope value ($\beta = 0.22$) and the accompanying X mean that a change of (1) in empowerment strategy(X) will result in a change of (0.22) in TQM.

The value of the coefficient of (R^2) is indicated by a coefficient of 0.07, meaning that empowerment strategy(X) explains its value (0.07) of the variation in total quality management, and (0.93) of the unexplained variance is due to variables that did not enter the regression model , Which is acceptable to compare the value of (f) calculated (17.601) greater than the tabular value of (3.96) within the confidence of (0.05) and in the light of these results accept this hypothesis.

2. Testing Sub-Hypotheses: After the hypothesis has been tested, the main impact is to examine the impact of the empowerment strategy (information, knowledge, skills, strength) in TQM.

According to this hypothesis, the multiple regression equation of the variables of the empowerment strategy (X_1, X_2, X_3) in total quality management (y) is in terms of the multiple regression equation:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$

The multiple regression equation of the relationship between the empowerment strategy (X) and TQM was:

Total Quality Management = (3.96) + (0.03-) Information + (0.01) Knowledge & Skills + (0.05-) Strength.

Table (7) refers to the values shown as follows:

Table (7) Results of the relationship test between the empowerment



strategy and total quality management

Model	Non-standard transactions		Standard transactions	T	Moral level
	Beta coefficient	Standard error			
Hard	3.96	.230	Beta	11.523	.000
Information	-.035	.091	-.03	-.382	.703
Knowledge and skills	.011	.105	.01	.106	.916
Power	-.053	.090	.04	-.581	.562

Source: The two researchers depending on the results of the electronic calculator $n=80$

As shown in Table (7), the regression equation indicates the constant ($a = 3.96$). This means that there is a TQM of 3.96 when the value of the enabling strategy is zero.

The marginal inclination of intimacy ($\beta_1 = 0.03$) and accompanying X1 indicates that a change of (1) in information (X1) will result in a negative change of (0.03) in TQM.

The value of the marginal slope of knowledge and skills reached ($\beta_2 = 0.01$) and associated with (X2) indicates that a change of (1) in knowledge and skills (X2) will result in a positive change of (0.01) in TQM.

The value of the marginal inclination of force ($\beta_3 = 0.04$) and the accompanying X3 indicates that a change of (1) in force (X3) will result in a positive change of (0.04) in TQM.

On the basis of these results, the hypothesis is rejected at the level of information, knowledge and skills and sub-assumptions are accepted at the power level.

Section Four: Conclusions and Recommendations

A: Conclusions

(1) The subject of empowerment strategy is one of the of contemporary topics, which can be seen as a strategy aimed at allowing the workers to reveal their creative energies, and employment in the work, which contributes to support the total quality programs, as an entourage encourages departments to allow them to participate in Decision making tasks, especially in the areas of success of information systems.

(2) Empowerment strategy is one of the modern concepts aimed at developing human resources in organizations, where the encouragement of workers to submit proposals, which has an impact on the development of skills, and helps to expand the scope of empowerment compared to the previous phase in the work environment.



(3) Empowerment strategy is to adopt an open, interdependent organization based on collaboration and integration of teams from different fields of specialization, but they are involved in the completion of product or service production, building networks of employees, and building an educated, highly collaborative organization.

Despite the belief of the leaders of the organizations that quality and productivity are one of the most important challenges facing their organizations, many of them do not know the way to achieve this. Many of the major organizations in the world have responded to this challenge. The organizations known for their interest and application of quality have achieved high productivity, Market, and gave it an interest in applying quality standards as a continuous competitive advantage.

(5) TQM is an important issue in the organizations as the basis for competition and creativity and hence survival and growth in the business world as a result of the role played by TQM for business organizations in increasing productivity of the organization's production elements.

(6) One of the most important objectives of TQM is that the quality of business organizations is an integral part of their objectives and strategies, and the attention of the Organization's management of quality must be consistent and supportive of other strategic objectives. This concern must be seen and reflected in the way in which the Organization is engaged, including the development of plans and budgets.

