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LEADERSHIP AND ITS IMPACT ON TOTAL QUALITY MANAGEMENT

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ABSTRACT

The purpose of this research is understanding how leadership in a tire and battery factory can contribute to the implementation of total quality management principles. The methodology involved a literature review and data collection through interviews and surveys, followed by data analysis using a descriptive approach. The tools used included interviews, surveys, and statistical analysis tools. The study aims to shed light on The role of managers in achieving quality and performance improvements in the factory.

This study elucidated Leadership plays an important role in achieving this goal quality and excellence in organizations. The results indicated a substantial impact of leadership on quality and excellence at 76.2%. Furthermore, the, results showed that leadership's focus on customers contributes to excellence, with a significant effect of 58.1%. Additionally, the study found that leadership's role has a meaningful influence on achieving quality and excellence through continuous improvement at 45.0%. The study also revealed that leadership significantly contributes to improving processes and products to achieve quality and excellence at 33.5%.

Moreover, the results demonstrated a significant impact of leadership in achieving quality and excellence through pricing policy improvement at 58.2%. Concerning development and innovation, the study found a substantial effect of up to 69.6%, emphasizing the role of leadership in achieving excellence through fostering development and innovation.

INTRODUCTION

The global administrative circles heavily emphasize the term 'quality,' which is widely recognized and extensively discussed. Its success relies on its principles, and it is heavily invested in general management through influential administrative principles (Sriyakul et al., 2019, p. 13).

The word 'quality' has become one of the universally used terms in various cultures worldwide today, strongly advocated for implementation by different institutions and administrations (Madi Odeh et al., 2023, p. 44).

In the face of contemporary organizational challenges such as free trade, globalization, escalating competition, and advanced information technologies, achieving quality has become

crucial in management. Management faces obstacles such as the lack of homogeneity among individuals and the impact of customer awareness on choosing competitors (Fonseca et al., 2020, p. 23).

These problems encompass unwillingness to pay, failure to improve service quality, non-compliance with basic service commitments, ineffective listening, and unfulfilled promises of service delivery. Management sometimes employs individual quality planning principles, making it challenging to determine aggregation levels and resist change. Moreover, it tends to rely on short-term results and overpromise services without implementation (Saffar et al., 2020, p. 16).

In general, these issues can be linked to the need for developing comprehensive quality management strategies that align with contemporary challenges such as intense competition and rapid technological changes. Management must intensify efforts to improve service quality, drive change, and cultivate awareness of the importance of quality among customers.

This study addresses the role of leadership in the application of total quality management principles in tire and battery factories (Meng et al., 2019, p. 22).

"Problem Statement:

Primary Research Question: How can the improvement of service quality and the application of total quality management principles be achieved in the face of management challenges such as economic and technological changes and individual heterogeneity?

Subsidiary Research Questions:

1. What strategies can management adopt to address economic and technological changes and enhance service quality?

2. How can management achieve homogeneity among individuals in the work environment?

3. What are the reasons behind customer non-payment, and how can this challenge be overcome?

4. How can management ensure compliance with service commitments and achieve excellence in service delivery?

5. What tools and techniques can be employed to enhance planning and determine aggregation levels in the context of total quality?

6. How can management enhance its ability to realize the vision and guide the team toward total quality objectives (Zeiss et al., 2021, p. 53)?"

Thirdly: Significance of the Study:

1. There has been a growing interest in Total Quality Management (TQM) recently.

2. Disseminate research results on comprehensive quality.

3. Successfully implement total quality management principles.

4. Improve performance and customer satisfaction.

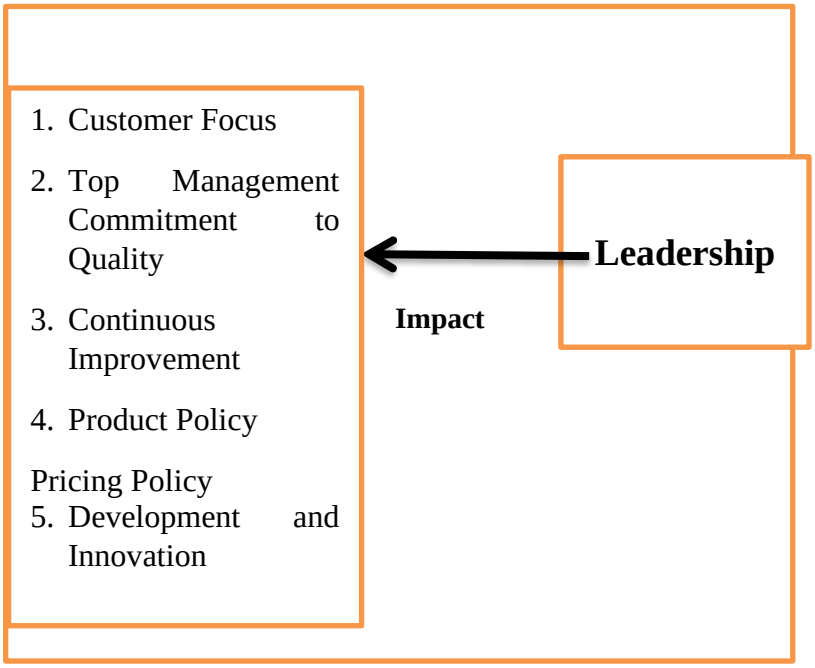
5. Emphasis on leadership and evidence-based decision-making.

