

## **The Role of Strategic Orientation in the Application of TQM Requirements Survey of the Views of a Sample of Employees of the General Company for Electrical Industries-Waziriya**

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**Abstract:** The strategic orientation has been carefully studied by writers and researchers in the field of strategic management. This attention coincided with the radical transformations witnessed by the world in the last decade towards the era of information and knowledge economics. These transfers have brought challenges to the organization to adopt competitive dimensions that enable it to excel at competing organizations by acquiring a clear strategic vision and formulating an exciting message with clear strategic objectives. The issue of total quality requirements has also received increasing attention from the operations department due to the role it plays in determining the competitive priorities of the organization. Based on the above, a default model has been constructed that determines the nature of the relationship between the independent variables and the adopted variables. Of the hypothesis that were tested through statistical methods of data collected from the sample organizations. The results confirmed the study objectives, hypothesis and the validity of the model.

**Key words:** Strategic orientation, total quality management requirements, results, model, hypothesis, issue

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### **INTRODUCTION**

All the business organizations of today are facing many challenges as a result of rapid and continuous scientific and technological changes and developments. Faced with these hectic challenges, the traditional management of its operations and means has become unable to make the organization competitive. Which requires them to use all available modern administrative methods to enable them to do so.

The researchers found their approach to strategic direction as it represents an intellectual approach characterized by modernity and pioneer and through its operations and means to be able to increase the competitiveness of the organization and improve its performance.

It is true that some organizations may succeed as a result of chance in the short term without seriously practicing strategic orientation but in the long term only the organizations they exercise can practice seriously.

Hence, the practice of our public and private organizations for the management of TQM and the implementation of its requirements in a serious manner is an urgent and imperative if it wants to increase its

competitiveness and develop its performance. It has become the only way to keep it in the economic markets, especially, after the increasing trend towards more openness and globalization.

### **MATERIALS AND METHODS**

**Research problem:** Although, there are a number of studies related to the requirements of TQM and the factors affecting them, these studies did not clarify the role of strategic orientation in the application of TQM requirements and the problem of the study can be clarified and identified by the extent to which managers in the company have a vision of strategic direction (strategic vision, mission of the organization, strategic objectives), TQM requirements (customers, continuous improvement, management leadership, full participation of workers, decision making based on facts). Strategic and total quality management requirements in the surveyed organizations whether it is influential or not has a major role in identifying the problem and working to solve it.

**Research importance:** The importance of providing a theoretical and field framework for the strategic



Fig. 1: The model of the study

orientation and the requirements of TQM. The study also derives its importance from trying to determine the role of strategic orientation in the application of TQM. The nature of the relationship between the strategic orientation and the requirements of TQM. This role at the level of the company investigated as well as achieving the following objectives: providing a theoretical study for the management of the company concerned about the strategic orientation and the requirements of total quality management. Description and diagnosis of dimensions of the strategic orientation and the requirements of the overall quality management in the company investigated. Test the relationship between the dimensions of the strategic orientation and the requirements of TQM in the company in question. To test the moral effect of the dimensions of the strategic orientation in the requirements of TQM in the company in question.

#### Search hypothesis and search model

**The first premise:** there is a correlation between the strategic orientation and the requirements of TQM in the company investigated.

**The second hypothesis:** There is a significant impact of strategic orientation in the requirements of TQM in the company investigated. The following default model refers to the logical relationship between strategic orientation and TQM requirements as shown in the following Fig. 1.

**Methods of data collection and analysis:** In order to obtain the necessary data to assign the objectives of the research and test the model and hypothesis, the researcher relied on two types of data were obtained the first type, represented by the theoretical part through

clear literature and some previous studies conducted within the framework of the scientific concepts of this study. The second type was obtained through the field studies and through the questionnaire was prepared to measure the variables of the study and based on the directions and objectives of the research and the contents of hypothesis, the researcher used a set of statistical tools represented the following: frequency, percentages, arithmetic mean and standard deviation for use in the description and diagnosis of research variables.

**Simple correlation coefficient:** It was used to determine the strength and nature of the relationship between the two variables.

