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**Impact of Organizational Commitment in The Application of  
The Total Quality Management Principles**

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**ABSTRACT**

The aim of the research is to identify the organizational commitment and its impact in application of the Total Quality Management Principles at the staff of wasit textile Industries as one of the Iraqi organizations which needs study and research to raise its performance level in order to answer the following question.

Is there any significant moral impact of organizational commitment in the application of the Total Quality Management principles ?

The sample of the research included a group of employees of the company . The questionnaire was distribute to (150) employees . To test the hypothesis accredited in the research and determined the effect of the relationship used the (Multiple-Regressions Linear) and level of moral (0.05,0.01).

The result of the analysis proved to accept most of the Hypothesis. The research was concluded with a group of conclusions which indicate the present of the effect is as a sign of statistical of the organizational commitment in the principle of the TQM . The research has presented many recommendations and the most important one is the administration interest in the consolidation of the impact of the organizational commitment for Wasit Textile Industries employees which has clear impact in achieving the principles of total quality management contributing to raise the Iraqi organization performance level and reach out for the better.

**Key Words:** Organizational Commitment ,Total Quality Management (TQM)

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## **INTRODUCTION**

The application of the management modern techniques become an urgent case for organizations . The commonest technique is the (TQM) . Therefore it must be the most important technique for the mnagement leaderships which work to increase the employee's which decrease the negative side effect that appear as a result of their disloyalty to their company . For this reason the study of the role of organizational commitment becomes very important. To achieve the goals of the study research it is divided into four topics which are:

The first topic includes the research methodology. The second topic includes the theoretical framework of the research. The third topic takes the results of the study field while the fourth topic includes the most important contribute to strengthen the theoretical proposition of the organizational commitment and TQM which ensure the organizational commitment has reflection of the individuals attitudes and behavior because the law level of their organizational commitment reflects on the employees performance and causes the law level in then production.

The First Topic: The Research Methodology

First: The Research Problem: The organizations depend on human resources to achieve their goals and to increase their activity .It is necessary to achieve the organizational commitment for these resources and the most modern and commonest administrative techniques in the world is the TQM.

Therefore this research shows the exchanged effect between the organizational commitment and the principles of the TQM .In the light of this the following question may help to make the study problem clear:

What is the effect of organizational commitment in the application of the principles of TQM ?

Second: the research goals :

- 1- The presentation of the importance of the human resources organizational commitment in the Iraqi organizations .
- 2-The presentation of (TQM) concept and the range of its application in Iraqi organizations
- 3-To reach a deeper understanding of the principles of the overall TQM and knowledge of the impact of the organizational commitment .
- 4-The application of innovation management thought on the sectors of the state to upgrade its services .

Third : The Significance of research :

- 1- Knowing the concept of organizational commitment .
- 2- High lightening the importance of the application of TQM in Iraq .

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- 3- Knowing the impact of the organizational commitment for the employees in the application of TQM .
- 4- Wording cognitive framework for the organizational commitment in applying the TQM

Fourth: The research Framework and hypothesis:

A- The research framework: To search the nature of the relationship between the research variables there should be a diagram showing the possibility of measuring the impact of the organizational commitment in the principles of the TQM which shown by the following form:

Form (1)

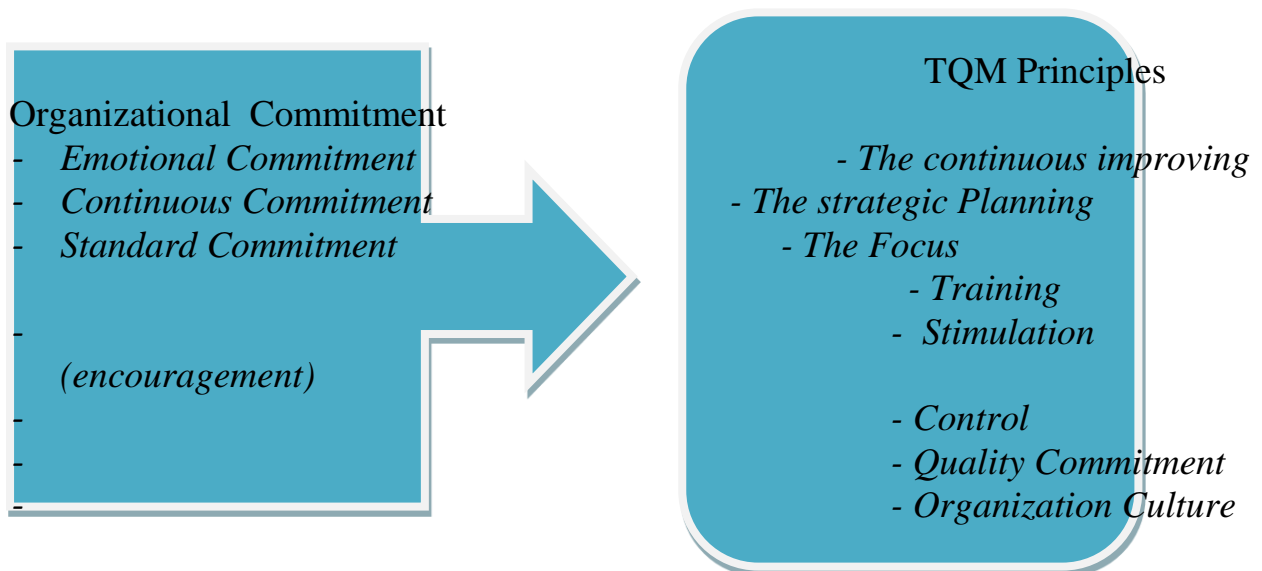


Figure (1): This Form is Designed of researcher.