6. The importance of strategic planning and teamwork.

7. Achieving customer satisfaction and excellence in manufacturing companies (Abbas, J., 2020). Fourthly: Study Objectives:

1. Establish clear vision and objectives for enhancing quality and excellence in the factory.
2. Guide and motivate employees to embrace Total Quality Management principles and continuous improvement.
3. Allocate the necessary resources to ensure the implementation of quality improvements.
4. Monitor the progress of quality improvements and intervene as needed.
5. Build a culture within the factory that makes quality the primary goal for everyone."

"Fourth: The Hypothetical Plan.



Researcher work.

Fifth: Study hypotheses:

1. There is a significant impact of leadership on achieving Total Quality Management.
2. There is a significant impact of leadership on customer focus.
3. There is a significant impact of leadership on top management commitment to quality.
4. There is a significant impact of leadership on continuous improvement.
5. There is a significant impact of leadership on product policy improvement.
6. There is a significant impact of leadership on pricing policy improvement.
7. There is a significant impact of leadership on development and innovation.

Sixthly: Research Methodology: The methodology involved a literature review and data

collection through interviews and surveys, followed by data analysis using a descriptive approach.

Seventhly: Study Population and Sample Selection: The study targeted the employees of a battery and tire manufacturing factory, which was chosen as the study population.

Eighthly: Study Boundaries: A tire and battery manufacturing factory was selected, and the study focused on the year 2020 and targeted the factory's employees.

Ninthly: Data Collection Tool: The tools used included interviews, surveys, and statistical analysis tools. The study aims to shed light on the role of leaders in achieving quality and performance improvements in the factory."

METHODOLOGY AND PROCEDURES

To Tenthly: Statistical Treatment Methods:

The data was statistically processed using the Statistical Package for the Social Sciences (SPSS) software package.

Statistical Analysis Methods:

- Data was entered and statistically analyzed using a computer with the SPSS software version 25. The following tests were used:
- Pearson correlation coefficient for testing the reliability of internal consistency and hypothesis validity.
- Descriptive statistics (frequencies and percentages, means and standard deviations, weighted percentages).
- Simple and multiple regression for testing hypothesis validity.

Firstly: Study Instrument Description: The researcher measured the strength of the study's variables by using descriptive statistics, including measures like the mean, standard deviation, and weighted percentages. This was done to rank the dimensions of the study's variables according to their availability from the perspective of the study's diverse sample.

The researcher employed a Likert Scale to determine the degree for each statement. A single format of responses was used, which was aligned with the questionnaire's statement format. Each statement presented to the participants had five response options to gauge their agreement level, and these responses were assigned numerical values representing the degree of agreement with the statement. (Obeid Mohamed Rayis ET AL 2023, 54)

"Second Chapter: The Theoretical Framework

First: Independent Variable (Leadership)

1. Introduction: Leadership is the cornerstone of achieving change and success in any organization or group. It is the process in which a leader takes responsibility for guiding and motivating individuals toward achieving common goals. Leadership takes on various forms and definitions, but in all cases, it revolves around motivating the team to reach their maximum potential (Mansaray, H. E., 2019).

Leadership is characterized by the ability to imagine the future and determine the right direction.The leader is the projector and supporter who brings the vision to reality and creates

the conducive environment for development and continuous improvement. Through guidance, motivation, and building trust, the efforts of individuals are unified towards achieving specific goals (Pambreni et al., 2019).

Leadership is a blend of skills and personal qualities, encompassing skills like effective communication, making sound decisions, time management, and strategic thinking. Personal qualities include strength of character, optimism, and self-confidence (Schiuma et al., 2022).