The simple linear regression was used to measure the significance of the independent variables represented by the strategic orientation in the adopted variable which represents the requirements of TQM. The use of SPSS program in finding and extracting these results.

## RESULTS AND DISCUSSION

#### Previous study

##### Studies pioneering orientation

**Al-Shahaween and Ibrahim Falah Ibrahim; The effect of the pioneering orientation of universities in activating cognitive sharing behaviors/field study on Jordanian private universities in Amman:** The effect of the pioneering orientation of universities in activating cognitive sharing behaviors/field study on Jordanian Private Universities in Amman: The aim of this study is to know the effect of the pioneering approach of universities in activating the cognitive sharing behaviors in the Jordanian Universities in Amman. The study results show that the pioneering orientation of universities (research

mobilization, cooperation with industrial institutions and university policies) affects the activation of cognitive sharing behaviors and stimulate the contributions of the written and the leadership of the universities (research mobilization, excellence and the unusual situation, cooperation with industrial institutions and university policies) affect the activation of organizational contacts in addition, the pioneering orientation of universities (research mobilization and cooperation with industrial institutions) influences the activation of personal interactions. Finally, the leading orientation of universities (research mobilization, excellence and unusual situation) affects the revitalization of practice societies. In the light of the results, the study recommended that the universities under study should maintain their pioneering orientation and continuously strive to modernize them in order to keep abreast of the rapid developments and the need to activate knowledge sharing in the universities under study for its importance in achieving competitive advantage.

**Rachid *et al.*, pioneering orientation in higher performance organizations; An analytical study of the opinions of a sample of administrative leaders in the UAE University:** This study dealt with the characteristics of the higher performance organizations in the pioneering orientation of these organizations by providing an integrated theoretical framework as well as an analytical framework for the views of a selected sample within the study society. The independent variable of the study is characterized by the characteristics of the higher performance organizations (design, strategy, process, technology, leadership individuals, roles, process, external orientation). The adopted variable is the leading approach in its three dimensions (creative, risk taking, proactive). The study concluded with a number of conclusions, the most important of which are: the existence of a significant correlation and effect relationship between the characteristics of the higher performance organizations and the pioneering orientation of these colleges. Among its most prominent recommendations is to emphasize the importance of the high performance characteristics that characterized the university in achieving the results of outstanding performance compared to other universities to improve the performance of the university and its colleges to high levels of performance.

#### **Studies of quality requirements**

**Al-Waddi *et al.*, the requirements of total quality management as a tool to achieve competitive advantage in Jordanian universities (analytical study):** The aim of this study was to urge universities in general to study and

examine the management of total quality and its requirements in achieving competitive advantages. The study problem was determined by the lack of clear relation between the requirements of TQM and competitive advantages in Jordanian universities. Universities and the consequent need to provide the best services and the lowest prices, so that, universities can prove themselves in this competitive market has to apply the overall quality of services provided to students and the study has reached several conclusions and recommendations including: study the advantages of proper application of TQM as a tool to achieve competitive advantages through the achievement of education services with appropriate quality. Emphasize the participation of all employees in achieving the required quality by giving them active participation in the ongoing discussions on the quality and field application of their ideas and creative scientific opinions. And the emphasis on improvement and continuous development of all work at the university and in particular to achieve excellent service.

**Shaker and Marwa (Total quality management and its impact on achieving competitive advantage -field study in the general company for Southern cement):** The research shows that total quality management is one of the most modern concepts and one of the successful methods in the highest degree of excellence by applying the requirements according to the scientific bases. Also, the proper application of the requirements of total quality management enables the organization to achieve competitive advantages. A statistical indication of TQM in competitive advantage. The study recommended working on the adoption of international and contemporary quality standards in the light of information technology as well as striving to implement the principles of TQM.

#### **The concept of strategic orientation and its importance**

**concept of strategic orientation:** The strategic orientation paints the future movement of the organization's design and its internal characteristics on the one hand and the mechanism of its interaction with the factors of its private and public environment which is diagnosed through its strategic position on the other hand. Thus, the strategic Orientation stems from the results of strategic thinking to determine the aspects that guide the management of the organization in determining its strategic objectives, giving priority to the goals of organizational survival and social responsibility and growth within the framework of a strategic vision for the long term (Khafaji, 2004).