B- The Research Hypotheses:

To achieve the goals of research hypothesis the following hypotheses are formulated:

"There is moral effect for organizational commitment in the Total Quality Management principles, from which hypotheses sub follows":

- The first sub hypotheses: There is moral effect for The emotional commitment in the TQM principles.
- The second sub hypothesis: There is moral effect for The Continuous commitment in the TQM principles.
- The third sub hypotheses: There is moral effect for The Standard commitment in the TQM principles.

Fifth : Data Collection Method:

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- A. The theoretical side : To obtain data and information the research adopted the available foreign and Arab sources and the internet which related to the subject of the research .
- B. The Practical Side : A questionnaire was designed in a form that services the goal of the research which includes (26) questions distributed on research variables using (Likert) measurement to answer the questionnaire.
- C. Statistical Analysis :For the purpose of extracting final results and analysis and to test the research hypotheses (multiple regression analysis ) is used to determine the effect of several variables organizational commitment and TQM principles .

Sixth : Society and the Research Samples : To achieve the goal of the research , Wassit Company for Textile Industries was selected as an area to test the effect of the organizational commitment in TQM principles through notifying the opinion of a sample of its employees .A questionnaire\* was given to (150) employees as an at random arena. The following table shows the specifications of the individual of the arena .

Table 1: The Distribution of the research area according to the age location, qualification and the length of service

The Age	Number	Person's Number	Ratio
	21-30	45	30%
	31-40	57	38%
	41-50	48	32%
	Total	150	100%
Qualification	BA	51	34%
	Technical Diploma	57	38%
	High school	42	28%
	Total	150	100%
Length of service	5-15	45	30%
	16-25	57	38%
	26-35	48	32%
	Total	150	100%

Reliability Test: Test- Retest: Prior the adoption as final form the questionnaire was distributed among the sample of (10) persons who has been selected deliberately. The answers shows that is there relatively obvious in questionnaire paragraph as there were not so many queries. After (3)days from the questionnaire among the same people and the extraction of the correlation coefficient (Pearson) was (89%) This degree has given the questionnaire full stability and fitness for all data formula on the subject of the research.

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Gronbach – Al-pha Test: To determine the degree of uniformity consistency between the questionnaire paragraphs and how they put it on the subject of the research (Gronbach alpha ) coefficient was adopted for its variable and it was as follows:

Table 2

Axis	Question No	Gronbach Alpha
The First axis: The emotional organizational commitment	8	0.82
The second axis: The continuous organizational commitment	4	0.85
The Third axis: The standard organizational commitment	4	0.88
The fourth axis: TQM principle	10	0.86

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- Appendix 1

## The Second Topic

### The organizational Commitment And TQM

Commitment Concept: The linguistic meaning of commitment is : Sense of belonging and affiliation and sincerity as it involves the link and attraction toward other . There are many organizational commitment concepts. Here are some<sup>(1)</sup>.

- (Allen & Myer ) think that organizational commitment is a psychological state that reflects the individual relationships with the organization her works in which he operate<sup>(2)</sup>.
- It may also be the case worker unit with the organizational where he works and with the goals and desires to maintain this membership in it<sup>(3)</sup>.
- The organizational commitment is a multi- dimensional concept reflects the affiliation of an individual to his organization and his desire to continue working in it . The workers with high organizational commitment integrate their organizations with fully integrated and feel the importance of the values of the organization and its goals and tasks<sup>(4)</sup>.
- ( Bochaman) defined it as the individuals attraction and attachment with the organization goals and values regardless the material values they offer<sup>(5)</sup>.
- ( Allutos & Her.linilg ) defined it as un willingness to leave the organization over wages ,job status or professional freedom or friendship<sup>(6)</sup> . and it can also be a case in which he worker unite with the organization in which he operates and with its goals. And his desire to maintain his member ship in it<sup>(7)</sup>.
- And it is meant by organizational commitment the degree to which the individual match with his organization<sup>(8)</sup>.

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- Although diversity is clear in defining the concept of organizational commitment but we can confirm that there is a clear agreement that organization come effects the agreement and connection between the individual and the organization and the individual willingness to individuals to exert more efforts to achieve their goals and increase the effectiveness as well as the desire to stay there.

