

**Impact Of Human
Resources
Development on
Achieving Total
Quality Management**

***(An Empirical Study) A Research Study To
Complete A Master's Degree
In Business
Administration***

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CHAPTER 1: INTRODUCTION

1.1 Background of the topic

Most business organizations face in today 's a major world challenge is the intense competition between those organizations, especially those working in the same field or activity and offer their customers products and services are similar, and lead any organization 's inability to stand in the face of this competition to its failure, but this may threaten the survival of the organization and its continuation in the market.

Faced with this sharp and competitive situation, all of the organizations in various ways and means seeking to acquire and apply the concepts of modern management philosophies of excellence, quality, and competitiveness in various fields of work, so that they can withstand this competition sharp.

Many researchers insure that the organizations face great challenges, which are real tests of their entity and their members. Therefore, we must adapt to the accelerating global changes of today and the future, such as the administrative, economic, social, cultural, political and technological changes sweeping the world. Our systems, and the most important of these challenges and recent developments include:

- Revolution of technological information such as Internet, satellite, telecommunications, e-commerce.
- The International Trade Agreement (GATT),The International Organization for Standardization (ISO) And economic globalization, which have become a reality and must be faced.
- The system of regional economic blocs, integration and the strategic alliance among organizations.

- The creation of free open markets, industrial clusters, and the privatization system.
- Most organizations seek to create competitive advantage, competitiveness, preservation and survival.
- Implementation of TQM concepts and principles and quality circles.
- Re-engineering and development of human resources systems, operating systems and geniuses.

In addition to philosophies and other directions, which represent a fundamental change in how it works, and those who recognize the importance of these changes and adapt themselves to meet them will become the leaders at this stage of history, so those who move slowly in responding to these changes, in the face of which they will face great difficulties in implementation.

In view of these changes and global competition, and at present the UAE, especially the Emirate of Dubai, represented by the private sector in particular, has been prepared to cope with these changes in order to live with the new world with all its challenges and components. These trends and developments in the administrative and economic to be in the pace of progress and rapid change that is sweeping the world now, and thus seek the business organizations in the Emirate of Dubai to absorb these developments to keep pace with developed countries.

Many writers of researchers emphasize that it is the successful organization that knows how to attract and retain human competencies within the framework of integrated policies of planning, developing and maintaining their human resources and building common relationships and interests between management and employees.

In order to achieve effective and efficient of a successful organization, the development of human resources must be taken into account as the cornerstone for creating excellence and enabling employees to compete in this changing world by:

- Human resources planning.

- Human resources Training.
 - Provide appropriate motivations.
 - Effective participation in decision making.
- The role of the managerial leadership in providing an appropriate work environment for employees.

In order to raise the skills, capabilities and competencies of the human resources in the organization within the implementation concepts and standards of total quality management.

The Human Resources Development Plan is an integral part of the overall planning of the strategic development process of the business organizations in Dubai, which is working hard to develop the means and mechanisms to develop the human resources development systems and to find advanced policies and modern plans and programs capable of meeting the needs of the market and development requirements in various fields.

Business organizations in Dubai have focused their attention on investing human resources as the cornerstone of the strategic plan in the process of comprehensive national development. As the human factor is the most important and important component of production, the development of human resources constitutes the basis of the national wealth of any economy in the world.

Dubai emirate as represented by the Department of Economic Development to establish standards for the Dubai Quality Award, Dubai and the program to estimate the quality of the institutions of the private sector, and standards for the Dubai Award for Government Excellence for government departments, and one of these key criteria is the standard The researcher believes that it is necessary to clarify and clarify the strong relationship between the elements of human resource development and the application of TQM in business organizations in the Emirate of Dubai. Since the quality of the title in the next century in the business organizations in Dubai is not a survival without quality, as some organizations shine on the map of the world, because it is based on the principle of improving

the competitive position, and therefore TQM is a key to its success And its continuation and survival in the face of this fierce competition. TQM has become one of the most important strategic tools that business organizations need to be aware of and apply because of their importance in the local and international markets and to show the impact of HR development on the following indicators:

- Improve productivity.
- Raise the morale of the workers.
- Reduce costs.
- Quality improvement.
- Increase sales and make profits.

Thus reaching the goal of achieving total quality, integrated development, and effective contribution to serve the national economy.

If this research study is concerned with the role of human resources development in the achievement of total quality in Ducab as an applied study compared to the Emirate of Dubai.

1.2 Company Background

Ducab, a global leader in the development, design, manufacture, marketing and distribution of copper and aluminum wire and cable products, was established in 1979 and is jointly owned by Dubai Government Investment Corporation and the public holding company, Industries. With the recent addition of overhead conductor products to its portfolio, Ducab is expanding its presence in various geographic markets from its base in the UAE, with its brand reaching the Middle East, Africa, Asia, Australia, Europe and America.

By 2018, the Ducab Group includes: Ducab Cables and Wires Factory, Ducab High Voltage Products Factory (HV); And Ducab Aluminum Company (DAC); a joint venture between Ducab and Industries Holding, which manufactures aluminum bars and connectors.

Ducab currently operates six plants in four locations in the UAE, which includes all of the company's industrial facilities. With annual revenues of US \$ 1.5 billion and a team of more than 1,500 employees, Ducab provides a variety of services and products in the energy, public construction, oil and gas, renewable energy,

industrial, defense, transport and marine sectors, And other specialized mining sectors.

Ducab's mission is to produce electrical cables and related products of the highest quality and provide unparalleled customer service worldwide. As one of the founding members of Dubai Quality Group, we firmly believe that the relentless pursuit of quality and continuous improvement is the only long-term path to success. As a result, in 1993, at a time when quality management systems and ISO 9000 standards were relatively unknown in the region, Ducab received ISO 9002 certification.

Ducab has always upgraded and maintained its quality management systems to the latest version of ISO 9001, which is evident from the recent approval of the 2008 certification. Our management systems and products are accredited by BASEC UK, an accreditation body specialized in manufacturing Cables.

1.3 The importance of research study :

What distinguishes this research study from others that it is the first study of its kind in the United Arab sessions in terms of dealing with the elements of human resources development from the perspective of the framework of the comprehensive quality management entrance, as an empirical research study on Ducab, and other The importance of this research study is also considered to be a step towards applied study, and the comprehensive utilization of institutions in which TQM was not established in order to start applying it. The applied method can maintain and improve its performance because the overall quality does not end at the end Designated to ensure continuity and stay in the market.

1.4 Objectives of research study:

The objective of research study is to determine the impact of each of the following human resource development components (human resource planning, training, motivations, management leadership, participation in decision making) on each of the following performance indicators (productivity improvement, employee morale, cost reduction, quality improvement , Increased sales and

profitability) as part of achieving the overall quality management of Ducab organization.

1.5 The statement of

Problem:

In a view of the rapid changes in the world today and the global openness, business organizations in the UAE in general and the Emirate of Dubai in particular face countless challenges. The most important of these are the application of the concepts of TQM as it helps to raise the competitiveness and customer satisfaction and superiority over the competing organizations, : - Increase productivity. - Raise the morale of the workers. - Reduce costs. - Quality improvement. - Increase sales and make profits.

All this will not be achieved in the absence of attention to the development of human resources, which is the main pillar of effective access to all of that, because there is a fact that human effort will not reach the desired results and impressive unless planning, training and stimulating participation and providing it with an appropriate work environment, all In an integrated and flexible framework , and this problem raises the following main question: What is the role of human resources development in achieving total quality management?

1.6 Research study questions

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The main question of this research study is what is the impact of human resource development on the achievement of the Total Quality management in business organizations in general, and applying to Ducab in particular?, and emerge from this question many of the following questions:

- 1- What is the relationship between elements of human resources development and productivity?
- 2- What is the relationship between elements of human resources development and cost reduction?

- 3- What is the relationship between elements of human resources development and quality improvement?
- 4- What is the relationship between the elements of human resources development and raising the morale of the workers?
- 5- What is the relationship between elements of human resource development, increased sales and profit?

1.7 Study Framework:

This study was conducted within the limits of private industrial enterprises operating in the Emirate of Dubai, it was the selection Ducab organization for being one of the leading company, which implements total quality management standards and is interested in the development of human resources has received the Dubai Quality Award, and the certificates of ISO.

1.8 Research study methodology :

The study was based on the method of desk research, where reference was made to books, periodicals and seminars, and the methodology of the case study as a descriptive method of application. Reference was made to the collection of information through personal interviews with managers and heads of departments in Dubai Cable Company (DUCAB), and the use of statistical methods in the analysis of such data as tables and graphs, and the researcher has encountered great difficulties in obtaining some data on the grounds that some of them are confidential, is not allowed to be advertised, or extraction must be by order of the Board of Directors, Competing with other companies, although some foreign companies issue their annual and semi- annual financial statements up to the last date .

1.9 Structure of the dissertation

Chapter 1 : Introduction

**Background of the topic Company
Background The importance of
research study Objectives of the
research study The statement of
Problem Research study questions
Research study framework Research
study scientific methodology**

Part I : The concept and elements of human resources development

**Chapter 1 : The concept of human resources development Chapter Two :
Elements of Human Resources Development**

1. Human resources planning
2. Training
3. Motivations
4. Managerial leadership and the appropriate working environment.
5. Participation.

Part Two : The Concept and Elements of Total Quality Management

Chapter 1 : The concept of Total Quality Management

1. The emergence and evolution of the Total Quality Management concept
2. Principles of Total Quality Management
3. the difference between the concept of TQM and the concept of ISO 9000
4. The importance of Total Quality Management

Chapter 2 : Elements and Steps of Total Quality Management implementation

1. Implementation elements of TQM
2. The implementation approaches of TQM
3. implementation Stages of TQM
4. quality

seminars 5. Spread the culture of total quality

Part Three : Indicators of the role and impact of human resources development in achieving total quality

Chapter 1 : The impact of human resources development on the indicators of efficiency and quality of organizations

1. The impact of human resource development on improving productivity
2. The impact of human resources development on raising morale
3. The impact of human resources development on reduce costs
4. The impact of human resource development on improving quality
5. The impact of human resources development on increasing sales and profit

Chapter 2 : An empirical Study on the Role of HR Development in Achieving Total Quality in the Industrial Sector in Dubai for Dubai Cable Company (Ducab)

Chapter III : Conclusions and Recommendations

References

Part 1: The concept and elements of human resources development

Chapter I : The concept of human resources development

The development process Of human resources in the present age of the most important development priorities in its comprehensive concept elements, and most importantly the status and extent of, because communities are not progressing and evolving financial means alone if not matched by human resources development, and improve employment to serve the objectives of the community, even those possibilities come Human capacity is permanent, constant, and constantly evolving capital.

1.1 The definition of development

(Development in its broad sense define as efforts by States to address the problems they face in trying to emerge from crises and challenges or accelerate their economic, industrial, social, cultural, human and other development) (Jamil, 1989).

1.2 The concept of human resources

Human is the essence and the reason for this development, there must be interest their satisfy, their desires and needs, to reach a high performance level, then distinct efficiency organizations, and the achievement of comprehensive development and the national economy, in terms of the development of its goals d, the two main (Essawi, 1997).

1- Investing and developing human resources. 2- Improving the physical level of the society and its members.

In the context of the discussion the importance of the human element in the process of development, it should be noted that there are multiple uses of concepts and terms to denote the content of the human element, through the historical and scientific development of management and economic thought and others.

For example, Economists prefer the term " human capital " "or" labor force "and the concept at the most commonly used now is the " human resources "

Human Resources It means all the human elements that act as productive in the country, or at the organizational level, and in spite of the different linguistic meaning structures of terms , but there is a great similarity in the meaning of the explanatory because it emphasizes the importance of the role and nature of human resources as a means of achieving economic and social and administrative goals and cultural.

1.3 Definitions of human resources development

Many of the researchers define the concept of human resources development as an integrated process which aimed to full connectivity between the plans and programs of economic and social development with plans and programs of the employment process, to achieve the highest productivity rates through the development and implementation of necessary education and training programs. (Abdo , 1984)

On the other side some of researchers define human resources as (the planned and implemented efforts to develop the skills and rationalization of the individuals behavior working in the organization to maximize the effectiveness of their performance, and achieve Self-realization through the achievement of personal goals and their contribution to the achievement of the Organizational objectives . (Heikal, 1992).

Generally we can define the concept of human resources development as (An integrated process which aimed at finding work force appropriate for specific organizations requirements, and whose aware of the rules required, potential performance methods, and are able to apply those rules and methods wishing to business performance using Their abilities and skills.

"The human element is one of the basic requirements of the productive process, and it is also an important asset of the business organizations, and achieving the optimum energy for this asset is the key input to the growth and progress of business organizations ." (Hassanein, 1993)

Chapter II: Elements of human resources development

Development and improvement of human resources and increase their potential and capabilities require increased and targeted care of even the establishment

and identification of the effective and renewable systems concern with the fundamental axes aimed at recruitment and ensure the continuity and efficiency of human resources, which should include renewable elements of several important themes, the most important include: planning mode the human sector , which ensures the existence of permanent workforce needed for the organization, the development of the abilities of employees, improve the performance, raise the technical and scientific and practical competence, then find the necessary means to raise their morale and promotion at work, to encourage them to share their loyalty to achieve the goals of the organization, and in this provide all the benefits, morale motivations, and material motivations, to meet their needs or their individual and collective wishes . (Al-Tayeb, 1993).

The intellectual and practical model for the rehabilitation the of management HRD activities is as the researcher sees in the basic elements are interrelated and integrated, as in the following figure:

Figure (1) Elements of human resources development

These elements interact and are integrated so that they cannot be separated and sufficed without each other and we will try very hard to address these basic elements as follows:

2.1 Human Resources Planning :

Human resources planning should be at the head of the human resources development component and effort and it is consider one of the important policies that form the overall and comprehensive framework of the Human Resources Development Policy Program.

AL-Khuli emphasizes that said “ the manpower planning is the primary focus of the process of human resources strategy” (Al-Khuli, 1993)

Human resources planning within the organization represents a strategy to acquire the workforce necessary in quantitative and qualitative terms to perform the work of the organization, achieve its objectives efficiently and effectively.

Human resources planning is also a scientific and practical effort aimed at identifying the actual workforce needs to promote the work that will be required in the sites specific, timely, and the required quantity and quality, in other words, the human resources

planning is a way to achieve the goal of optimizing the use of the workforce, estimate the appropriate numbers and how by estimating the supply and demand of the workforce, the balance between them, strive for the skills development and increase their capacity for the contribution to the achievement of comprehensive development. (Aboud., 1993)

Human resources planning defines as: an integrated approach to the aspects of the planning function of human resources in order to provide the display number of appropriate and diversity of the personnel required to carry out the duties and actions required to achieve the objectives of the organization on the one hand, and the achievement of individuals and their needs requirements on the other. (Naggar,1992).

Human resources planning in the organization is the cornerstone of planning at other organizational levels. It is a mean of ensuring that the Organization has the managerial and technical competencies necessary to conduct various administrative and productive processes over a period of time to achieve specific economic and social objectives . (Ben Sheiban, 1998)

We conclude from this three basic steps or phases that are interlinked in the human resources planning system and can be expressed as follows:

Figure (2) Steps of human resources planning

2.1.1 Job Description:

Job Description is an essential element in the human resources planning process and is intended to prepare an analytical description of all the duties, responsibilities, powers and methods of work and performance as well as the characteristics, qualifications and experience of individuals.

Job description defines as “ objective identification of the skills and abilities that must characterize the Node, which will be assigned to perform the function until this performance comes in the required manner in terms of efficiency and effectiveness . (Al- Salami,1985)

2.1.2 Identification of human needs:

The definition of human needs depends on comparing the organization's

demand for human resources and the supply already available of these resources through the identification of what is required of the organization. The following: 1) Demand conditions. 2) Supply conditions. 3) Human resource requirements through the identification or disposal of surplus or deficit.

2.1.3 recruitment and selection

This step is carried out through the available human resource needs of the Organization, taking into consideration the existing situation and the potential to attract from the labor market from the required competencies and selecting the best to appoint him in the right place. This process goes through several stages including:

2.1.3.1 recruitment

recruitment defined as “the process that aims to search for human resources capable and willing to perform the work quantitatively and qualitatively from various sources in preparation for their selection and in order to achieve the proportionality required between the vacant posts requirements and specifications of the prospective occupants to achieve the goals the Organization are in the short and long term. (Najjar et al., 1992)

2.1.3.2 Selection:

Selection is an important element in the planning of human resources plan, and therefore it is a key factor in the success of an integrated plan for the development of human resources is through organization management function success to check properly.

