

# Using Awards Excellence Models in Assessing Supply Chain Management Systems: A Case Study in the Plants of General Company of Leather Industries

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**Abstract**— This research is aimed to test and apply the concept of excellence awards of quality, according to the awards models of criteria to assess the extent of the application of quality management systems. A group of awards adopted by international, regional and local organizations means, outstanding administrative systems to evaluate performance and follow-up measuring their self-performance to reach excellence. The quality awards standards are of the most important methods of measuring performance, it has been access to a set of standards to achieve them. According to the present research the General Company for Leather Industries determined as industrial organization working for the public sector. The present study population for this research focused on testing those common standards and the extent of its contribution to the achievement of excellence in Organizational performance. The important elements used are Leadership, Strategic planning 'Human Resources, Resource management, Relationship with Partners, Processes, Focusing on the beneficiary, Impact on workers, Impact on the community, Evaluate the results of performance, Information, and the availability of such standards. The present study relied on the analytical method and results, some conclusions are made. Notably that awarded quality and organizations excellence in the field of quality and helps to spread the culture of quality. It was the most important recommendations that the Organization select their targets according to company policy and follow-up to achieve them and review the senior management to check the level of performance and attention to the management of operations and human resources and encourage them to work as a team continued excellence.

**Keywords**—*Excellence Management, Quality Awards, Supply chain management, leather industry.*

## 1. Introduction

Today's organizations are racing in their follow-up to the concepts of modern tools and methods in their activities with the aim of achieving leadership and excellence in the light of intense competition and successive developments in many fields and dynamic changes in the surrounding environment on the one hand, and to strengthen their relationship and maintain their position on the other hand. Having recognized that the essence of its survival is the customer's satisfaction and active participation in all aspects of the Organization's work [1-9].

The general company for Leather Industries is one of the companies of the Ministry of Industry and Minerals have a distinctive history. Since they have provided high-quality production and blocked the need in the local markets of leather products and the local and regional market is experiencing progressive industrial growth. Every product has a number a large number of manufacturers who compete with each other to attract customers. With the advent of a set of calendar awards awarded to organizations excellence in the field of quality since the beginning of the sixth decade of the previous century and until now, the establishment coincides with the emergence and evolution of the intellectual philosophy of comprehensive quality management. These quality awards play an important role in promoting the philosophy and applications of comprehensive quality management in organizations are awarded an international award after examining the various aspects of the work of the organization and checking the compatibility of the range of dimensions and elements identified in the award. During a series of liquidation processes for the advanced organizations of the award and selection of the award-winning organization. Many countries have supported their existing facilities by

establishing a national Quality award aimed at activating and developing the role of these facilities and urging them to move towards continuous improvement. We look forward to the Arab Quality Award for the research of Arab industrial facilities on the development of administrative, environmental and information management capabilities and to make quality a culture adopted within its policy and internal strategy. Furthermore, we look forward to the efforts of these institutions to assess their situation and know the problems they face. Strive to resolve the issues to eventually reach a comprehensive quality system directly linked to the sustainable development process.

The present research paper included four sections. The first was devoted to the presentation of the methodology and dimensions of the research, and the second to demonstrate the conceptual framework of the concepts of intellectual connotations, and singled out the third section to test the criteria for the possibility of obtaining the quality award, and finally the fourth to indicate the conclusions and recommendations reached by the research.

## 2. Research Methodology

### First: The research problem:

The need to apply and measure the concept of quality to evaluate its activities and position in order to be able to successfully exercise and manage its operations and the problem of the present research can be expressed by raising the following questions:

1. Does the company Apply Excellence Award models in evaluating its management systems and how?
2. How the senior management committed to applying excellence award models to improve performance?
3. What is the level of qualification of human resources to understand and recognize the criteria of excellence to perform performance improvements and achieve organizational goals?
4. How do Excellence Award models contribute to the evaluation of quality management systems?
5. How the implementation of quality management systems helps to evaluate the organization according to the Standards of quality awards

### Second: Research objectives: The research aims:

The below are the main research questions which will be explored and tried to be answered.

1. Study the models and types of excellence awards and how to adopt them in the evaluation of quality management systems.
2. Comprehensive Quality Management Awards statement and its role in quality control systems.
3. The possibility of spreading quality culture and prizes in Iraqi business organizations

### Third: The importance and significance of research

There are various aspects of the present study which can be considered as an important element of resent study and significant of the study. Below are some of the highlights of the present study, but is not limited to below mentioned points.