Al-Rawi (2001) defines strategic orientation as a tool for coordinating the organization's efforts by laying the groundwork for effective communication among all levels

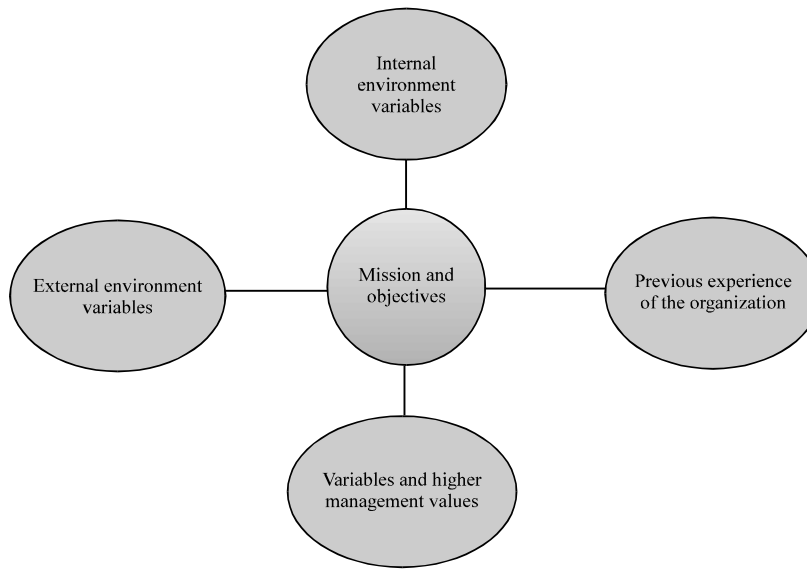


Fig. 2: Factor's affecting the organization's mission

to form a think tank to link all its plans and as a guide for its resources to meet its needs to define the environment and justify its legitimacy.

Argonne and Gbanda that strategic orientation is a drawing of decision tables that direct the adaptation of the organization to its environment and also constitutes internal policies and procedures. Strategic orientation: a future course determined by the interaction between the strategic vision and the clear message and in a manner that believes in achieving the goals and indicates the action of the value system (Barwari and Pusey, 2006).

**The importance of strategic orientation:** The importance of defining the strategic orientation is that it helps in defining the environment and legitimizing the existence of the organization and its support and support from the environment. It is also a tool for coordinating all efforts in the organization as it is a key axis for achieving effective communication between all levels. Communication organizations can go in any orientation and perhaps the worst behavior is that the organization is going without a message or a specific goal in the sense that the top management or owners cannot be determined to determine their strategic orientation.

The strategic orientation of the organizations contributes to opening the thinking windows of senior management to future business prospects, working to restore internal excellence and building a strong competitive position for the organization externally. A clear strategic orientation is based on several pillars including an effective strategic information system, environmental auditing systems, a strategic control

system and future forecasts on the environment variables of the organization. Redan and Bashir (2005), Al-Husseini (2000) emphasizes that there are a number of factors that affect the organization's mission and strategic objectives and can be identified as follows:

- External environment variables
- Internal environment variables and resources
- Previous experience of the organization
- Beliefs and values of the top management (Fig. 2)

**Al-Husseini strategic management concepts interventions contemporary operations, Dar Wael Publishers, Jordan Amman, 55)**

**Strategic orientation dimensions:** The present study addressed the following dimensions of the strategic orientation:

- Strategic vision
- Message of the organization
- Strategic goals

**Strategic vision:** Al-Maa'idi defined the strategic vision as the special abilities possessed by managers such as the ability to visualize and imagine which are used to plan the future of the organization. Thompson and Strickland defined the strategic vision as the future map of the organization that provides information about the customer, technology, geographical area, product to be targeted by the organization and the type of organization that the administration is trying to find. The vision also indicates the aspirations of the administration for an

organization that paints and presents a comprehensive perspective of the area in which the organization wants to compete.

