



The European Distinction Model and its Impact on Sustainable Quality Management an Applied Study in the General Company for Electrical and Electronic Industries in Baghdad/Iraq

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Abstract. The research aims to identify the impact of applying the European distinction model through nine criteria (Leadership criterion, Strategy criterion, Human Resources criterion, Resources and Partnership criterion, Operations and Services criterion, Customer Results, Employee Results, Community Results, Business Results) on sustainable quality management through its dimensions (continuous improvement, customer focus, creativity, adaptation, transparency, social responsibility). The research was applied in the General Company for Electrical and Electronic Industries in Baghdad/Iraq, which prompts the search for excellence by knowing the impact of the European distinction model on achieving sustainable quality management. The researchers relied on the descriptive analytical approach, and the study sample amounted to (197) individuals. The researchers relied on the statistical program (SPSS.v.29) and the statistical program (AMOS.v.26) to analyze the study data statistically, to help test the study hypotheses. After conducting the necessary statistical analyses and testing the study hypotheses, the study reached a set of results, the most important of which is the existence of a significant impact of applying the European distinction model on sustainable quality management.

Keywords: European Excellence Model, for Sustainable Quality Management, Electrical Industry

1. INTRODUCTION

Sustainability-related activities are an important part of managing their operations more effectively, as these activities must be integrated into the institutional system. Research has shown that innovative practices directed towards sustainability positively affect the performance of organizations, and that those organizations that adapt to such new methods are likely to improve their management of institutional performance. A review of the literature indicates that quality system models based on the appropriate business excellence model, such as the European Foundation for Quality Management's Excellence Model, are important. Excellence is one of the most important concepts of modern management, which is concerned with building organizations on the basis of excellence and superiority to face major changes and challenges, whether in the external or internal environment, in addition to rapid technological progress, openness to global markets, the development of communication methods, and globalization. Excellence seeks to address and contain all these variables, and continuous work to reach the highest levels of excellence and quality by adopting a global framework or model from the approved models for quality and excellence management, foremost of which is the European Excellence Model. The success of sustainability-related activities depends on the support of senior management and the ability of employees to understand the need for change for the successful implementation of changes. It is important

to develop a work culture that supports the principles and practices behind the changes, and therefore employee participation in decision-making may reduce resistance and improve adaptation to changes. Leadership and maturity play a role in culture. Quality plays a key role in the adaptation process as integrating sustainability concepts into the core of the organization's strategy by integrating CSR indicators with key strategic objectives is an important first step to ensuring sustainability that must be taken into account to achieve organizational sustainability.

2. THE FIRST PART: RESEARCH METHODOLOGY

First: Research Problem

The progress and development in the business environment and the intensity of competition have helped organizations strive to improve their performance and excellence by adopting global performance standards. The European Excellence Model for Quality Management has been considered one of the most common and widely used models in most countries of the world, whose standards are based on excellence, high quality and achieving the desired results. The research problem was identified in the lack of a sustainable quality management system in the General Company for Electrical and Electronic Industries in Baghdad according to specific standards to determine strengths and weaknesses. In light of the above, the main question of the study is as follows: "Is there a relationship between the standards of the European Excellence Model and the dimensions of sustainable quality management in the General Company for Electrical and Electronic Industries in Baghdad?" and the following sub-questions emerge from it:

and the following sub-questions emerge from it: -

- 1-What is the level of application of the European model of distinction with its dimensions in the General Company for Electrical and Electronic Industries in Baghdad?
- 2-What is the extent of application of the dimensions of sustainable quality management in the General Company for Electrical and Electronic Industries in Baghdad?
- 3-What is the nature of the relationship between the European model of distinction with its dimensions and sustainable quality management with its dimensions?
- 4-What is the extent of the impact of the European model of distinction with its dimensions on sustainable quality management with its dimensions?

Second: Importance of The Research

- 1-The importance of the research is highlighted by the importance of the European discrimination model and its constituent standards (dimensions), and accordingly the current research came to shed light on this model.
- 2-Drawing the attention of officials of the General Company for Electronic and Electrical Industries in Baghdad to work on improving the work environment to ensure raising the level of quality to the level of sustainable quality.
- 3- Paying sufficient attention to the need to apply the European discrimination model with its dimensions as it is one of the tools that help management in achieving sustainable quality by spreading a culture that helps in its application and commitment to its contents and in a way that enables the organization to achieve its goals.