The selection is defined as “ selecting the best elements to be assigned to the organization . (Al- Zanafli , 1998).

The selection process is intended to select the candidate in which the most important factor is available. There are several selection criteria that must be met by the candidate. The selection process requires certain actions and steps to be taken by the organization to select a candidate. decision Steps is made to appoint the candidate in the vacant position. These steps are as follows:

1- Initial interview 2- Submission of the application 3- Selection 4- interviews 5- Recommendations 6- Medical Examination 7- Employment

2.2 Training:

2.2.1 The definition of training

Training is one of the most human resources development components of weight and importance, because it has become a symbol of building minds, and develop the necessary administrative expertise, and a monument of excellence in performance, which has become a real human resources investment directed to achieve a return of more than worth what was spent on it, but unfortunately some organizations, Governments, and developing countries in particular don't believe the importance of human resource management , because they do not see immediate benefits. The investment in human resources is the most valuable types of investment , in particular that the investigator return from behind could be without maximum limits if t and provided the individual all appropriate conditions that facilitate its task in achieving the feat that Organization aspires. (Alnagar, 1992).

And human resources training has become not only a category without the other but includes all organizational levels , researchers differed in the definition of training, we find some writers was linking it to development, or behavior or education. (Abdel Wahab, 1981)

The training function is defined as : the process of teaching knowledge and advanced methods of work performance in order to make changes in the behavior, habits, skills and abilities of the individuals required in the performance of their work in order to reach their goals and objectives of the organization as well, and aims to increase the efficiency of individuals and change their behavior and attitudes, From the subject of training, and focuses on training to bring about real interaction with the individual rather than on the subject and the responsibility of training rests with the institutes, training centers and others . (Yaghi , 1986)

2.2.2 Training steps

Training steps in the organization can be illustrated as in Figure(3)

- **Identification of training needs**
- **Design of the training program**

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(Figure (3) Tr

The process of training come in several steps or stages are interdependent and sequential so that cannot be infringed one of the other, the most important of these stages are:

1- Identification of training needs: by identifying the proper diagnosis of the causes and problems faced by the organization, linking down performance training needs, as a first step in the inventory of the training needs of the process need is identified at the organizational level, and then at the level of the job, and then at the individual level, this process is the building block Training for requiring clear standards of performance.

2- Design of the training program: After the training needs assessment phase, the design phase of the training program begins, which includes the following:

1- Determining the contents of the training plan and the education material: Who sets out the objectives of the training program and the basic titles of the seminars and research. 2- Training aids: The tools and tools that serve the trainer in the way he displays information, and the management of discussions such as paintings, films and computer. 3- Selecting a Trainer: You must choose a successful and efficient trainer who depends on his / her practical experience, qualifications and skills. 4- Choose the time and place of training: it is necessary to take into account the venue of the training, the cost of mobility to it, and the degree of safety, and the budget pain poverty Rh him, and his time.

• **Assessment and Evaluation**

Training

5- Choosing the appropriate methods: The training method is the method used to transfer the training material from the trainer to the trainees in a way that produces the desired effect. There are several different and different methods depending on the quality of the trainees and the subject and the training period.

3- Implementation of the training program: The implementation of the training program includes: 1- Schedule the program by specifying the number of program days, sessions, and closing ceremony. 2- Training rooms: through a statement of the effect of the internal arrangement of the training room and the presentation of the seats and the shape of the hall.

3- Daily follow - up of the program: it is to ensure the continued implementation of the training plan , problem solving and commitment to the scientific article and the provision of assistance to the training and provide convenience to the trainees.

4- Assessment and Evaluation Training:

AL Salmi emphasizes that evaluation of training programs and trainees is a major

and important activity that is inseparable from the rest of the training activities and is also a continuous activity that should be given special attention to ensure the effectiveness and positive targeted training . (ALSalmi, 1980).

2.3 The system of Incentives and rewards:

2.3.1 the definition of incentives and rewards

Incentives and rewards are obtained against the individual belonging to the organization. The motivations are the largest and most powerful engine of human energy. - the desire to get something. - the fear of losing something.

And the knowledge of the good use of these Incentives and guidance through motivations contributes effectively to raise the standard of living and moral per capita on the one hand, and achieve the high productivity of the organization, on the other , which is reflected in the progress and development of the country's renaissance, as it motivates individuals and encourage them to follow good behavior and excellence It leads to a remarkable and positive results, on the contrary lead the failure to provide motivations to the wrong, bad, and negative results.

Psychologists define the process of motivation as “pushing the individual to take a certain behavior or stop or change course, and the Staller. and Brlson define motivation as an internal feeling of the individual generates the desire to take certain behavior in order to reach certain goals” (jodah, 1980). For example hunger generate a sense of the need for food, and so we find that each behavior of the individual, in fact as a result of internal motives emanating from within the individual and his sense to satisfy his unsaturated needs.

The concept of Incentives can be explained as “ what an individual obtains from the organization in return for his productive work. These motivations are in exchange for work so that they can be clearly distinguished” (Madkour , 1995)

2.3.2 The types of Incentives

The Incentives can be classified into several types:

1. Material Incentives: They have a cash yield, usually in a variety of forms including wages, promotions, incentive bonuses, incentives to link the incentive to quality of production, excellent service bonuses, extraordinary salary increases for outstanding individuals, individual allowances whether lump-sum, time or Combine them. **2. Moral Incentives:** It is working on the self and social gratification and include sending letters of thanks to the distinguished participation in decision making, recognition of achievement, creativity and medals of merit for the distinguished presence of a good relationship between superiors and subordinates, and the inclusion of distinguished names in the paintings of honor 's first staff, sending the employees in educational or training missions and the introduction of outstanding membership in the boards Committees in the organization, going for a trip or picnic and so on. There is no doubt that the moral motivations is stronger than the financial incentive in many cases, especially if the employee's wage is high and provides him with an adequate standard of living.

2.4 Managerial leadership and the appropriate work environment:

2.4.1 The definition of Managerial leadership

Managerial leadership can be defined as “ the process of influencing the activity of individuals and groups and directing that activity towards a specific goal” The concept of leadership in the managerial function is to direct the activity of the workers and coordinate their efforts to achieve the goal of high productive efficiency” (Al- Salami, 1985).

2.4.3 Skills of effective leader

1 - Technical skill: through understanding the work that supervises, awareness of all the characteristics and requirements of this work entrusted to him, and the ability to organize discussions, management and exchange of views, planning, coordination, supervision, guidance and monitoring, evaluation, follow - up and decision making.

2 - intellectual skill: through the ability to imagine things, look at the problem dimensions from its multiple angles, be able to draw the basic facts, make the right decision and wise on the basis, the ability to predict problems before they occur and work to avoid them and intelligence appropriate.

3. Human skill: through the ability to deal with people and employees to influence their behavior and guide this behavior in the direction that achieves the objectives of the project.

It is clear that there are no fixed characteristics of a successful leader because it depends on the time, place, circumstances and objectives of the present situation. The importance of supervision and managerial leadership can be clarified and summarized as follows (Al-Toumi, 1988):

2.4.4 The importance of supervision and managerial leadership

1. It considers the necessary tool is to mobilize and coordinate the efforts and possibilities of the Organization and to push it in the direction leading to tasks performance and achieving organizational goals.
2. Its various efforts and methods contribute significantly to the creation of an appropriate climate and conditions for work.
3. It considers the nucleus around which individuals are encircled is the basic condition for the formation and continuity of groups.
4. It plays an active and important role in defining, formulating and clarifying the crystallization of the philosophy, objectives, strategy and management policy of the organization in which it is located.

2.5 Participation in decision-making:

2.5.1 The definition of participation

There are various points of views about the identification concept of participation in decision making, according to the jurisprudence of writers and researchers in this field, and the different economic and social philosophies.

One of the writers in defined participating as “ the integration of individuals mental and emotional in the group's positions, which encourages them to contribute to the achievement of the group objectives and assume the responsibilities entrusted to it “(Khadra, 1989).

And another researcher define participating as (participating is the mental and emotional interaction of the individual with the group that works with them in the process of the organization by way of being able to mobilize its efforts and energies to achieve common goals and take responsibility consciously and self-existent given the environment in which the organization operates . (Shehab, 1990)

And another writer define participating as “ a two-way joint effort and mutual relationship between the parties of the managerial process(high management and senior staff) and aims to increase its productivity in an orderly and continuous . (Dorra, 1982).

In order to the participation to be effective and to achieve the objectives required, this requires the availability of several conditions, including:

2.5.2 The requirement of participation process

1 - The availability of experience and knowledge of subordinates. 2 - The desire of subordinates and managers to participate. 3 - The decisions should

not make under the stress of speed and time constraints. 4 - Confidence of the leader of the feasibility of participation. 5 - The skills of the leader in the use of participatory methods. 6-Participation costs must be balanced.

Finally, The managerial leadership must work to manage the material, human and moral requirements of total quality management (Salmi, 1995).

PART II Concept and components of TQM

Chapter I The concept of TQM

1.1 The definition of TQM

The definitions of quality differed and varied according to their content and different dimensions. The definition of TQM also differed according to the description of its fundamentals, principles and characteristics. TQM can be defined as a "collaborative effort to accomplish business"(Durra, 1995).

TQM is defined as "Management philosophy aims to achieve excellence in the performance quality of the enterprise as a whole by meeting the needs of customers and employees" (Abul Fotouh, 1997).

In another definition TQM is defined as " A few guidelines and philosophical principles , which are the basis of continuous improvement for organizations through the use of statistical methods and human resources to improve the services and materials that are provided to the Organization to the rules of procedure governing the work of the Organization , which is by her face student beneficiaries at present and in the future" (Abdul Mohsen, 1997)

TQM is defined as " A collaborative form of doing business that depends on the abilities and talents of both management and employees to continuously improve quality and productivity through work teams (Jablinsky, 1999).

And the Federal Institute defined Total Quality Management as " to do the right to work properly , and the first time with the reliance on the client assessment knowledge to improve performance.

As well as defined by the Defense Department of the United States of America as “A philosophy and a set of guiding principles which are the pillars of continuous improvement of the organization, implementation of quantitative methods and human resources to improve the raw materials and services received by the organization, all processes within the organization and the degree to which the needs of the consumer are met now and in the future (Abdel Fattah, 1999).

"It is a set of tools and methods that are a comprehensive strategy to mobilize the collective effort of the organization as a whole in order to achieve the highest satisfaction of consumers at the lowest cost. The comprehensive word means that quality in the modern sense represents an input for all employees regardless of their position in the managerial ladder (ALahmdi, 1997).

From these previous definitions we conclude that TQM focuses on:

1- Concepts and principles to achieve quality, increase profitability and improve productivity in the programs of the Organization as a whole. 2- Way for the survival and continuity of the Organization and continuous improvement. 3- Management philosophy left the difficulty of separating the needs of the client from the objectives of the organization. 4- Perform the work correctly and from the first time . 5- Cooperation between staff and team composition is the basis for success and quality.

1.2 The emergence and evolution of the TQM concept:

Despite the emergence of the concept of quality a long time ago, but it has not emerged as a basic function of management only recently, as the quality is considered in modern managerial thought as a function is equivalent to the rest of the other functions, and the journey of development in administrative thought in terms of quality management during stable development, and this development reflected a series of discoveries dating back to several decades,

and can be divided into four distinct periods of quality, the examination stage, the statistical control of quality, quality assurance, and TQM can be drawn from the stages of development targeted the continuous trend towards Improvement, as far as possible from the classical concepts of quality, which did not exceed the verification of conformity of specifications and reliance on the principle of prevention and identify the cause of the situation of default, and punishment in the case of violations of sanctions and the final inspection of the product and the question arises, Is TQM a new thought, or Is it an old idea?

To answer this question, it is necessary to turn back to follow the emergence and development of the concepts of TQM by showing the role of some prominent scientists who contributed to the development of this modern approach, including:

1.2.1 Edwards Deming

(Born Deming in 1900 and died in December 1993, and was until the day of his death , working a full day and in the last his five years was touring the United States , the length and breadth deliver lectures and speaks at conferences traveling in a wheelchair with the help of his secretary(Mneef, 1998).

He is an American consultant and professor at New York University, traveled to Japan after World War II , at the request of the Japanese government to help industries improve productivity and quality, Deming was a versed consultant and successful genius in his mission to the extent that he knew in Japan , the father of quality and the father of Revolution total quality management cycle, and he was working senior statistician during the forties of this century and has a feed many contributions in the practical use in measuring and control statistical quality, Deming is one of the reasons for the success and the superiority of Japan in the quality and he teach the Japanese that higher quality means lower cost , where this idea were not

aware In 1951, the Japanese government established a prize called the "Deming Award" which is awarded annually to the company which is distinguished in terms of innovation in quality management programs and was imitated in 1960 by the Order of Emperor Hirohito in honor of his contribution to the Japanese Renaissance. E station NBC American TV program in 1980 named "Father of the Third Wave in the Industrial Revolution, so he believed in encouraging employees and their participation and making them able to contribute to continuous improvements, through their understanding of processes and how

they can be improved.

Deming provided fourteen key points to explain his philosophy and methods, most notably (Al-Khuli, 1993).

1- To improve the quality of the product or service for growth, competition and survival. 2- We do not need to live in successive errors, delays, unacceptable raw materials and poor human performance. 3- Minimize the reliance on inspection after the production completion, and instead relied on quality broadcast in product design and production process. 4- Unqualified and unskilled suppliers are excluded from the statistical quality indicators and do not make the price your sole purchaser. 5- Work on continuous improvement in service, productivity, quality and cost reduction. 6- Complete training and education for all employees. 7- Focus on the importance of supervision by helping workers and good use of evaluation machines better performance . 8- Eliminate fear of the organization and encourage mutual communication from top to bottom and vice versa. 9- the secret of barriers between departments and departments in the organization and encourage the solution of problems through difference the work. 10- Abandon slogans and cheers and access to scientific methods. 11- Use statistical methods for continuous improvement in quality and productivity. 12- Reacting to the removal of barriers that deprive employees of pride in their work. 13- Design the training and education program to keep employees in line with new technological developments. 14- Putting all workers in the form of groups in order to achieve the process of productive and managerial transformation.

It is believed Deming that the quality of performance is the primary responsibility for the management of the organization, explicitly deny that about 85% of the actual implementation of operational errors are mainly due to the system that takes the Organization and of methods, policies and procedures routine, and that the worker does not bear only 15% of errors Therefore, the

management recommends not to rush to judge individuals in the case of errors in the work, but instead the administration must investigate and investigate the mistakes of the system and work to correct them.

1.2.2 Joseph M. Juran

(After his graduating in 1924 from Minnesota University of America, he joined the New York University as a university professor and at the same time work in the inspection department of the Hawthorne Electric West company until the beginning of World War II, and his most famous books written is the book of quality control in 195.

In 1979 , Goran established a quality management institute called the Goran Institute (Said, 1997).

He is the author of the famous saying , "Quality does not happen by chance, it must be planned." He has also played a major role in teaching Japanese industrial organizations how to improve the quality of their products with Deming . He focused his attention on quality management and how he can present his ideas to High management, through the simple concept has a formation of three stages (quality planning, quality control quality improvement).

1.2.3 PHILIP CROSBY

His TQM program focuses on the emphasis on outputs by reducing defects in performance. Therefore, we find that he is the first one who established the concept of zero defects or flawless manufacturing , and its interest in developing some standards that measure not only the quantity but also the total cost of quality.

1.2.4 Kauro Ishikawa

Attributed to the establishment of quality circles, he is called the real father episodes of quality circles, which suggested schemes or analysis of the fish bone that used to follow customer complaints about quality, analysis of error and deficiencies sources, so insist that quality rings activities are an integral part of the TQM approach as Aims to achieve continuous improvement through teams.

1.2.5 Armand V. Feigenbaum

Viginbaum Developed the concept of comprehensive quality control, he

emphasis that the responsibility of quality must be the employees, and where referred to this concept as "quality upstream" means that each worker or employee must be responsible for the performance of his full quality .

1.2.6 Genichi Taguchi :

He has worked as a consultant to a number of large companies such as Ford and IBM to help them develop statistical control over the quality of their production processes. He believes that continuous control of machines to achieve an appropriate product quality is not effective and products must be designed.

There are many thinkers who have contributed to these trends and to enrich the emergence and development of TQM both in the production of goods or services.

We can say that the roots and the seeds of TQM movement had been sown during all those previous years, which took more than fifty years to grow and become like we see it today , it is fair to describe TQM that is represent the old idea and has evolved and grown to become A modern idea independent of the previous scientific schools management , especially by adopting the ideas of Deming and Joran in Japan.

