



**Total Quality Management and its Impact on Competitive Policy
An Analytical Study of the Opinions of Several Workers in the
Prefabricated Building Factory – Kirkuk**

ادارة الجودة الشاملة وأثرها في السياسة التنافسية
دراسة تحليلية لأراء عدد من العاملين في معمل البناء الجاهز - كركوك

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ABSTRACT

The research seeks to show the impact of total quality management on the competitive policy adopted in the prefabricated building factory, and to reach the goal of the research, the main hypothesis was adopted that "TQM is linked to a positive moral relationship with the competitive policy represented by (product policy, pricing policy, promotion policy, policy of Pricing, policy of development and innovation, policy of product differentiation and quality improvement, after-sales services) in the ready-made construction factory." The productivity of the (30) individuals, their answers were adopted after analyzing and interpreting them to reach a set of conclusions that were the basis for submitting proposals that we hope will be valuable and useful for the researched company.

Keywords: Competitive Policy, Prefab Construction Factory, total quality management

المستخلص

يسعى البحث لبيان اثر ادارة الجودة الشاملة في السياسة التنافسية المعتمدة في معمل البناء الجاهز ، وللوصول الى هدف البحث تم اعتماد فرضية رئيسية مفادها "ترتبط ادارة الجودة الشاملة بعلاقة اثر معنوية موجبة مع السياسة التنافسية الممثلة بـ (سياسة المنتج، سياسة التسعير، سياسة الترويج، سياسة التسعير، سياسة التطوير والابتكار، سياسة تمييز المنتجات وتحسين جودتها، خدمات ما بعد البيع) في معمل البناء الجاهز"، وللتحقق من صحة الفرضية من عدمها تم اعتماد استبانة صممت لهذا الغرض وزعت على عينة قسدية ممثلة بأعضاء مجلس ادارة الشركة المبحوثة، ومدراء الاقسام ومشرفي الخطوط الانتاجية البالغ عددهم



(٣٠) فرد، اعتمدت اجاباتهم بعد تحليلها وتفسيرها في الوصول الى مجموعة من الاستنتاجات التي كانت اساس لتقديم مقترحات نرجو ان تكون قيمة ومفيدة للشركة المبحوثة.

Introduction

The increasing internal and external challenges facing organizations was the logical result and the important and basic approach that prompted them to improve the quality of their products and services, as quality is the main competitive weapon, which requires organizations to find an efficient balance between the quality and cost of the product in a way that achieves competitive advantages for them.

Therefore, the interest of many managers and researchers from administrators, economists and engineers all over the world, especially in industrially developed countries, to the concept of quality as an important tool to achieve competitive advantages as well as help the organization in success, survival and development, and most of the successes achieved by organizations during the past decades depended on giving priority Commodity quality when improving productivity, as it turned out that quality is the main factor for success, as these organizations were able to invade global markets with the quality of their products and low prices by relying on an advanced management philosophy, employee participation, the use of quantitative methods in product control, continuous improvement, quality responsibility Everyone, and thus many and varied administrative models presented, each model focused on certain aspects, while less focus on other aspects, as well as containing strengths and weaknesses, and based on this, the idea of research crystallized and centered on the impact of total quality management on competitive policy.

The first topic: research methodology

First: the research problem and questions

The management of the Prefabricated Construction Factory / Kirkuk faces problems related to the quality and performance of its products, which negatively affected its performance as a result of its lack of an effective quality system, which weakened its ability to compete and kept it away from meeting the needs and desires of customers, thus undermining the customer's confidence in quality, which requires preparing him to adopt successful methods and programs presented by the TQM philosophy.

Because of the intensification of competition in the global market, and because survival has always been of the fittest and the ablest to exploit and achieve competitive advantages, and since with global openness, and in light of the globalization system, competitive policies have become available to all, so organizations focused on achieving a competitive advantage for them.

From the above, the research problem can be posed through the following questions:

- 1 - Does the use of TQM methods and programs help the management of the prefabricated construction plant in achieving quality for its products and achieving competitive advantage?
- 2- Is there an impact relationship between the use of total quality management methods and programs and the competitive policies for managing the prefab factory?

Second: Research objectives:

In light of diagnosing the research problem, the research objectives were determined, as follows- :

- 1 - Identifying the reality of quality and diagnosing strengths and weaknesses.
- 2- Instructing the company's management to choose the model that helps it solve problems and is handled during the production process.
- 3- Knowing the effect of applying the TQM system on competitive policy.

Third: The importance of the research:

The importance of the research stems from the following- :

- 1 -Helping organizations to adopt the philosophy of total quality management to obtain the benefits of the model and avoid weaknesses.
- 2 - Determining the reality of quality and identifying problems to determine the kinks in their work.
- 3 - Advance the reality of TQM by providing solutions to the problems faced by the laboratory.
- 4- Extensive global interest in quality models such as (TQM), and this requires organizations to keep pace with developments and pay attention to the model to face competition and ensure survival and continuity.