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- 1- Organizational Behavior",Gwad, Swogi N.,(2000)DarHamed,Aman,Jordn,P.67.
  - 2- The Measurement and Antecedents of Affective Continuance and normative Commitment to Organization"Allen ,N.J&MeyerJ.P.,(1990)," , Journal of occupational Psychology.63,pp.1-18.
  - 3- Organizational Behavior Individual Behavior and the group, Al-Atea,Majeda,(2003)," ", First Edition,Aman , DarAl-Shrouq for Publishing & Distribution,P.103.
  - 4- Organizational Commitment and Psychological attachment the effects of compliance, identification and internalization on prosaically behaviorO.Relly,C.and Chtman,T.,1986,Journal of Applied Psychology ,VoL 71.N1,P493.
  - 5-Regulation and administration Principles Asasyat e, ABWY,Zad Moner,(2006)," Edition1,Almashry house ,Aman,Jordn,P 207.
  - 6- Make Dissection Teacher and Sense of security and Organizational Commitment, Al- Rawashda,Kalf,Sulamanal (2007),al-hamed publishing and distribution aman, Jordn ,P 86.
  - 7- Organizational Commitment and it relationship to job satisfaction among faculty",Klefan,Abdalfatah & Al- Malahma,Mona,(2009)," , members at the special Jordanian Universities Damascus University , Journal ,vol25,No3,4,P292 .
  - 8- Management of Organizational behavior in the age of change",Jalab,Alhassan Dahsh,(2011), ,Dar al Safa for Publishing and Distribution,Ed1,Aman,Jordn,P112.

#### 2- The Importance of organizational commitment :

Many administration scientists and researchers mentioned the importance of organizational commitment and the high level of commitment positively affect, the organization by increasing production and reducing the costs and the payment due to the commitment of workers and not delaying the work or moving to another organization. It also maintains the moral of workers because all workers work to achieve the goals that are very important for them <sup>( 9)</sup>. and mention<sup>( 10)</sup> "the importance of organizational commitment can be shortened:

- 1) -The organizational commitment represent an important element to join the organization, the individuals and the workers especially at the time when the organizations can not present motivations to help then to work and perform high level of production .

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- 2) - The individual's commitment towards their organizations is considered as an important factor more than job satisfaction in the prediction of staying or leaving their work.
- 3) - It is considered as an important factor in the prediction of the organization activity.
- 4) - It is one of the most common issues that focused on the management of the organization.
- 5) - The individual organizational commitment is considered as an important factor to ensure the organization's success and sustain and increase production. The manager tries to get workers who have commitment towards their organizations because such worker may work hard and conduct good performance. Besides their absence is less than the workers with low commitment and the result that the workers' training cost will be less <sup>(11)</sup>.

The dimensions of Organization Commitment :

The literature suggests that there are different dimensions of organizational commitment but not only one. The advanced studies focused on two main entrances <sup>(12)</sup>.

First: Directional entrance : It means the coincidence between the organization goals and value and the individual goals with the increase in his desires to stay and continue in it some called it psychological entrance.

Second: Behavioral entrance: The operations through which the individual become related

9- Rawashda Kalf Sualman,(2007),Former Source P93.

10- Work and its Relationship to job performance pressures Master thesis(Unpublished Al-Dawssry ,Maad Sulamar,(2003),"Work),Alread ,Nayf University for security sciences,P80.

11- Employee Organization Link ages the Psychology of Commitment "Moday R.T.,Potter,L.,W.and Streers ,R.M.,(1982), ", Absenteeism and Turnover, Academic Press: New York.P.121.

12- The Relationship Between academic Freedom and Commitment to the organization of Faculty members in the Palestinian Universities body" ,AL-Hamdan Dana Lutfy,(2008)," Unpublished MA thesis , AlNajah University National ,Flasten P31.

to the organization because of previous behavior . The effort and the time which the individual spent in the organization make him to stick out in it and its membership. <sup>(13)</sup> Has identified three dimensions:

1)- Emotional organizational commitment : Composed by knowing the individual. The

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characteristics of his work which he feels and affectingly influenced much the individual sense that the environment in which he works allows him to participate to take decision wither to in respect of work or his belonging to the organization .

2)- The continuous organizational commitment : The degree of commitment in this care measured at the individual investment if he continues with the organization as the individual investment a large part of his life in it . The length of service is one of the important indicators of the individual presence in his work.

3)- The moral standard Commitment : It is individual 's sense towards staying in the organization in return of the great consolidation to the organization. This makes the individual unable to leave it because he is morally obligated to enable the organization to achieve its goals and execute the policies that he look part in and because of his moral which obliged him to stay in the organization.

### 3- The Factors influencing The Organizational Commitment:

The factors influencing the organizational commitment are three groups <sup>(14)</sup>.

*The first group:* The employee's personal characteristic such as age, qualification ,length of service, gender and the social state.

*The second group:* The work characteristic which is represented by the individual degree of responsibility and his sense of the importance of the production and his independency in doing his work.