Ultimately, leadership is more than just a position or title. It is a responsibility that compels the leader to provide purpose and vision, guidance and motivation, team-building, and trust-building. A successful leader is one who bridges gaps and contributes to development and excellence for all (Zaid et al., 2020).

2. Concept: Leadership is the process of influencing and guiding individuals or groups toward achieving specific objectives. It is the ability to motivate others and direct their efforts toward realizing a vision and common goals. The leader is the person responsible for guiding and motivating the team or group through providing guidance, making decisions, building relationships, encouraging personal development, and continuous improvement (Mufti et al., 2020).

- Vision: A leader must have a clear vision for the future and specific goals to strive for. This vision guides the direction of efforts and inspires the team (Qiu, S. et al., 2019).

- Guidance: The leader directs individuals by outlining steps and providing necessary plans to achieve objectives. This includes planning and organizing tasks and responsibilities.

- Motivation: A leader must be able to motivate and energize the team. Multiple methods are used to increase motivation and commitment among individuals toward achieving goals (Men, L. R., 2020).

- Building Trust: Trust is a fundamental element in leadership. The leader must earn the trust of team members through effective communication, integrity, and fulfilling commitments.

- Decision-Making: The leader makes important strategic decisions based on available data and information. A leader must be effective in assessing risks and making appropriate choices (Hajiali et al., 2022).

- Interpersonal Relationships: The leader must have excellent communication and interaction skills. They should listen to team members and build strong relationships based on understanding and respect.

- Personal and Team Development: The leader encourages the development of the skills and capabilities of team members and helps them reach their full potential.

- Excellence: The leader strives for the highest levels of performance and excellence. They seek innovation and the development of better processes and ways of working (Abbas, 2020).

Leadership is not merely about giving orders and issuing directives; it is an art that requires listening, communication, and strategic thinking. A successful leader is one who can motivate and inspire the team to achieve their highest potential and achieve shared success."

"Importance of Leadership: (Khalf Khazeal ET AL 2023,76)

The importance of leadership lies in the human factor, and among various factors, the human factor takes precedence. Due to the continuous changes in human emotions and moods, as well as changes in the surrounding circumstances of projects, it is difficult to predict individuals' behavior. These surrounding project conditions may lead to continuous political changes. To ensure the minimum human effort required to achieve the goal and to ensure its continuity, workers must be provided with sound and wise leadership to enable them to rescue and cooperate to exert the necessary efforts to accomplish their assigned tasks (Kaso et al., 2021).

Leadership susceptibility is a rare commodity, as various studies have shown that the number of leaders is relatively small in any given community (Et al., 2021).

Leadership Dimensions:

1. Intellectual Skills: This means that leaders have the ability to research, analyze, compare, and draw conclusions. It signifies flexibility and mental readiness to accept others' ideas and adapt to the organization's evolving requirements and conditions (Glassman et al., 2022).

2. Technical Skills: Leaders should be masters of their work and understand the nature of the work their subordinates do, including an understanding of its stages, relationships, and requirements. They should be able to use and analyze information and be familiar with the available methods and tools (Glassman et al., 2022).

3. Organizational Skills: Leaders should view the organization as a complete system and understand its goals, systems, and plans. They should excel in power and authority dynamics, work organization, and distribution of responsibilities, as well as coordinate work effectively and understand all regulations and systems (Glassman et al., 2022).

4. Human Skills: This refers to the ability to understand the behavior of workers, their relationships, motivations, and factors influencing their behavior. Understanding these dimensions of human behavior helps the leader first understand themselves and then understand their subordinates, aiding in meeting the needs of subordinates and achieving goals (Swanson et al., 2020).

In summary, leadership is vital because it plays a pivotal role in directing and motivating individuals or groups to achieve specific goals. Effective leaders possess a combination of intellectual, technical, organizational, and human skills that enable them to adapt to changing circumstances, inspire their teams, and drive success."

"Second: Dependent Variable (Total Quality Management)

Introduction: Organizations of all types, whether private or public, for-profit or non-profit, goods or services-oriented, strive to achieve quality in their operations. Quality is a term that signifies the success of management in studying and practicing various functions. The term 'quality' is accompanied by a comprehensive concept that fits other terms, as management encompasses all these aspects in its pursuit of quality. Achieving it requires a comprehensive approach (Ibrahim et al., 2019).

Total Quality: This approach aims to improve all aspects of an organization's work, from product design to service delivery, by involving all members of the organization in achieving quality goals (Dawabsheh et al., 2019).