Fourth: Research Hypotheses:

The research is based on the main hypothesis that:

Total quality management is linked to a positive moral relationship with the competitive policy represented by (product policy, pricing policy, promotion policy, pricing policy, development, and innovation policy, product differentiation and quality improvement policy, after-sales services) in prefabricated building factory

Fifth: the research model

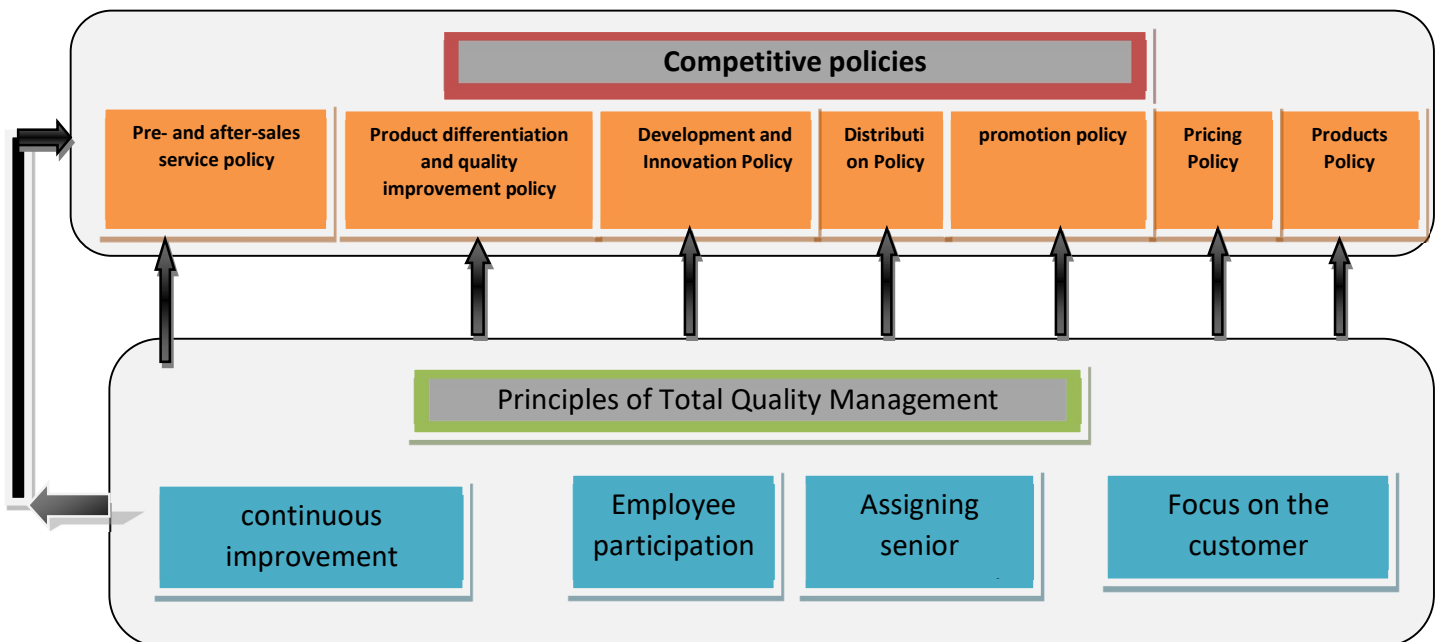


Figure (1) shows in detail the impact of TQM variables on competitive policy.



effect relationshi

Source: Created by researchers

The second topic: the conceptual framework of the research

First: Quality Concept

There are many definitions of quality, some of them see that quality is compatible with customer requirements (Slack & others: 2004:596). Some see it as a dynamic situation used to meet or exceed the needs related to a commodity, service, people, processes, and environment (Goetsch & Davis: 2006:5). While Crosby sees it as conforming to the needs (Russel & Taylor: 2009: 57). Through the previous definitions, quality can be defined as: {a set of characteristics and requirements desired by the customer that satisfy or exceed his desires}.

Second: Total Quality Management Concept

Total Quality Management can be defined as “a culture that the senior management in the organization adopts and spreads to all employees of the organization, to improve the quality of its goods, services, and processes within the organization, to achieve the customer’s desires and meet his requirements”.

Third: Principles of Total Quality Management

The philosophy and culture of total quality management are based on several basic principles to achieve its main goal, which is customer satisfaction, and researchers have differed in determining the principles of total quality management, and in light of those principles and according to the researchers’ agreement about them, the research will adopt the presentation and adoption of the above four principles as a basis in the applied aspect of research (Al Kubaisi: 2011: 15).

1 .Continuous Improvement: Total quality management programs depend on continuous improvement and development efforts, based on the principle that development and improvement never end, no matter how efficient and effective performance is (Al-Kubaisi: 2011: 15). And among the Japanese, there is a close relationship between the concept of improvement and the concept of quality, which is considered an important message in total quality management, and improvements can be achieved through: (Burn:2011:31).

- Internal quality improvements.
- External quality improvements.