*The third group :* The work experience and the group of expectations the desires and the goals which he wishes to achieve and the experiences which he acquires during his work and the incentives. The basic determinants for the organizational commitment are four group <sup>(15)</sup>:

- The personal characters and properties .
- the characteristics and properties related to the individual role.
- the properties related to organizational structure and the size of the organizational cultures
- the experiences related to the work as participation and the work team.

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13- The Impact of Job Satisfaction on Organizational Commitment among workers in NGOs, Ehab, Ahmed Aweda, (2008), " Islamic University Gaza , Flasten.

14- Organizational Commitment to Civilian and Military staff level , Unpublished MA Alread, AL-Anazy, Fiad Ahmed, (2008), " , King Saud University ,P20.

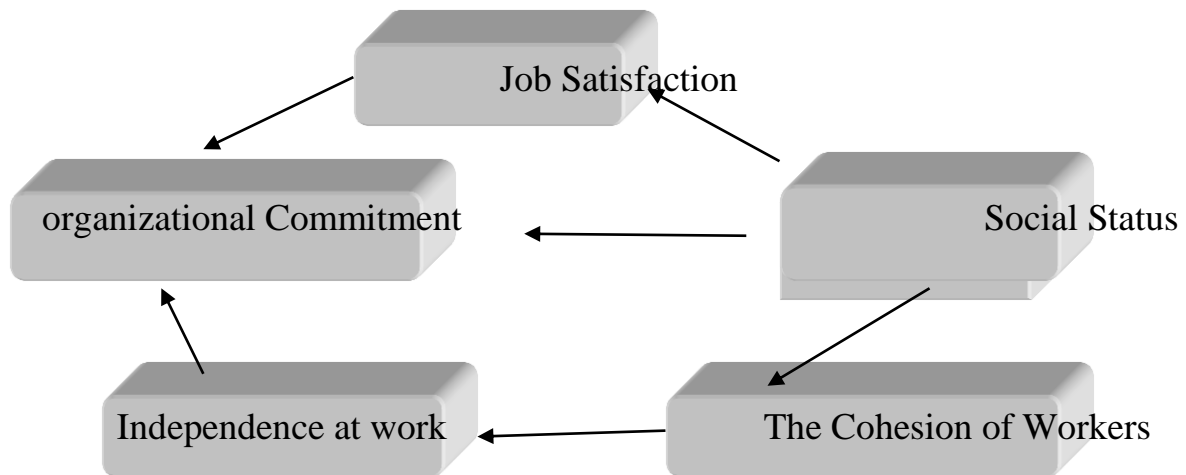
15- A l-Anzy ,Foad Ahmed ,(2008), Former Source,P.20.



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Figure(2)



[ The Assisting factors in consolidation of organizational commitment (March &Manar ) model.]<sup>(16)</sup>

Shows the model (March & Manar ) which identify factors in assessing in the for motions of organizational commitment from their point of view. Figure (2) shows the relationship between the factors and the organizational commitment: and the organizational climate.

From the previous we conclude that most literature emphasize the important factors which may contribute in the growth of the worker commitment these factors are:

- 1)- the social rank of the person compared to others which he gained from the organization structures<sup>(17)</sup> .
- 2)- the clarity of objectives (goals) which makes the workers have the ability to understand and achieve the goals<sup>(18)</sup> .
- 3)- The policies and workers need adapting policies help to cater the worker's needs<sup>(19)</sup> .
- 4)- Job satisfaction : The sentiments expressed by the individual about his work.

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5)- Incentives : The facilities available in the regulatory environment <sup>(20)</sup> .

6)- The organizational climate The outcome of the internal condition and the atmosphere of the organization <sup>(21)</sup> .

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16- Al- Rwashda, Kalph , Sulaman, (2007), Former Sceour, P.96.

17- Organizational Commitment Disciplined behavior and Completion of the iconic ", Al-mainy , Aymen, (1996), " Aman, Al-Warraq Foundation , P.4.

18- Personality Traits and Organizational Commitment to the Basic School Teacher in Government Schools in Nablus, Kanam, Ketam, (2005), " , Unpublished MA Tesis, Nablus, AlNajah National University P.45.

19- Organization Development, Al-lozy, Mosa. (1999), " , Fundamentals and concept of modern, Aman, Dar Wael publishing and printing, P.126.

20- Al-mainy , Aymen, (1996), Former Source, P.47.

21- Al-Anzy , Foad Ahmed , (2008), Former Source, P.20.

7)- Organization Trust: it agree with the individuals expectation and their behavior agreement in such a way to achieve their united advantage <sup>(22)</sup> .

8)- The organization culture: provide gob environment of justice and mutual respect and increase the organizational commitment among the employees <sup>(23)</sup> .

5- The Impact of the Organizational Commitment on individual and the organization:

A- The impact of the organizational commitment on the individual its impact <sup>(24)</sup> .

-The individual's innovational behavior.

- The job satisfaction and continuing working in the organization .