Al-Salem (2005) defines the strategic vision as the future orientation of the organization that determines the destination it wants to reach, the market position it intends to achieve and the capabilities and capabilities it plans to develop.

**Strategic vision characteristics:** The strategic vision has a number of characteristics as Mursi (2006) pointed out:

- To be clear
- To be meaningful and meaningful to the market in which the organization operates
- Looking forward to the future, take the past into account
- Stability, relative stability and containment are a constant challenge
- Stimulate employees of the organization as well as customers
- Be brief, accomplished and express excellence and continuous progress in the target market

**Message of the organization:** Robson states that the organization's mission determines the main cause of the existence of the organization and helps it to legitimize its function in society. The message is also known as a clear expression.

The organization's letter was defined as an official document by the organization in which the directors are asked what the organization wants and what guidelines should be followed.

Habtoor (2004) affirms that the mission of the organization is that individual individuality in the organization which distinguishes it from other similar organizations.

**The importance of the organization's mission:**

- Identify the main cause of the organization's existence

- Ensuring consensus on specific goals and purposes of the organization
- Formation of one basis and criteria for the allocation of organizational resources
- Is the basis of the fervor that is set for the organization
- Facilitate the process of translating goals into actions that contain tasks and activities and neutralize those responsible for each
- Determine the social and legal legitimacy of the organization
- Determine the overall philosophy of the organization towards all stakeholders
- Represents a criterion that can be used to generate strategic alternatives and to choose the best ones
- Contribution to assessments and oversight (Al-Salem, 2005)

**Elements and characteristics of the organization's**

**mission:** Organization's messages may vary in content form and accuracy. However, most of the researchers in the field of strategic management emphasize the need to include the organization's message and seek elements. Table 1 illustrates these elements with the corresponding questions that must be raised by senior management in order to judge the effectiveness of the organization's message.

**Strategic objectives:** In this regard, both Aqili and the believer (1993) define strategic objectives as the general objectives of the organization and related to the achievement of central and external activities.

Al-Maghragi (1999) that strategic objectives mean the ends and endings that the administration seeks to reach through the optimal investment of human and material resources available now and in the future, a guide to the work of management and the basis of the substantive analysis and design and implementation strategy.

**The importance of strategic objectives:** The importance of strategic objectives lies in the following important

Table 1: Elements with the corresponding questions

Element	Questions
Customer's	Who are the customers of the organization?
Products (goods and services)	What are the main goods and services provided by organization?
Markets	Where does the organization compete (geography)?
Technology	Does the organization have modern technology?
Attention to survival, growth and profitability	Is the organization committed to stay and its financial position?
Philosophy and core values	What are the basic beliefs and principles of the organization and its aspirations and moral precedence?
Understanding self	What is the competitive capacity or advantage of the organization?
General picture	Do organizations respond to social and environmental concerns?
Attention to employees	Are employees considered valuable assets in the organization?

David Fred in 2001; Strategic Management Concepts and Cases, 8th .Ed., prentice Hall, Upper Saddle River, New Jersey. P.65

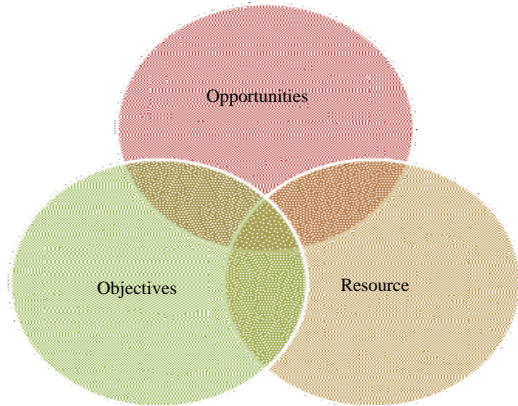


Fig. 3: Formulation of strategic objectives, Boseman and Phatak (1989), "Strategic management: text and cases" 2ed.Ed., John Wiley and Sons, New York, P. 61

functions of the organization in the following areas (Al-Douri, 2005; Al-Husseini 2000). The top management helps to develop strategies across the organization as well as at business and job level levels. The objectives are the essence of the planning function, since, the manager cannot perform his planning function without the clear objectives and objectives that the organization seeks to achieve. A guide or guide for making appropriate decisions by senior management. Assist senior management in determining the authorities and responsibilities of individuals at all levels of the organization. Provide quantitative measures to measure organizational performance. Help in evaluating the performance of individuals. Helps to define the organization of the environment in which it operates and to establish its legitimacy and presence in the government, customers, society and other stakeholders.