Third: - The Objectives of the Search

- 1-Identifying the level of application of the European model of distinction with its dimensions in the company under study.
- 2-Identifying the level of application of sustainable quality management with its dimensions in the company under study.
- 3- Identifying the extent of the impact of the European model of distinction with its dimensions on sustainable quality management with its dimensions.

Fourth: Hypothetical diagram

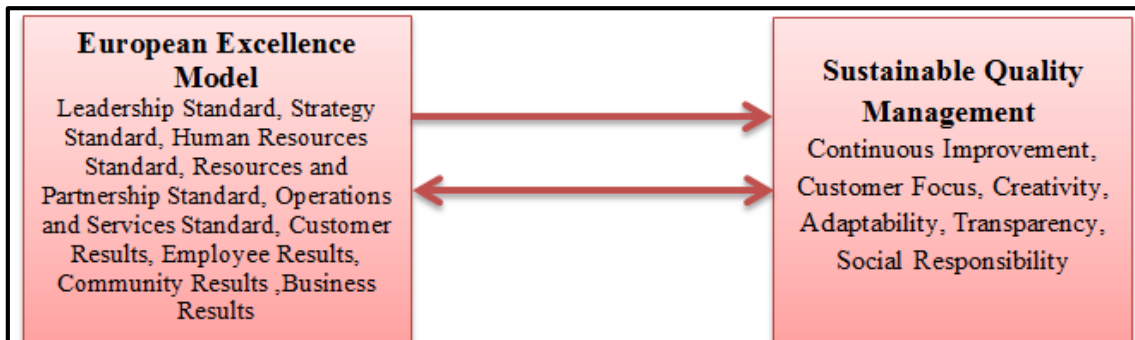


Figure 1. The hypothesis of the search

Fifth: - Research Hypotheses

The First Main Hypothesis: There is a statistically significant relationship between the European model of distinction and sustainable quality management in its dimensions, applied to the General Company for Electrical and Electronic Industries in Baghdad.

The Second Main Hypothesis: There is a statistically significant effect of the European model of distinction in sustainable quality management in its dimensions, applied to the General Company for Electrical and Electronic Industries in Baghdad.

Sixth: Research community and sample

The research chose the General Company for Electrical and Electronic Industries in Baghdad as the study site. It is one of the companies affiliated with the Ministry of Industry and Minerals, because the company obtained the quality conformity certificate (ISO, 2015: 9001). The research sample was represented by the company's employees, numbering (197) individuals.

3. THE SECOND PART: LITERATURE REVIEW

First- Concept European Excellence Model

The basic rule of this model comes from the idea of comprehensive quality stemming from the activities of the European Union for Quality, which was established in 1988 AD, with the membership of seven European countries, then its number increased to 250 members in 1992 (Nenadál, 2020: 18), the official announcement of the European discrimination model EFQM was made In 1991, in conjunction with the European Quality Management Authority with the European Quality Organization, its headquarters will be in the Belgian capital, Brussels, and the award was presented for the first time in (1992) (medne et al., 2020: 31)

The European discrimination model is based on a set of basic concepts through which institutions are assisted to improve and develop their performance constantly, and the model is a framework that can apply these concepts on the ground (Bolboli & Reiche, 2015: 383). The basic concepts of excellence are the necessary base to achieve sustainable excellence of any institution, and can be used as a basis for describing the characteristics of distinguished institutional culture, as it is circulated as a common language at the level of senior management (Doeleman et al in our current world (Gómez et al., 2017: 88)

The European discrimination model consists of nine criteria, five of which represent the possibilities of leadership, workers, strategy, resources, partnerships and operations (alsudany & al-musawi, 2020: 3), and four represent the results and are represented by the results of human resources (workers), customer results, community results, and business results (FONSECA, 2022: 1012). In addition, the European Quality Management Model (EFQM) consists of more than (800) members of private and public business organizations, and the European Quality Management Discrimination model is obligated to help organizations to achieve totalitarian excellence in its performance and then achieve excellence (Muhialdin & abdullah, 2023: 2).