1.3 The principles of Total Quality Management:

The philosophy of Total Quality Management based on principles that can be adopted by the management to the clearest access to the best possible performance (Al – Bakri,1994).

1.3.1 Customer Focus:

the customer here mean , any person who performs the task is a customer , staff organization , individuals are called internal customer, and individuals outside the organization called external customer, TQM aims to correct performance that serves the internal customer and external customer , the quality responsibility of any An individual in the organization is one of the basics of TQM approach. **1.3.2 Focus on processes and results:**

It is no longer possible to accept that the judgment of the results is the basis,

it means that the error in the final product means destruction, but must extend the processes of quality and observation even on the processes and design to give results without errors, and must have a large share of focus and attention, The focus is only on the results achieved. **1.3.3 Preventing errors before they occur:**

As long as we have applied the principle of focusing on processes and as the focus is on results, the applying of this principle has already been achieved. The focus on processes enables us to prevent errors before they occur. The implementation of this principle requires the use of acceptable standards for measuring the quality of products and services during the production process rather than using such standards after the mistakes and after the waste of resources.

1.3.4 Mobilization of manpower expertise:

It means a change in the interaction with the organization members and deal with them on the basis that each one of them has what it gives in the field of quality is being motivating workers, not only financially but also through training and to express an opinion and participation in decision making and raise the efficiency of employees by providing a competitive environment Work, collaborate and work as a team and raise their morale.

1.3.5 Making fact-based decisions

Through the adoption of an institutional concept for problem solving and the building of an information system that conveys the facts to the high management to facilitate an atmosphere of managerial decentralization based on trust.

1.3.6 feedback:

Through feedback on the wishes and achievements of employees and their reactions to the implementation of these five principles and the verification of the results required from them in a timely manner.

1.4 The difference between the concept of TQM and the concept of ISO 9000:

The ISO organization is considered as an international union include bodies of specifications and standards in different countries where one member from each country participates and in the preparation of international standards are ISO to take into account the interests of all parties from the producers, users , governments and

others, and after the evolution of the global concept of quality and under increased attention to quality and not only the quality of products and services but also the quality of operations, and after we confirm to all that the quality is not option, but the need for the success of any economic system in various sectors, focused on this global organization in this subject and issued a series of international standards known as "ISO 9000" in the field of management and quality assurance to standardize concepts and standards at the global level.

The number 9000 symbolizes to series specifications that specializes in quality in different institutions management, and the International Organization for Standardization and Metrology issued in 1987 group specifications of ISO 9000 and then was issued modifying them at the end of 1994 in line with the requirements and needs to systems quality management which has a global applicable.

(ISO 9000) will be in the coming years, as a common global language and standardized in all types of interaction between organizations must be that these institutions be associated with a corresponding system certificate ISO 9000 from a recognized point of globally, and its necessity to stay in business and compete(Badero, 1997).

1.4.1 ISO 9000 Standard Series:

The following table shows the list of numbers of all the standard specifications in the ISO family of 9000 and the date only issuance last for each of them and their titles, as in the following table (Kdar, 1998).

Table (1) ISO 9000 standard specifications Standard number and date

The title of the standard

ISO 8402: 1994 Quality Management and Quality Assurance ISO 9000 - 1: 1993

ISO 9000-2: 1993

- Quality Management and Quality Assurance Specifications - Part 1: Guidance on Testing and Use.

- Quality Management and Quality Assurance

Specifications - Part 2: General Guidelines on Applying of Specifications ISO 9003 , ISO 9001 , ISO 9002 - Quality Management and Quality Assurance ISO 9000 - 3: 1 991

Specifications - Part 3: Guidelines on Applying of the Standard ISO 9001 In the development, supply and format of software.

- Quality Management and Quality Assurance ISO 9000 - 4: 1993

Specifications - Part 4: A comprehensive program on reliability management. ISO 9001:

1994 - Quality systems - A model for quality assurance during the stages of design, development, production, installation and service. ISO 9002: 1994 - Quality systems - A model for quality assurance during

the stages of production, installation and service ISO 9003: 1994 - Quality systems -

Quality assurance model during the inspection and final testing phase. ISO 9004-1:

1994

ISO 9004-2: 1991

ISO 9004-3: 1993z

ISO 9004-4: 1993

ISO 9004 - 8: NP *

Quality Management and Quality System Elements - Part 1: Guidelines

- Quality management and quality systems elements - Part 2: Guidelines for services.

Quality Management and Quality System Elements - Part 3: Guidelines for
Manufactured Materials.

- Quality management and quality systems elements - Part 4: Quality improvement
guidelines.

- Quality management and quality systems elements - Part 8: Guidance on quality
management practices applied in the principles. ISO 10005: 1995 Quality Management

Guidelines on quality plans ISO 10006: DIS * Quality Management Guidelines for
quality assurance in

project management ISO 10007: 1995 - Quality Management Guidelines on the total
form of

management ISO 10011-1: 1990

ISO 10011-2: 1991

ISO 10011-3: 1991

- Guidelines for Achieving Quality Systems - Part 1: Investigation

- Guidelines on Quality Systems - Part 2: Standards for Qualification of Quality System
Auditors.

- Guidelines on Quality Systems - Part 3: Managing Audit Programs ISO 10012-1: 1992

- Quality assurance requirements for measuring instruments - Part 1: Standard
certification system for measuring devices

ISO 10012-2: DIS * - Quality assurance requirements for measuring instruments

- Part 3: Adjustment of measurement processes

ISO 10013: 1995 - Guidelines for preparing the quality manual

ISO 10014: DIS * - Guidelines on the economic aspects of quality

management ISO 10015: NP * - Guidance on continuing
education and training ISO 10016: NP * - Inspection and testing records - Display
results ISO 10017: NP * - Guidance on the application of statistical methods in
the

family of standard 9000 ISO Global Standards Project: DIS *
New Proposal NP - NEW PROPO DRAFT INTERNATIONAL STANDARD

1.4.2 the benefits of applying and registering the ISO 9000 system

One of the benefits of applying and registering the ISO 9000 system is that there are benefits outside the scope of the organization and benefits within the organization.

1.4.2.1 The external benefits of the organization:

1. A certificate of conformity shall be deemed to be an entry ticket to the international market. In the European Common Market, for example, the marketing of certain types of products of the Organization shall require the possession of this certificate of conformity by the Organization and thereby increase sales and profits. 2. gain a competitive advantage over other institutions that did not get any certificate to increase the enterprise 's share of the market, customers usually tend to deal with the winning institutions for the certificate that they are able to understand their requirements and the time achieving.

3 - Limit the investigations that the institution was subject to by its customers before obtaining the certificate, which is considered to be rather expensive.

4. Preserving the continuity of the efficiency of the applied quality system, as a result of the institution's periodic monitoring of the trustees appointed by the certification authority and sending them to the institution for this purpose. 5. Publicity of the organization as a result of the publication of its name in the records of the certification body or some other organizations and use it as a propaganda tool in its publications and advertisements.

1.4.2.2 The internal benefits of the organization are as follows:

1- Raising the morale of the employees and motivating them to increase productive efficiency. 2. Provide confidence in the ability of the organization to provide products or services that match the requirements determined by the customer. 3. Reduce costs of quality and time lost in operational processes. 4. The possibility of opening new markets for the marketing of products and services. 5. Continuity of improving the international quality of products and services. 6. High profitability, high operating efficiency and productivity.

There are many questions, such as how to obtain ISO 9000 certification . How long will it be obtained? What are the stages of qualification? And what is its cost? To answer

this, we summarize the most important differences and differences between TQM and ISO 9000 as in the following table (Sayed Mustapha, 1997 , p. 66):

Table (2) Differences between Total Quality Management and ISO 9000

Total Quality Management (TQM) ISO 9000 1 Addressed to customers It is not necessary to be addressed to

customers 2 Represent the main thrust of the corporate strategy

May be an integral part of the strategy

3 Guided by comprehensive philosophy, concepts and methods

Addressed to the operational procedures of the technical system 4 Continuous improvement

and development is one of the main axes of philosophy

Continuous improvement and development is not possible. Standards are limited by procedures and working methods 5 Including all departments, divisions, organizational

levels and organization as a whole

Can be applied to specific departments or departments and not necessarily at the level of the organization as a whole 6 Their responsibilities are for each individual in the organization rather than a department or department

Their responsibilities are to department or quality control department

7 Need to bring about a comprehensive change in concepts, systems and operational processes

May not require substantial modifications to the current situation

1.5 The importance of Total Quality Management:

Today, organizations need to strive to improve their performance, they need to be aware of their economic, social and ethical responsibilities, and they must look for all possible means to make the flow of products and services to their customers closer. reconsider the methods used in the conduct of its employees ' skills and experience and their ability to focus on customer efficiencies and costs, so these companies seek to holistic goal in practice it is in the process of continuous improvement of its not the end of the line, and has become taking care of total quality management demand for a vital and key to these companies because of its m n a significant impact on production , human resources, sales, marketing and other departments and operations, and can explain the importance of total quality management as follows: 1 - Total quality system leads to lower costs and increase profitability. 2 - Total quality system achieves competitive advantage and high return and high savings. 3 The application of TQM has become necessary to obtain some international quality certification such as ISO 9000.

4 - Total quality system leads to consumer satisfaction, because the consumer is always looking for the best and fastest in the provision of goods or services. 5.

Develop a sense of group unity, team work, mutual trust among individuals, a sense of belonging to the work environment and participation in decision-making . 6. Improving the image and reputation of the organization in the eyes of the business community and the consideration of customers in the market and reduce the number of complaints from customers. 7 - Total quality system leads to improve productivity and raise the morale of the workers. 8 - Total quality system leads to reduce errors and reduce defects and losses. 9. Total quality system leads to improved human relations and increased industrial security and occupational safety of workers.

Chapter II Elements and steps of applying TQM

2.1 The requirements elements of the TQM application :

It turns out the researcher that there is no general agreement among researchers and writers about elements that represent the requirements of the application of total quality management, some locks them in seven elements, and the other nine elements, but the concepts of these elements do not differ from each other , although some of them combined together, and the most important These elements are (Abdel Fattah, 1999).

2.1.1 Commitment and support of high management to TQM program:

Is the support and the support of senior management for the application of comprehensive quality management program the most important elements, because the element of the decision the application is considered a strategic decision to be taken by the administrative leadership at the senior management organization level, that is not expected to be this decision and the requirement s success without that stems from the conviction and m a full burdens of them, and therefore the required support from senior management and support is the announcement of the application of total quality management to all levels of management and staff at all levels and a commitment to the plans and programs at all levels, and the allocation of financial and human capabilities necessary for Application, and determine the powers and responsibilities and to find the necessary coordination.

2.1.2 Customer orientation:

The work of achieving a high degree of internal and external customer satisfaction is one of the most important aspects and requirements of TQM. The client's wishes lead to the organization's overall quality management system. The characteristics that the customers expect and build in the products are defined from the product design stage to the after sales service. , And should deepen the idea that the client manages the organization at all organizational levels because it is the focus

of all efforts in TQM, and achieving this direction requires that the organization take all measures to enable it to assess the level of satisfaction of its customers.

2.1.3 Create an appropriate working environment and culture of the organization:

The high management of the organization must be concerned with preparing the mental staff for acceptance, acceptance and conviction of the concepts and applications of TQM, and be concerned with providing the necessary material resources to implement this approach. The senior management shall be responsible for spreading sufficient awareness and educating employees of quality and developing a sense of responsibility. participation develop appropriate solutions to the problems of working through teams and quality rings and feel that they are not in a competitive position with each other but support the organization and cooperate with each other to achieve competitive excellence through the improvement continued, must face hazards E time it occurs immediately and prevent any error moving to the next stage.

2.1.4 Performance measurement of productivity and quality:

There is a need for a real measurement system based on appropriate statistical methods to identify the negative differences in the performance and implementation of operations and activities and to work to eliminate these differences drastically and to ensure that the departments of the organization have developed standards to measure the conformity of goods and services to customer needs To measure the degree to which these needs are met.

2.1.5 The attention of senior management to the development of human

resources:

As the human element is the active ingredient in the organization it is to ensure the continued success of the application of the management quality overall, which requires to be a place of care and attention from development of the system of choice, recruitment, incumbency and performance evaluation and human resources planning and training programs and the method of continuous stimulation and building work, participation and cooperation teams, and the end of Management role in providing an appropriate working environment for continuous improvement, and thus rewarding and promoting the creator of the proposals in recognition of outstanding and outstanding efforts that benefit the senior management of the organization.

2.1.6 Continuing education and training:

The applying of the basic concepts and principles of TQM requires that all employees be qualified through the development of a training and education plan at all levels, although the contents of the programs vary from one administrative level to another according to the quality of the skills, knowledge and behaviors required for each. Y yin, chairmen and workers on all TQM concepts, identify the types of training programs needed for each group, the topics to be trained, the resources needed for the training, its schedule, and the required training cadres.

2.1.7 Building working group:

The effectiveness of the TQM depends on the employees , where they must be trained and organize their efforts and motivate and engage them in teams possible work in the information and provide them with an appropriate area of freedom of action and initiative and the ability to self - reliance, so as to produce goods and services at a high level of quality that these teams operate within a framework that includes Culture, values, and objectives of the organization.

2.1.8 Participation of workers in efforts to improve productivity and quality:

To improve productivity and quality, all staff must be treated as a team, and their participation in decision-making, advice and suggestions will create a shared vision among all staff and senior management, and become a unified approach to organization as a whole, creating a high degree of coordination. Efforts and conflicts disappear with each other.

2.1.9 Establishment of a comprehensive quality management information system:

Providing an information system for total quality management will contribute to focusing on the customer for the availability of all relevant information, starting with the identification of his needs, desires and aspirations, and until the satisfaction report. It will contribute to the continuous improvement efforts and coordination between the different activities because they will be based on monitoring and detecting their customers' signals. And translate them to the quality levels required by these customers and exploit them and satisfy them so as to enable them to improve their competitive position and achieve excellence on their competitors and increase the link of customers.

2.2 The stages of applying TQM:

Since TQM is a long, continuous and never-ending journey, it has to go through an implementation program that is implemented gradually , in stages, in a sequential and continuous manner.

2.2.1 A. Planning stage:

The planning stage includes several steps including: 1. The high management of the organization prepares and presents a series of educational seminars and clarifying the importance and principles of the total quality management and its applications and supervised by specialized professors for the various categories of senior leadership , executive managers, department managers, heads of departments and other employees to prepare and disseminate the concepts of TQM. 2. The establishment of the Total Quality Management council and is responsible for the follow-up and implementation of the requirements of total quality and is trained to build the task forces and give them self-confidence to understand the objectives of the overall air and may be the Council of the Director General or as an independent department. 3. The TQM Council shall establish the future vision of the organization and the strategic objectives and principles to be followed by the organization, which should be circulated at all levels of workers in the manner and

language that suits them. 4. The Council shall identify those who object to and reject the implementation of this new directive as well as those who support and support this orientation, as the identification of these entities will assist the Council in selecting the members of the task force that will participate in the implementation of the tasks and projects. 5. The Council, in cooperation with the Human Resources Department of the Organization, assesses the current status of employees and assesses their performance and morale after implementing the principles of total quality, as well as cooperating with the Marketing and Public Relations Department in the Organization to ascertain the opinions of clients and the extent of their conviction.

2.2.2 B. Preparation stage:

The preparation stage includes the following tasks:

1. The TQM council's mission is to plan the implementation of the TQM, continuous research on new projects, continuous modifications and the selection of appropriate teams with relevant individuals. The success of these projects and services will be the basis for no greater challenges in the future. 2- Selection of teams from different departments and disciplines to suit the quality of services provided . 3 - Training the members of the work team on a specific mechanism of work during periodic meetings to discuss ways to achieve and raise productivity and development of quality and performance and discuss the views and problems and proposals for action and make the necessary recommendations on them to the council of Total Quality Management as a prelude to study and approve the appropriate ones.