**Formulation of strategic objectives:** The organization sets the strategic goals after analyzing both the external environment and the internal environment because there are forces in both external and internal environment that bring opportunities and threats and identify strengths and weaknesses of the organization. Managers should look to exploit opportunities and overcome environmental threats, aspirations.

In formulating strategic objectives, the organization must test current objectives, current resources, availability, imposition and current and future threats in the market. Figure 3 shows how to set strategic objectives and that the only logical area for setting goals is the intersection of resource objectives with opportunities and threats.

### Total quality management

**Total quality management concept:** Feignbaum defined it as a censorship on comprehensive quality control (tqc) as an effective system to achieve integration between the efforts of all parties and groups within the organization which is responsible for building quality, maintaining and improving it in a way that contributes to the production and service delivery in the most economical ways with complete satisfaction For the customer (Al-Taei *et al.*, 2004).

It is defined as the commitment and meeting the requirements and expectations of the customers on a permanent basis. The goal is to achieve or exceed the expectations of customers at all times and measure the quality of the satisfaction of customers and the overall delivery is implemented through the commitment and participation of the senior management on a continuous basis.

**Objectives of total quality management:** The main objective of the application of comprehensive quality management in companies is to develop the quality of products and services with the achievement of cost reduction and reduce the time and effort wasted to improve the service provided to customers and gain satisfaction. The main objective of quality includes three main important benefits. Reduce costs: the quality requires the work of the right things correctly from the first time and this means reducing the things damaged or re-completed and thus reduce costs. Minimize the time required to accomplish the tasks for the customer: the procedures developed by the institution to provide services to the customer has focused on achieving goals and control and therefore, these long and rigid procedures often have a negative impact on the customer. Achieving quality and thus, developing products and services as desired by the customers, the lack of attention to quality leads to increase the time to perform and complete the tasks and increase the monitoring work and thus, increase the complaint of the beneficiaries of these services.

Creating an environment that supports development workers. Increase efficiency to increase cooperation between departments and encourage collective action. Reducing the tasks and activities required to convert inputs (raw materials) into products or services of value to customers. Teaching management and employees how to identify, arrange and analyze problems and their fragmentation, so that, they can be controlled. Opening new markets and strengthening existing markets.

**Benefits of applying TQM:** There are many benefits to be gained from TQM:

- To contribute to improving the quality of the product required to be produced
- Contributing to reduce the cost of manufacturing the product and thus reduce the total cost of production of the product by reducing the rates of damage and defective rates of products
- To contribute to improving the market share of the company's sales
- Contribute to improve and increase delivery capacity of the company
- Contributing to the success of the production tool and operations in the company
- The possibility of reducing the prices of selling products because reducing the cost of production help to achieve this (Al-Daouji, 2000)

### **Total quality management requirements**

#### **The concept of total quality management requirements:**

Zinedine the requirements of TQM are the successful structure that must be provided in the organization in order to implement TQM successfully by supporting the support of its senior management and customer orientation as well as the participation of all working personnel and the use of an organized plan for continuous improvement and follow up managers and employees and retrain them in accordance with the ongoing improvement efforts of the organization's products.

#### **The importance of the requirements of total quality management:**

Al-Salami believes that the participation of individuals working in the development of the organization's strategy and policy increasing production efficiency, reducing costs and maximizing results, emphasizing the planning process through continuous improvement of the organization's strategy and policy, achieve a competitive advantage for the organization by developing the alliance with the suppliers, clear awareness of the roles, responsibilities and authorities to achieve objectives and limit constraints increase the effectiveness of the work teams in the organization, the best use of information on the quality of products to reach realistic goals, to emphasize the development of plans and policies to improve the quality of products to reach realistic goals, give systems the strength to commit to improving products, work to connect TQM with the operations department in the organization to provide extensive and detailed explanations of all the ongoing work in the organization and finally the contribution of all departments in the organization to satisfy customers by identifying quality dimensions suitable for them.