Total Quality Management (TQM): TQM is an integrated management approach that focuses on managing all of an organization's processes To ensure the quality of products or services

(Alzoubi, 2019).

Quality Assurance: It comprises a set of procedures and activities aimed at ensuring that production or service processes are carried out as required to achieve the desired quality (Kumar et al., 2020).

The researcher believes that quality extends beyond goods to encompass service quality and personal attributes.

Concept of Total Quality Management (TQM): Total Quality Management comprehensive management approach aimed at achieving and improving quality in all aspects of an organization. This approach involves enhancing and developing quality in every aspect of work, not limited to just products or services. The primary goal of Total Quality Management is to achieve customer satisfaction and enhance the overall performance of the organization (Responsibility et al., 2019).

Some key concepts of Total Quality Management include:

1. Comprehensive Approach: Total Quality Management takes into account all aspects of an organization's work. It covers not only products or services but also internal processes, strategic direction, employee engagement, customer relationships, supply, distribution, and more (Al Shraah et al., 2022).

2. Customer Focus: Total Quality Management prioritizes customers above all else. It involves analyzing customer needs and expectations and then directing all efforts towards satisfying them and meeting their requirements (Sharma et al., 2019).

3. Employee Involvement: Encouraging employee participation in decision-making and process improvement is crucial in Total Quality Management. Employees are considered partners in achieving quality objectives (Alayoubi et al., 2020).

4. Continuous Improvement: Total Quality Management emphasizes continuously improving processes and increasing efficiency. It encourages the development and implementation of best practices and continuous improvement experiments (Santos et al., 2021).

5. Leadership and Strategic Vision: Effective leadership and a strategic vision are essential for Total Quality Management. Strong leadership and a strategic vision guide efforts toward achieving quality objectives (Atrizka et al., 2022).

In summary, Total Quality Management is a comprehensive approach that seeks to improve all aspects of an organization's operations and involves a strong focus on customer satisfaction, employee involvement, continuous improvement, and effective leadership."

Importance of Quality Management

Quality management is an integral part of the strategy and operations of any organization or institution. It entails numerous benefits and significances that greatly impact an organization's performance and reputation. Here are some key significances of quality management:

1. **Customer Satisfaction**: Quality management contributes to delivering products or services that precisely meet customer expectations and needs. This leads to higher customer satisfaction, the retention of a sustainable customer base, and increased opportunities to acquire new customers.

2. **Enhanced Competitiveness**: Achieving high-quality standards enables an organization to enhance its competitiveness in the market. High quality attracts customers and distinguishes the organization from competitors.

3. **Cost Reduction**: High quality reduces waste and issues arising from low-quality products or services. This contributes to cost reduction associated with repairs and rework. (Ahmed, H ET AL 2018, 55)

4. **Improved Production Processes**: Quality management involves analyzing and improving production and work processes, resulting in increased efficiency and reduced errors and inefficient operations.

5. **Enhanced Organizational Reputation**: High quality contributes to building a positive reputation for the organization within its market, among customers, and with business partners.

Dimensions of Quality Management

1. **Customer Focus**: This dimension emphasizes placing customers at the center of attention. By understanding customer needs and expectations, organizations can improve their products and services to better meet those needs.

2. **Top Management Commitment to Quality**: This involves the dedication and support of top management in achieving quality goals. When top management is committed to quality, this culture spreads throughout the organization.

3. **Continuous Improvement**: This dimension signifies an organization's willingness to continually enhance its performance and processes. It reflects a commitment to achieving better results and ongoing development.

4. **Product Policies**: This dimension includes developing guidelines and strategies for developing and improving products or services. Its goal is to meet the needs of its customers and contribute to the achievement of excellence.

5. **Pricing Policies**: Pricing policies are strategies and policies for setting prices for products or services. The aim is to strike a balance between product value and the price offered to customers.

6. **Innovation and Development**: This dimension highlights the focus on developing new products or improving existing ones, as well as encouraging innovation and the use of new techniques to enhance processes and provide new value.

These dimensions represent interrelated aspects that work together to achieve excellence and improve the quality of products and services in the market and meet customer needs more effectively.