1. Highlight the importance of Excellence award models in the evaluation of quality management systems.
2. The possibility of spreading the culture of quality prizes and motivating companies to develop and disseminate successful experiences of distinguished quality prizes.
3. Identify the mechanism of compatibility between the comprehensive quality management systems and the standards of excellence in quality awards.
4. To enhance the importance of quality award models in the excellence of the different types of organizations, and to achieve their distinctive status.
5. Encouraging and developing the industry and improving the quality of Iraqi products on a sound standard basis.
6. Encouraging competition between Iraqi factories in the local market for prizes that reflect the efficiency and effectiveness of their performance.

### Fourth: Research Methodology

The researcher adopted the descriptive analytical approach in order to study the case, as this best suited in a comprehensive and profound analysis of a phenomenon. In trying to obtain sufficient

information about the case in questions with a focus on a particular aspect of it were asked. The data was collected on the respondents' situation in a structured and scientific manner. The aim of determining the gap between the study and work to close or minimize this gap, by developing appropriate solutions as the main goal of the problem under investigation [10, 11].

#### **Fifth: Research Limitations**

There are multiple limitations of the present study. Below are two major limitations.

A-spatial boundaries: General Company for Leather Industries/Baghdad (public administration, Karrada Lab, Za'faraniyah Lab)

B. Temporal limits: 1/2/2016-1/8/2016

### **3. Secondary Research Approach**

#### **First: The concept of quality system**

Quality control is required in order to ensure that the organizations continues to operate in its environment, integrating the efforts of a large number of individuals, machines and information and forming an integrated quality system geared towards the improvement of excellence. The building of quality system base is an essential step is to produce products efficiently and effectively so that they are appropriate to use and meet the customer's need, and orient the quality system towards the integration of the efforts needed to improve the quality. This would also leads towards the realization of employees to strive for efforts to improve the quality of the product is not the result of the necessary efforts but a joint effort of the team.

The quality system is defined as the organizational structure, responsibilities, procedures, processes and methods used to improve the quality and ability of marketing, engineering, production and various services. Moreover, which in turn help the overall satisfaction of the consumer and achieve quality management. The quality system aims to achieve the following benefits for any organization:

- A. Guarantee and confidence.
- B. Developing the relationship between the provider and the consumer.
- C. Presentation of the officer's performance idea.

#### **D. Establishment of a competent monitoring system**

Attention to the achievement of these goals has led organizations to shift from quality control to quality system. This post-event screening to previous event practices and procedures. To obtain a flawless product from the beginning through the integration of components and components of the quality system [1, 9]. Building a basic system of quality requires the integration of the components of the system and the formation of clear means of measuring them, which is necessarily linked to the deep understanding of senior management regarding the best quality management system.

#### **Second: A historical overview of quality Awards**

Since the middle of the last century a series of international awards have emerged that are awarded to distinguished organizations and distinguished quality workers that have coincided with the emergence and evolution of the intellectual philosophy of comprehensive quality management. These awards play an important role in promoting the philosophy and applications of comprehensive quality management in organizations. These international awards are awarded after examining various aspects of the organization's performance and compliance to quality parameters. The availability of range of dimensions and elements specified in the award and during a series of liquidation processes for the advanced organizations for the award and select the organization that you are accepting to receive the prize. These awards serve as preparation tools for organizations to pursue comprehensive quality management applications, each of which reflects a specific model of comprehensive quality control through the elements that are interested in organizing them in the organizations.

These awards promote a comprehensive quality culture, determine the extent to which organizations achieve excellence and achieve their entrepreneurial spirit to provide the best services, and contribute to the dissemination of quality concepts, the estimation of extraordinary achievement and the continuous development of various aspects of their performance [2, 3].