### **Total quality management requirements**

#### **Customers are the focus of the company and its driving force:**

Al-Sirafi considers that the customer is the most important part of any organization and it is the starting point and end of the various activities. In other words, the activity starts with the customer to meet his needs and desires and what he aspires to because he is the one who will buy this or that commodity. Customer satisfaction means the demand for this product which is reflected in the increase in sales and increase profits on the contrary his dissatisfaction with the commodity means that the organization will face a loss and cannot continue production.

**Continuous improvement:** The introduction of continuous improvement requires that we highlight the origin of this portal. This portal was named in Japanese (Kaizen) in 1946-1951 and was adopted by companies (Toshiba, Matsushita, Toyota). Najem suggests that continuous improvement means the introduction of continuous innovations on the commodity. Soon, this product accumulates new products that are quite different from the original commodity. This is what all large organizations can do with their huge resources to be more inclined for innovation and improvement compared to small organizations in the same field and specialization.

**Full participation of working individuals:** The slogan of TQM is that quality is the responsibility of all and because it is a holistic philosophy. All individuals within the organization must be involved to achieve the goal of inclusiveness and participation and (Al-Douri, 2005) shows that the participation of working individuals is one of the main necessities of TQM while urging individuals working at all organizational levels to participate actively and enable them to demonstrate their abilities and talents and support in order to achieve the mission of the organization and its goals.

Al-Taei *et al.* (2004) affirms the participation of individuals and the promotion of status of the workforce and its diagnosis in participating in the collective work. This is the responsibility of the senior administrative leadership in the process of implementing the collective participation of the working individuals, especially in the processes of continuous improvement of quality.

**Administrative leadership:** The success of the organization depends to a large extent on the efficiency of leadership and effectiveness. Leadership in practice is inherent to the group as no group can achieve its objectives without the presence of an administrative

leader led towards achieving the goals and no administrative leader can play its role effectively without the existence of the group.

Consistent with the above, the researcher believes that the administrative leadership means the ability of the leader to influence the behavior of the personnel working in the organization through the use of different methods to coordinate their efforts and directing them towards the desired goals that the organization seeks to achieve.

Al-Taei *et al.* (2004) point out that the process of selecting a leader for TQM in the organization is subject to a set of criteria as follows.

**Feasibility, commitment and knowledge:** Increase quality assurance and know all the details and how they are accomplished within the organization.

**Orientation:** Start changing the nature of traditional work through processors or other

**Extreme goals:** Research on increasing improvements and looking for significant gains.

**Powerful routers:** the pursuit of the desired cycle time and zero damage and the use of 6  $\sigma$  as a statistical tool used to demonstrate the quality message and guide the quality values (organization, value interconnect, customer contact).

**Making decisions based on the facts:** Where entrepreneurs are facing rapid changes in science and the world of technology and competition, it is necessary to reduce the uncertainties or uncertainties, depending on the quantitative methods designed for this purpose such as decision tree and others. It is also possible to use administrative and computer information systems in this field. It has been used in many administrative areas such as production, marketing and financial planning decisions to help managers identify strengths, weaknesses, opportunities and threats.

Hamshari points out that decision-making based on facts is one of the most important aspects of total quality management and is essential for its implementation in the organization.