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- The individual's professional advancement.
- The employee's own life.
- Respect for the ethics of management and the organization.

B- The Impact of Organizational Commitment on the organization <sup>(25)</sup> .

- High productivity ratios.
- Reducing staff leak.
- Reducing the absence ratio.
- Making the right decision.
- Easy to attract talent to the organization.

Second : Total Quality Management (TQM):

TQM concept: TQM concept is considered as modern administrative concept which aims to improve and develop the performance continuously through the respond to the customer needs , when TQM is analyzed:

- Management: Developing the organizational skills and administration leaderships to become capable of continuous improvement for the purpose of maintaining the high level of quality performance.
- Quality : achieving the wishes and expectations of customers to offer goods and services but up to try to a higher level of expectations.

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22- Organizational Commitment Disciplined behavior and Completion of the iconic ",Al-mainy ,Aymen,(1996)," Aman,Al-Warraq Foundation ,P.4.

23- Personality Traits and Organizational Commitment to the Basic School Teacher in Government Schools in Nablus, Kanam,Ketam,(2005)," Unpublished MA Tesis, Nablus,AlNajah National University P.45.

24- Organization Development, Al-lozy,Mosa.(1999),"Fundamentals and concept of modern,Aman,Dar Wael publishing and printing,P.126.

25- Al-mainy ,Aymen,(1996), Former Source,P47.

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- Total: The introduction of elements of the organization and accurate identification of needs of the customer or beneficiary and desires of goods and services and to work on collective effort and individually in order to active these needs <sup>( 26)</sup> .

TQM: Is an integrated system of principles methods and practices to reach the best in everything the organizations do and focuses on the management philosophy make administrative means and technical skills and innovative combination of efforts to reach continuous performance and development .from this we can define it as a new technique of thinking with respect to the organization management to promote the concept of commitment to customer satisfaction through continuous improvement and innovation in all aspects of work<sup>( 27)</sup> .

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2- the principles of TQM :

There were numerous addresses in the management literature of the elements of the pillars bases principles of TQM .( Ehemberg ) has identified the dimensions which are <sup>(28)</sup> :

- 1- Focus on improving operations .
- 2- Quality is defined by the consumer .
- 3- Enable individuals to make decisions .
- 4- Basing decisions to the specific fact and results .
- 5- Senior management commitment to TQM .

Identified six dimensions which are <sup>(29)</sup> :

- 1- Focus on the customer .
- 2-Continuous improvement .
- 3-Prevention rather than inspection .
- 4-Making decision is based on facts .
- 5-Empowerment and participation of the workers .
- 6-Labor cooperation .

While has identified them as <sup>(30)</sup> :

- 1-Contiuous improvement .
- 2-Motivate employees
- 3-Educate the organization .
- 4-Empowerment and the participation of the workers .
- 5-Training.
- 6-Senior management commitment .
- 7-Focus on the customer .
- 8-Strategic planning .
- 9-Measurement and analysis .

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- 26- TQM in Production Organizations and services First edition, AL- Tai Yousif and others,(2008)," ,Al-Yzory for Publishing ,Aman,P194.
  - 27- TQM and Functionality Administration, A l- Harahshia,Hussan Muhamed ,(2010)," , Jales Al-Zaman Publishing and distribution Aman,P91.
  - 28- TQM Corporate Performance Applied, Al- Tarawna ,Mohamed Ahmed, and others,(2002)," , An Empirical study for commercial Bank in Jordn,Moata researches and study , Vol 17, No1,P11.
  - 29- Senior Management Attitudes to words the application of ISO standards " , Al-Humathy ,Abd AlRahman Hamed, (200)," in the company Saidi Basic Industries, Journal of Public Administration Al- Riad,No140,No1,P145.
  - 30- 'Thirty excellence to improve quality and reduce cost and increase productivity ,Al- Kalf ,Abdulla Mosa,(1997), , Jornal of Public Administration, Al-Read Vol37,No1,P121.

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10-Prevent the mistakes before they happen . For the purpose of the research focus will TQM be done on the common principles which represent the main dimensions of the

which are :

For the purpose of the research focus will be done on the common principles which represent the main dimensions of the TQM which are :

A- The continuous improvement :

TQM program is based on the principles that the opportunities of development and improvement are continuous and they are non-stop end and should be done continuously because the beneficiaries' wishes are variable and not fixed .

B- Strategic Planning for Quality :

Total quality program requires specific vision for the future and long-term goals and this requires the participation of all employees and this is done through a strategy to coordinate efforts and united plan <sup>(31)</sup> .

C- Focus on clients :

The organization success linked to the long –term preservation of its customers and its ability to respond quickly to their constantly changing and

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desires . The focus on the customer is one of the important pillars upon which the application of the TQM is based<sup>(32)</sup> .

#### **D- Training :**

Training process must be continuous so that it can keep up with the concepts , technique and developments that are in the workplace to enable workers from the application of TQM<sup>(33)</sup> .