Second: Importance of The European Model of Excellence

Regardless of sector, size, structure or maturity, organizations need to have an appropriate management framework in place to ensure their success (Abdel-Rubaie, 2023:12). The European Foundation for Quality Management's Excellence Model is a practical framework to enable organizations (Yousaf, 2022:1473):

- 1-Assess their position in the excellence journey, by helping them understand their key strengths and potential gaps in relation to their stated vision and mission.
- 2-Provide a common language and thinking pattern about the organization that facilitates the effective exchange of ideas within and outside the organization.
- 3-Integrate and integrate existing and planned initiatives, eliminate duplication and identify gaps.
- 4-Establish a basic structure for the organization's management system.

Oberšt (2021:255) indicated that the European Excellence Model allows for the evaluation of both current practices, called enablers, as well as results. The model also includes the criterion of partnerships with other organizations as an important evaluation criterion. On the other hand, (Ghreeb et al., 2021: 994) mentioned that the model enables organizations to evaluate their success rate in implementing their development programs at different times. Their performance can also be compared with others, especially better organizations. These models prove that organizational excellence is not a theoretical concept, but tangible results can be obtained based on evidence (Yamany, 2024: 11).

Third: European Excellence Model Objectives

The objectives of the European Excellence Model include the following (Gonos & ěulková, 2021: 4; Rivera et al., 2021:5):

- 1- Helps identify appropriate improvement activities that enable the organization to achieve its goals.
- 2- Provides a framework that encourages cooperation and creativity to achieve the goal.
- 3- Motivate and assist European organizations in improving procedures aimed at excellence through achieving customer satisfaction, human resources and society.
- 4- Promote the idea of quality as a basic process for continuous improvement in any European organization.

Fourth: European Model of Discrimination Criteria

Each of the nine criteria in the European Distinction Model has its own definition that explains its general meaning. We also find that each criterion is supported by a number of sub-criteria that are more detailed items and general examples of what can be observed in

distinguished institutions, and what should be taken into account during the evaluation (Oberst, 2021: 256)

1- Leadership Criterion

It has (100) points, equivalent to 10% of the total, and the criterion contains (5) sub-criteria, in addition to (39) sub-activities that meet these criteria (Ghreeb et al., 2021: 996). Leadership is a system of senior management as a whole in the organization, and distinguished leaders work to develop and motivate the achievement of the vision and mission, and work to develop the values and institutional systems required for sustainable success (Amer et al., 2023: 99), through the following sub-criteria (Aljuboury, 2022: 57):

- A- Leaders set the mission, vision, values and principles, and they are good role models and models to be emulated.
- B- Leaders identify, follow up, review and direct improvements to institutional work systems.
- C- Leaders interact with stakeholders and external stakeholders.
- D- Leaders support a culture of excellence among employees in the organization.
- H- Leaders work to ensure the organization's flexibility and effective management in change processes.

2- Strategy Criterion

It has (100) points, equivalent to 10% of the total, and contains (4) sub-criteria, in addition to (23) sub-activities that meet these criteria (Ghreeb et al., 2021: 996). It is the general framework through which the direction, goals and long-term objectives are determined, as distinguished institutions are those that implement their vision and mission by developing a policy directed towards stakeholders, which takes into account the market and the sector in which the policies, plans, goals and operations operate to be developed and implemented to achieve this strategy (Amer et al., 2023: 99), and this is done through the following sub-criteria (Aljuboury, 2022: 58):

- A- Formulating the strategy based on understanding the needs and expectations of stakeholders concerned with the institution and the external environment.
- B- Formulating and reviewing the strategy based on understanding the internal performance and capabilities of the institution.
- C- Developing, reviewing and updating the strategy with its supporting policies.
- D- Disseminating, implementing and monitoring the performance of the strategy and its supporting policies.

3- Human Resources Standard

It has (100) points, equivalent to 10% of the total, and the standard contains (5) sub-standards, in addition to (30) sub-activities that meet these standards (Ghreeb et al., 2021: 997). It looks into managing, developing and fully liberating the capabilities of individuals and the organization provides them with fairness, equality, partnership and empowerment, communicates with them, assigns them and recognizes them in a way that motivates them to adopt the commitment to use their skills and work for the benefit of the organization (Amer et al., 2023: 101), through the following sub-standards (Aljuboury, 2022: 58):

- A- Supporting the organization's strategic employee plans.
- B- Developing employee knowledge and capabilities.
- C- Reviewing, engaging and empowering employees.
- D- Effective employee communication throughout the organization.
- C- Rewarding employees, appreciating their efforts and caring for them.