Section Three: Study Framework

The framework of the study involves using a Likert five-point scale to assess agreement levels with statements and questionnaire items. Table 1 illustrates the weightings assigned to responses:

Table 1: Weights for Statements

Response	Strongly Agree	Agree	Somewhat Agree	Disagree	Strongly Disagree
Weight	5	4	3	2	1

These responses are categorized into five equally spaced levels using the following equation:

Category Interval = (Maximum Value - Minimum Value) ÷ Number of Scale Alternatives = (5 - 1) ÷ 5 = 0.80

The weighted average and relative weight are used primarily to determine the level of agreement of the study participants with the statements and questionnaire items.

Table 4 demonstrates that the arithmetic means and relative weights can be relied upon to provide a clear preference indication. Mean values less than 1.8 indicate a very low level of agreement from the perspective of the study participants with the statements or questionnaire items. Means ranging from 1.8 to less than 2.6 suggest a low level of agreement, while means ranging from 2.6 to less than 3.4 indicate a moderate level of agreement. Means ranging from 3.4 to less than 4.2 indicate a high level of agreement, and means ranging from 4.2 to less than 5 suggest a very high level of agreement. This categorization was made according to the Likert five-point scale adopted in the study's instrument.

Table 2: Means and Relative Weights According to the Likert Five-Point Scale

Description	Weighted Mean	Likert Scale Category
Strongly Agree	4.60 - 5.00	Completely Agree
Agree	3.80 - 4.59	Agree
Somewhat Agree	3.00 - 3.79	Somewhat Agree
Disagree	2.20 - 2.99	Disagree
Strongly Disagree	1.00 - 2.19	Strongly Disagree

Source: Researcher's Analysis

Table 3: Descriptive Statistics for Gender Variable in the Study Sample

Gender	Number	Percentage
Male	20	66.7%
Female	10	33.3%
Total	30	100%

From the above table, it is evident that the survey was conducted on a sample of 30 individuals from the study population. Of these, 20 individuals (66.7%) were male, representing the majority, while 10 individuals (33.3%) were female.

Table 4: Descriptive Statistics for Educational Qualification Variable in the Study Sample

Educational Qualification	Number	Percentage
High School Diploma	9	30.0%
Bachelor's Degree	15	50.0%
Postgraduate Studies	6	20.0%
Total	30	100%

From the above table describing the study sample's educational qualifications, it is clear that there were 15 individuals (50.0%) with a bachelor's degree, which is the highest percentage. Following that, there were 9 individuals (30.0%) with a high school diploma, and finally, 6 individuals (20.0%) with postgraduate studies, which is the lowest percentage.

Table 5: Descriptive Statistics for Job Position Variable in the Study Sample

Job Position	Number	Percentage
Employee	18	60.0%
Department Manager	7	23.3%
Unit Manager	5	16.7%
Total	30	100%

From the above table describing the study sample's job positions, it is evident that there were 18 employees (60.0%), making it the highest percentage. Following that, there were 7 department managers (23.3%), and finally, 5-unit managers (16.7%).

Table 6: Descriptive Statistics for Years of Experience Variable in the Study Sample

Years of Experience	Number	Percentage
1 to 5 years	2	6.7%
6 to 10 years	7	23.3%
11 to 15 years	11	36.7%
16 years and above	10	33.3%
Total	30	100%

From the above table describing the study sample's years of experience, it is evident that there were 11 individuals (36.7%) with 11 to 15 years of experience, representing the highest percentage. Following that, there were 10 individuals (33.3%) with 16 years and above of experience, 7 individuals (23.3%) with 6 to 10 years of experience, and finally, 2 individuals (6.7%) with 1 to 5 years of experience, which is the lowest percentage.

Table 7: Descriptive Statistics for the Question "Do Tire and Battery Factories Aim for Quality Excellence?" in the Study Sample

Response	Number	Percentage
Yes	24	80.0%
No	6	20.0%
Total	30	100%

From the above table, it is evident that in response to the question "Do tire and battery factories aim for quality excellence?" in the study sample, 24 individuals (80.0%) answered "Yes," which is the majority. Meanwhile, 6 individuals (20.0%) answered "No."

Table 8: Descriptive Statistics for Statements on Top Management Commitment to Quality

Statement	Mean	Standard Deviation	Relative Weight (%)	Ranking
The factory has a clear quality plan with specific	3.3	1.061	66.7	4

Statement	Mean	Standard Deviation	Relative Weight (%)	Ranking
objectives, and management is committed to its implementation.				
Management continually strives to meet its commitments to customers.	3.5	1.074	70.7	1
The factory considers quality its motto.	3.5	1.408	70.7	2
The government supports decentralization principles and facilitates the flow of information across various sectors.	3.4	1.251	68.7	3
Management at all levels of the company develops knowledge to enhance commitment to quality.	3.5	1.196	69.3	2
Total Top Management Commitment to Quality	3.5	0.983	69.2	-

From the above table describing the sample's responses to statements on top management commitment to quality, it can be seen that the overall mean for this dimension was 3.5 with a relative weight of 69.2%. This percentage indicates that the sample generally agrees with the availability of the components of the "Top Management Commitment to Quality" dimension to a good degree. The means of the statements ranged from 3.3 to 3.5, with relative weights ranging from 66.7% to 70.7%.