2.2.3 C - Implementation and applying stage:

1. The TQM council gives guidance to the team members to implement and implement the specific projects using the TQM methods they have been trained to provide the TQM council with data and information related to the performance and development of the work through follow-up and ongoing sessions to discuss and explain what is being implemented. 2. The teams conduct a field survey and survey the opinions of customers and employees to obtain information about their morale and their association with the organization to find out the problem

solving and evaluate the results and evaluate the role of human resources in maintaining optimal productivity. 3. All the information obtained by the TQM from previous steps helps the council members identify the necessary changes in the company's basic structure, policies, established objectives, organizational structure, incentive systems, training needs , etc. This responsibility is for TQM council and sometimes given Task teams are responsible for making appropriate changes. 4 - Extraction of administrative and statistical final reports to indicate the overall performance measurement and the evolution of the level of the organization in light of the competition and give management organization to evaluate and take recommendations upon to announce the success of the pain organization of his knowledge and appreciation of workers involved in the improvement efforts to include all parts of the Organization.

When TQM is applied in three main stages , we can obtain either new results and indicators of obstacles and difficult errors include :

2.3 The desired results of the TQM application:

It may be difficult to know the direct impact of the application of the principles of total quality management on the performance of the organization because there are measurable results and other difficult to measure, but proven research and studies process that when you apply these principles in the organization , both in the public sector or the private sector , it can achieve many features:

1. Strengthen its relations with consumers and increase their satisfaction by meeting their different aspirations and needs to increase the market share of the organization.
2. Improve profitability and increase sales, thereby increasing distribution outlets, achieving financial savings and reducing costs and expenses lost.
3. Raising the level of performance of employees and improve their morale and improve their attitudes and skills and loyalty in the field of work, and thus increase their productivity and motivation and encourage them to participate in decision-making within the organization effectively and low turnover and job satisfaction.
4. Improve human relations and cooperation, build cohesive working groups, reduce errors and develop the spirit of innovation and creativity among employees.
5. Provide an appropriate and suitable working

environment for the employees and achieve security, safety, comfort and entertainment and provide all necessary services and supplies needed by employees. 6. To enhance the Organization's reputation and to help develop an effective, prioritized, and effective leadership management. 7. Improve productivity and improve product quality, performance and processes.

2.4 TQM Constraints

There are several constraints in the applying of TQM including: 1. The Organization expects immediate and rapid results. TQM requires some time to produce tangible results, although sometimes TQM may have a rapid return at the beginning of its implementation but this is not the rule, since it is a quality management principle. The overall support and instilling the spirit of development and continuous improvement and the firm desire of all to achieve competitive excellence and these constraints cannot be changed and reacted in a short time, so that the expected failure and may be frustrated by not being able to achieve those results .

2. Some of organizations imitate other competition organizations where the success of the application of quality management overall in organizations and many countries do not necessarily mean the possibility of successfully applied in all organizations and countries other, there are preconditions for the success of this application, this does not mean the impossibility of success as long as in the framework. And will take into account the conditions and requirements required.

3. The lack of attention to the development and the development of human resources through lack of training programs to increase awareness of the importance of overall quality, and aware of the participation of all workers and continuous commitment, and their responsibilities towards the application of total quality and lack of motivation and appreciation and support rewards, and the lack of environment not suitable, and the lack of committed administrative leadership. Its decisions and behaviors that should serve as role models for those who apply these principles, in other words until you reach the heart of the consumer must pass through the hearts of employees.

4- The adoption of systems and policies that do not comply with the principles of TQM, and the focus of the organization on adopting methods and methods that are not compatible with its production system and its staff. When using inappropriate methods, this leads not only to failure of this method but also to undermining confidence in the TQM system.

5.

Failure to provide accurate information on achievements achieved leads to frustration and dissatisfaction with work by measuring the current level of performance, providing information on the scale of achievements achieved and setting them up for all employees, and informing them of future successes and achievements. In turn leads to the pride of the workers what they achieved, and feel proud because it is the manufacture of their minds and hands, and leads to enthusiasm and motivation towards continuous improvement and proper application . 6. learned enough to focus on customers to find out their needs and desires and expectations so that they can fulfill a way that makes them feel fully satisfied about the organization and its products and services, as it has to be organized to bother to enter the joy and confidence to the hearts of customers not only to prevent their conversion products or other companies services, But because they will boast and cherish their products and services. 7 - The lack of vision and commitment to the application of total quality management in the long term and not just make gains earned by the organization in the short term, so should not that the Organization consider that the time it takes to think about is the type of investment will be created by the broad lines basic and not a loss of time and effort , therefore A short-term and long-term goal must be balanced so as not to show future re constrains.

Overcoming these constrains requires knowledge of high management and understand clearly the process of improving the application of total quality, and the success or organization failure depends on the extent of understanding and commitment and participation of all employees from all levels in the application process, and the extent of planning and preparation, and the necessary skills of leadership and methods of statistical And modern technology for the successful implementation of TQM.

2.5 quality circles

2.5.1 Quality circles concept

The concept of quality circles falls Under the general framework of the concept of TQM which focuses on the quality of goods and services through continuous improvement , human resources development and the use of statistical methods to achieve the main objective of customer satisfaction that applies the concepts of TQM .

Where the various definitions presented by the writers to clarify the concept of quality circles, one of them define quality circles as “ a small group of

employees involved in a continuous cooperative study process aimed at detecting problems in the process of work, and work to provide appropriate solutions to them (Zinedine, 1998)

In another definition” small groups of workers are between 3 and 12 individuals engaged in one or similar work or engaged in one work and volunteer to meet together in accordance with a regular weekly schedule and during official working hours to identify and discuss the problems that concern them and are related to work (Kamel, 1994).

2.5.2 The importance of quality circles:

The importance of quality circles is reflected through the recognition of the objectives of the quality circles. These objectives are as follows:

1. Contribute to improving the overall level of performance at the Organization level as a whole and its continuous development.
2. To create the general atmosphere of the employees to provide new and sophisticated ideas and to reveal their creativity ,capabilities and their great talents.
3. Provide the opportunity for employees to analyze the problems of work, and participate in the development of proposals and appropriate solutions, which makes them feel that their work has real value.

2.5.3 Requirements and principles in applying quality circles:

In order to quality circles succeed in carrying out its tasks, the matter requires the provision of a range of elements and principles of basic necessary, which is a measure of the real possibility of the success of quality circles in achieving the goal established for, and the most important of these principles underlying the application of episodes of the quality circles (Bakri , 199 4) 1 - The commitment and full support of high management quality circles system in a manner that encourages employees to join voluntarily and their commitment to the rules and active participation in it and treat members as important men.

2. Provide a flexible communication system between all elements of the organizational structure as a whole.

3 - Building confidence of employees towards the proposed system and clarify its objectives clearly, especially in the interest of organization and employees together and not for the benefit of one party at the expense of another. 4 - Planning and preparation of the quality circles and choose the appropriate time to apply. 5 - to provide the different capabilities are required by the quality circles or else become doomed to the link failure from the beginning. 6. The objectives for the various circles should be acceptable to members and achievable. 7. Provide the necessary training for volunteer members to work in quality circles to ensure their effective participation and ability to research and analyze problems. 8. Availability of the administrative style that allows participation tends to favor following the decentralization of decision - making and work collectively. 9. The task of quality circles should be to solve their own problems rather than problems of other department or the problems of the organization or the world, and to start a specific number of quality circles in the sense of gradual application of the system to evaluate the results and benefit from them before being circulated. 10. Building a good relationship system that emphasizes the importance of loyalty and belonging to the organization.

2.6 Spread the culture of total quality management:

The success of the application of TQM based on the overall development of the culture and the environment of the Organization in all its aspects to be fully compatible with the requirements of its success. The creation and dissemination of an organizational culture that is consistent with TQM is one of the most important obstacles to the implementation of the TQM program.(Abdelfattah, 1996).

Each organization has its own organizational culture, which consist of a set of beliefs and traditions recognized by employees on how work is performed. Quality culture is all values, actions and expectations that enhance the overall quality of the organization and drive it to continuous improvement. Organizations succeed in adhering to TQM and gaining the participation of their staff, but their efforts fail in the end because they have made no effort to change their organizational culture.

(employees whose do not develop themselves with modern cultural change will deteriorate in the future(Atkinson, 1996).

In applying and spreading the culture of total quality in the organization, it is necessary to apply some of the strategies and policies referred to by Abu Nabah, 1998).

1. There is a need for a comprehensive assessment of the existing culture of the Organization to determine the type of the changes to be made. 2 - Develop a plan to implement the required changes so that this plan reveals the individuals affected by the process of change, the supporters , opponents and obstacles that will obstruction its way and find the best solution to encircle these obstacles. 3 - It is necessary to influence and acquire individuals in the organization with the change required to bring about and identify the individuals who will distort the process of change or hindered and then meet with them to inform them of the plan required and know their views and interests towards change required. 4. The necessary motivations should be provided and continued encouragement to individuals who will be affected by the process of change in the organization.

Any organization before proceeding with the actual application of TQM will try to measure and identify the organizational culture of the organization in order to determine the appropriate vision of this culture to implement the philosophy and principles of TQM and to identify positive and negative aspects, the full form in which it should be the organizational culture that fit with the overall quality management requirements and quality circles, taking into account all the challenges and problems that can prevent the application of TQM.

part III: Indicators of the role and impact of human resource development in achieving total quality management

Chapter I: The impact of human resource development on indicators of efficiency and quality of organizations

The human resources development process affects the indicators of the efficiency and performance quality of the organizations. As a result of the role of human resources development in achieving the total quality, this effect is shown by the following performance indicators:

1. Improving productivity 2 - Raise the morale of the employees 3. Reduce the costs 4. Quality improvement 5. Increase sales and profits This is supported by (Alaqili and others 1996), as well as (dr. Abdul-Mohsen, 1995) that (field studies conducted on industrial companies reflect the importance of quality in reaching a better competitive position in the market and this is achieved by the development of quality systems and guarantee through raising productivity efficiency and raise the morale of employees and reduce costs and improve quality Increasing sales and profits).

In order to complete the ideal image of the organizations success and access to performance indicators of high efficiency and quality, it is necessary to clarify this success and excellence by reviewing the impact of human resources development on the indicators of improving productivity, raise morale, reduce costs, improve quality, and increase sales and profits, because it considers indicators to achieve The objectives of TQM also as follows:

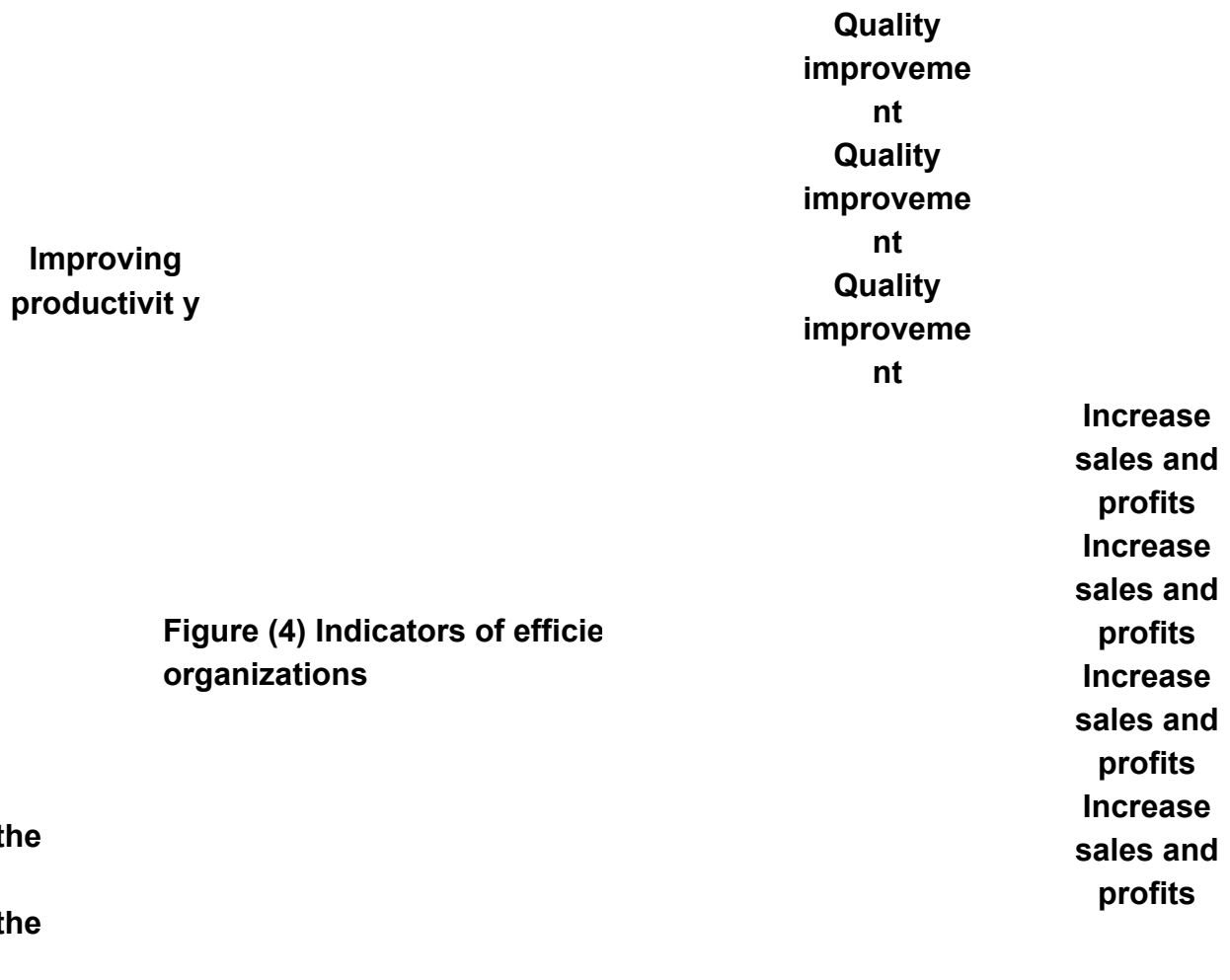


Figure (4) Indicators of efficient organizations

Human resource development

**Efficiency and quality
of organizations**

TQM

1.1 The impact of human resource development on productivity improvement

1.1.1 The definition of productivity

Some writers differed on the definition of productivity by being limited to the industrial, service, economic or agricultural fields, and one of the writers define it as “ productivity is an effective administrative effort and indicators of the degree to which the establishment achieves its goals in a timely manner and with the required quality”(ALsalmi,1991).

Also productivity can be defined as “ reflecting the success of certain tasks, it is the best choice and use of inputs to obtain certain outputs”(Abdul Wahab, 1991).

productivity is defined by another as “the best way to raise the standard of living of the individual by increasing real income, making more productive and consumer goods, improving working conditions, reducing hours and increasing human well- being (Durra, 1982).

1.1.2 Aspects of productivity

The concept of productivity is defined as the achievement of the objectives set by the administration by maximizing the percentage of output achieved through the use of available resources over a specified period of time. Consequently, we find that productivity includes two aspects (Al-Najjar,1992).

- Achieving goals degree, which is called effectiveness. - Good use of available resources, which is called efficiency and to show that, the following figure illustrates this relationship between them:

Figure(5) Aspects of productivity

Productivity is a measure and indicator of the organization's success in achieving efficiency and effectiveness.

Productivity is a production of both effectiveness and efficiency. It refers to the organization's ability to achieve the objectives using the least possible resources.

Efficiency

EFFECTIVENESS

EFFICIENCY

Produ

Effectiveness

PRODUCTIVITY

Productivity is the state in which the organization is productive and it is the concept that guides and guides the management of the productivity system and measures its success. The quality of labor, capital and raw materials, and where

productivity improvement and increase it considers a goal sought by the organizations and governments in different countries, which is a permanent demand that leads to the improvement and raise the standard of living and help to control inflation and contribute to national income, Output is often confused with activities related to the production of goods and services, while productivity is concerned with the efficient use of resources “Inputs” "in the production of products or services" “Outputs” If we look at the difference in quantitative terms, production is the quantity of outputs produced, Is the ratio of output to input ratio, and increased production may or may not improve productivity, depending on inputs used to reach increased production (Bakri, 1994).

The productive efficiency is considered the title of the progress of the society and its emergence from the economic and social backwardness. It is considered the main entrance to increase the national income and to improve the living conditions in society and provide the educational, health and cultural services required for achieving development and progress. High productivity is the main, if not the only, key to solve the problems of developing countries. , And to elevate their societies and economic and social systems from backwardness and stagnation to the path of progress and prosperity, since the human element is still considered the essential element in the production process (AL-Tome, 1998).

Increasing production does not necessarily mean increased productivity, profits are also not evidence of high productivity but high productivity leads to profits. (AL- Naggar,1992).