4- Resources and Partnership Criterion

It has (100) points, equivalent to 10% of the total, and the criterion contains (5) sub-criteria, in addition to (34) sub-activities that meet these criteria (Ghreeb et al., 2021: 997). Distinguished institutions plan and work to manage external partnerships such as suppliers and internal resources, in order to support policy and strategy and ensure the effectiveness of operational processes (Amer et al., 2023: 101). The institution balances its current and future needs, through planning, and during partnership and resource management processes, and this is done through the following criteria (Aljuboury, 2022: 58):

- A- Managing the relationship with partners and suppliers to achieve sustainable benefit.
- B- Managing financial affairs to ensure sustainable success.
- C- Managing buildings, equipment, materials and natural resources in a sustainable manner.
- D- Managing technology to support strategy implementation.
- C- Managing information and knowledge to support effective decision-making and build the institution's capacity.

5- Operations and Services Standard

It has (100) points, equivalent to 10% of the total, and the standard contains (4) sub-criteria, in addition to (27) sub-activities that meet these criteria (Ghreeb et al., 2021: 997). It examines the design, management and improvement of operations in order to support the organization's policies and strategies, in order to satisfy its customers and other stakeholders (Amer et al., 2023: 101), through the following sub-criteria (Aljuboury, 2022: 58):

- A- Design and manage operations with the aim of maximizing value for the benefit of all stakeholders in the institution.
- B- Develop operations and services to achieve optimal value for the benefit of the service recipient.
- C- Manage and provide services.
- D- Manage and enhance service recipient relationships.

6- Results of Clients (Service Recipients)

It has (150) points, equivalent to 15% of the total. This criterion contains two sub-criteria, in addition to five sub-activities (Ghreeb et al., 2021: 997). It examines the comprehensive procedures for achieving peace results, through the following two criteria (Aljuboury, 2022: 58):

- A- Service recipient opinion measures: The extent to which the target group is aware of the institution, its interaction with it, and its opinion on what it provides to them, and this is done through surveys.
- B- Service recipient indicators: The procedures and activities carried out by the institution in order to achieve satisfaction among the target group (beneficiaries)

7- Employee Results (Individuals)

It has (100) points, equivalent to 10% of the total, and this criterion contains two sub-criteria, in addition to nine sub-activities (Amer et al., 2023: 101). It seeks to achieve results related to employees, through the following two sub-criteria (Aljuboury, 2022: 58):

- A- Employee performance scale (individuals): The extent of employees' awareness and understanding of the institution and the level of satisfaction they have towards the institution.
- B- Employee indicators (individuals): The internal procedures carried out by the institution to monitor and understand, and then improve employee performance and achieve their satisfaction.

8- Community Results

It has (100) points, equivalent to 10% of the total, and this criterion contains two sub-criteria, in addition to nine sub-activities (Ghreeb et al., 2021: 999). It seeks to measure results related to the local, national and international community, through the two sub-criteria The following (Aljuboury, 2022: 59):

- A- Community opinion measures: The extent to which the community is aware of the services provided by the institution that meet its desires. And the extent of the institution's influence on it and its satisfaction with it.

B- Community results indicators: The institution's internal procedures for monitoring, understanding and improving the institution's performance, in order to meet the desires and aspirations of the community.

9- Business Results (key results)

It has (150) points, equivalent to 15% of the total, and this criterion contains two sub-criteria, in addition to six sub-activities (Ghreeb et al., 2021: 999). It seeks to measure the performance results that organizations have identified and agreed upon in their policy and strategy to achieve what is related to planned performance, through the following two sub-criteria (Aljuboury, 2022: 59):

A- Key performance outcomes: These are the procedures and measures that reflect the institution's achievement of success and excellence.

B- Key performance indicators: These are the operational procedures and measures used to monitor, understand, and then improve the institution's main performance results.