B. Recommendations

(1) The investigated organization should activate the empowerment strategies and work to delegate authority to the lower levels of the organization. This process must be clear and not ambiguous.

(2) To motivate the business leaders to invest in empowerment strategies that empower their employees to make decisions and control how they do their business, as well as empower them to influence and change across the organization, such as organizational objectives, structures and reward systems.

(3) The theoretical and applied treatments of the empowerment strategies should focus on the strategic implications that concern the practice and experience in order to achieve success and excellence in the application of these strategies in the development of creative thinking as a way to improve the relationships of the individual and the development of work and creativity at work, and then in the areas of life to obtain information Knowledge, skills and ownership of power, which has become one of the most important strategies of empowerment.



(4) Emphasize the most important principles and practices of TQM in the work environment of the organization investigated and work on the crystallization of the objectives to be achieved by the application of quality management so that the vision is clear to all members of the organization while adopting this principle to focus on these objectives during application.

(5) Organizations must understand the principles of TQM, which require the creation of necessary requirements for the successful and effective application of this philosophy in organizations aimed at improving the quality of their products and work and to achieve customer satisfaction, the basis for which the organizations have been established.

(6) The organization is responsible for creating the working environment and climate in support of the total quality by focusing on the appropriate atmosphere necessary to carry out a cultural revolution because of the way in which the management thinks and works in the work of improving the quality constantly and focus on the work of the team and encourage the participation of the individual goals and decision-making.

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Annex (1)

Middle Euphrates Technical University
College of Administrative Technology / Kufa
Business Administration Department

Questionnaire form

Dear sir.....

This questionnaire form is one of the tools to accomplish our research entitled (Impact of Empowerment Strategy in Supporting the Total Quality Management/An analytical study of the opinions of a sample of workers in the men's clothing factory in Al-Al-Najaf Al-Ashraf Governorate). The aim of the research is to identify the importance of its main variables. In different organizations. As a result of what organizations are currently facing from increased competition, reduced costs and



increased performance, organizations have tended to use a strategy to empower employees to improve their performance in order to promote and support TQM in business organizations, thereby enhancing competitive productivity based on the concept of quality from a perspective Therefore, we ask you to read the paragraphs of the questionnaire carefully and patiently and then answer the paragraphs accurately to achieve the objectives of the study because of the expertise and expertise in your competence and field of work.

Please read the following notes:

- ❑ Each paragraph has (5) alternatives ranging from (disagree, disagree, disagree, agree and agree completely).
- ❑ The answer will be used for scientific research purposes exclusively.
- ❑ The researchers are fully prepared to answer your queries about the terms in the questionnaire at any time.

with great thanks and appreciation for your cooperation and support.

❑ Part I General Information:

❑ Personal data:

A. Name of organization					
B. Gender:	Male:	Female:			
C. Age: 20-30:	31-40:	41-50:	51-60:	61 and over:	
D. Educational Attainment	Secondary: B.Sc:	Diploma:	M.A.:	Ph.D.	Others rememb er:
E. Years of service less than one year:	1-5 :	6-10:	11-15:	16-20:	21 and over:
F. Current position	Head of the Department:	Director of Division:	Employee:		

❑ Part II: Study Variables:

A. Empowerment Strategy

It includes the following sub-variables:

1. Information

- ❑ How well do you agree with senior management in the lab?

No	Items	Not quite agree	I do not agree	neutral	Agreed	Totally agree
1	Providing information about organizational work with ease contributes to support the quality programs in our organization.					
2	Find the human resources management activities that our organization needs to exercise its functions in the changing environment of business organizations.					
3	Provide information on the past and present regarding work activities to assist management in the decision-making process.					
4	The principle of the abundance of					



	information in the work environment contributes to providing the various administrative levels in the factory with all the information it needs to help the decision makers to take the appropriate decision.					
5	Owning management information systems and delegating authority and responsibility to employees which increases competitiveness in the work environment.					