The quality awards are discretionary certificates and decorations that may be accompanied by material rewards awarded to organizations that are distinguished in quality management and continuous

development. Which also give the organization a distinctive position among customers in the market, and was issued by the American Society for Quality (ASQ) in the quality Progress Magazine for the year 2003. The award of quality prizes shows that there are (86) World-class quality awards. With the passage of time in the light of these awards, developed and developing countries have recognized national quality awards for the great benefits of these first global awards for organizations and Class [3, 8]. Those prizes to four levels are :

### 1. Global level

These prizes are awarded worldwide and are not confined to a particular country or continent and these prizes are:

#### Edward Deming Quality Award

This award was proclaimed in 1951 by the Union of Japanese Scientists and engineers (Japanese Union of Scientists & Engineers) (JUSE), which is administered to this day, a medal awarded to organizations that are distinguished in the application of total quality management (TQM), and is available to all organizations regardless of their nationality, award and this is a highly-positioned industrial.

#### European Quality Award

To honor outstanding performance in terms of quality improvement, customer satisfaction and business results, this award was initiated in 1988 and are divided into various sub levels.

### 2. Regional level

They are awards granted at the regional or state level of some states.

### 3. National (local) level:

These awards are granted at the state level and are limited to the organizations that operate in that country, which were approved in the light of the first world prizes and the majority of the National Quality Awards consist of a framework containing the total criteria for assessing the quality of performance of the organizations in accordance with those standards.

### Professional level

The prizes awarded by professional associations and organizations at the level and the field of competence

### Third: Excellence in Quality Awards

The award for Excellence in Quality is a national competition award in many countries for the best companies and institutions that meet the standards of excellence and standard quality. These are Arab awards (King Abdulaziz National Quality Award, Dubai Quality Award, King Abdullah II Jordanian quality award, and National Excellence Award in Egypt). Other international awards (Deming Award in Japan), Malcolm Baldrige Quality Award in the United States of America, and the European Quality Award. It is noteworthy that the quality standards of the International Excellence Awards are very close, and there are a few differences to focus on points specific to the nature of the prize country.

### Fourth objectives of Excellence in Quality Awards:

Al-Jabouri, noted that the objectives to be achieved from the design and application of quality awards are to recall the company's objectives related to quality Objectives, not only quantitative objectives (Quantity Objectives), as well as other basic objectives, including [1].

- Clarifying the necessity of quality for all members of the company by raising awareness of the importance of their role in improving the quality of products and services on the one hand and improving the competitive position of the company as a whole on the other hand.
- Compliance with corporate self-evaluations in pursuit of performance excellence standards
- Availability of information related to excellence, quality awareness, plans and the establishment of a cohesive quality culture.

Furthermore to the aforementioned discussion, Hilali, further added that [3].

- Encouraging self-evaluation of organizations and comparing the performance of the organization with established standards

- Encouraging the exchange and sharing of experiences and information on strategies for the dissemination of the quality culture and the returns achieved in the implementation of these policies.
- The allocation of national awards for excellence in quality contributes to the dissemination of a culture of quality and excellence in the performance of business and motivate companies and institutions to develop their operations, performance and results, and to disseminate the successful experiences of distinguished companies awarded the award [12].

### **Benefits and business steps for Excellence in Quality Awards:**

The benefits of the advanced facility for the Arab prize Identified There are following benefits [4]:

- To increase awareness of quality and to modernize working methods to achieve excellence.
- Improving the competitiveness of Arab enterprises.
- Raising the quality of Arab products and increasing exports.
- The facility assists in evaluating itself, identifying its performance level and measuring the gap between its reality and the award criteria.
- Introducing self-assessment and raising awareness of quality and excellence in performance among employees in the facility.
- Learn about innovative ways to manage the facility.
- To obtain the official public appreciation of the origin as one of the most distinguished establishments in the Arab world.
- Use the logo of the award to publicize and advertise the facility in the media and place it on the documents of the facility.
- Participating in conferences and seminars held with the aim of exchanging experiences on best practices and excellence in performance.

### **B. Steps to work in Quality Excellence awards [13]**

In all countries that offer national quality awards, the steps of their work are almost identical:

- The Prize Board publishes the award criteria to the public every year and requires advanced establishments to provide a self-evaluation of its administrative system and activities, documented according to the published prize criteria, and specifying the dates of submission.
- The facility wishing to enter the competition offers a detailed self-assessment of its activities, its administrative system and its conformity with the award criteria.
- The facility receives a technical report from the award board on the strengths and weaknesses of its quality management system according to the self-assessment provided by the facility.
- The authority announces the facilities that are able to continue the race towards the award and are eligible to visit the field assessment teams.
- The valuation teams visit the Facilities for field evaluation and verify that the facts of the facilities are identical to the information provided.
- The evaluation teams submit their technical reports and their evaluation to the prize body, which is a committee of arbitrators to review the technical reports and calendars of all the establishments, and then identify the winners of the prize.