Fifth: Concept of Sustainable Quality Management

With the increasing intensity of competition and the increase in customer requirements for the highest level of quality, quality has become one of the most important strategic variables on which organizations rely, as quality is the most important competitive weapon for the organization and the source of its superiority and competitive distinction as it is a factor of attraction for many customers and a successful means of meeting their needs and desires (Siva et al., 2016: 149). Deming confirmed that quality is the only factor that guarantees the organization's performance in the long term, as high quality gives the organization distinction and allows it to acquire the mark of a successful organization in managing its business (Bastas & Liyanage, 2018: 728). Sustainable quality management was defined as the existence of a high level and a high degree of stability in performance quality over time (Maletič, 2018: 43). A sustainable quality management system is an approach to quality management that emphasizes continuous improvement and innovation, focuses on the long term and aims to improve the overall performance of the organization (Jasin et al., 2019: 214). It is considered a means of business sustainability and competitive advantage over other players in the industry (Bardfield et al., 2016: 326). A sustainable quality management system should have a common goal of improving quality, customer satisfaction and productivity, and this should be done without compromising on cost, health, safety or the environment. Organizations should have structures in place that will help them achieve their goals and ensure that the sustainability aspect is also achieved (Hjael & Mezher, 2023: 4772). While (Kuttyv et al., 2021: 1746) indicated that organizations need to address and evaluate the sustainability of their values, tools

and techniques used in business operations in the market and after the market, and they also need to address and evaluate the sustainability of their values, tools and techniques in relation to the society around them. (Ozsen et al., 2023:448) stated that there are three important capabilities that distinguish organizations that work on sustaining quality from those that do not. The first capability is meta-learning, which continuously increases the organization's ability to learn (Psarommatis & Azamfirei, 2024:765). The second capability is sensing weak signals, which gives organizations the ability to detect subtle changes that may disrupt their quality performance. Sensing weak signals keeps the organization constantly vigilant and in constant contact with the quality of its operations, customers, and the surrounding environment (Claessens et al., 2023:2). The third capability is the ability to adapt to quality disruptions, which helps the organization quickly adapt and recover from quality disruptions when they occur (Singh et al., 2023:871). On the other hand, (Fridkin et al., 2024:3) stated that the sustainability of total quality management depends on four factors: First: change and transformation from focusing on quality on products and services to focusing on customers; Second: the presence of critical success factors for successfully implementing total quality management; Third: the presence of a culture of continuous improvement, learning and innovation; Fourth: focusing on measurement using a balanced approach.

Sixth: - Importance of Sustainable Quality Management

Sustainable quality management plays a vital role in enhancing the performance of institutions and achieving their long-term goals (Bastas & Liyanage, 2018: 728). (Ozsen et al., 2023: 448) indicated that sustainable quality management improves efficiency as it helps reduce waste and increase productivity, which contributes to improving the overall performance of the organization. (Siva et al., 2016: 149) stated that sustainable quality management works to enhance customer satisfaction by providing high-quality products and services. Quality management contributes to building a strong relationship with customers and enhancing their loyalty. (Fridkin et al., 2024: 5; Kuttyv et al., 2021: 1747) discussed that the importance of sustainable quality management is represented in the following:

- 1- Compliance with laws and standards: It contributes to adherence to environmental and social standards, which reduces legal risks and improves the reputation of the institution.
- 2- Sustainable innovation: It encourages the development of new technologies and innovative processes that contribute to the sustainability of the economy and the environment.
- 3- Achieving a competitive advantage: It helps distinguish institutions from their competitors through high quality and orientation towards sustainability.

4- Developing the corporate culture: It enhances the culture of continuous improvement and the effective participation of employees in achieving goals.

Seventh: Dimensions of Sustainable Quality Management

(Horinov et al., 2022: 3) identified seven dimensions of sustainable quality management that allow the organization to achieve its goals while maintaining environmental responsibility and social equality, as follows:

1- Continuous Improvement

The main idea behind this is to search for ways to continuously improve products and services, and this principle includes making changes based on feedback from customers, suppliers and employees (Kuttyv et al., 2021: 1747).

2- Focus on Customers

This principle means that you always put the customer's interests first, and organizations need to understand who they serve because these individuals may have some power over the organization's success or not. Therefore, it is necessary to listen closely to customers' desires and provide solutions that meet their expectations (Siva et al., 2016: 149).

3- Creativity

If you want to stay ahead of the competition, you need to be creative. Innovative ideas often come from unexpected places such as brainstorming sessions, customer research, and employee suggestions (Kuttyv et al., 2021: 1747).