2 .Customer Focusing: The success of the organization’s business depends on the customer’s expectations and its ability to reduce the gap between those expectations and its operational capabilities. The organization classifies customer requirements according to their impact on customer satisfaction into three types: (Mohsen and Al-Najjar: 564: 2012).

•requirements that must be fulfilled in the product: not expressed by the customer does not lead to an improvement in the level, while its absence affects the customer's dissatisfaction.



•The performance requirements and functions of the product: they are expressly expressed by the customer, and their availability affects his satisfaction.

• Attractive requirements for the product: the customer does not expect it and it affects the increase in his feelings of satisfaction.

3 .People Involvement: Employee participation is the key to improving quality and process, and there is one way to achieve employee participation using work teams, work teams are small groups of people who have common goals and who define and implement these goals to achieve the desired success (Krajewski & Others:2002:251).

4. Support Top Management: The total quality philosophy derives its strength from the commitment of the senior management in the application of total quality management in the various activities of the organization, and total quality management needs leadership that enables it to achieve interaction between management and subordinates and to find ways of cooperation, coordination, harmony and fraternity between them. The leadership seeks to form Collaborative and loyal teams that support TQM implementation (Turkish: 251:2009).

The third topic: the concept of competition philosophy, competitive policies

Concept of competition philosophy:

It is a system of economic relations under which a large number of buyers and sellers fall, and each of them acts independently of others to reach its maximum profitability, which is the power of supply and demand: the supply of goods alongside sellers in their group, and the demand for goods on the side of buyers in their group.

Competitive Policies:

Two types of Competitive Policies will be indicated as given below and my agencies:-

1 - Price policies: here the price of the product is the factor that the company controls, where some find that the price factor is the most important in the competitive base, while others see that the price competition of other elements of the marketing mix is the most important in this area within the case of price competition. (Brustatiene, & Rutkauskas 2000: 173).

2 -Non-price policies: The role of non-price policies is no less important than the role of price policies.

Non-price policies cannot be reduced, as is the case with the price reduction strategy. For example, if the consumer is attracted to the products of the organization as a result of low prices, then this consumer can easily buy from another competitor as long as this competitor offers a better price. This cannot be achieved. For the non-price competition, in which it is difficult to react quickly on the part of competitors.

-Price competition leads us to a kind of bargaining and bargaining with consumers, and this does not happen in non-price competition.

The non-price policy often allows the organization's management to open new markets to sell its products as long as this competition provides a high-quality product that matches the consumers' desire. On the contrary, the low price does not enable it to enter the markets if the product does not have a certain quality that matches Consumer needs and wants.

Non-price competition often leads to an increase in the profits that the organization seeks to achieve, how it enjoys a competitive advantage in the market and does not have to reduce the price as a result of the reactions of competitors (Brustatiene, Rutkauskas, 2000, 188).



Among the non-price policies, we clarify the following:-

- 1 .Product policy: The product policy plays an important role in strengthening the competitiveness of business organizations, as achieving competitiveness through products requires providing products with an advanced level of quality through strengthening research and development units.
- 2 .Pricing policy: Through the pricing process, the organization can sell its products at an appropriate price to consumers, and at relatively low prices compared to competitors, which is the main advantage of the organization through which it outperforms competitors.
3. Promotion and Advertising Policy: Promotion is a form of communication that aims to build cognitive benefit to the target audience about the promoted goods or services. Promotion overcomes the buyer's ignorance problem by providing information about the institution, commodity, prices, or uses of the commodity. ..etc,
4. Distribution policy: that distribution is the element through which goods and services are delivered from the places of their production to the places of their consumption at the appropriate time, place, quality, quantity, and price.
5. Policy of development and innovation: The survival goal of the institution dictates that it pay attention to developing its products or services and inventing new products so that it can raise these products to the level of consumer needs and desires that are characterized by a high degree of development.
- 6 .The policy of product differentiation and quality improvement: Distinguishing the products and services provided by business organizations leads to satisfying the desires and needs of consumers through a continuous competitive advantage. Relatively high but with better profitability.
7. Service policy before and after-sales: The importance of this function is based on a philosophical idea, which is that the product is not important if the consumer is not aware of how to use it or repair it in the event he expects it. Therefore, attention to the services provided is a very vital issue and helps in attracting customers to deal with the company. Al-Sumaida'i and Youssef, 2006, 113).

The fourth topic: the field side

1. Analyzing and discussing the results of the respondents' opinions and responses to the research variables.

This topic deals with the presentation and analysis of the data included in the questionnaire, by analyzing the opinions and responses of a sample of respondents from the research community represented by (the ready-made construction lab) on the research variables related to indicators of comprehensive quality management and competitive policy indicators.

Responses of the sampled respondents about the variable of total quality management, table (1) indicate the general description of the opinions and responses of the research sample members of the managers in the ready-made construction laboratory and at the detailed level of the indicators of total quality management.