1.1.3 The importance of productivity

The importance of productivity is as follows (Salami, 1991):

1. Helps in the success of enterprises and their ability to continue and stay in the market.
2. Helps to make high profits.
3. Help in getting a large share of the market by offering outstanding goods and satisfying services to customers’ needs
4. Help in efficient use of productive capacities and then create opportunities for recruitment and employment.
5. Help to achieve the economic prosperity of the country and improve the standard of living of individuals.

Studies and research indicate that there is strong evidence that there is a strong relationship between investment in human resources and growth in production

through economic studies (NBD Economic Report, 1999).

The objective of productivity is to make the organization's climate more creative and innovative by working by guiding them and focusing on satisfying their needs, in addition to focusing on human resources management, because the success of the organization and its members is one thing and cannot be separated from the other. And focus on the human element is a key factor in improving productivity (Arafah,1990).

(Studies have emphasis that the individual with his skills and abilities, and his motivation to work, is the key to achieving productive efficiency, and that machines, equipment and other physical elements are in fact factors of assistance to the individual (AL-Naggar, 1992).

As productivity is one of the most important issues affecting the development of the internal economy of the enterprise, the economic growth rates of any society through the increase of the total output, and it is an essential input to overcome the problems of poor performance and determine the best ways to perform work and individual and collective production, Society as a whole, and in the face of global competition and technological change, the efficiency of the Organization's management and its success in improving productivity is the only guarantee of survival in the market and high profits.

1.1.4 Factors affecting productivity

As productivity improvement is an improvement in the business performance of the organization, productivity must be affected by several specific factors, both internal and external. The internal factors are as follows:

1. Physical factors:

Namely the quality of products, equipment, machinery and technology used in production, raw materials and energy.

2. Human factors:

(Human resources) are the main engine of the productive process. Without it,

productive activity cannot depend on its other elements in achieving the goals. It depends on the human effort of the employees by knowing the role of human work in productivity. Human factors are in fact the main determinants of efficiency Productivity, and that the management of the organization can introduce modern methods in the management of human resources, create an atmosphere of human relations sound, and achieve huge increases in the productive efficiency of the organization, and the most important human factors affecting productivity are the ability to work, Desire to work.

Al-salmi emphasizes that productivity is the target of human resources development (Alsalmi, 1997).

(The human resource management is a continuous process and consists of a set of functions, activities and sub-processes aimed at increasing productive efficiency (Alsalmi, 1985).

1.1.5 The impact of human resources development on productivity improvement

The impact of human resources development on productivity improvement can be illustrated as follows:

Work ability function

Work desire function

FIGURE(6) The impact of human resources development on productivity improvement

From the above, we conclude that the impact of human resource development in increasing productivity is explained by two main functions. The first function aims to increase the ability to work and has important elements:

1. Human resources planning:

The management of the organization can increase the level of production efficiency by following a distinctive method of planning human resources based on a scientific basis. It goes through several steps:

1. Selection of the most suitable persons to perform the specific functions and functions of the Organization.
2. Determine the human needs of the work and jobs required to achieve the objectives of the project, and the study of the current workforce and compared with the labor force required to provide.

1 - Policies of wages and salaries

2 - promotion policies

3 - motivation systems , bonuses and benefits.

1. Human resources planning 2. Proper selection

3. Supervision and administrative

leadership 4. Training. 5.
Creating suitable working

Human resource development

conditions 6. Participation in decision-making

High productivity efficiency

3. Characterization of different works and jobs. 4. Jobs Emiratization to increase the productivity of the citizen for his belonging and loyalty to his organization and homeland.

Human resources planning is therefore an impact and a contributing factor to achieving greater productivity efficiency, which will lead to excellence and total quality in the organization.

2- Supervision and administrative leadership:

The goal of the real managerial leadership is to create the motivation of the employees to improve their performance and raise their level of competence and conviction, and the function of human resources management is to spread the

right scientific ideas about the methods of effective leadership and the preparation of training programs for supervisors to carry out the tasks and work required of them all contribute to the performance And productivity.

3- Training

Training is one of the most important factors affecting labor productivity, through the use of modern training methods, the diversification of places and times of training, the knowledge of the training objectives and the continuous training and development. The organization's management is able to increase the ability of the organization's employees, Productivity and access to an effective workforce.

4- Creating suitable working conditions:

The provision of suitable working conditions leads to the creation of an atmosphere of work and giving, and thus helps to raise the efficiency and quality of production, by providing the appropriate benefits and services for employees, and provide the comfort and tranquility in the employees, and thus decrease the rates of absence and accidents and injuries and lost days, To high productivity.

5- Participation in decision-making:

The participation of employees in making administrative decisions and facilitating the provision of the wishes, opinions and suggestions of the employees leads to achieving the mutual understanding between the employees and management, thus helping to create an atmosphere of social cooperation and effective administrative participation that will help achieve the objectives of the organization and thus lead to an increase in productive efficiency.

The second function aims to increase the desire to work are done with an important element of motivation, bonuses and rewards, and the structure of wages, which increases the willingness of the individual to work by compensating individuals for the services they provide to the organization and motivate them to work and production. The higher the motivations, Satisfaction of individuals from their work and satisfaction of their needs, and thus will contribute effectively to raise the level of productive efficiency, and American companies are a pioneer in that gives some senior employees a certain percentage of profits and shares in the capital, the studies have proved that these Compensation and rewards have significant benefits on

the productivity and growth of these companies' sales and profitability. This underscores the impact of human resources development on productivity as the cornerstone for creating the competitive advantage of different organizations.

1.2 The impact of human resources development in raising morale:

1.2.1 the definition of morale

Developments in scientific management research aimed at increasing productivity have proved that the key to achieving this goal lies in the individual as an essential element. Therefore, the management's efforts to target productive efficiency can only be achieved if they understand how to satisfy the workers and how to calm them down. And some analysts believe that the level of morale is a measure of the success and quality of management and therefore they are keen to raise them as evidence of their good management and the success of their plans (Fahmi, 1981).

(Morality refers to the psychological, mental and neurological state of the group's members, which governs their behavior and behavior and influences their desire to cooperate. Morality is an intangible element that is not revealed directly but through other phenomena that reflect it. The high morale is reflected by certain phenomena such as employee enthusiasm, The spirit of initiative and innovation, their voluntary compliance with instructions, regulations and orders, the voluntary desire to collaborate with others, link their personal goals to project objectives, loyalty to the project, leadership and praise in the outside community, This is reflected in the achievement of the objectives of the project in an economic and effective manner. In the same way, the low morale is reflected by certain phenomena such as coarseness, grossness of treatment, hatred of work, hatred of the project, hatred of colleagues and presidents, resistance and opposition to good opinions(Hashem, 1975).

(It is difficult to develop a precise and comprehensive definition of the term morale, which caused a great deal of confusion for some researchers in defining a clear definition. Morale in work or economic organizations means that emotional readiness, which helps the individual to increase production and achieve without more feeling of fatigue, so It is clear that morale is a necessary and important element to achieve full cooperation between management and individuals. The

decline or weakness of morale is an obstacle to achieving such cooperation. Evidence shows that the higher the moral spirit of individuals, This has increased their productivity (Berber, 1997).

1.2.2 The high and low morale of the employees results

The high morale of the employees results, can be identified as follows:

**Understand the objectives of
the organization**

**Cooperation and
integration**

**of employees
Employees enthusiasm
to**

**Increase
entrepreneurship
and innovation**

work

Compliance with orders

Figure(7) results of high morale

1 – Employees enthusiasm to work:

Focus on the need to establish good human relations between the manager and subordinates and between subordinates and each other, which leads to their enthusiasm and sense of responsibility towards the organization, as well as granting promotions and incentives owed to them.

2. Understanding the objectives of the organization:

Understanding and familiarity with the organization objectives in a specific and clear and their circumstances, history and future plans that seek to achieve and understand their role and importance in the organization, which helps to understand the purpose and objectives of the Organization.

Loyalty and belonging to

the organization

High morale

3. Increase entrepreneurship and innovation:

The response of the employees to their work and their satisfaction with them and their adaptation leads to encouraging creativity, increasing their ambition, and providing suggestions and innovations to increase the productivity of the organization, which in turn will lead to a higher morale.

4. compliance with the orders:

Employees' respect for the labor laws, regulations and systems, and not to evade their responsibilities and consequences and their complete satisfaction with their work leads to the execution of the tasks entrusted to them, and compliance with the orders of the presidents and the satisfaction of their superiors.

5. Cooperation and integration:

Achieving harmony, and rapprochement among employees, solving their problems among themselves, and participating in quality circles, leading to cooperation and integration among them, and this in turn will raise the morale of employees.

6. Loyalty and belonging to the organization:

Through the sense of Tranquility, the stability of the job, the treatment of the administrative leader of humane treatment good, provide the necessary services, and increased incentives and rewards will increase loyalty and belonging to the staff of the organization.

The results of the low morale are as follows:

Figure (8) results of low morale

High Absence Rate

**High turnover
Productivity fluctuation**

**Non-compliance with
orders**

**Frequent complaints and
grievances**

Low morale

1- Productivity fluctuation:

One of the important factors in the low morale of employees because of the fatigue of employees from work, boredom, fatigue and lack of enthusiasm for work and increase their aversion to work, colleagues and presidents and thus reduced the quantity and quality of production.

2- High Absence Rate:

Through some employees replace others lead to the psychological instability of employees, boredom, conflict and lack of interest in work leads to increased rates of absence and lack of attention to the importance and status of workers and thus lower morale of employees.

3- High turnover:

The lack of proven manpower in the organization is evidence of a decline in morale through layoffs, resignations, , low wages and so on. Conversely, the rate of turnover of participants in quality circles is low.

4- Frequent complaints and grievances:

The large number of complaints indicate a decline in morale, whether from employees or customers, and the large number of grievances as well as. the sense of workers unfair to their superiors and favoring people at the expense of others.

5- Non-compliance with orders

The lack of obedience to the instructions, the orders of the administration and the rebellion of the workers is a clear indication of their low morale.

1.2.3 The impact of human resource development on the high and low morale of employees

The researcher concludes from the above that the impact of human resource development on the high and low morale of employees is through the following elements as in the following form:

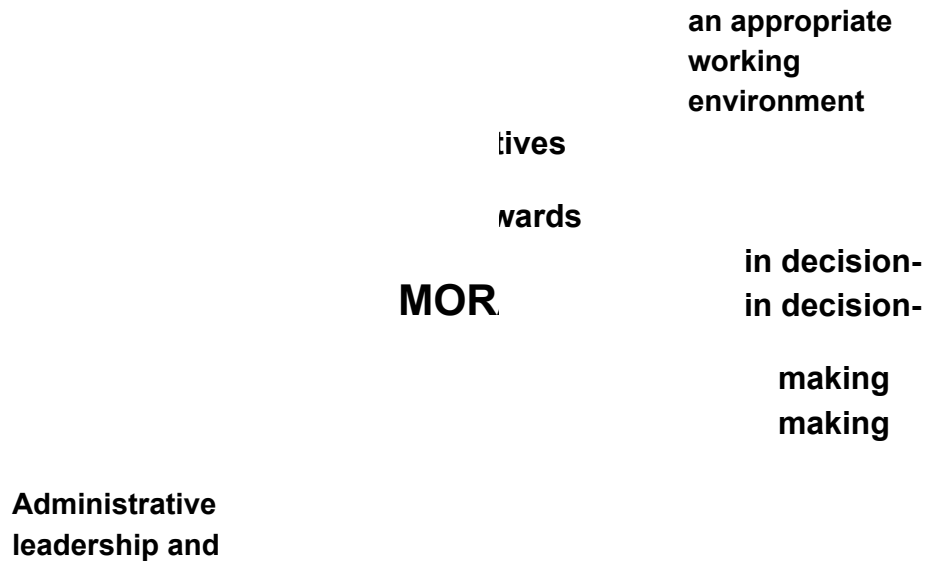


Figure (9) The impact of human resource development on morale

1- Human resources planning

Through the choice of the right person among the applicants to work, and the appropriate choice helps him to succeed in his work ,increase productivity, and high morale and the assign of employee in the field of his specialization and characterization of his duties and responsibilities with utmost precision raises his spirit of morale.

2- Training

Through attention to training and development and provide opportunities for advancement of employees and create loyalty and belonging to the organization and inspires employees to feel safe and secure, work enthusiastically, accept training programs, work for extra hours and feel important and valuable.

3- Managerial leadership and the appropriate work environment:

Through the provision of good managerial leadership with good ability that can efficiently encourage the employees to increase their production, achievement of the work and tasks assigned to them and improve working conditions. the individual must find in the vicinity of his work social atmosphere enjoyable, provide the psychological and social climate appropriate to all requirements and attention to the interests of workers, satisfy their needs, Solve their problems, help them to adapt to work and acceptance and satisfaction with work, and is considered. the managerial

Training

Human

resources

planning

leader is the base in creation of productivity and morale of the employees of the Organization.

4- Incentives:

The individual must feel that his efforts are always appreciated and respected by the management of the organization. There is a great role for the material and

moral incentives to reach productive efficiency by raising the morale of the employees and satisfying the needs of individuals such as the need for self-expression, social status or recognition Social acceptance, adequate wages, family incentives and various incentive rewards.

5- Participation in decision-making:

By focusing on the need to involve the employees in decision making, focus on the concept of the working group and hold meetings and seminars between the management and staff ,exchange views and discussions between them freely, use the quality circles, because it is the right way to solve problems and follow the various processes of quality, to raise their spirits towards the performance of their work.

The achievement of these elements will certainly lead to increased sales, savings and high profits for individuals from receiving additional bonuses and commissions, or to the organization to achieve the desired goal of survival and continuity, which confirms that the impact of human resources development on increasing sales and profit is part of Integrates the efficiency and quality of the organization.

1.3 The impact of human resources development on cost reduction:

Cost reduction is an important and influential factor in the efficiency and quality of organizations and one of the vital elements upon which the success of the Organization depends. Loss of cost reduction puts the organization at great risk. TQM is seen as a vital and effective activity that in turn reduces costs and increases profits.(AL-Ahmadi ,1997).

1.3.1 The concept of cost

The concept of cost is defined as an economic sacrifice borne by the enterprise in return for a service or benefit necessary to achieve the objectives of the project and used according to established criteria and can be measured in monetary units(Abdualrahim, 1990).

Reduction in costs is defined as moving to the level of current realistic standards costs to a level lower than during a given period because of the development of the underlying efficiency factors of the enterprise and not because of the distrust of the current level of realistic standards(Zaki , 1995).

There is a direct relationship between quality and cost of production, because the poor quality results in increased costs of inspection, re-operation and repair or replacement costs during the warranty period, and the project may have to sell its defective products at low prices to consumers(Abduallah, 1990).

There is a strong relationship between cost reduction and both the quality and productive efficiency of the organization by the fact that costs are the total expenditure spent in order to reach the desired output and are therefore closely related to the objectives of the project, As Improving productivity is done only by costs control, the close relationship between the concept of productivity and costs becomes apparent.

Modern management tends to strengthen the interface between the productivity improvement system and the cost control system in an integrated framework. The outputs of the cost control system are inputs to the productivity improvement system(AL-Salmi , 1991).

Increasing and improvements of productivity lead to increased returns, economic and social well-being and the combined gains of the organization and employees alike, productivity improvement leads to lower costs, and companies lower their prices and become better competitive, and consumers are able to purchase more goods as a result of lower prices (Arafa et al., 1990).

1.3.2 Quality control costs

Quality control costs are defined as the costs to be incurred in order to produce the product or service to the specified quality level. These costs include the following (Abdel Aziz, 1999):

1. PREVENTION COST:

Are the costs to avoid mistakes in the production of defective parts before they occur, such as human resources planning costs for quality control and staff training costs to raise quality.

2. APPRAISAL COST:

Are the costs that conform to the testing and detection processes to assess the actual quality level and verify the conformity of the products to the required specifications such as the cost of detecting and testing the employees when they choose to work, the testing of incoming materials, laboratory costs and measurement costs.

3- FAILURE COST:

Are the costs of defects or rejections of production.

4- FULL COST:

Is the sum of the three previous costs.

These costs can be illustrated by the following:

It is clear that access to high quality causes the enterprise to incur high costs, and low quality also causes high costs, but the ideal quality between them achieves the lowest value. Ideal quality is the goal that organizations should seek.

The reduction of costs is, considers an indication of the greatest efficiency that is the secret of progress in this age, and the reduction of costs, if convinced by all the staff of the Organization, would be tantamount to. Discovery of a new gold mine that generates revenue and profits that have never been seen before. Reducing costs is the easiest alternative to increasing sales and thus increasing profits.