### **Sixth Arab Quality Award**

The meeting of the Higher Standardization Advisory Committee of the Arab Organization for Industrial Development and mining, thirty-first meeting was held in in Rabat, Morocco in April 2008. The preparation of an Arab quality award, Document No. 7 was issued to determine this. The establishment of this award to help encourage organizations from different sectors to increase their performance and reduce the cost and improve the quality of their products so that they can compete with international companies. Moreover, this award has an important role in the development of quality culture in the Arab countries, and it has been agreed to manage this acceptance by the Arab organization for Industrial Development and mining, which consists of the General Secretariat of the award. Higher Committee of the award consists of the heads of the Arab standardization bodies with the Director General of

the Arab Organization for Industrial Development and Mining and is chaired by the Chairman of the session of the Ministerial Council of the Organization, and requires these The prize is the following conditions:

- To be a national Arab industrial company operating in any Arab country for a period of at least three years.
- There is no environmental violation within three years prior to applying for the award.
- No legal offence has been violated by the State authorities during the previous three years.

The company is provided through the national standardization system after paying the necessary fees, providing the required information and facilitating field visits. The prize is divided into 3 categories (large, medium and small), and the prize is awarded in three types:

- First Prize – Platinum
- Second Prize – Golden
- Third Prize bronze

The award shall have a distinctive emblem approved by the Higher Committee and the winning company may use this logo for two years, provided that the year of the award is indicated. The criteria for the award are the best and most appropriate way to evaluate the administrative and financial systems of the organizations and to compare them with the global level, identify strengths and weaknesses, and then develop programmes of continuous improvement and basic standards.

### **Leadership**

This standard emphasizes the need to adhere to the vision and mission and to contribute to the dissemination of a culture of quality and adaptability to the external environment in order to be able to make the right decision as well as the need to constantly review the performance of the organization.

### **Strategic Planning**

This benchmark emphasizes the building of quality policy and objectives based on the needs of the Organization and its environment, the development

of an appropriate strategic plan and the development of awareness programmes within the organization, including dissemination of the organization's goals and policy.

### **Human Resource Management**

This standard refers to the good policy of human resources management, the provision of the necessary competencies, rewards, rewarding incentives and the need for continuous improvement of knowledge, as well as conducting performance assessment in accordance with the scientific basis.

### **Resources and Partners**

This benchmark refers to the importance of managing financial resources, relationship with partners, knowledge management, and the development of energy-saving programs and plans.

### **Operations**

This standard emphasizes the management and simplification of operations, the measurement of operations performance, the application of quality and environmental systems. The ability to control the cost of production, the application of local and international specifications, the need for continuous development and improvement to meet the needs of the target markets.

### **Customer Focus**

This standard is concerned with customer complaints in order to satisfy their needs and desires in effective and efficient manner.

### **Empowering Employees**

This criterion refers to the importance of the employees' membership of the Organization and the role of motivation in increasing the sense of belonging and what it does to the organization.

### **Positively Influencing Society**

This criterion refers to the importance of establishing mechanisms for assessing this impact in society and contributing to the dissemination of quality culture in the environment of the Organization and the importance of promoting sustainable development, as well as contributing to the building, education and training of the community.

## Evaluation of Results

This benchmark indicates the extent to which the objectives are achieved, the satisfaction of the employees and partners with the organization, and the benefits of measuring results in the continuous improvement and impact on the national and Arab economy in general.

## Information and Provision of Data

This criterion refers to the need to provide the necessary data and information and to verify its authenticity and to employ it in the appropriate form to ensure that the organization performs a distinctive performance.