4- Adaptation

If you don't adapt to change, you will eventually disappear. To ensure that an organization remains relevant, it needs to constantly evaluate itself and identify areas that require improvement. By doing so, the organization will be able to identify strengths and weaknesses within the organization (Claessens et al., 2023:2):

5- Transparency

When implementing the principles of a sustainable quality management system, transparency is vital. Make sure that all members of the organization know exactly what is happening in terms of goals, processes, and procedures. Transparency allows employees to clearly see why decisions are being made and helps prevent miscommunication between departments. Also, when communicating with consumers, companies should strive to provide full explanations of why something is done one way or another (Siva et al., 2016: 149).

6- Social Responsibility

There is no doubt that business owners are responsible for ensuring that their company does not harm people or the environment through its products or services. However, there are

many ways in which it can go beyond just making money by providing social benefits, such as donating to charities, volunteering, and giving back to communities (Claessens et al, 2023:2).

4. THE THIRD PART: THE PRACTICAL ASPECT OF RESEARCH

First: Coding and Description of Research Standards

The study includes two variables- :

The first variable: It is the independent variable, the European discrimination model, which was measured in light of a ready scale that includes nine criteria: (Leadership criterion, Strategy criterion, Human Resources criterion, Resources and Partnership criterion, Operations and Services criterion, Customer Results, Employee Results, Community Results, Business Results)

The second variable: It is the dependent variable, Sustainable Quality Management, which was measured in light of a ready scale that includes six dimensions: (Continuous improvement, Customer focus, Creativity, Adaptation, Transparency and Social Responsibility).

The researchers adopted the method of coding the scales (variables, sub-dimensions, and their measurement paragraphs) to facilitate the task of reading and dealing with them in the use of statistical analysis methods. This is evident in Table (1), which includes the main study variables, their sub-dimensions, their symbols, and the number of paragraphs in each dimension.

Table 1. Coding and Description of Study Measures

Main variables	Sub-dimensions	Statistical indicator code	Number of measurement items
European Discrimination Model	Leadership Standard	LS	5
	Strategy Standard	SS	5
	Human Resources Standard	HRS	7
	Resources and Partnership Standard	RPS	5
	Operations and Services Standard	OSS	4
	Customer Results	CS	7
	Employee Results	ES	7
	Community Results	CS	7

	Business Results	BS	9
Sustainable Quality Management	Continuous Improvement	CI	5
	Customer Focus	CF	5
	Creativity	IN	4
	Adaptation	AD	5
	Transparency	TR	5
	Social Responsibility	SR	5

Second: Testing The Normal Distribution of Data

The researchers adopted two hypotheses to test the normal distribution of data:

Null hypothesis (Ho): The data for the study variables do not follow the normal distribution.

Alternative hypothesis (H1): The data for the study variables follow the normal distribution

It is clear from Table (2) that the statistical values of the flatness and skewness test for the main study variables and their sub-dimensions came within their acceptable limits explained previously, as when observing the standard (Z) values, it becomes clear that they came within the values confined between the two values (+2.58, -2.58).

Table 2. Normal distribution test for study variables

Variables and dimensions	Kurtosis	S:E	Z Kurtosis	Skewness	S:E	Z Skewness
LS	0.173	0.321	0.649	-0.418	0.212	-1.729
SS	-0.121	0.321	-0.433	0.263	0.212	0.716
HRS	-0.389	0.321	-0.424	-0.344	0.212	-1.234
RPS	-0.235	0.321	-1.649	0.563	0.212	2.340
OSS	-0.552	0.321	-2.212	0.456	0.212	1.813
CS	-0.232	0.321	-1.383	-0.438	0.212	-0.746
ES	-0.325	0.321	-2.441	0.356	0.212	1.746
CS	-0.462	0.321	-1.332	0.323	0.212	1.437
BS	0.283	0.321	0.459	-0.438	0.212	-1.715
EFQM	-0.221	0.321	-0.331	0.272	0.212	0.614
CI	-0.381	0.321	-0.421	-0.331	0.212	-1.263
CF	-0.233	0.321	-1.842	0.552	0.212	2.332
IN	-0.251	0.321	-2.718	0.542	0.212	1.841
AD	-0.234	0.321	-1.481	-0.574	0.212	-0.641
TR	-0.523	0.321	-2.431	0.387	0.212	1.742

SR	-0.561	0.321	-1.342	0.722	0.212	1.328
AQM	-0.453	0.321	-2.511	0.473	0.212	1.715

Third: - Testing The Stability of the Measurement Tool

In order to identify the validity of the scale and the stability of the questionnaire form for the current variables, the researchers relied on the Cronbach alpha test, as it was found that the coefficient values for the main study variables and their sub-dimensions ranged between (0.941 - 0.744). These values are acceptable in descriptive studies as they are high values compared to the standard Cronbach alpha values of (0.70). It was also found that the values of the structural validity coefficient were high and useful values for the adopted scales, and thus the study tool became valid for final application as it is characterized by accuracy and high reliability. Table (3) shows the stability and reliability coefficients of the measurement tool adopted in the current study.