The cost reduction plan can be defined as a positive plan designed to improve efficiency by excluding waste, wasteful production, and increasing efficiency in all areas. The plan emphasizes the use of sophisticated means to reduce

congestion and waste and any anticipated cost increases (Al-jazar, 1980).

There is another type of cost is reflected in the drop in sales, which is the cost of harming the organization's reputation in the competitive market, which is the most expensive cost because it often leads to the end of project's life. The researcher concludes that the impact of human resources development in reducing costs is as follows:

1.3.3 the impact of human resources development in reducing costs

1. Human resources planning:

This is done through studying and determining the size of the human needs, estimating the budget allocated to the size of these resources, determining the costs on a systematic scientific basis, and maximizing the use of these resources in reducing the costs. The tasks and responsibilities of all the employees must be defined according to their job description so as not to exceed the tasks entrusted to them. Thus increasing the costs and burdens. The right choice of the right person for the right work is one of the essentials of productive efficiency. It also has a significant impact on reducing the turnover rate among workers thus reducing the costs of training, care and employees services.

2- Training:

One of the methods of cost reduction is to focus attention on the training of employess in modern technological and technological management methods such as the use of the Internet, e-commerce, which help reduce costs and thus increase their efficiency ,experience and increase their productivity and thus affect the efficiency and quality of the organization.

(Flammholz, 1992) points out that the impact of the two previous components of HR planning and training can be explained in reducing costs by:

Figure (10) Impact of human resources planning and training on cost.

training time ,

**Lost
Productivity**

**promotion
promotion**

**During training
Indirect cost**

**recruitment
recruitment
recruitment**

**selection
selection**

I training

**ternal
aining
ct cost**

**assigning
assigning
Direct cost
Direct cost
Direct cost**

**Indirect cost
Indirect cost**

**Learning cost Cost of access to human
The original cost of human
resources**

resources

3- Managerial leadership and the appropriate work environment:

Good leadership should take the method of reducing costs is a major goal because the desire to reduce costs must come from the Managerial leadership and then work to achieve and approve and take the necessary steps to encourage each step and the blessings of each participant in reducing costs and punish those who cause loss or waste, As well as to provide an appropriate working environment for the performance of workers in light of the availability of services and the requirements of effective productivity, and the Managerial leadership must study alternatives and analyze the costs of completion to ensure the selection of the most economical and appropriate alternatives, And in the quality of services provided and help in the process of simplifying procedures and completion of transactions and through the adoption of sound administrative decisions, which tend to reduce waste and waste to increase productivity in the organization by automating many of the procedures and the adoption of modern management methods that ultimately reduce Costs.

4- Incentives and Rewards:

One of the traditional financial incentive schemes are plans to participate in production, as these types are not based on profit but on the basis of the distribution of part of the gains resulting from lower costs and increased productivity, as well as increased incentives for workers when making suggestions and inventions for facilitating production and fighting losses and losses. The development of individuals' talents and abilities with different incentives is an important method of profit growth by reducing costs. Moral incentives are an excellent method because they cost only the simple thing, so it is a source of low costs. Material incentives and bonuses can be given to the employees themselves when the work performance of the overworked and after

the official working hours rather than bring new two factors which will cost the organization a lot, so the incentives a significant role in reducing costs in all phases of the work up to the total organization cost reduced.

5. Participation in decision-making:

The use of the quality circles method will increase productivity and reduce costs as a result of having certain qualities that help to raise the morale of the employees, in addition to the low delay and absence rates and low turnover of participants in the quality circles in particular and through the participation and submission of employees to their suggestions to the management of the organization about the effectiveness of reducing costs and working out if they are fruitful are all reasons to reduce costs.

Therefore, if these elements are achieved, they will help to reduce production costs and the costs of the other administrative units that all fall within the objectives of the organization. Therefore, everyone benefits from increasing production efficiency by providing employees with rewards and incentives, both material and moral. Paid on their needs, and the consumer also enjoys lower prices when low costs and high quality goods are favored. This also underlines that the impact of human resources development on cost reduction is an integral part of the efficiency and quality of organizations.

1.4 The impact of human resource development on quality

improvement:

TQM is one of the important measures in measuring the performance and quality of the work.

Therefore, the researcher believes that the quality of all elements of quality in the organization should be taken into consideration such as materials, machinery, funds, human resources, processes and outputs such as results, products and services. Only, so it is also necessary to clarify the role of quality performance in the production process through an equation that reflects the combination of a combination of factors interact with each other so that ultimately affect the quality of the performance of the worker namely: The quality of the outstanding performance = the ability of the employees x the amount of type of training or

learning x motivation and desire to work.

The ability of the worker plays a big role in the success of his work. This ability may be innate or acquired, and then the performance depends on the quantity, and quality of the training, and the training leads to raising the efficiency of the employee, raising the efficiency of the production, increasing its quality and upgrading and the third element responsible for the quality of outstanding performance is the amount of what exists. The employee has a desire to work and his motivation to work, and this can also be increased through incentives, opportunities for advancement for employees, improving their living conditions and improving physical, psychological and social conditions.

There is a direct correlation between the quality of production and production efficiency, because the quality improvement constitutes an important part of productive efficiency. For example, consumer dissatisfaction with a good or service may result in the elimination of the producer, The better the quality of the products or services, the more direct it will have on the productivity and profit of the producing organization (Henrik, 1981).

For a number of reasons, most organizations attempt to raise or improve the quality of the goods or services they provide. These include, for example, the stress on organizations to compete and complain about customers or consumers, the desire to increase sales, A good level of quality is the research, studies, competitors, customers, consumers, company employees and management of the company. human resources in organizations, they represent a key source of proposals for improving the quality level either by modifying or changing the design or Through the improvement of the stages and methods of manufacture, this source is distinguished from other sources that the employees in the organizations are directly related to the stages of manufacture and can make practical suggestions in the light of the factual circumstances surrounding the production of the product or service, Organizations are able to benefit from the proposals of their staff, this called quality circles, which mean a working group they meet weekly to discuss the problems that face their job in performing the work and provide the proposed solutions to these problems for the Organization management, and the organization management is the key element in quality improvement as it is to decide whether There is a need to improve quality or not (Abdullah, 1990).

The performance quality is directly related to the ability of the product to perform the function expected of it, which is called the degree of reliability or merit, as well as the degree of ease of maintenance and repair of the commodity when needed, and the reliability of the ability of the product to satisfactory performance under normal operating conditions and for a certain period, It is noted that the quality of performance is usually governed by the quality of the design to be determined. In practice, the quality of performance cannot be better than the quality of the design, but sometimes the opposite can be attempted. The quality of performance is considered an objective pursued by the enterprise during the production process, as reached through recommendations on the White House Symposium on Quality and Productivity held in Washington in 1983, (Madi, 1996,) as follows:

1. The quality of the product or service shall be considered as a major objective of the Organization.
2. The basic principle should be to produce a good commodity from the beginning instead of making an effort to look for defects and then to reform them. "
3. Make sure that everyone, including managers, knows that performance appraisal criteria not only take into account the amount of production but also the quality of production that is achieved.
4. Measure the improvement in quality at all organizational levels and develop a system of incentives consistent with this objective.
5. Develop a set of strategies that will govern policies and procedures for quality improvement.
- 6 - working side by side with the various educational institutions that prepare the future managers to make them aware of the importance of both quality and productivity and how to improve them.

Quality improvement and efficiency of the organizations go together and side by side and the quality of operations and performance control lead to reduce the time required to deliver the product to the customer, reduce the time of production and performance and thus will reduce the cost of production and performance and increase productivity.

The professor , Mustafa Mahmoud in a paper entitled "Elements and obstacles to achieve the TQM" confirm the important role that can be played by the organization's employees in the success of the application of TQM, not only Attention to the consumer as the external client of the organization, but attention

is also focused on the human resources within the organization as an internal customer, which must be directed to the appropriate effort on the direction and abilities, skills and needs and to find the improvement in accordance with the desired Total Quality Management (Abu Bakr, 1999).

1.4.1 Methods of quality improvement

There are Some of the methods of quality improvement as defined by(Abu Bakr, 1997), including:

1- Improving quality during daily work: Kaizen is a Japanese term meaning improvements, which is also a method that ensures the participation of all workers. This method aims to improve quality and productivity through the use of industrial engineering methods and quality control methods.

2- Continuous improvement: Grosbe identified fourteen steps to improve quality, including: 1 - commitment of high management. 2- Forming quality improvement teams. 3. Quality measure. 4. Quality Cost. 5- Quality awareness. 6. Corrective actions. 7 - Planning for the absence of defects or rejections. 8. Supervisors training. 9. Quality is one hundred percent. 10. Target setting. 11. Remove the causes of defaults. 12. Recognition. 13 - Quality circles. 14. Repeat the same steps periodically.

Poor quality will have a significant impact on the organization's productivity. For example, defective items may be re-manufactured to correct faults, poor quality machinery and equipment may lead to injuries resulting in production disruption, and defective raw materials may require longer production time and lead to shortfall as a result of the increase in waste or exhaust during the production process, where increased attention in recent years to improve quality and many organizations have developed programs and plans to rid their products of defects by 100 per cent, in order to improve quality and raise the degree of merit directly. "Low quality can lead to a loss of confidence in the product or service, deterioration in the mental image of customers ,lower productivity, and higher costs." (AL-Najar, 1997). The effects of poor quality products and low service on productivity are illustrated in the following figure (Amish, 1999).

Figure (11) Impact of low product and service quality on productivity

1.4.2 The impact of human resources development on quality improvement

The researcher concludes that the impact of human resources development on quality improvement is through the following elements as in the following form:

Figure (12) The impact of human resource development on quality improvement

Lost

working

hours

decision-making

Decrease in

employee

morale

Increased

costs

Participation in

at target

Human resources
planning

Incentives
Low
productivity

Training

Low quality
products

Low profit
Low sales
Low sales

Lack of

Quality improvement

Managerial leadership

Low consumer satisfaction

1- Human Resources Planning:

The optimal selection of workers, identifying the functions of employees, planning the size of human resources and putting the right man in the right place are important factors in improving the quality of employees' performance and productivity.

2- Training:

The training is one of the methods of motivating employees towards improving and developing quality and focusing on the loyalty and belonging of employees to the organization. The better the planning, design and implementation of the training, the more efficient the trainees and the supporting services for the training and care of the trainees and the development of the efficiency of the trainers and the links of the training institution with the institutions benefiting from the training, The optimum efficiency and the overall quality of the organization, and the more efficient the personnel the higher the quality of products and services and vice versa.

3- Managerial leadership:

The role of Managerial leadership and Managerial supervision is not limited to simply giving orders and instructions to the employees or their observation to ensure that they follow the rules of work set up, but basically the creation of an effective work force to achieve a high level of performance and high quality. Therefore, the method of Managerial leadership is a key factor in determining the level of productive efficiency and improving the level The quality of the performance by caring for the employees and treating them humanely, and the Managerial leader contributes to the achievement of the total quality and to create an encouraging atmosphere for the employees to achieve and improve the high quality because the leadership in total quality is important from the top of the structure Organizational structure, and quality responsibility must be delegated to all in the organization.

4- Incentives and Rewards:

Innovative financial incentive systems use new approaches to improve productivity and improve performance. These approaches apply fiscal incentives in new ways to achieve productivity gains. These include quality improvement plans that build rewards and bonuses for improvements, additions and adjustments to the quality of goods and services.

5- Participation in decision-making:

Improving the quality of performance may be achieved by increasing the involvement of decision makers as a result of one of the following factors:

1- Improving the level of decisions type as a result of the participation of a large number of employees in the discussion of decisions before issuance and adoption. 2- the commitment of the employees to the decision reached by the encourage to

implement it strictly. 3- the sense of employees that they are decision-makers, leads them to adhere to

and implement it accurately.

Participation in quality circles affects the quality of work life in units where quality circles are used. In units where participation in the quality circles is low, a decrease in the quality of work life of these units is observed, because the quality circles approach increase the productivity and maximize the efficiency and quality of production, so that the role of quality circles not only to solve the problems related to the work directly, but also to improve the methods of production and performance and thus achieve the overall quality of the organization, and this confirms that the impact of human resources development to improve quality is an integral part of efficiency and quality of the organizations.

1.5 The impact of human resources development on increasing sales and profits:

1.5.1 The definition of profit

The goal of increasing sales and profitability is the main objective of business activity, because profit is the basic criterion for measuring the efficiency of the project and an indicator of the performance quality of the organization, where the concept of profit for accountants differs from the concept of economists.

Accountants may defines profits as “profits from operations initiated by the company during the financial year, after deduction of all costs necessary to achieve these profits (AL-Naghi, 1989).

Economists also defines profit as "the primary objective of the economic project

owner and the first guarantee for the continuation of the project because it is the incentive for the project owner to continue so that the greater the amount of profits realized the greater the value of the project (Allam, 1993).

profit is the driving force in a business and succeeds only in the amount of profit it earns as long as it continues to serve its customers, and they continue to support it (Pompak, 198).

"Profit is the primary motivation that leads individuals to increase production, which is the main driver of any decision taken by producers. To maximize profit, it produces the goods and services that are increasingly in demand, thus meeting the community's need for these goods. The profit is always working on innovation and finding the best ways to reduce costs, which in turn reduces the prices of goods and services, thus increasing the economic well-being of society. profit in the capitalist system is not

only a return to organizations, but it considers one of the important economic system which works on develop it , every producer in order to receive more profits it must work to increase the production, and when every producer increases the production, the total production of society will increase(Borai, 1984).

1.5.2 Types of profits

Five types of profit can be illustrated by the following (Tawfiq 1997):

1- Profit Book

Profit Book is the result of the absence of a proper and correct accounting system and this may occur either as a result of ignorance and omission of management, or as a result of deliberate management.

2- Monopoly profit (in Selling market)

Monopoly profit is the result of the project's ability to sell its goods or services at prices above its marginal cost.

3- Monopoly profit (production services and supplies markets):

The nature of this profit is similar to the nature of monopoly profit that arises in the selling markets in that it is the result of the strong enjoyment of the project enabling it to force the owners of production services and supplies.

4- uncertainty Profit uncertainty Profit is achieved as a result of external or accidental factors of management control.

5- Innovative profit

Innovative profit is the result of the application of innovations, inventions that reduce the real cost of a unit of sold goods or services produced, and lower cost in turn cause an increase in production, an increase in sales and then profits.

the innovative profit can be considered as a criterion and measure of productive efficiency as a result of the efforts made by the Organization management in various areas of activity.

TQM is an ideal way to achieve high efficiency and achieve more profits. Successful companies that are interested in continuous improvement and are highly profitable especially those engaged in industrial activity are better able to improve the quality of their products compared to the losing companies.

"The ultimate goal of human resources development is to raise and improve the efficiency of human resources performance in order to achieve more profit.(Salmi, 1997). Achieving high profits is a very important incentive for innovation and betting on the future. The goal of TQM is to support the long-term competitive position of the organization. This requires increasing sales and improving long-term profitability. Increasing profits is one of the benefits generated by the application. Successful TQM, because today the quality is considered to mean high profits.

1.5.3 Factors Affecting Increased Profitability

One of the factors that influence the increase in profitability in the organization is the improvement of productivity, reducing costs, raising morale and improving quality, and thus we can say that the achievement of profits is the final outcome of the organizational performance and the main objective of the survival of the

project, which leads to the continuity of employees and the development of the general performance index which Shown in the following figure:

Figure (13) factors affecting the achievement of profits

The importance of making profits is the way to stay on the business map in all organizations. Therefore, we can clarify the results of achieving the required and high profits as follows:

1. Helps in achieving TQM.
2. Helps to improve product and service quality.
3. Helps to pay greater attention to all elements of human resources development.
- 4 - Helps to attract foreign investment and help in activating and raising the efficiency of the national economy.
- 5 - helps in the continuity and survival of the organization and the basis of excellence of business.