Table (1) The order of relative importance of the average answers of the research sample for the variables of total quality management

No.	TQM	Arithmetic mean	الانحراف المعياري	percentage	Verification degree
1	Focus on the customer	4.76	٠,٦٠٤	96%	Excellence
2	Higher Management	4.54	٠,٨٦٥	92%	Excellence
3	Staff participation	4.54	٠,٦٣٥	92%	Excellence
4	continuous improvement	4.43	٠,٩٢٤	88%	very good

Source: Prepared by the researchers according to the results of the electronic calculator.

It is clear from Table (1) that the indicators of total quality management. It was with a varying degree of verification between excellence - very good and acceptable. The order of focus on the customer ranked first with a degree of excellence, with a percentage of (96%) and with a standard deviation of (0.604). As for the index of senior management, it ranked second with a percentage of (92 %) and an arithmetic mean of (4.54) and a standard deviation of (0.865), and the third place was the employee participation index, as it obtained relative importance of (92%), and the arithmetic mean was (4.54), and a standard deviation was (0.6359), and the improvement index came in the fourth place Continuous and with relative importance reached (88%) and with an arithmetic mean of (4.34) and a deviation (0.924), and this is evidenced by the table that the views of each of the managers in the surveyed company were positive regarding the indicators of total quality management because most of the averages are generally higher than The hypothetical mean of (٣) .

Table (2) The order of relative importance of the average answers of the research sample on the variables of competitive policy

No.	Competitive policies	Arithmetic mean	standard deviation	percentage	Verification degree
1	Products	4.76	٠,٦٠٤	86%	Excellence
2	Pricing	4.54	٠,٨٦٥	82%	Excellence
3	distribution	4.54	٠,٦٣٥	82%	Excellence
4	development and innovation	4.43	٠,٩٢٤	78%	very good
5	Distinguish products and	4.23	0.656	91%	Excellence



	improve their quality				
6	promotion	4.25	0.724	85%	very good
7	Before and after-sales services	4.33	0.761	87%	very good

Source: Prepared by the researchers according to the results of the electronic calculator.

It is clear from Table (2) that the indicators of competitive policies. It was with a varying degree of verification between excellence - and good. The ranking of products and their quality improvement came first with a degree of excellence, with a percentage of (91%) and with a standard deviation of (0.656), and development and innovation ranked seventh with relative importance that reached (78%) and with arithmetic mean It reached (4.43) and a deviation of (0.724), and this indicates through the table that the views of each of the managers in the company in question were positive regarding the indicators of competitive policies because most of the averages are generally higher than the hypothetical mean of (3).

1- Analyzing and discussing the results of the respondents' opinions and responses to the research variables.

This topic deals with the presentation and analysis of the data included in the questionnaire, by analyzing the opinions and responses of a sample of respondents from the research community represented by (the ready-made construction lab) on the research variables related to indicators of comprehensive quality management and competitive policy indicators.

The responses of the sampled respondents about the variable of total quality management, table (3) refer to the general description of the opinions and responses of the research sample members of the managers in the prefabricated construction plant and at the detailed level of the indicators of total quality management.

2- Hypothesis Test

Test the hypotheses related to measuring the single effect of total quality management on competitive policy (TQM), and to know the results, then use simple and multiple linear regression to test and prove the hypothesis, as the analysis will be measuring the impact of variables (TQM) on competitive policy.

The data was obtained from the questionnaire (shown in Appendix (1)) by taking the opinions of the members of the board of directors of the company in question, department managers and supervisors of production lines in it, to identify the principles of effective quality management, and to determine the impact that these principles play in the competition policy. To evaluate the regression equation, the focus will be on the multiple determination coefficient (R^2), and to determine the significance of the regression model, the calculated value of (F) will be compared



with its tabulated value, according to the equations shown later. Single analysis to measure the impact of TQM variables on competitive policies.

Table (3): Results of the individual analysis to measure the impact of the principles of total quality management on competitive policy

No.	competitive variables	TQM	
		F	R ²
1	Products Policy	17.2	34.3%
2	Pricing Policy	4.0	٪٧,١
3	Promotion and Advertising Policy	4.2	٪٢,٢
4	Distribution Policy	42.3	٪٦٢,٢
5	Development and Innovation Policy	14.6	٪٣٢,٧
6	Product differentiation and quality improvement policy	22.9	٪٣١,٢
7	Before or after sales services	2.4	٪٣
8	all variables	87.7	٪٦٧,٨

The value of (F) tabulated for all variables (9.32) with a degree of freedom (1.21) and below the (٠,٠٥) level of significance

1 - Analysis of the effect of (TQM) on product policy: Simple regression analysis models to measure the effect of TQM variables on product policy indicate a significant and positive effect at the level of significance (0.05), as the (F) withdrawn amounted to (17.2) and a coefficient of determination (34.3%).

2 - Analysis of the effect of (TQM) on pricing policy: Simple regression analysis models to measure the impact of (TQM) variables on pricing policy indicate the presence of a negative and insignificant effect, as the withdrawn (F) value reached (4.0), which is less than the scheduled (f) value Below a significant level (0.05), with a coefficient of determination (7.1%).