Table 9: Descriptive Statistics for Statements on Customer Focus

Statement	Mean	Standard Deviation	Relative Weight (%)	Ranking
Managers regularly conduct market research to identify consumer needs and desires.	3.5	1.252	70.7	2
The factory excels in promptly meeting customer desires.	3.6	1.189	72.7	1
The person responsible for the factory tracks customer complaints and provides appropriate solutions.	3.3	1.363	65.3	4
Our factory is eager to provide a variety of products to meet the needs and desires of as many customers as possible.	3.2	1.251	64.7	5
Our factory takes into account the needs of our customers and strives to satisfy them.	3.5	1.042	70.0	3
Total Customer Focus	3.4	0.963	68.1	-

From the above table describing the sample's responses to statements on customer focus, it can be seen that the overall mean for this dimension was 3.4 with a relative weight of 68.1%. This

percentage indicates that the sample generally agrees with the availability of the components of the "Customer Focus" dimension to a good degree. The means of the statements ranged from 3.2 to 3.6, with relative weights ranging from 64.7% to 72.7%.

Table 10: Descriptive Statistics for Statements on Continuous Improvement

Statement	Mean	Standard Deviation	Relative Weight (%)	Ranking
The institution periodically conducts surveys to measure employee satisfaction with work processes and identify areas for improvement.	3.5	1.042	70.7	2
Process improvement is one of the main objectives of the institution to achieve continuous improvement.	3.3	1.236	66.0	4
Sufficient resources are allocated to implement process improvement plans and ensure their effective implementation.	3.8	0.961	76.0	1
Efforts are directed toward providing training and guidance to employees to improve their performance in processes.	3.0	1.339	60.0	5
Bonuses or recognition are provided to employees who contribute to process improvement and continuous improvement.	3.4	1.003	68.0	3
Total Continuous Improvement	3.4	0.661	67.2	-

From the above table describing the sample's responses to statements on continuous improvement, it can be seen that the overall mean for this dimension was 3.4 with a relative weight of 67.2%. This percentage indicates that the sample generally agrees with the availability of the components of the "Continuous Improvement" dimension to a good degree. The means of the statements ranged from 3.0 to 3.8, with relative weights ranging from 60.0% to 76.0%.

Table 11: Descriptive Statistics for Statements on Product Policy

Statement	Mean	Standard Deviation	Relative Weight (%)	Ranking
The production process of the product is based on customer needs and the company's capabilities.	3.0	1.326	59.3	5
Factories design new products with consideration for social and environmental responsibilities.	3.7	0.952	74.0	1
The factory is keen on providing products in various shapes and sizes according to buyers' preferences.	3.4	1.251	68.7	4
Factories are keen on making any changes to the product's attractiveness.	3.6	1.159	72.7	2
The factory is committed to achieving design quality and product attractiveness.	3.6	1.104	71.3	3
Total Product Policy	3.5	0.761	69.2	-

From the above table describing the sample's responses to statements on product policy, it can be seen that the overall mean for this dimension was 3.5 with a relative weight of 69.2%. This percentage indicates that the sample generally agrees with the availability of the components

of the "Product Policy" dimension to a good degree. The means of the statements ranged from 3.0 to 3.7, with relative weights ranging from 59.3% to 74.0%.

Table 12: Descriptive Statistics for Statements on Pricing Policy

Statement	Mean	Standard Deviation	Relative Weight (%)	Ranking
Factories take into account the feedback of intermediaries when pricing their products as it is important for product distribution and promotion.	3.7	0.907	74.7	2
The factory has a varied pricing policy suitable for different products and market areas.	3.6	0.814	72.0	3
The factory's goal is to sell its products to consumers at reasonable prices through the pricing process.	3.4	1.192	68.0	4
The factory's goal is to maximize profit through the pricing process.	4.0	0.928	79.3	1
Factories provide information on how consumers respond to changes in product prices.	3.6	1.248	72.0	3
Total Pricing Policy	3.7	0.946	74.3	-

From the above table describing the sample's responses to statements on pricing policy, it can be seen that the overall mean for this dimension was 3.7 with a relative weight of 74.3%. This percentage indicates that the sample generally agrees with the availability of the components of the "Pricing Policy" dimension to a good degree. The means of the statements ranged from 3.4 to 4.0, with relative weights ranging from 68.0% to 79.3%.