#### **E- Motivating the Employees :**

The workers must be allowed to take decisions and participate in making the appropriate changes and give them opportunities for creativity and ensure teamwork and participation for all<sup>(34)</sup> .

#### **F- Prevent errors from happening by checking and analysis<sup>(35)</sup> .**

#### **G- Top –level management commitment :**

The high management must conduct a leadership role in the TQM environment<sup>(36)</sup> .

#### **H- Organizational Culture .**

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31- Al- Tarawna ,Mohamed Ahmed, and others,(2002),Former source, P21.

32- The Management and Control of Quality , Evans J.,and Lindsay M.,(1996)," ", 3<sup>rd</sup>.ed.west Publishing company ,New York ,PP106-115.

33- Mansor ,Taher Mohssen ,Al-kfage Abas.(2008)"Readings in Contemporary Management Though ", Aman,Al-Yazor Publishing and Distribution ,P88.

34- The Business of Employee Empowerment, Potterfield Thomas,A.,(1999)," ", West port, cnquorm books ,P2.

35- TQM and its Impact on Organizations performance MA Published Master Thesis, Al-Mothana,Hassan ,(2009)," ,Demashk,P14.

36-TQM and progress and wisdom and Deming Philosophy ",Lwed Domenz,and Moson Carford,(1997)," Tranlation Husseind Abul Wahed , The Egyptian Association for dissemination of knowledge , Cairo ,Eygpt ,P118.

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## 3-The Importance of the TQM Application :

The importance of the application of the TQM through :

- 1)-Global TQM system is one of the features of the times .
- 2)- It relates to productivity and the improvement of the outcomes.
- 3)-It works on the development of the senior leadership .
- 4)-The optimal use of available resources and reduce waste .
- 5)-Improve the profitability of the organization by reducing costs .
- 6)-Strengthening the competitive position of the organization .
- 7)-Reduce the consumer complains .
- 8)-Increase the customer commitment to the product resulting from earning the customer satisfaction <sup>(37)</sup> .

## 4- The Requirements of the Application of the TQM :

The requirement of the application of the TQM AS <sup>(38)</sup> :

- 1- The need for the faith in the senior management of the importance of the TQM . The adoption of the TQM philosophy begins with the conviction of the senior management's improvement and translates in the form of plans followed by practical implementation .
- 2-The need for certain goals the organization seeks to achieve them considering that setting goals is the entrance to the TQM .
- 3-These goals must be geared towards the customer's needs and desires in a long term without a focus on a short term profit .
- 4-The emphasis on the cooperation of all departments that adopted the philosophy TQM .
- 5-Stay away from intimidation policy with workers .

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6-The need for improvement in the methods and the models to solve the problems and training on how to use these methods .

7-TQM philosophy should be based on a broad base of data and information .

### THIRD CHAPTER

Analyzing results of Field and its Discussion :

To determine the effect of organizational commitment in the TQM principles in Wasit textile industries company , ( Sample Search ) the field research answers the questions of the research according to the sequences, and ability of checking the hypotheses of the research or not , by using (Multiple Linear Regression ),when there are many variables which can be certified on more than variable . The sample can be

37-Al-Tai Yousif and others ,(2008), Former resource , P207.

38-Al- Mothana,Hassan ,(2009) Former resource,P15.

include more than one variable, By using the (SPSS-V.21) the results can be founded:

First : The emotional effect of organizational commitment in the TQM principles variables :

From table (3) not that the relationships of the explanatory variables adopted TQM principles that all moral significance level (0.000) ,ranging between the highest value (0.985) and minimum value (0.959)positive effect relationships and moral significance that reject the premise no effect under common moral standard s (0.01,0.05).

Table (3)

Hub	Indepe ndent Variab les.	Eff ect Lev el mor al	Supported Variables / TQM Principles									
			Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
X1	Bet		.970	.980	.973	.976	.977	.982	.978	.975	.977	.978
	t		27.7	34.0	29.14	31.18	31.84	36.33	32.54	30.42	31.47	32.52
	Sig		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
X2	Bet		.973	.979	.972	.975	.969	.976	.972	.970	.971	.967
	t		29.4	33.4	28.74	30.64	26.98	30.86	28.55	27.75	31.47	26.43