2. Knowledge and skills

How much do you agree that the management of the men's clothing factory has a strategy of quality in its working environment in terms of the following indicators:

No	Items	Not quite agree	I do not agree	neutral	Agreed	Totally agree
1	Ownership of knowledge and skills for their business contributes to the empowerment strategy.					
2	We can be teams of talented workers to increase innovations that contribute to delegation of authority to all administrative levels.					
3	Our organization's skills and knowledge contribute to being a leader in its field.					
4	The organization always strives to attract talented people with new ideas to be the most important inputs to the knowledge process.					
5	The leaders of my organization have the effect of creating knowledge in the light of opening channels of internal and external communication to share knowledge, skills and experiences in the work environment.					

3. Power

How well do you agree that the plant management works to support and strengthen the staff as part of its strategic decisions through the following indicators:

No	Items	Not quite agree	I do not agree	neutral	Agreed	Totally agree
1	To provide a suitable environment for the nature of work and to provide tools of success from the means of assistance and attention to training in the work environment.					
2	Raising the spirit of cooperation between employees and emphasizing the spirit of the team and the unity of the goal and the importance of all roles, no matter how small contributes to the strength of workers to implement the requirements of work.					
3	Our organization works to support its employees and focuses on the philosophy that work is given as it takes and will not abandon them in crises.					
4	Employees feel that their efforts are					



	appreciated and that the place belongs to them as they belong to it and is a key role that the management is required to establish in the employees.					
5	Our organization works to provide the ideal work environment based on the sense of tranquility and belonging to the workplace among workers and comes from the regulations fair and clear and satisfactory to all, which increases the strength of work and cohesion of employees.					

B - Total Quality Management: Total Quality Management

It is measured in terms of the following sub-variables:

1. Customer Focus

How well do you agree that the senior management in the lab works on:

No	Items	Not quite agree	I do not agree	neutral	Agreed	Totally agree
1	Has made outstanding efforts to adapt its performance to meet the expected customer needs as part of its total quality support programs.					
2	We are constantly working on some of the seminars and direct dialogues planned, as well as design referendums aiming to identify the views of customers about our products.					
3	The customer's happiness in order to be successful and its ally by understanding the requirements of the current and future customer.					
4	Attention to customs and traditions in order to maintain the current customer to increase the value of it and get new customers through which to provide a distinctive service for them.					
5	Flexible handling with the customer makes him sing and enjoy the experience and repeat his purchase as a result of his sense of quality of service provided to him.					

2. Leadership

How much do you agree that the management of the men's clothing factory has a strategy of quality in its working environment in terms of the following indicators:

No	Items	Not quite agree	I do not agree	neutral	Agreed	Totally agree
1	Our organization supports and supports all administrative levels and supports them to improve the level of service provided by the lab to its customers.					
2	Our organization encourages employees to achieve the desired goals and their continued participation by giving them sufficient authority to carry out the tasks entrusted to them.					
3	Our organization enjoys a participatory leadership style, democracy, transparency, decentralization, community participation and support from international and local					



	organizations for their product development.					
4	The administrative leadership in our organization is chosen according to the correct scientific bases, because it believes that the administrative leadership represents the core of the application of the total quality and the main engine of success.					
5	Our organization works to prevent overlapping of competencies, streamline procedures and develop sophisticated regulations that are consistent with the application of quality management system, the needs and demands of individuals, and review of supervision and control levels to increase efficiency and effectiveness.					