Descriptive Statistics for Innovation and Development Policy: Table (13) presents the results of descriptive analysis for phrases related to the innovation and development policy dimension:

Phrase	Mean	Standard Deviation	Relative Weight (%)	Ranking
26. The factory is described as innovative and rapidly develops new products.	3.4	1.070	68.0	3
27. Factories listen to customers when developing new products.	3.3	1.348	66.7	4
28. The factory focuses on producing good products.	3.5	0.938	70.0	2
29. Department heads participate in product development and improvement processes.	3.8	1.177	76.7	1
30. The factory can adjust production lines to produce new products at the right time.	3.3	1.269	66.7	4
Total Innovation and Development Policy	3.5	1.392	69.1	-

From the table above summarizing responses to phrases related to the innovation and development policy dimension, the overall average for this dimension was 3.5 with a relative weight of 69.1%, indicating the sample's agreement with the availability of components related to "Innovation and Development Policy" to a good degree. The averages for the phrases ranged from 3.3 to 3.8, with relative weights from 66.7% to 76.7%.

Secondly: Testing the Hypotheses

1. Testing the First Hypothesis (The Impact of Leadership on Total Quality Achievement): Table (14) presents the results of a simple regression analysis testing the impact of leadership on total quality achievement in organizations:

Independent Variable	Dependent Variable	Regression Coefficient (B)	t-value	Significance Level	Correlation Coefficient (R)	Coefficient of Determination (R^2)	F-value	Significance Level
Leadership	Total Quality Achievement	1.635	8.354	>0.001	0.873	0.762	89.759	>0.001
		0.536	9.474	>0.001				

The table above Shows the results of a simple regression analysis testing the effect of leadership on total quality achievement. The correlation coefficient (R) for this model is 0.873, indicating a significant positive relationship between leadership and total quality achievement. The coefficient of determination (R^2) is 0.762, suggesting that 76.2% of the variance in total quality achievement can be explained by leadership, with the remaining 23.8% attributed to other factors. The significance test for the regression model (F-value) is highly significant at a level less than 0.001.

2. Testing the Second Hypothesis (The Impact of Leadership on Customer Focus): Table (15) Presents the results of a simple regression analysis testing the impact of leadership on customer orientation in an organization:

Variables	Regression Coefficient (B)	t-value	Significance Level	Correlation Coefficient (R)	Coefficient of Determination (R^2)	F-value
Intercept	1.838	7.028	>0.001	0.762	0.581	38.841
Customer Focus	0.461	6.232	>0.001			

The table above shows the results of a simple regression analysis testing the impact of leadership on organizations customer focus. The correlation coefficient (R) for this model is 0.762, indicating a significant positive relationship between leadership and customer focus. The coefficient of determination (R^2) is 0.581, suggesting that 58.1% of the variance in customer focus can be explained by leadership, with the remaining 41.9% attributed to other factors. The significance test for the regression model (F-value) is highly significant at a level less than 0.001.

3. Analysis of the Third Hypothesis (Commitment of Senior Management to Quality): The analysis for the third hypothesis is not available.

4. Testing the Fourth Hypothesis (The Impact of Leadership on Continuous Improvement):
Table (16) Presents the results of a simple regression analysis testing the impact of leadership on continuous organizational improvement:

Variables	Regression Coefficient (B)	t-value	Significance Level	Correlation Coefficient (R)	Coefficient of Determination (R^2)	F-value
Intercept	1.422	3.363	>0.001	0.671	0.450	22.910
Continuous Improvement	0.591	4.786	>0.001			

The table above shows Results from simple regression analyzes testing the impact of leadership continuous improvement. of correlation coefficient (R) for this model is 0.671, indicating a

significant positive relationship between leadership and continuous improvement. The coefficient of determination (R^2) is 0.450, suggesting that 45.0% of the variance in continuous improvement can be explained by leadership, with the remaining 55.0% attributed to other factors. The significance test for the regression model (F-value) is highly significant at a level less than 0.001.

Therefore, leadership has a significant impact on continuous improvement.