3 -Impact analysis (TQM) in the promotion and advertising policy: Simple regression analysis models indicate the existence of a negative effect, as the calculated (F) value reached (4.2), which is less than the scheduled (F) value under the significance level (0.05) and with a coefficient of determination (2.2%). It is clear from the above that the regression analysis models at the level of variables are all negative.

4 - Analysis of the effect of (TQM) on distribution policy: Simple regression models indicate a significant and positive effect at the level of significance (0.05), as the calculated value amounted to (42.3) and with a coefficient of determination (62.2%). All are positive and moral.

5 - Analysis of the effect of (TQM) on development and innovation policy: Simple regression models to measure the effect of (TQM) variables on development and innovation policy indicate the presence of a significant and positive effect at the level of significance (0.05), as the calculated (F) value reached (14.6) with a coefficient of Determined (32.7%).

6 -Analysis of the effect of (TQM) on the policy of product differentiation and quality improvement: Simple regression models to measure the effect of (TQM) variables on the policy



of product differentiation and quality improvement indicate the presence of a significant and positive effect at the level of significance (0.05), as the calculated (F) value reached (22.9) with a determination coefficient.(٪٣١,٢)

7 -Analysis of the effect of (TQM) on the policy of pre-and after-sales services: Simple regression models to measure the effect of (TQM) variables on the policy of pre-and after-sales services indicate the presence of a negative and insignificant effect, as the calculated (F) value reached (2.4), which is Less than the value of (F) scheduled under a significant level (0.05) and a coefficient of determination.(٪٣)

8 - Analysis of the effect of (TQM) on all competitive axes: Simple regression analysis models to measure the effect of variables (TQM) on all competitive axes indicate the presence of a significant and positive effect at the level of significance (0.05), as the calculated (F) value reached (87.7) with a coefficient of determination (67.8%).

fifth topic: conclusions and recommendations

First: the conclusions

First: the conclusions

1 -The inability of the laboratory to adopt the method of comprehensive and radical change in improvement due to the weakness of its resources and capabilities, so it needs the gradual method of improvement followed in (TQM).

2 -The lack of knowledge of the managers and employees of the company in question about modern administrative methods, such as the use of the process approach in management, as the laboratory management still adopts traditional methods of management.

3 -The difficulty of building long-term relationships with suppliers because the ready-made construction lab follows the tendering method, as it deals every time with a group of new suppliers, which reduces the possibility of building mutual trust relationships with them.

4 -Senior management does not pay enough attention to benchmarking with competitors, and thus lost many opportunities to improve the quality of its products and services.

5- The prefab lab does not have an integrated information system programmed on the computer to collect, process, publish and store information. This technology is still primitive, as it is difficult for the different departments to participate in information, as the information flow is done manually, which reduces the efficiency of work and leads to the emergence of many problems.

Second: recommendations

1 -Establishing a database on the computer to collect data on production and tests of ready-made concrete parts to benefit from them in future analyzes using TQM tools.

2 -Providing specialized transport equipment for concrete parts to transport parts between the stages of the production process, especially in the finished stages, to ensure their safety from any damage during transportation.

3- The need for the management of the company in question to establish quality control workshops that include all disciplines related to the production process to discuss the progress of the production process and solve the problems they encounter.

4 -Focusing on the use of modern quality models choosing the factors that can contribute to the development of quality, and not committing to a model as the optimal solution to all the problems of the laboratory.



5 -Spreading the culture of quality by increasing the awareness of the employees about the importance of quality and encouraging them to take responsibility through weekly or monthly educational sessions as needed, as most of the quality problems stem from the workers' lack of interest and responsibility.

6 -Setting criteria for selecting suppliers (cement + aggregate) to reduce quality problems, and the materials supplied should be based on quality.

7 -Shifting from vertical organizational structures to organizational structures according to the process approach, as these structures seek to reduce levels of supervision and encourage employee participation.

8 -Subjecting all processes to continuous improvement to increase their contribution to increasing quality through the contribution of all lab activities to support quality improvement efforts, thus reducing quality costs and improving competitive advantage.

9- Paying attention to competitiveness indicators (product policy, pricing policy, promotion, and advertising policy, distribution policy, product differentiation, and quality improvement policy, before and after-sales service policy) and adopting them as quality standards.

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Appendix The first part

My responding brother, my responding sister

After Greetings.

The questionnaire presented to you is part of the requirements for preparing the research tagged "Total Quality Management and its Impact on Competitive Policy: An Analytical Study of the Opinions of several Workers in the Prefabricated Building Factory", and your answers to the questions included in it contribute to achieving the objectives of the research, and thus reaching results that we hope will be valuable And useful thank you.

Therefore, we hope to assist you as much as possible by accurately answering the questions of this questionnaire. Note that all data will be used for scientific research purposes only. Please accept the highest consideration, appreciation, and thanks for the assistance.....

The researchers

The second part

I don't agree at all =1

Strongly disagree=2

I don't agree=3

Neutral=4

Agreed=5

Strongly agree=6

I agree=7

TQM information

No.	items	I totally disagree I totally agree						
		1	2	3	4	5	6	7
1	Top management is involved in quality management.							
2	Senior management is interested in working on accepting concepts and skills related to quality.							
3	Management strongly encourages employees to contribute to quality activities.							
4	Senior management delegates authority to employees to solve quality problems.							
5	Senior management allocates sufficient resources to train and educate employees.							
6	Senior management discusses many issues related to quality in its meetings.							