## Third Section of the Study

As part of this research, a brief overview of the general company for Leather industries and the analysis and interpretation of the results obtained from the company according to the criteria of the Arab Prize and as follows:

### First: About the general company for Leather Industries

The general company for Leather Industries was established in 1976 as the sum of the merger of the general company for Leather, which was established in 1945 with the general company Bata, which was established in 1932, which is one of the industrial establishments affiliated to the Ministry of Industry and Minerals, transformed into a public company under the Companies Law of 1997. A number of laboratories include:

#### Baghdad Lab/Karrada:

Established in 1932, it consists of the following sections:

1. Public administration and includes the sales exhibition for all kinds of shoes and leather clothing exhibition
2. Production units for the manufacture of men's, women's, youth, birth and girl's footwear, children and slippers (men's women) and sandals

#### Tanning Lab/Za'faraniyah:

It includes the following laboratories:

- Large leather tanning plant for the production of face skins, lining and leather of the vegetable, which is the oldest coefficient of the site where it was founded in 1945 and the lab feeds the needs of footwear factories of face skins, lining skins and sole skins.
- Small leather Tanning plant established in 1976 to cater to the needs of the leather garment factory.
- The bag production factory was established in 1969 and specializes in the production of school bags, travel, business bags and diplomacy.
- The leather garment factory was established in 1989 and specializes in the production of men's and women's garments and bags.
- The Service shoe production unit was established in 1991 and is specialized in meeting the needs of the armed forces for footwear.
- The production unit of the enzyme and includes the production of polyurethane and the p.v.c to produce all kinds of the enzyme.
- Water Treatment Unit The purpose of this unit is to rid the industrial waters of the Tigris River of pollution by ridding the water of heavy deposits and chemical substances harmful to the environment and the equation of these waters.
- Sports Shoes Factory/Kufa was established in 1960.

## 4. Analysis of the Results

The present study used the model of the Arabian Quality Award to assess the quality of performance in the company and the outputs and results of the evaluation using the arithmetic mean of the paragraphs of the same standard as the following

### 1. Leadership

Table No. 1 shows that the arithmetic mean of the company's implementation of the driving standard is 88 (%), and has implemented two paragraphs (contributing to the dissemination of quality culture, and reviewing the performance of the facility) by 100%. The lowest implementation rate was in a paragraph (setting goals 0, the institution is consistent with the quality policy and the vision, mission, policy and objectives are consistent) which

70%. In the light of the foregoing results, the gap is very small in the implementation of this standard of

12%, which indicates that this gap can be remedied by the company.

**Table 1.** The extent to which the company meets the driving standard

1 - Leadership												
Standard status According to the weight allocated to it	Immature			Mature			Very mature			Rate		Total
Weights	0	10	20	30	40	50	60	70	80	90	100	
150										88		
Vision, mission, policy and objectives are consistent							70					
The company adheres to the values of Community responsibility							87					
Setting corporate goals compliant with quality policy							70					
Contribute to the dissemination of quality culture										100		
Enable employees to take the initiative to ensure, build and conduct continuous improvement and development on the internal systems										90		
Encouraging entrepreneurship and creativity							80					
Ability to cope with external conditions/risk management/achieve targeted output										95		
Decision										93		
Audit of facility Performance										100		

**2. Strategic planning**

Table No. 2 shows that the arithmetic mean obtained by the company in the implementation of the paragraphs is 91% According to this standard, a paragraph (dissemination of policy and objectives within the institution) was implemented by 94%.

The lowest implementation rate was in the (Strategic plan) paragraph, which achieved 88%. In the light of the foregoing results, it is clear that the gap in the implementation of this standard is very low at 9%, which can be remedied by the company and reformed to fully match the standard.

**Table 2.** the extent to which the company meets the strategic planning standard

2 - Strategic planning												
Standard status According to the weight allocated to it	Immature			Mature			Very mature			Rate		Total
Weights	0	10	20	30	40	50	60	70	80	90	100	
100										91		
Quality policy and objectives based on the needs of the organization and its surroundings										90		




Provision of strategic plan planning requirements				88	
Methods of disseminating policy and objectives within the organization				94	
Awareness programmes within the institution, including dissemination of policy, objectives and others				90	

### 3. Human Resources

Table No.3 shows that the arithmetic mean of the company's implementation of this standard reached 86%, and has implemented a paragraph (employee

participation) by 95%. The lowest implementation rate was in the paragraph (commitment to human resources management policy), which achieved was 75%. In the light of the above results, the gap has been reached 14%.