5. Testing the Fifth Hypothesis (The Impact of Leadership on Product Policy Improvement):

Table (17) Presents the results of a simple regression analysis testing the impact of leadership on improving product policy in an organization:

Variables	Regression Coefficient (B)	t-value	Significance Level	Correlation Coefficient (R)	Coefficient of Determination (R^2)	F-value
Intercept	2.521	9.838	>0.001	0.579	0.335	14.123
Product Policy Improvement	0.272	3.758	>0.001			

The table above shows Results from a simple regression analysis testing the impact of leadership on improving product policy. The correlation coefficient (R) for this model is 0.579, indicating a significant positive relationship between leadership and product policy improvement. The coefficient of determination (R^2) is 0.335, suggesting that 33.5% of the variance in product policy improvement can be explained by leadership, with the remaining 66.5% attributed to other factors. The significance test for the regression model (F-value) is highly significant at a level less than 0.001.

Therefore, it is clear that leadership has a significant impact on improving product policy.

6. Testing the Sixth Hypothesis (The Impact of Leadership on Pricing Policy Improvement):

Table (18) presents the results of a simple regression analysis testing the impact of leadership on pricing policy improvement in organizations:

Variables	Regression Coefficient (B)	t-value	Significance Level	Correlation Coefficient (R)	Coefficient of Determination (R^2)	F-value
Intercept	1.488	4.383	>0.001	0.763	0.582	38.919
Pricing Policy Improvement	0.553	6.239	>0.001			

The table above shows the results of a simple regression analysis testing the impact of leadership on pricing policy improvement. The correlation coefficient (R) for this model is 0.763, indicating a significant positive relationship between leadership and pricing policy improvement. The coefficient of determination (R^2) is 0.582, suggesting that 58.2% of the variance in pricing policy improvement can be explained by leadership, with the remaining 41.8% attributed to other factors. The significance test for the regression model (F-value) is highly significant at a level less than 0.001.

Therefore, the leadership's influence on improving pricing policy is obvious.

Testing the Seventh Hypothesis (The Impact of Leadership on Development and Innovation):

Table (19) Presents the results of a simple regression analysis testing the impact of leadership on organizational development and innovation:

Variables	Regression Coefficient (B)	t-value	Significance Level	Correlation Coefficient (R)	Coefficient of Determination (R^2)	F-value
Intercept	2.121	11.110	>0.001	0.834	0.696	64.195
Development and Innovation	0.412	8.012	>0.001			

The table above shows Results from a simple regression analysis testing the impact of leadership on development and innovation. The correlation coefficient (R) for this model is 0.834, indicating a significant positive relationship between leadership and development and innovation. The coefficient of determination (R^2) is 0.696, suggesting that 69.6% of the variance in development and innovation can be explained by leadership, with the remaining 30.4% attributed to other factors. The significance test for the regression model (F-value) is highly significant at a level less than 0.001.

Therefore, the significant impact of leadership on development and innovation is evident

RESULTS AND DISCUSSION

Results:

1. 1. Leadership has a significant impact on achieving overall organizational quality (76.2%).

2. Leadership has a significant impact on customer orientation (58.1%).

3. Leadership has a significant impact on continuous improvement, reaching 45.0%.

4. Leadership has a significant impact on improving product policies, reaching 33.5%.

5. Leadership has a significant impact on improving pricing policies, reaching 58.2%.

6. 69.6% of people believe that leadership has a significant impact on development and innovation.

Recommendations:

1. Enhance Leadership Role: Organizations should focus on enhancing the leadership role in achieving quality and excellence, as the results have demonstrated a significant impact.

2. Customer Focus: It is important for leaders to pay special attention to customer needs and expectations. The significant impact of customer focus suggests the importance of excelling in customer service.

3. Continuous Improvement: Continuous improvement should be a primary goal for leaders. The results show a significant impact of leadership on quality and excellence through continuous improvement of processes and products.

4. Pricing Policy Improvement: Leaders should examine and improve pricing policies, as the results indicate a significant impact of leadership on quality and excellence through pricing policy improvement.

5. Foster Development and Innovation: Leaders should encourage and support development and innovation within organizations, as the results reveal a significant impact of

leadership in this regard.

6. Focus on Continuous Improvement: Continuous improvement should be a fundamental part of organizational strategies, as highlighted by its significant impact.

CONCLUSION AND SUGGESTION

In summary, the research recommends enhancing the leadership role in achieving quality and excellence through customer focus, continuous improvement, pricing policy improvement, and fostering development and innovation, with a particular emphasis on continuous improvement as an essential part of organizational strategies.

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