7	Top management focuses more on product quality than product quantity.							
8	Senior management is interested in building long-term relationships with suppliers.							
9	Top management considers quality the most important factor when selecting suppliers.							
10	Senior management participates in supplier activities related to quality.							
11	Senior management possesses detailed information on the performance of suppliers.							
12	Senior management regularly reviews and audits the quality of supplier performance.							
13	Employees at all levels contribute to setting policies and plans related to quality.							
14	The vision encourages employees to commit to quality.							
15	Management develops a long-term business plan.							
16	The administration sets the plan according to scientific foundations.							
17	Top management regularly performs quality audits.							
18	Cost analysis is widely used by top management.							
19	Top management uses data-related quality in evaluating the performance of departments in our organization.							
20	Senior management uses data related to quality in evaluating employee performance.							
21	Workers keep their workplaces clean.							
22	Senior management owns equipment maintenance plans.							
23	Top management uses effective inspection methods for equipment and machinery.							
24	The process is designed with great flowability to reduce the failure rate.							
25	Quality tools are widely used to control and improve the process.							
26	Statistical methods are used to control and improve the process.							
27	Customer requirements are taken into account when designing the product.							
28	Different departments participate in product design.							
29	Senior management emphasizes cost when designing the product.							
30	The functional technique of quality diffusion is used when designing the product.							



31	Our organization has cross-functional teams.							
32	The organization implements the employees' suggestions to a great extent.							
33	Employees are widely concerned with the success of the organization.							
34	Management encourages employees to solve the problems they face.							
35	Management encourages employees to write reports on work problems.							
36	Top management improves working conditions so that employees realize the efforts made by top management to improve quality.							
37	The management has a pay and promotion plan to encourage employees to participate in quality management activities.							
38	Management organizes the promotions plan based on their inherent contribution to the quality work of the organization.							
39	Management rewards good suggestions excellently.							
40	The administration clearly defines the method of punishment and reward.							
41	Management trains employees in the use of quality tools and methods.							
42	Management provides employees with lessons to increase their awareness of the importance of quality.							
43	Management encourages employees to acquire certain skills.							
44	Employees respect training and understand its importance.							
45	The organization collects information extensively about the customer's complaint.							
46	Customer-related quality information is treated as a top priority.							
47	The organization conducts market research to gather suggestions on ways to improve the product.							
48	The organization conducts a customer satisfaction survey every year.							
49	The organization provides guarantees to the customer when selling the product.							

the third part



Part V
questions related to the competitive policies of the prefab factory

No.	Items- Products Policy	I totally disagree I						
		totally agree						
		1	2	3	4	5	6	7
1	The production process of products depends on the needs of customers and the capabilities of the company.							
2	The company is keen to provide its products in different shapes and sizes based on the wishes of buyers.							
3	The company is keen to achieve quality design and to achieve the attractiveness of its products.							
4	Before making any modification to its product range, the company takes a thorough study of the market and consumer needs.							
5	The company takes into account its responsibilities towards society and the environment when designing a new product.							
	Items- Pricing Policy	I totally disagree I						
		totally agree						
		1	2	3	4	5	6	7
1	The company has a diversified price policy to suit different products and market sectors.							
2	The company aims through the pricing process to maximize profit only.							
3	The company aims through the pricing process to sell its products at an appropriate price to consumers.							
4	The company takes into account the reactions of the intermediaries in the case of setting prices for its products because they are important in distributing and promoting the products.							
5	The company provides information on the degree of consumer response to changes in product prices.							
6	Relatively low prices compared to competitors are the main advantage of the company through which it outperforms competitors.							
	Items- Promotion and Advertising Policy	I totally disagree I						
		totally agree						
		1	2	3	4	5	6	7



1	The company seeks through the promotion process to enhance the customer's awareness of the offered products.							
2	The company carries out various activities for sales promotion such as (exhibition, free samples, souvenirs).							
3	The company aims through promotion to enhance its distinction from its competitors.							
4	The company works to motivate and encourage the customer to make a purchase decision in a different promotional way.							
5	The company conducts advertising campaigns for its products from time to time.							
6	The company's promotional policy urges customers to repeat the purchase.							
7	The company pays great attention to promotion and advertising to build the reputation and position of the product and the company.							
	Items- Distribution Policy	I totally disagree I totally agree						
		1	2	3	4	5	6	7
1	The company works to deliver its products to the customer at the right place, time, and place.							
2	The company works to determine the level of intensity of market coverage required from time to time.							
3	The company evaluates its distribution channels from time to time.							
4	The company seeks to own a wide and diversified distribution network.							
5	Ease of obtaining the company's products from buyers.							
	Items- Development and Innovation Policy	I totally disagree I totally agree						
		1	2	3	4	5	6	7
1	The company pays great attention to the innovation of new products.							
2	The company is described as the innovative and rapid development of new products.							
3	The company takes the opinions of customers when developing the company's products.							
4	Department heads are supervised in the operations, development, and improvement of products.							