1.5.4 The impact of human resource development on increasing sales and profitability

The researcher concludes that the impact of human resource development on increasing sales and profitability is through the following elements as in the following form:

Quality

improveme

nt

Increase sales and make profits

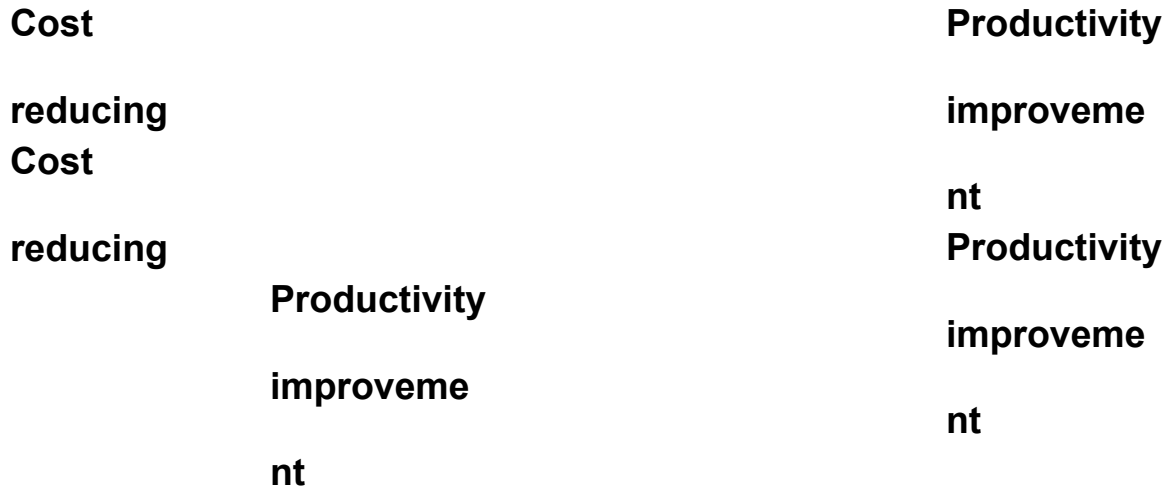


Figure (14) The impact of human resource development on increasing sales and profitability.

1- Human resources planning:

This is achieved through the selection of employees especially in the sales, distribution and marketing departments because of its direct impact on increasing sales and achieving desired profits.

2- Training:

Proper training in the latest technology equipment helps to increase and stimulate sales, especially the training courses where the exchange of views and training of the trainer, and thus less turnover rate of sales men especially, and this results in the achievement of good results for the establishment and achieve

the profits required.

3- Managerial leadership and the appropriate working environment: When the Managerial leadership of the organization provides all the material and moral resources of the employees and their sense of responsibility for the work and delegated to the authorities and responsibilities will increase their productivity by a large proportion and will seek to repay the benefit by increasing the company's sales and thus achieve the required profits.

4- Incentives:

Incentives are strategic objectives that help to achieve long-term profits and the effectiveness of incentive policies depends on their relevance and alignment with the organization's strategic objectives. The more material and moral incentives are distributed to the employees, the higher the organization's performance, The higher the productivity of the employee, and the more sales. the organization the greater the reward and its transactions, and the more idle in the idle inventory and the distribution of large quantities of production the higher the commission, where there are several ways to pay the wages of men selling as salary or salary with Funded or salary with the commission with the bonus because these methods are considered an encouraging

Administrative leadership **making**
and an appropriate working
environment
Training
Human resources
planning

Participation in decision-
Sales and profit increasing

Incentives and Rewards

factor for sellers, urging them to work and continued diligence to increase sales and achieve the required profits.

5- Participation in decision-making:

The increasing in sales and the achievement of profits is one of the outstanding indicators in the participation of employees in decision-making and problem solving. The greater the motivation to work when employees increase their productivity and the participation of employees in making the right decisions in a timely manner with the organization management, especially in making suggestions and expressing opinions on how to develop quality Work performance The higher the volume of sales and higher long-term profits, One of the obstacles to applying TQM in some organizations is to focus on short-term profit targets. Therefore, these elements will certainly increase the sales and obtain savings and achieve high profits both for individuals from receiving additional bonuses and commissions or for the organization to obtain the desired goal of survival and continuity, which confirms that the impact of human resource development on increasing sales and profit Integral to the efficiency and quality of organizations.

Chapter II : An Empirical Study: The role of human resources development in achieving total quality In Ducab

2.1 COMPANY BACKGROUND

Through private interviews with department managers, Dubai Cable Company (Private) Limited, known as Ducab, was established in November 1979 as a Solidarity Company between the Dubai Government, represented by His

Highness Sheikh Rashid bin Saeed Al Maktoum, by percentage 60% and (BICC), a global pioneer in the cable industry. In 1979, the Abu Dhabi Government was appointed as a public joint venture to become a joint venture partner. The company's capital, estimated in 1979 at 40 million dirhams, Partners as follows:

- Dubai Government 35%
- Abu Dhabi Government 35%
- British BICC 30%

Ducab is the first industrial company in the UAE with the participation of Dubai government, and Abu Dhabi government, and the British company (BICC) supports and supplies Ducab with the global technical support to be able to manufacture cables of high quality and international specifications. Ducab is located in Jebel Ali In Dubai and occupies an area of 54 hectares, and in 1991 expanded Ducab production capacity of up to twice the previous possibilities.

Ducab is one of the leading companies in the field of national manufacturing industries in basic metal sectors. It specializes in the manufacture of low, medium and high voltage cables, construction wires, control cables, low smoke cables, low poisons cables and sealed cables with lead material used in petroleum, gas and petrochemical facilities as well as new types of insulation materials Ducab has received prestigious international certificates and various awards for its leading role in achieving TQM and not only in terms of quality of product and service, but has also developed advanced programs in the application of security and tuberculosis As well as its support for the development and improvement of quality systems in the Emirate of Dubai, but the Arab Gulf region as a whole, in addition to its interest in the development of human resources and human growth and productivity increase for the individual and the development of various programs to encourage employees to perform excellence.

Ducab supported the Dubai government in implementing and developing TQM through its chairmanship of the Dubai Quality Group, which offers seminars, conferences, training lectures and workshops that embrace all technical and administrative quality systems. It also supported the efforts of Dubai Municipality in developing the proposed local decision to preserve the environment.in addition

to participation in Governmental and private seminars.

Ducab began implementing TQM in all departments starting in 1990. From the beginning, it began to develop human resources, special skills, machines and equipment for production, manufacturing and inspection, and conducted training programs and seminars for the employees to clarify the concepts of TQM and the methods used in the system to create the work environment on quality systems and requirements of its objectives, its desired results and the obstacles that it may face in the future. The quality management of the company is established as an independent department of the General Manager of Technical Affairs. In addition to participation in local and international forums to disseminate the concepts and culture of quality both inside the company and outside, and the application of the total quality is the responsibility of each employee and the company's employee and not only quality management, through the cooperation and integration between the staff and the composition of working group and quality circles to solve the work problems.

The distribution outlets of Ducab products have expanded from 1986 to the present time to many countries in the world, from Arab countries to the Far East of Asia. Ducab is ranked fourth in terms of size and strength of Gulf companies working in the field of cables. Ducab provide 70% of the needs of cables to UAE, while 30% is exported to Arab and other foreign countries in more than 80 countries in the world, and the fact that Ducab strongly discusses with the companies competing in the era of global openness, so the impact of GATT Convention on the Ducab activities will be positive because the UAE is one of the countries Which has joined the GATT and operates an open market system.

2.2 Ducab certificates and awards Ducab seeks to be the world's lowest-cost and highest-quality cable producer, achieving global fame and high profits that meet its human resource objectives and the company together. It has various advanced and modern machines in the factory that encapsulate cables very quickly to reduce time and increase Production and has a team of the best staff and employees with high efficiency and experience and have an interest and commitment to the standards of TQM, has received and received many certificates and awards that are worthy of them, including

1. Dubai Quality Award (1994) as the first and best international company in the

field of industrial production activity.

2. Award of the best Gulf institution for the year 1995 and for the second time, where it obtained in 1989 as well. 3. Certificate of conformity to international quality standards ISO 9002 in 1993 and is dedicated to quality assurance in production and implementation in the industrial field. 4. Certificate of conformity to international quality standards ISO 9001: 1994 in 1995 and dedicated to quality assurance in industrial design. 5. Shield of the British Security and Safety Group (BICC) in 1995 This is the first year that this shield has been provided to the 45 companies in the group that are specialized in the manufacture of electrical cables. 6. The International Gold medal from Royal Society For Prevention Of Accidents, UK,(ROSPA) it is located in the United Kingdom, because maintain its high level of safety in the field of industrial security for four consecutive years for the years 95-96-97-1998. It has also won four other gold awards over the past years. Ducab is the only company in the Gulf region to achieve this high degree, and the first in BICC group. 7. Certificate of quality mark in the manufacture of electrical cables because DUCAB conform to the Saudi standard specifications of the Saudi Standards Organization (SASO). 8. Certificate of conformity to the international standards of quality ISO 14001 in 1996, which is dedicated to the preservation of the environment. Ducab is the first company specialized in the manufacture of electrical cables worldwide, where the British Standards Authority becomes one of the only 1300 international companies that have received this certificate. 9. The Gulf Success Forum for 1997 was chosen as one of the ten leading GCC institutions. This forum aims to highlight the reasons for success and definition and encourage Gulf institutions to achieve quality, success and development. 10. Dubai Ports Authority Award for the year 1997 for the best industrial companies in the shipping procedures and maintain the professional relationship with the Dubai Ports Authority. 11. the Dubai Gold Quality Award was awarded to the best industrial establishments in 1998 for winning the second time in a row. (Picture attachment) 12. Ducab has adopted an integrated management system covering Quality, Environment, Health and Safety. 13. Ducab's Quality Management System has been certified to ISO 9000 since 1993 and currently all of our factories and operations are certified to ISO 9001:2008. 14. Ducab Environmental Management system is certified by BASEC to ISO 14001: 2004 and in 1997 Ducab was the first cable manufacturing company

in the world to become certified to ISO 14001. 15. Ducab achieved extraordinary results in the industry without compromising the safety of our employees. Our Health and Safety system is certified to OHSAS 18001: 2007.

16. In terms of certifications, all of Ducab's factories are ISO 9001:2008

certified. Since 1979, we have been recognized for our environmental and health and safety standards, the quality of our products and our commitment to excellence, with numerous certifications. 17. Ducab awarded Super brand 2011 for branding excellence third time in row 18. Sheikh Mohammed Bin Rashid Al Maktoum Business Excellence Award in

Manufacturing Category (2009) 19. Awarded the Super brand of year 2009 20.

Emirates Quality Mark Award from Emirates Authority for Standardization and Meteorology ESMA (2008) 21. Investment Corporation of Dubai (ICD) Chairman's Award for Best Economic

Value Creation Award (2008) 22. Safety at Work Award from Dubai Municipality (2008) 23. ROSPA Safety Award - 19 consecutive years, & Order of Distinction Award

from 2005 24. Dubai Quality Award – Gold category (2004) 25. GCC Award for Environmental Excellence (2002) 26. Dubai Quality Award - Gold category (1998) 27. Dubai Quality Award (1994) 28. Gulf Excellence Award (1990) 29. Ducab awarded 'Dubai Chamber CSR Label' two times in a row (2012 & 2013).

In addition to the participation of Ducab in many conferences, seminars and lectures which participate in the development of its experience in the field of Total Quality Management and development in the field of design, production and implementation

Ducab CEO said "We are dealing with quality as a lifecycle and not a temporary stage in our lives. It is our operating principle that we do the work correctly from the first time and on time and try to apply the idea that the client manage the organization at all organizational levels, to achieve Quality Management Standards (Al Khaleej Journal, 1999).

Ducab has a Supreme Council for Quality Management it is a consultant council composed of twelve directors. The Supreme Council meet every three months, to set the future vision of the organization and establishes the strategic objectives, principles, standards and policies that must be applied and circulated in the company. The council work to report the high magenta To assess the overall performance and develop the company's level to evaluate and take what it deems appropriate, and the awareness of human resources in all departments area their quality systems and measuring their impact on improving product quality and quality of performance and follow-up developments Offspring of quality and determine the requirements and procedures to achieve and monitor the results of the application of TQM system.

We will try to address a comprehensive descriptive study of the policies and strategies related to the role of human resource development in the achievement of Total Quality Management in Ducab by:

2.3 Ducab organizational structure The organizational structure of Ducab is characterized by sequential and hierarchical coordination. The next Figure shows that the organizational structure is divided into general departments and sub-departments, and then to specific and specific sections for easy distribution of responsibilities, authorities and communication flow as shown below

FIGUR(15) The organizational structure of Ducab
CEO

Production and operation manager

Export manager

Export

Plant Engineering manager
Factory manager
Chief Operating Officer(COO)

Regional manager for Other Regions
Regional manager for Other Regions
Materials manger
Materials manger
Distribution Manager
Distribution Manager
Distribution Manager
Director general governmental relations
Director general governmental relations
Director general governmental relations

Quality and environment manager
Director general of technical affairs
Chief Marketing Officer(CMO)
Chief Marketing Officer(CMO)

Salary Manager
Salary Manager
Chief Financial Officer(CFO)
Chief Financial Officer(CFO)
Chief Financial Officer(CFO)
Chief Financial Officer(CFO)
Director general of Human Resources
Director general of Human Resources
Director general of Human Resources
Director general of Human Resources
Director general of Human Resources

Abu Dhabi regional manger
Export manager

**Engineering Consultant
Technical affairs manager**

**Marketing manager
Marketing manager
Sales manager
Sales manager
Sales manager
Financial manager
Financial manager
Financial manager
Financial manager**

Middle east regional manager

vice manager

From the above, we note that human resources management is located at the highest level of the company's job and its internal structure consists of human resources planning department and training department, about the quality management we note that it exists as an independent department and this is what the study requires as it follows the general manager for technical affairs.

**2.4 The Ducab
workforce:**

2.4.1 The size of the labor force:

The number of employees at the end of 2018 is estimated at (1302) employees, and this is illustrated by the following:

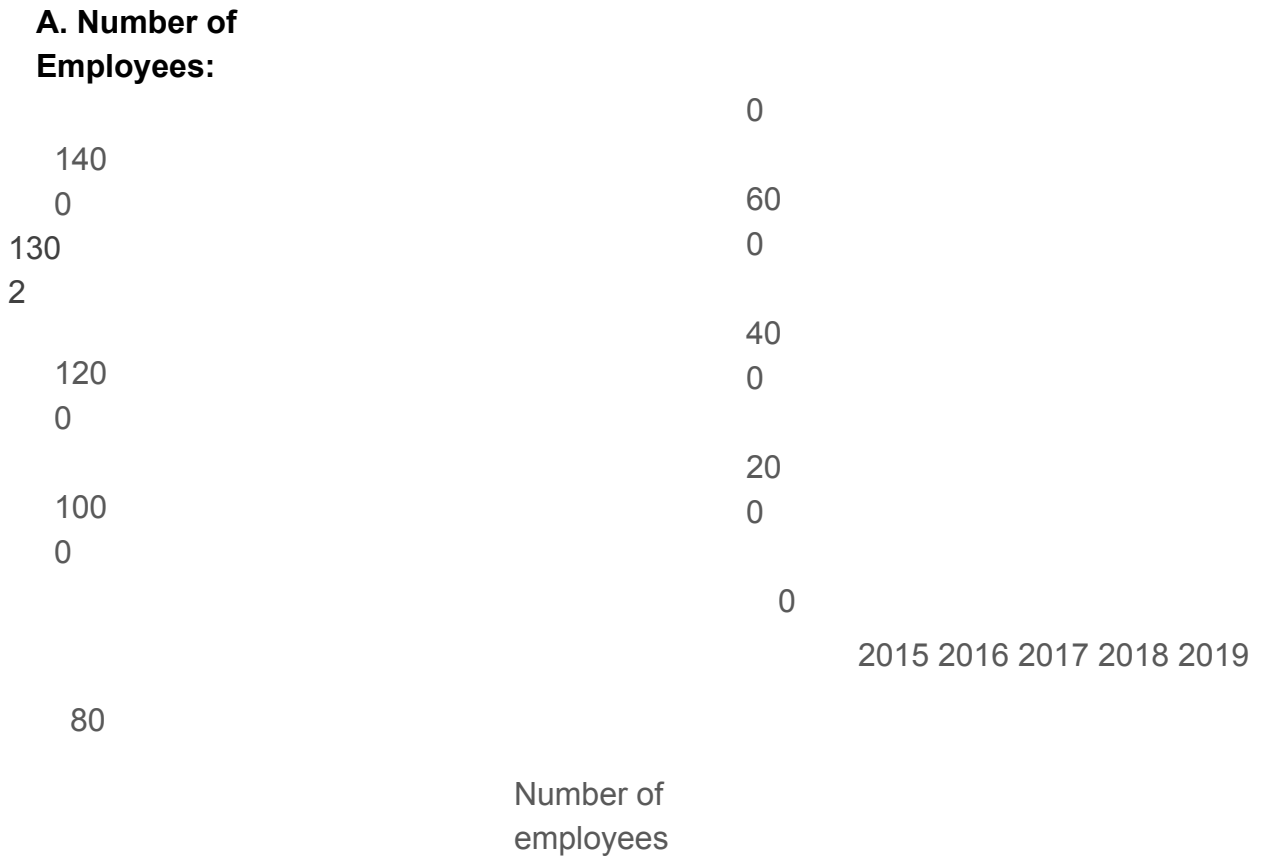


Figure (16) Number of employees in Ducab

Source: Employees register for 2015 to 2019

We note from the previous figure the stability of the number of employees in the first year and then increased numbers in the last four years.