**Table 3.** The extent of the company's fulfillment of the human resources standard

3-Human Resources												
Standard status According to the weight allocated to it	Immature			Mature			Very mature			Rate		Total
	0	10	20	30	40	50	60	70	80	90	100	
Weights												
110										86		
<b>A. Administration</b>												
Commitment to human resources management policy								75				
Competency Delivery and performance evaluation								80				
Continuous development and improvement of knowledge										90		
Rewards and Incentives										90		
<b>B. Training</b>												
Development of training plans and programmes										90		
Developing skills and increasing the efficiency of employees										90		
Continuous development and improvement										90		
<b>C. Motivation and guarantee of belonging</b>												
D. Staff participation								80				
<b>D. Staff participation</b>												
										95		

### 4. Resource management and relationship with partners:

From table No. 4, it was noted that the company has implemented 86% from the resource management and partner relationship criteria, a paragraph (Financial resource management) was implemented at 90%. A paragraph (energy-saving plans and programmes) was implemented 83%. In the light of

the foregoing results, the gap in the implementation of this standard is small 14%.

**Table 4.** how the company meets the resource management standard with partner

4. Resource management and relationship with partners												
Standard status According to the weight allocated to it	Immature			Mature			Very mature			Rate		Total
Weights	0	10	20	30	40	50	60	70	80	90	100	
90										86		
Management of financial resources										90		
Supplier Relationship Management										90		
Knowledge and information management										90		
Energy saving plans and programs										90		

**5. Operations:**

During the extraction of the arithmetic mean in the table No. 5 It turns out that the company has obtained the implementation rate of the operational standard reached 87%. Through the implementation of paragraphs (application of local and international specifications, control of the cost of production, and measurement of operations performance) with the

highest percentage 100% Implementation of two paragraphs (management of customer relations, application of quality and environmental systems) at the lowest rate of 75% Wormhole. In the light of the foregoing findings, we recognize that the gap in the implementation of this standard is small 13%, due to the lack of implementation of the two sub-criteria (development and continuous improvement, application of quality and environmental systems).

**Table 5.** The extent to which the company meets the standard of operations

5. Operations												
Standard status According to the weight allocated to it	Immature			Mature			Very mature			Rate		Total
Weights	0	10	20	30	40	50	60	70	80	90	100	
150										87		
Management and simplification of operations										90		
Managing Customer Relations										75		
Continuous development and improvement										80		
Application of local and international specifications										100		
Meeting the needs of targeted market										90		
Services associated with products										90		
Control the cost of production										100		
Application of quality and environmental systems										75		
Process Performance measurement										100		

## 6. Focus on the beneficiary (Customer)

Table No. 6 shows that the company has implemented 97% from the standard of focus on the beneficiary, the implementation of a paragraph (satisfying the needs of the customer) had a ratio of

97%. The rate of implementation of the paragraph (customer complaints) has achieved 96%. In the light of the foregoing results, the gap is very low in the implementation of this standard 3%, it is very easy to close by the company to conform to the standard fully.

**Table 6.** The extent to which the company meets the criterion of concentration on the beneficiary

6. Focus on beneficiary (customer)												
Standard status According to the weight allocated to it	Immature			Mature			Very mature			Rate		Total
	0	10	20	30	40	50	60	70	80	90	100	
Weights												
100										97		
Satisfying customer needs										97		
Customer complaints										97		

## 7. Impact on employees

By looking at table No. 7 we can distinguish the arithmetic mean of the company's implementation of the employee's impact criterion 94%, and has implemented a paragraph (motivating employees on

performance) with the highest ratio of 100% decreased to 90%. During the implementation of the two paragraphs (affiliation, and profitability). This indicates a small gap in Implementation of this standard 6%, and the company must adjust it to conform to the standard fully.

**Table 7.** The extent to which the company meets the criterion of impact on employees

7-Impact on employees												
Standard status According to the weight allocated to it	Immature			Mature			Very mature			Rate		Total
	0	10	20	30	40	50	60	70	80	90	100	
Weights												
70										94		
Motivating employees to perform										100		
Belonging										90		
Utilization										90		

## 8. Impact on society

Table No. 8 confirms verification of 88% from the criterion of impact on society, the company has implemented the paragraphs (contributing to the dissemination of quality culture in the environment and the development of the mechanisms of impact assessment) by 100%. Paragraph (Contribution to building community education and training) the

implementation rate has declined to 75%. In the light of the above results, the gap is 12%, due to the weakness in the implementation of the sub-standard (contribution to building community education and training).