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The Emotional Commitment		Sig	.00 0	.00 0	.00 0	.00 0	.000	.00 0	.000	.000	.000	.000
	X3	Beta	.97 7	.98 5	.97 1	.97 7	.972	.98 3	.974	.980	.971	.964
		t	32. 9	37. 2	27. 93	30. 64	28.8 3	36. 66	30.0 2	33.7 1	31.4 7	29.4 3
		Sig	.00 0	.00 0	.00 0	.00 0	.000	.00 0	.000	.000	.000	.000
	X4	Beta	.96 6	.98 0	.97 7	.973	.968	.98 0	.974	.972	.971	.968
		t	25. 9	34. 0	31. 68	29.4 9	26.6 5	33. 73	29.8 0	28.8 5	28.1 9	26.9 4
		Sig	.00 0	.00 0	.00 0	.000	.000	.00 0	.000	.000	.000	.000
	X5	Beta	.97 9	.98 0	.96 9	.971	.974	.97 1	.967	.968	.970	.965
		t	32. 9	34. 3	27. 16	27.9 8	26.6 8	27. 63	26.3 2	26.8 9	28.1 9	25.5 2
		Sig	.00 0	.00 0	.00 0	.000	.000	.00 0	.000	.000	.000	.000
	X6	Beta	.97 9	.97 4	.96 7	.963	.973	.97 2	.971	.968	.965	.96 3
		t	32.7	30. 2	26. 37	29.2 0	29.4 3	28. 53	27.9 60	26.7 2	25.4 9	24.7 3
		Sig	.00 0	.00 0	.00 0	.000	.000	.00 0	.000	.000	.000	.000
	X7	Beta	.98 2	.97 4	.95 9	.968	.969	.97 0	.964	.970	.968	.966
		t	35. 9	29. 5	23. 46	26.6 4	27.2 7	30. 93	25.1 2	27.7 2	26.7 2	25.8 0
		Sig	.00 0	.00 0	.00 0	.000	.000	.00 0	.000	.000	.000	.000
	X8	Beta	.97 0	.96 9	.96 9	.970	.962	.97 1	.968	.968	.964	.962
		t	.97 0	27. 0	27. 17	27.8 0	24.2 8	28. 07	26.9 7	.26.8 6	25.2 1	24.4 5
		Sig	.00 0	.00 0	.00 0	.000	.000	.00 0	.000	.000	.000	.000

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( The result of analyzing the effect og The emotional organizational commitment of TQM)

The most prominent variable the contributed to the enrichment of this axis is the variable (X1) workers feel proud when the about their place of work and (X3) employees consider the problems that the company faces as part of their problems it had highest effect with most of the variable approved for the principles of TQM ranged between (0.985) and (0.983) with significant value (0.000) , which emphasizes the importance of emotional organizational commitment in the application of the principles of TQM.

The first hypothesis test result: The results of analysis of the effect in table (3) confirmed the acceptance of the first sub-hypothesis which states that (There is a relationship of significant to emotional organizational commitment in TQM principles.

Second: the continuous impact of Continuos organizational commitment in the principles of TQM:

From the table (4) Note that impact relationships to organizational commitment variables continuous commitment variables adopted total quality principles that all moral significance level (0.000), ranging from between the highest value (0.982) and minimum value (0.962) .

The most prominent variables(X12) that contributed to enriching this axis ( the company offers advantages are not available elsewhere and variable(X9) if the decision to leave the work affects a lot in the lives of workers it had the highest effect with most of the variables approved for TQM principles ranged between (0.985) and (0.983) with significant value (0.000) , which is less than (0.01,0.05)indicating that there are no significant differences and that the model represents the phenomenon studied carefully. Which the importance of organizational continued commitment to the employees of the company and its impact on the TQM principles.

Table (4)

HU B	Dependent Variable	Aff ect and leve l Mor al	Supported Variables / TQM Principles									
			Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
Th e	X9	Bet a	.966	.982	.968	.974	.965	.976	.969	.972	.967	.962

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	t	25.7	35.5	26.80	29.77	25.65	30.93	26.97	28.67	26.48	24.51
	Sig	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
X10	Beta	.974	.970	.969	.974	.976	.975	.972	.970	.967	.969
	t	29.77	27.6	27.88	29.77	31.17	30.54	28.89	27.45	26.33	27.40
	Sig	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
X11	Beta	.971	.972	.970	.972	.972	.974	.973	.971	.972	.965
	t	28.11	28.4	27.87	28.52	28.68	29.60	28.89	28.27	28.46	25.45
	Sig	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
X12	Beta	.980	.976	.972	.976	.977	.974	.972	.967	.975	.968
	t	34.00	30.9	28.51	30.99	31.70	29.88	28.61	30.84	30.46	26.88
	Sig	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000

( The result of analyzing the effect on The continues organizational commitment of TQM)

The second hypothesis test result: The results of analysis of the effect in table (4) confirmed the acceptance of the first sub-hypothesis which states that (There is a relationship of significant to continuos organizational commitment in TQM principles).

Third : effect of organizational commitment standard principles of TQM:

from table(5) note that the relationships of the explanatory variables for organizational commitment standard principles adopted normative quality variables all moral significance level (0.000), ranging from between the highest value (0.984) and minimum value (0.957) . \one of The most prominent variables to the enrichment of this axis (X15),which is their moral obligation to continue their work has had the highest impact with most of the variable adopted for the TQM principles.