This indicates the improvement of the company's productivity and the continuous development of the policy of testing and training through the rate of employment stability was stable during the previous years and be as follows:

The rate of employment stability = Number of employees who stay more than one year division by / Total number of employees \times 100

An example of this can be found in the company's latest statistics as follows:

The number of employees who spent more than one year of service from 30/9/2018 is (1132)

The total number of employees until 30/6/2019 is (1302)

Rate Of stability = $(1132 / 1302) \times 100 = 87\%$

And the average number of employees for the period from 30/9/2019 to 30/6/2019

= Number of employees first period + number of employees last period) / 2=
 $(1132+1302)/2= 1217$ employee

The rates of employment stability during previous years are as follows:

Table (3) Employment stability rate

Years Employment stability rate

2015 100 %

2016 100 %

7

2

2017 % 95 % 97 2018 % 90 2019 Source: Employees records
from 2015 to 2019

B - turnover rate:

The low turnover rate is an indicator of the high job satisfaction and morale of the employees. There is an obligation to implement an inventory of staff skills and abilities that helps to create a group of skilled employees to cover any sudden needs such as resignation, illness or leave. The " **turnover rate** " in the company within the limits of (16) employees annually through the following form:

2

5

2

2

8

20
17

15
15

11 105 02015

2016 2017 2018 2019

resigned employees
numbers

Figure (17) Ducab turnover rate

We note from the previous figure that the rate of turnover declined from 1.6% in 2015 to 0.8% in 2019 and a decrease of 50%, but rose slightly between 2016 and 2018 due to the decline in global copper prices.

7
3

2.4.2 Composition of the workforce:

The composition of the employees of the company is divided up to 30/6/2019 according to its specialization and the nature of its work as follows:

Factory department

(465) Figure (18) composition of employees of Ducab

Source: The composition of the company's employees in 2019

The academic qualifications are divided between the master's degree by 6%, the university degree by 8%, the university sub-university by 5% and the technical level by 5% and the educated class by 77%, which is the largest share of the total employees as follows

Technical affairs department

) 165 (

EXECUTIVE MANAGERS

(1)

Sales and marketing department

) 239 (

74

government and public relations department) 146 (

Financial department

) 159 (

**Figure (19) Ducab employees
Qualifications**

Source: Ducab Employees qualifications
Records

***2.5 Policies related to the development of human resources
include the following:***

**2.5.1 Human resources
planning:**

**1- Job
description:**

Where there is a specific system and integrated description of the company functions as it begins to develop a job description before the assigning of the applicants for the job so that the tasks and responsibilities are clear and unambiguous, and the functions structure divided into ninety-two jobs and it is

divided into four functional groups, and each job has a specific functional description and explains The following:

- Job title:

- The job report is submitted to:

- The direct president:

- The job is associated with:

Employees Qualifications

78 98

5

9

6

5

100

2

Master Bachelor high school Technicals Educated

7
5

- Geographic distribution of the post:

- Job objectives:

- Main functions and responsibilities of the job:

- Scope or function environment:

- The skill, experience and knowledge of the

employee:

The above posts are distributed to the following functional groups:

1- The first group (the group of leadership positions):

It consists of the position of CEO, department director, Deputy Director of department and Counselors.

2- The second group (supervisory functions group):

It consists of the head of the department, specialists, supervisors, executives and others.

3- The third Group (Technical and managerial Jobs Group):

It consists of the function of engineers, accountants, key clerks and others.

4. The fourth Group (Assisting Group):

It consists of technicians, craftsmen, workers and others.

2- Identification of human resources requirements:

Where the scientific methods are used to determine the human resource needs in the company through the methods of forecasting the required employment, especially the method of estimation by the work units and production. Questionnaires are distributed to department managers to determine the extent of their need for new employees or to eliminate and dispense with the poor surplus. Of the employees through a study conducted by the Director of Human Resources Department to consider the surplus or deficit of the departments of

the workers and their distribution as required to work in order to fill the shortfall, if any is planned in the budget of the posts in the next year.

3- Recruitment and selection:

Ducab follows the scientific systems recognized in the recruitment and selection procedures. The employees are selected through the advertisement of the job vacancy through the various means of advertising and the collection of applications at the Director of Human Resources Department to choose the best three applicants by seeing the

7
6

documents of experience and scientific certificates. The applicant shall meet with the concerned director of the department and the director of human resources management, then conduct a written test and test the psychological ability and then perform the medical examination, if this is for administrative and supervisory functions or if job vacancy in the factory, The applicant must be good educated, experienced, knows English, has the average age and pass health conditions, then it is assigned, and thus decisions and regulations are developed by the company at the beginning of its work.

about Emiratization at Ducab, is committed to recruiting and developing UAE nationals as part of its workforce strategy through the following activities:

A - Citizens Employment Plan:

Ducab seeks to fill the vacancy it has within the company and if not obtained it is the policy of the company is to advertise vacancies in the local newspapers to provide UAE nationals for these jobs and if not get the right ones to choose expatriate labor.

B - Training Plan for National Graduates:

There is a comprehensive plan for the training and development of UAE citizens, especially new graduates from universities and colleges of higher education for

two years during which they are prepared to assume managerial and leadership positions.

C. Summer Vacation

Plan:

A number of students from schools, colleges of higher technology and universities participate in summer internship at the company's summer vacation and encourage them to pay them a nominal salary.

D. Engineering Grant

Plan:

In order to encourage citizens of high school graduates, the company's needs are limited to engineers. The company then grants a scholarship in industrial engineering to students who have been nominated and sent to the USA or Europe annually.

2.5.2 Training:

When each employee joins Ducab , he receives compulsory training on how to start work in the fields of service, safety, quality and environment. The induction training starts from the first day of assigning. The employee is trained on how to maintain machines and how to operate them. During the course of the work , which is adopted through the evaluation by the responsible, as well as the training of the supervisors in the factory on the safety programs to be applied during the work and are arranged intensive courses for new employees as an induction and other courses for memorization and mental stimulation around the, other courses for emergency training, first aid, fire extinguishing and methods of operation of equipment and machinery under the supervision of

7

7

specialized bodies and institutes. In-house trainers are also provided to implement some technical training programs especially on new products and services. Then the trainees are tested about benefiting from training in order to ensure that the employee has become highly skilled and efficient. The process of identifying and measuring the training needs is determined through the distribution of the employee performance evaluation questionnaire at the end of

each year and sent to the Human Resources Department for the work of the plan, The training officer will distribute training manuals from various educational institutions and training bodies to department directors, and the general managers to nominate staff for appropriate training courses and external training missions.

We note that there is an increasing interest in training in Ducab and this is illustrated by the following:

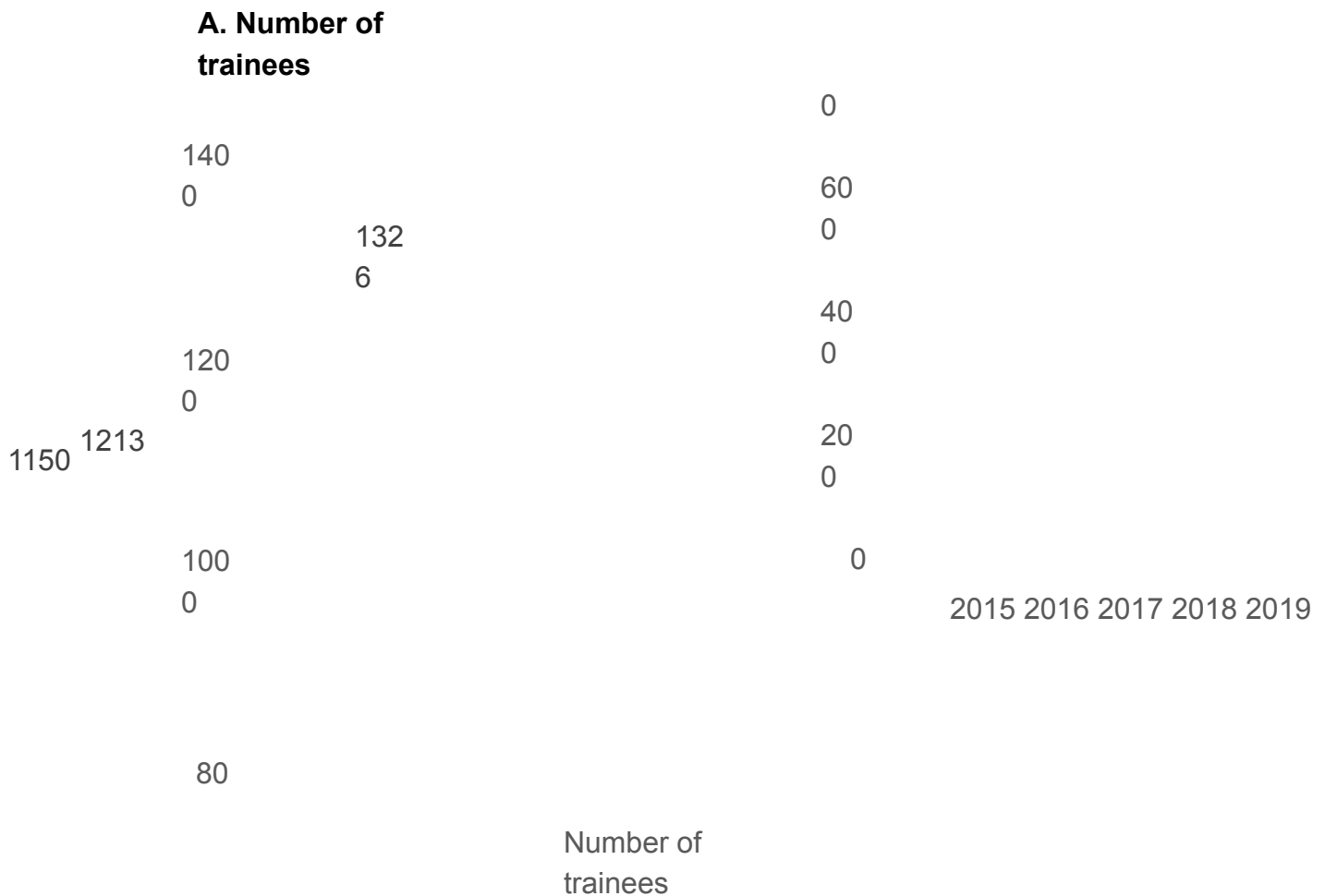


Figure (20) Number of trainees in Ducab (Source: Trainees register from 2015 to 2018)

We note from Figure (20) that the number of employees enrolled in training

programs varies from year to year starting from 980 trainees in 2015 to 1326 trainees in 2019. As a result, the number of trainees exceeds the number of employees as a result of

7

8

the fact that some employees are trained more than once during The training programs organized by the company are aimed to:

- 1- Increase productivity.
- 2- Low turnover.
- 3- Investment of human resources for a long time through the training of most of the company employees.
- 4- Raise their morale and increase loyalty to the company.
- 5- Improving the quality of machine work, product quality and overall performance
- 6- Increase sales and profit.

B - Number of training hours :

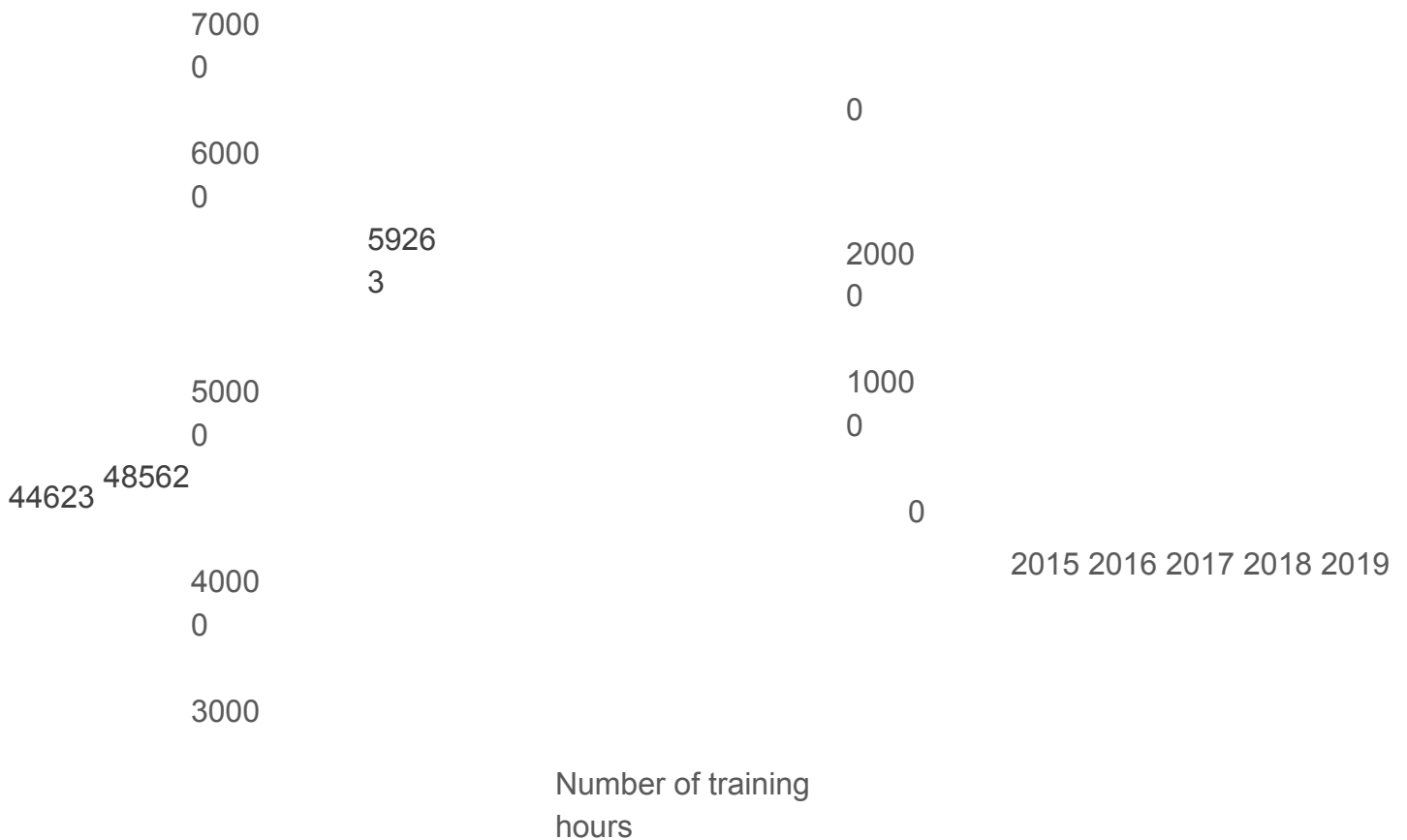


Figure (21) Number of training hours at Ducab

Source: Record of company training hours from 2015 to 2019

We note from Figure (21) that there is a significant development and continuous improvement in the number of hours of training of workers, which rose from (28125) hours in 2015 to (59263) hours in 2019, an increase of 210% as a result of the high duration and number of training courses, Increased attention to training, which improves productivity and improves the quality of the overall performance of the company.

7
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C. Training expenses

140000
0
120000
0
100000
0
80000
0
60000
0
40000



Figure (22) Training expenses at Ducab

(Source: Record training expenses from 2015 to 2019).

We note from Figure (22) that the higher the training expenses, the better the positive return on productivity improvement. Training expenses increased from AED 760,000 in 2015 to AED 1432,000 in 2018, an increase of 161%. Training expenses decreased in 2019 compared with 2018 and by 67% As a result of the reliance on the internal training in the company through the processing of an integrated training hall equipped with computer screens and a video detector for the process of illustration disease and the company contains a library of books and references of various scientific and training manuals and various educational movies.

D. Educational side:

The company encourages employees to continue their education and higher education. The company covers 50% of the education fees. The number of employees studying abroad is 124 employees in 2017, 135 employees in 2018 and 164 employees in 2019. The company attracts highly qualified and specialized staff Improve the quality of performance and productive efficiency, and note that all workers are qualified scientifically, professionally and with high certificates.

8
0