**Table 8.** The extent of the company's fulfillment of the impact criterion on the community

8. Impact on society												
Standard status According to the weight allocated to it	Immature			Mature			Very mature			Rate		Total
Weights	0	10	20	30	40	50	60	70	80	90	100	
60										88		
Development of impact assessment mechanisms										100		
Contributing to the diffusion of a culture of quality in the surrounding environment										100		
Strengthening sustainable development							87					
Contributing to the building of community education and training							75					

### 9. Evaluation of performance results

From table No. 8 that the company has obtained the center of the losses of 96% in its implementation of the performance evaluation criteria, and has implemented the paragraphs (measuring the satisfaction of partners and employees in the facility. And the impact on the national and Arab economy, and benefit from the results of measurement as

inputs for continuous improvement and development) by 100 per cent. The lowest implementation rate was in the paragraph (reputation of the facility), which achieved 87%. In the light of the foregoing results, it is clear that the gap in the implementation of this standard is very low at 4%, the company has to fix it to match the standard completely.

**Table 9.** The extent to which the company meets the criteria for evaluating performance results


9. Evaluation of performance results													
Standard status According to the weight allocated to it	Immature			Mature			Very mature		Rate			Total	
Weights	0	10	20	30	40	50	60	70	80	90	100		
120										96			
The extent to which the goals set are achieved										93			
Measuring the satisfaction of the company's partners and employees										100			
Reputation of the facility							87						
Impact on the national and Arab economy										100			
Industrial Research and development										95			
Take advantage of the results of measurement as inputs for continuous improvement and development										100			

## 10. Information

The table No. 10 installs the company's implementation of the information standard by 92%, through the arithmetic mean of the standard paragraphs. A paragraph (provision of data and information) has been implemented by 95 per cent.

The two paragraphs (verification of the validity of information and the use of information) were implemented by 90 per cent. In the light of the foregoing results, we can see the extent of the gap in the implementation of this standard 8%, and it is easy for the company to fix it if it will fully match the standard.

**Table 10.** The extent to which the company meets the information standard

10. Information												
Standard status According to the weight allocated to it	Immature			Mature			Very mature			Rate		Total
Weights	0	1	2	3	4	5	6	7	8	9	10	
50										92		
Provision of data and information										95		
Validate Information										90		
Employment of information										90		

## Conclusions and Recommendations:

As part of this research, the findings are presented below and the researcher has formulated some recommendations for the general company for Leather Industries, the recommendations are shown following:

## 5. Conclusions

- The public company is concerned with leadership in terms of contributing to the dissemination of quality culture and seeking to develop managers and participate in the decision.
- The company is interested in strategic planning and determines its future vision early.
- The company tries to enhance the efficiency of human resources and seeks to provide a suitable working environment.
- The company lacks an efficient management system for its resources, and a strong relationship with companies that are in the same industrial sector.
- The company's specialized operations and the emergence of a medium gap in product quality levels

and the application of quality and environmental systems have clearly declined.

- The company focuses on the beneficiaries (customers) as the essence of its existence and tries to satisfy them by providing good products.
- The company seeks to motivate employees to perform through appropriate management programs that contribute to convince them of the privacy of their work.
- The Company believes that it affects the needs of the community by providing a fraction of those needs.
- The company considers that its findings are close to its plans according to its performance evaluation criteria.
- The company uses an information system in more than one activity and needs to develop it in particular quality system information

## 6. Recommendations

Based on the present research and findings from the data analysis, researchers are making below

mentioned recommendations for policy makers and other stakeholders.

- The company must adopt advanced quality systems and rehabilitate operational processes accordingly.
- To provide the necessary strategic planning requirements and the setting of objectives and strategy requisites to reach the company to the total application
- The company needs to pursue and follow up the systems, plans and programs of human resources and development.
- Verifying vendor and partner relationship management processes, monitoring all purchases, providing resources and providing information analysis software
- Enhancing operational efficiency, achieving quality approaching global levels, identifying non-conformity and correcting corrective actions
- Apply Customer Relationship Management concepts and provide products that meet customer needs to ensure continuity of demand for the company's products
- Establish a system of performance management, evaluation and excellence of employees in the company to help achieve the goals and promote their affiliation.
- The company should contribute to supporting Community initiatives and activities such as protecting the environment and increasing the local employment rate.
- Broad definition of the company and increased media activity and marketing in general.

The company must continuously validate information and adopt sophisticated systems to suit its requirements.

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