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Table (5)

H U B	Dependent Variable	Affect	Supported Variables / TQM Principles									
			L.Moral	Y1	Y2	Y3	Y4	Y5	Y6	Y7	8Y	Y9
The Standard Organizational Commitment	X13	Beta	.972	.974	.970	.975	.967	.972	.972	.973	.974	.965
		t	28.8	30.6	27.7	30.1	26.4	30.4	28.7	28.9	27.5	25.3
		Sig	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	X14	Beta	.964	.974	.972	.971	.961	.972	.974	.968	.970	.957
		t	25.0	29.9	28.56	28.18	24.23	28.78	25.05	26.64	27.56	28.91
		Sig	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	X15	Beta	.970	.972	.970	.976	.975	.972	.974	.974	.976	.972
		t	27.4	28.4	25.29	30.99	30.57	32.67	29.79	30.03	31.14	28.91
		Sig	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	X16	Beta	.974	.979	.964	.984	.983	.977	.980	.976	.976	.977
		t	29.8	33.5	25.29	38.30	36.86	31.53	34.24	31.00	31.14	31.83
		Sig	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000

( The result of analyzing the effect on The standard organizational commitment of TQM)

The third hypothesis test result: The results of analysis of the effect in table (3) confirmed the acceptance of the first sub-hypothesis which states that (There is a relationship of significant to standard organizational commitment in TQM principles.

Forth Chapter:

Conduction and recommendations

Conductions:

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1- Reassessing the level of organizational commitment to company Wasit textile industries with upward tendency positively affecting the application of TQM.

2- Field research results showed the following

a - Make sure through statistical analysis of sample responses to the question of the impact of organizational commitment emotional in total quality principles apply to more employees considered the problems faced by the company as part of their profile followed by their feeling of emotional link to their work and they feel

emotional commitment of their workplace has occupied the highest impact (0.983) and less influence (0.959) moral level (0.000), which confirmed the validity of the first hypothesis .

b - We found through research sample answers that leaving their company would affect the lives of workers, followed by the company offers benefits to employees are not found elsewhere it has been the highest impact to ongoing commitment variable (0.982) and less variable impact value (0.962) moral level (0.000), which indicates that the ongoing organizational commitment effect in application of TQM, which confirmed the validity of the second hypothesis .

c- We found by analyzing the sample answers to standard organizational commitment affect total quality requirements has the highest effect of a variable impact that the individual spends his working life in one place of work (0.985) followed by other variables with the least (0.957) 0.000 moral level) which confirms acceptance of subsidiary third hypothesis.

Recommendations:

1- Wasit company for textile industries needs to promoting the organizational commitment to employees which has impact on the application of total quality principles.

2- the development and continuous improvement to maintain the loyalty of employees and organizational commitment requires extensive study and requires attention to the department of research and development in the company to reach the level to competitive performance with other companies.

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- 3- the application of total quality principles needs to provide an appropriate regulatory environment to obtain a high level of organizational commitment .
- 4- the management attention to the human factor as the most important element in the success of implementing TQM.
- 5- the need for an effective organizational commitment for all employees by using the incentives that contributes significantly to their cooperation on the application of total quality principles.
- 6- further studies on matters related to organizational commitment or overall quality

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### (Appendix 1) The Questionnaire

General Data:

Age :

Function:

Qualification:

Length of Service:

1-Organizational Commitment :

#### A- Emotional Organizational Commitment:

No	Questions	Replies				
		ver y agre e	agree	Agree to some extent	Disagr ee	Non agre e
	1- I feel pride when I tall about where work.					
	2-He has a desire to stay in where I work and I don't want to change.					
	3- Take advantage of the problems our compny faces.					
	4- He had a hard time moving to another company.					
	5-I feel there is a calf atmosphere in my workplace.					
	6-My place of work has a high place in myself.					
	7-I feel a passionate attachment to my work.					
	8- I feel constant commitment to my					



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work.					
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**B-The Continuous Organizational Commitment: :**

No :	Questions	Replies				
		Ver y agre e	agree	Agree to some extent	disagr ee	Non Agr ee
	9- If I leave my work place it will affect a lot in my life.					
	10- My stay in the company stems from my need to work there.					
	11- I feel scared to work in the company because I can not get work elsewhere.					
	12- The company offers me advantages that not available elsewhere.					

**D- Standard Organizational Commitment:**

No :	Questions	Replies				
		very agree	agre e	Agre e to some exten t	Disagr ee	Non Agre e
	13- I feel committed to the work entrusted to him.					
	14-Moving to other workplace I consider immoral.					
	15- My moral commitment motivates me to continue my work.					
	16-It is best to spend an individual's career in one workplace.					

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Second: - The Principle of TQM :

17- The management seeks to provide opportunities for continuous improvement and improvement.					
18-The administration puts forward along-term vision .					
19-The management sets strategic plans for all its employees.					
20-The management cares about its clients and seeks to preserve them.					
21-The management shall be put in charge of training the employees developing their capabilities and getting acquainted with all the developments.					
22-The management seeks to involve decision makers.					
23- The Management seeks to give employees opportunities for creativity in their work.					
24- The Management seeks to improve performance and follow up its implementation and the best possible mistakes.					
25- The Management works to spread the culture of quality and work in team spirit.					
26- The Management seeks to consolidate the values and trends prevailing in company.					