In order to identify the nature of the correlation relationship and the impact of the strategic orientation and the content of that effect on the requirements of the total quality management of the company sample of the research was drawn a sample of 30 employees from the company investigated and was assigned this subject to verify the validity of the default model for the study and adopted a set of analytical tools. The two axes:

Table 2: Relationship of strategic direction with the requirements of total quality management

Independent variable/Dependent variable	External environmental factors
Total quality management requirements	0.657

Table 3: Strategic orientation

Independent variable /dependent variable	B <sup>o</sup>	External environment factors		F-values	
		B <sup>1</sup>	R <sup>2</sup>	Calculated	Tabular
Total quality management requirements	0.788	0.657 (4.608)*	0.43	21.238	4.2

\*Significant value

**First:** the correlation between the strategic orientation and the implementation of the requirements of TQM.

**Second:** The nature of the effect of the strategic orientation in the application of TQM.

**First: The correlation between the strategic orientation and the implementation of the requirements of TQM:** The analysis of the model of the study requires testing the hypothesis as they appear in the research methodology. This course focuses on the first hypothesis test which states that there is a significant correlation between the strategic orientation and the application of TQM parameters in the sample companies. Table 2 and the application of the requirements of TQM at the level of all companies investigated if the table indicates a positive correlation between the strategic approach (total indicator) and total quality management requirements with a degree of correlation (0.657). Thus, the first hypothesis is archived.

**Second: The nature of the influence of external environmental factors in strategic decisions:** The effect of external factors as an independent variable in the requirements of TQM as a variable approved at the level of the companies of the research sample. The second hypothesis is that there is a significant effect on the strategic orientation in the quality management requirements of the companies in the sample.

The results of the analysis in Table 3 indicate that the strategic orientation has a significant effect on the requirements of TQM and that the calculated value (F) is greater than the tabular value of (4.2) and at a significant level (0.05). This indicates that the second hypothesis has been achieved and the (R<sup>2</sup>) factor is 43%. In other words, the percentage of contribution to the exclusion of the strategic approach from changes in TQM requirements is due to changes in the strategic orientation. In the application of TQM requirements by 57%.



## CONCLUSION

This study attempts to analyze the content of the theoretical logic in relation to the strategic orientation and the requirements of TQM to explain the reality of the field in support of theoretical ideas. In this regard, the main conclusions of this research can be presented.

The researchers emphasize the importance and role of the strategic approach in shaping the future movement of the organization and the diagnosis of its strategic position and help it to justify the legitimacy of its existence and the definition of its environment and thus, get support and support from the environment and has an impact in the formulation of the strategy of the organization.

The strategic orientation of the mission is defined as one of the important stages in the strategic management process and affects the internal and external environment of the organization, i.e., the organization determines its strategic orientation based on analysis of the external environment including opportunities, threats and internal environment including strengths and weaknesses.

TQM is a modern and contemporary subject in the fields of production management and operations as an administrative philosophy through its basic requirements that lead to the achievement of the objectives of the organization in success, survival and continuity.

The respondent's opinions indicate that the company is seeking and adopting the research sample for the reasons that reinforce its strategic positions represented by its continuous search for new opportunities and also to ensure the delivery of outstanding products and to ensure the unification of the efforts of the employees in achieving the strategic objectives

As well as a reference to the opinion of the respondents that the interest in the strategic message of the company investigated to meet the requirements of the external environment and adaptation is to seek to be a leader in the field of activities and this strengthens the strategic orientation of the organizations based on achieving this through the application of different TQM requirements.

The results of the descriptive analysis of the research variables showed the concentration of the responses of individuals to agree that the satisfaction of customers with the products of the organization is one of its first concerns.

## RECOMMENDATIONS

The necessity of informing the senior management in the company of the research sample on the literature of strategic management to identify the latest trends of the concepts of strategic management and the concept of strategic manager.

The necessity of explaining and interpreting the strategic vision and the message of the organization to the employees of the company, the sample of the research in a convincing manner that helps to understand and approve it and is a necessary step to guide the employees and develop their willingness to move in the required Orientation.

Requires the company's research sample to set goals that largely guarantee the balance between the objectives and interests of the stakeholders in the organization in order to minimize the organizational conflict.

The management of the company's sample of the research sample to identify the total quality management and attention to them because through this will be able to these organizations to enter the competitive markets and obtain a strong competitive position.

It is necessary to conduct the research sample to hear the customer's opinion and meet his needs and desires and customer satisfaction is one of the basic pillars of modern and the chances of success for any organization.

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