5	The company can adjust production lines to produce new products in time.							
	Items- Product differentiation and quality improvement policy	I totally disagree I totally agree						
		1	2	3	4	5	6	7
1	The company seeks to distinguish its products from those of competitors to create a competitive advantage.							
2	The company is working to improve the quality of its products to attract more customers.							
3	The company makes frequent changes to the models and models of products to distinguish them from those of competitors.							
4	The goal of the company distinguishing its products and improving their quality is to meet the desires and needs of customers.							
	Items- Before and after-sales service policy	I totally disagree I totally agree						
		1	2	3	4	5	6	7
1	The company gives wide attention to the services provided before and during the sale process for its role in attracting customers.							
2	The company gives wide attention to the company's services after the sale process to win the loyalty of customers.							
3	The administration is keen to grant sufficient powers to its employees to provide appropriate services to customers.							
4	The company is keen on direct contact with customers to provide service on time.							
5	The company believes that providing after-sales services is one of the important means of gaining customer loyalty.							
6	In the event of any defect in the provision of the service, corrective action is taken to ensure customer satisfaction.							

ملحق رقم (١)
بسم الله الرحمن الرحيم

أخي المستجيب , أختي المستجيبة
تحية طيبة وبعد .



الاستبانة المعروضة امام انظركم جزء من متطلبات اعداد البحث الموسوم "ادارة الجودة الشاملة واثرها في السياسة التنافسية: دراسة تحليلية لأراء عدد من العاملين في معمل البناء الجاهز " ، واجابتكم على الاسئلة المدرجة فيها تسهم في تحقيق اهداف البحث، وبالتالي الوصول الى نتائج نرجو ان تكون قيمة ومفيدة لشكرتكم.

لذا نرجو مساعدتكم قدر الإمكان من خلال الإجابة الدقيقة على أسئلة هذه الاستبانة. علما بان جميع البيانات لن تستخدم إلا لأغراض البحث العلمي فقط .

وتفضلوا بقبول فائق الاحترام والتقدير والشكر على المساعدة

الباحثون

المحور الاول: ادارة الجودة الشاملة

أوافق تماما							الفقرات
تماما							
7	6	5	4	3	2	1	
							1-تشارك الإدارة العليا في إدارة الجودة.
							2-تهتم الإدارة العليا بالعمل على تقبل المفاهيم والمهارات المرتبطة بالجودة.
							تشجع الإدارة العاملين بقوة على المساهمة بأنشطة الجودة.
							تفوض الإدارة العليا الصلاحيات إلى العاملين لحل مشاكل الجودة.
							تخصص الإدارة العليا الموارد الكافية لتدريب وتعليم العاملين.
							تناقش الإدارة العليا العديد من القضايا المرتبطة بالجودة في اجتماعاتها.
							تركز الإدارة العليا على جودة المنتج أكثر مما تركز على كمية المنتج.
							8-تهتم الإدارة العليا ببناء علاقات طويلة مع المجهزين.
							تعتبر الإدارة العليا الجودة العامل الأكثر أهمية عند اختيار المجهزين.
							1-تشارك الإدارة العليا بأنشطة المجهزين المرتبطة بالجودة.
							1-تمتلك الإدارة العليا معلومات تفصيلية عن أداء المجهزين.
							1-تقوم الإدارة العليا بشكل نظامي بمراجعة وتدقيق جودة أداء المجهزين.
							1-يساهم العاملون من مختلف المستويات بوضع السياسات والخطط ذات العلاقة بالجودة.
							14-تشجع الرؤيا العاملين على الالتزام بالجودة.
							15-تضع الإدارة خطة أعمال طويلة الأجل
							16-تضع الإدارة الخطة وفق أسس علمية
							17-تقوم الإدارة العليا بشكل نظامي بتدقيق الجودة.
							1-تستخدم الإدارة العليا التحليل المرتبط بالكلفة بشكل واسع.
							1-تستخدم الإدارة العليا البيانات المرتبطة بالجودة في تقييم أداء الأقسام في منظمتنا.
							2-تستخدم الإدارة العليا البيانات المرتبطة بالجودة في تقييم أداء العاملين.