3. Continuous Improvement

How well do you agree that the plant management is working on adopting continuous improvement programs in its strategic decisions through the following indicators:

No	Items	Not quite agree	I do not agree	neutral	Agreed	Totally agree
1	Our organization has a philosophy of commitment to making improvements, minimizing differences in the work environment and achieving customer satisfaction.					
2	Our organization has sufficient understanding of the flow of operations, prevention of bottlenecks, and reduction of time and effort wasted, which reinforces the fundamental principles of TQM.					
3	Our organization believes that all personnel working at different levels and departments must be involved in the process of continuous improvement and harness their knowledge and skills to improve processes.					
4	Our organization believes in the principle of continuous improvement because it is able to allocate financial and human resources to improve quality.					
5	Our organization requires TQM planners to build a clear selection criteria for processes that are strongly related to internal and external customer satisfaction indicators.					

4. Employee participation

How much do you agree that the plant management depends on the principle of participation of workers in the organizational work environment in terms of the following indicators:

No	Items	Not quite agree	I do not agree	neutral	Agreed	Totally agree
1	Our organization believes that staff participation is to convince every member of the organization to take its role in TQM.					
2	Employee participation, through ongoing learning and training programs, contributes to bridging the knowledge gap in the work environment.					
3	The development of new learning					



	methods and the development of competence for workers increases the worker's attachment to his work to enhance the quality of work from a comprehensive perspective.					
4	Our organization encourages employees to participate in decisions that contribute to the continuous improvement of quality.					
5	Our organization believes in the principle of involving employees in quality improvement activities through teamwork and taking their suggestions to achieve the desired goals.					

5. Fact based management

How well do you agree that the senior management in the factory is committed to:

No	Items	Not quite agree	I do not agree	neutral	Agreed	Totally agree
1	Our organization is making decisions based on facts rather than feelings.					
2	With leadership and excellence you can reach the goal.					
3	Our organization makes effective decisions based on analysis of work environment data and information.					
4	Our management reinforces the love of creative performance in business as a fundamental fact of quality of service.					
5	Our organization believes in the accuracy and accuracy of information data in order to make total quality decisions based on the results of the analysis.					

6. Process Management

How much do you agree that the management of the men's clothing factory has a strategy of quality in its working environment in terms of the following indicators:

No	Items	Not quite agree	I do not agree	neutral	Agreed	Totally agree
1	Our organization is very interested in the efficiency and efficiency of the design processes of the products it offers in the market.					
2	The senior management interest in the factory in the utmost efforts to meet the needs of customers.					
3	Our organization always strives to be a leader in its business by generating increased value for its customers.					
4	Our organization is always interested in knowledge processes and new ideas to be the most important input of the organizational process in all its fields.					
5	Our organization is working on all internal processes to meet the needs of current and prospective consumers.					

7. Strategic Management

How well do you agree that the plant management is working on strategic planning in its strategic decisions through the following indicators:



No	Items	Not quite agree	I do not agree	neutral	Agreed	Totally agree
1	Our organization analyzes objectives, analyzes elements of strengths, weaknesses, threats and opportunities and links all administrative processes to the organization, according to an operational time plan.					
2	Our organization believes that strategic planning is imperative to produce comprehensive quality outputs and to bring about planned change in the organization's culture and strategic mind.					
3	Our organization works according to the philosophy of Total Quality Management (TQM), which focuses on strategies to meet the growing needs and desires of customers.					
4	Our organization focuses on the need to integrate activities and functions within the organization in an integrated strategic perspective.					
5	Total quality comes at the forefront of our organization's vital strategic interests.					

8. Supplier Involvement

How much do you agree that the plant management works on the participation of suppliers in terms of the following indicators:

No	Items	Not quite agree	I do not agree	neutral	Agreed	Totally agree
1	Our Organization is keen to have a close relationship with its suppliers and to build on the relationship of mutual trust.					
2	Our organization believes that the supplier is responsible for monitoring the quality of the materials purchased or sold by the supplier.					
3	Our organization emphasizes the need to exchange information with suppliers about product development in line with customer needs					
4	Our organization believes that focusing on customer interest is the primary objective of both the organization and the supplier.					
5	Our organization does not operate independently of its customers and suppliers, so each team is one in a single boat, to ensure continuity, growth and success.					