Table 3. Reliability and validity coefficients at the level of the main variables and their sub-dimensions

Variables and dimensions	Cronbach's alpha value	structural honesty
LS	0.756	0.875
SS	0.744	0.865
HRS	0.775	0.895
RPS	0.893	0.954
OSS	0.833	0.942
CS	0.841	0.875
ES	0.796	0.865
CS	0.797	0.891
BS	0.941	0.970
EFQM	0.891	0.895
CI	0.786	0.895
CF	0.796	0.851
IN	0.971	0.930
AD	0.796	0.825
TR	0.784	0.865
SR	0.795	0.845
AQM	0.873	0.964

Fourth: Description and Statistical Analysis of the Study Variables

A- Description of The Diagnosis of the European Discrimination Model Variable

Table (4) shows the descriptive statistics for the main European discrimination model variable. It achieved an arithmetic mean of (3.375) and a standard deviation of (0.837) and a coefficient of variation of (12.62). The relative importance achieved was (68%). This indicates that this variable achieved a high level of importance according to the answers of the sample members. These results indicate the availability of a high level of agreement among the sample members surveyed regarding the existence of the paragraphs of the European discrimination model in the field. This indicates that the General Company for Electrical and Electronic Industries in Baghdad is clearly interested in the European discrimination model, which enhances its ability to respond to the requirements of the competitive market.

Table 4. Descriptive statistics for the European discrimination model variable

Dimension	Mean	Standard deviation	Coefficient of difference	Percentage	Order of importance
LS	3.682	0.530	12.66	74%	1
SS	3.295	0.723	11.79	66%	5
HRS	3.358	0.758	14.91	67%	4
RPS	3.156	0.655	10.79	63%	8
OSS	3.681	0.955	16.98	74%	2
CS	3.593	0.727	19.81	72%	3
ES	3.197	0.720	13.60	64%	7
CS	3.283	0.653	12.41	66%	6
BS	3.134	0.907	11.09	63%	9
EFQM	3.375	0.837	12.62	68%	

B- Description of The Diagnosis of the Sustainable Quality Management Variable

Table (5) shows the descriptive statistics for the main sustainable quality management variable. It achieved an arithmetic mean of (3.387) and a standard deviation of (0.829) and a coefficient of variation of (14.52). The relative importance achieved was (68%). This indicates that this variable achieved a high level of importance according to the answers of the sample members. These results indicate the availability of a high level of agreement among the sample members surveyed regarding the existence of sustainable quality management paragraphs in the field. This indicates that the General Company for Electrical and Electronic Industries in Baghdad is clearly interested in sustainable quality management, which enhances its ability to respond to the requirements of the competitive market.

Dimension	Mean	Standard deviation	Coefficient of difference	Percentage	Order of importance
CI	3.227	0.820	18.37	65%	5
CF	3.462	0.870	16.97	69%	3
IN	3.318	0.801	20.47	66%	4
AD	3.561	0.792	12.54	71%	2
TR	3.143	0.775	13.53	63%	6
SR	3.612	0.891	11.49	72%	1
AQM	3.387	0.829	14.42	68%	

Fifth: Testing The Study Hypotheses

Testing the study's main and sub-hypotheses is the essence of the field aspect, including answering some of the study's questions and achieving its objectives. Thus, the researchers relied on a set of precise educational tools to conduct the hypothesis testing process. Thus, this paragraph includes two main points, the first of which was devoted to testing the hypotheses of association between the research variables, while the second point was devoted to testing the hypotheses of influence between its variables, as follows:

The first main hypothesis: There is a statistically significant moral relationship between the European discrimination model and sustainable quality management in its dimensions, applied to the General Company for Electrical and Electronic Industries in Baghdad.