أوافق تماماً							لا أوافق							الفقرات
7	6	5	4	3	2	1								
							21-يحافظ العاملين على نظافة أماكن عملهم.							
							22-تمتلك الإدارة العليا خطط صيانة المعدات.							
							23-تستخدم الإدارة العليا طرق فحص فاعلة للمعدات والآلات.							
							2-صممت العملية بانسيابية كبيرة لتقليل نسبة الفشل.							
							2-تستخدم أدوات الجودة بشكل كبير للسيطرة وتحسين العملية.							
							2-تستخدم الأساليب الإحصائية للسيطرة وتحسين العملية.							
							2-تؤخذ متطلبات الزبون بنظر الاعتبار عند تصميم المنتج.							
							2-تشارك الأقسام المختلفة في تصميم المنتج.							
							2-تؤكد الإدارة العليا على الكلفة عند عملية تصميم المنتج.							
							3-تستخدم تقنية وظيفية نشر الجودة عند تصميم المنتج.							
							3-تمتلك منظمتنا فرق التقاطع الوظيفي (Cross Functional).							
							3-تطبق المنظمة مقترحات العاملين بشكل كبير.							
							33-يهتم العاملون بشكل واسع بنجاح المنظمة.							
							3-تشجع الإدارة العاملين على حل المشاكل التي يواجهونها.							
							3-تشجع الإدارة العاملين على كتابة التقارير عن مشاكل العمل.							
							3-تحسن الإدارة العليا ظروف العمل لكي يدرك العاملين الجهود المبذولة من قبل الإدارة العليا لتحسين الجودة.							
							3-تمتلك الإدارة خطة أجور وترقيات لتشجيع العاملين على المشاركة في أنشطة إدارة الجودة.							
							3-تنظم الإدارة خطة الترقيات على أساس مساهمتهم الكامنة في عمل الجودة في المنظمة.							
							40-تكافأ الإدارة المقترحات الجيدة بشكل ممتاز.							
							4-تحدد الإدارة أسلوب العقاب والثواب بشكل واضح.							
أوافق تماماً							لا أوافق							الفقرات
7	6	5	4	3	2	1								
							4-تدرب الإدارة العاملين على استخدام أدوات وطرق الجودة.							
							4-تقدم الإدارة للعاملين دروس لزيادة إدراكهم لأهمية الجودة.							
							44-تشجع الإدارة العاملين على اكتساب مهارات معينة.							
							4-ينظر العاملين باحترام إلى التدريب ويدركون أهميته.							
							4-تجمع المنظمة المعلومات بشكل واسع عن شكوى الزبون.							
							4-تعامل المعلومات الخاصة بالجودة والمرتبطة بالزبون على أنها في قمة الأولويات.							
							4-تقوم المنظمة ببحوث السوق لجمع المقترحات عن طرق تحسين المنتج.							
							4-تقوم المنظمة بمسح لرضا الزبون كل سنة.							
							5-تقدم المنظمة الضمانات للزبون عند بيع المنتج.							



المحور الثاني: السياسة التنافسية

٧	٦	٥	٤	٣	٢	١	أ (سياسة المنتجات	ت
							تتعتمد عملية إنتاج المنتجات على حاجات الزبائن وإمكانات الشركة .	١
							تحرص الشركة على توفير منتجاتها بأشكال وإحجام مختلفة بناءا على رغبات المشترين	٢
							تحرص الشركة على تحقيق جودة التصميم وتحقيق جاذبية لمنتجاتها .	٣
							تأخذ الشركة على قبل قيامها بأي تعديل على تشكيلة منتجاتها القيام بدراسة وافية للسوق والحاجات المستهلكين .	٤
							تأخذ الشركة بعين الاعتبار مسؤولياتها تجاه المجتمع والبيئة عند تصميمها لمنتج جديد .	٥
							ب (سياسة التسعير	
							توجد لدى الشركة سياسة متنوعة للأسعار تتلاءم مع منتجات وقطاعات السوق المختلفة.	١
							تهدف الشركة من خلال عملية التسعير إلى تعظيم الربح فقط .	٢
							تهدف الشركة من خلال عملية التسعير إلى بيع منتجاتها بسعر مناسب الى المستهلكين.	٣
							تأخذ الشركة بعين الاعتبار ردود أفعال الوسطاء في حالة تحديد الأسعار لمنتجاتها لأنها ذوي أهمية في توزيع المنتجات وترويج لها .	٤
							تقوم الشركة بتوفير معلومات عن درجة استجابة المستهلكين للتغيرات في أسعار المنتجات .	٥
							الأسعار المنخفضة نسبيا مقارنة بالمنافسين هي الميزة الأساسية للشركة التي تتفوق من خلالها على المنافسين .	٦
							ج (سياسة الترويج والإعلان	
							تسعى الشركة من خلال عملية الترويج إلى تعزيز إدراك الزبون لمنتجات المقدمة .	١
							تنفذ الشركة أنشطة مختلفة لترويج المبيعات مثل (المعرض ,عينات مجانية , هدايا تذكارية)	٢
							تهدف الشركة من خلال الترويج الى تعزيز تمييزها عن منافسيها .	٣
							تعمل الشركة على حث الزبون وتشجيعه نحو اتخاذ قرار الشراء بطريقة ترويجية مختلفة .	٤
							تقوم الشركة بعمل حملات دعائية وإعلان لمنتجاتها من وقت لآخر .	٥
							سياسة الترويج الخاصة بالشركة تحت الزبون على تكرار عملية الشراء .	٦
							تعطي الشركة اهتماما كبيرا للترويج والإعلان بهدف بناء السمعة والمركز للمنتج والشركة .	٧
							د (سياسة التوزيع	