Table (6) shows the simple correlation coefficients (Pearson) between the variables of the current study, in addition to including the abbreviation (Sig.) which indicates the significance test of the correlation coefficient. If the mark (**) appears on the correlation coefficient, this indicates the significance of the correlation coefficient at the level (0.01) and a degree of confidence (99%), while the mark (*) indicates its significance at the level (0.05) and a degree of confidence (95%).

Table 6. Correlation coefficients between the European discrimination model and sustainable quality management (n=197)

Variables		LS	SS	HR	RP	OS	CS	ES	CS	BS	EF
				S	S	S					QM
AQM	Pearson	.553	.596	.584	.673	.726	.572	.712	.695	.678*	.707*
	Correlation	**	**	**	**	**	**	**	**	*	*
	Sig.(2taile)	.000	.000	.000	.000	.000	.00	.000	.000	.00	.000

	n	197	197	197	197	197	197	197	197	197	197
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The results of Table (6) indicate the existence of a positive significant correlation between the European Distinction Model variable and sustainable quality management, as the value of the correlation coefficient between them reached (0.707**) and this value indicates the strength of the direct relationship between these two variables at a significance level of (0.01) and a confidence level of (99%). Based on the above, this relationship can be interpreted as the interest of the General Company for Electrical and Electronic Industries in Baghdad, the study sample, in the standards of the European Distinction Model and benefiting from them in the field reality, especially with regard to the standard of operations and services, which are relied upon in achieving the objectives of product performance and diagnosing the causes of problems that appear from time to time and determining ways to treat them, in addition to the interest in sustainable quality management that achieves high efficiency in the production of products. The second main hypothesis: There is a statistically significant effect of the European Distinction Model on sustainable quality management in its dimensions when applied to the General Company for Electrical and Electronic Industries in Baghdad. Figure (24) shows the presence of a significant positive effect of the European discrimination model in sustainable quality management, as we notice that the results of the model conformity indicators were within the acceptance rule assigned to it, as the value of (RMR = 0.039) reached, which is less than its acceptable range of (.080). It is also clear that the value of the standard impact coefficient reached (0.50), which means that the European discrimination model affects the sustainable quality management variable by (50%) at the level of the General Company for Electrical and Electronic Industries, the study sample. This means that changing one unit of deviation from the European discrimination model criteria in the General Company for Electrical and Electronic Industries, the study sample, will lead to sustainable quality management by (50%). This value is significant because the value of the critical ratio (C.R.) shown in Table (7) amounting to (8.459) is a significant value at the significance level (P-Value) shown in the same table.

Table 7. Paths and parameters of testing the impact of the European discrimination model on sustainable quality management

Plan			S.R.W	N.E	S.E	C.R	P
AQM	--->	EFQM	.486	.460	.054	8.459	***
LS	--->	EFQM	.349	.543	.096	5.669	***
SS	--->	EFQM	.529	.769	.081	9.472	***
HRS	--->	EFQM	.603	.911	.079	11.500	***

RPS	--->	EFQM	.682	1.119	.079	14.163	***
OSS	--->	EFQM	.704	1.311	.087	15.062	***
CS	--->	EFQM	.714	1.278	.082	15.518	***
ES	--->	EFQM	.608	1.063	.091	11.629	***
CS	--->	EFQM	.413	.545	.079	6.885	***
BS	--->	EFQM	.852	1.005	.041	24.744	***
CI	--->	AQM	.852	1.005	.041	24.744	***
CF	--->	AQM	.836	.904	.039	23.184	***
IN	--->	AQM	.905	1.182	.037	32.295	***
AD	--->	AQM	.835	.908	.039	23.054	***
TR	--->	AQM	.773	1.193	.064	18.497	.773
SR	--->	AQM	.701	1.074	.072	14.954	.701

5. CONCLUSIONS

The EFQM model helps organizations improve their efficiency by identifying areas of weakness and opportunities for improvement, which contributes to reducing waste of resources. It also enhances innovation by encouraging a culture of learning and innovation. The model contributes to developing new solutions capable of addressing environmental and social challenges, in addition to enhancing the ability of organizations to comply with social responsibility standards, which positively reflects on their public image and the level of customer and community confidence. The model also adopts a comprehensive vision of sustainability, as it integrates economic, social and environmental aspects into quality strategies, which supports the achievement of sustainable feasibility and leadership. It can be said that the European Distinction Model is an effective tool for organizations seeking to achieve sustainable quality management that enhances their competitiveness and flexibility in the face of changes in the business environment.

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