



جمهورية العراق
وزارة التعليم العالي والبحث العلمي
جامعة الموصل
كلية الإدارة والاقتصاد
قسم الإدارة الصناعية

الدور المعدل لثقافة تويوتا للعلاقة بين تقليص هدر سلسلة التجهيز
والأداء التشغيلي: دراسة ميدانية في شركة كرونجي لإنتاج
المشروبات الغازية والمياه الصحية والعصائر والألبان ومشروبات
الطاقة المحدودة

أطروحة دكتوراه
فلسفة في الإدارة الصناعية / الإنتاج والعمليات

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المستخلص

تسعى الدراسة الحالية لبيان المنطلقات الفكرية والميدانية على وفق منظور فلسفي يحاكي مضامين التوجهات المعاصرة في إدارة الإنتاج والعمليات مجسداً إمكانية تقليص هدر سلسلة التجهيز بأبعاده (الإنتاج الزائد، الانتظار، النقل، المعالجة الزائدة، الخزين، الحركة الزائدة، العيوب)، وبوصفه ركيزة أساساً لتحسين الأداء التشغيلي من خلال أبعاده المتمثلة بـ (الجودة، السرعة، الكلفة، المرونة، الاستدامة) ، في ضوء مناقشة إسهام الدور المعدل لثقافة تويوتا والمتمثل بأبعاده (احترام الأفراد، التحسين المستمر).

تلخصت مشكلة الدراسة ضمن إطارين، الأول والذي يؤشر المشكلة الفكرية للدراسة في إطار العلاقة التفاعلية بين المتغيرات معرفياً من جهة وبين التحديات التي تواجه الباحثين من خلال تضمين المتغيرات ومدى إمكانية تطبيقها في ظل الأساليب المعتمدة من قبل الشركات من جهة أخرى، اما الإطار الثاني (الميداني) تأشر بضعف الأداء التشغيلي للشركة المبحوثة من خلال ارتفاع الكلف، الأمر الذي يؤثر في تكلفة المنتج النهائي مقارنة بمنتجات الشركات المنافسة، مما يستدعي اعتماد تقليص هدر سلسلة التجهيز كونه يركز على كفاءة سلسلة التجهيز وتحسين الأداء التشغيلي في عمليات الشركة من خلال ثقافة تويوتا.

تم تصميم استمارة استبانة لجمع البيانات والتي تم توزيعها على فئة من (المدراء ومدراء الأقسام العاملين) في الشركة بواقع (385) استمارة من مجتمع يتضمن (562) فرداً، وبغية تحقيق أهداف الدراسة تم تبني المنهج الوصفي التحليلي، كما جرى تحليل البيانات باستخدام البرمجيات الاحصائية (SPSS V.27 – AMOS V.24)، وقد أظهرت النتائج دعماً لفروضها وإيجابية أهدافها وسريان مخططها من وجود تأثير (غير مباشر) لتقليص هدر سلسلة التجهيز بدلالة أبعاده (إجمالاً) في الأداء التشغيلي بدلالة أبعاده (إجمالاً) بوجود (ثقافة تويوتا) كمتغير مُعدل، وفي ضوء نتائج الدراسة تم تقديم عدد من المقترحات أهمها ضرورة الاهتمام بتطوير الشركة لسلسلة تجهيزها من تقليص كل أنواع الهدر لديها لتصبح مستدامة وتتلاءم مع العمليات التصنيعية، والاهتمام بالأداء التشغيلي للعمليات بالاعتماد على فلسفة ثقافة تويوتا.

الكلمات الرئيسية: هدر سلسلة التجهيز، الأداء التشغيلي، ثقافة تويوتا، شركة الكرونجي للمشروبات والمياه الصحية والعصائر والألبان ومشروبات الطاقة.

Abstract

The present study aims to clarify the intellectual and empirical foundations within a philosophical perspective that aligns with contemporary trends in production and operations management. It emphasizes the possibility of reducing waste in the supply chain across its dimensions, namely: overproduction, waiting, transportation, over-processing, inventory, unnecessary motion, and defects. Supply chain waste reduction is regarded as a fundamental pillar for improving operational performance through its key dimensions, represented by quality, speed, cost, flexibility, and sustainability. This is examined in light of discussing the contribution of the moderating role of Toyota Culture, embodied in its dimensions of Respect for People and Continuous Improvement, in enhancing the relationship between supply chain waste reduction on the one hand and operational performance on the other. The study is applied to Kronji Company for the Production of Soft Drinks, Bottled Water, Juices, Dairy Products, and Energy Drinks Ltd.

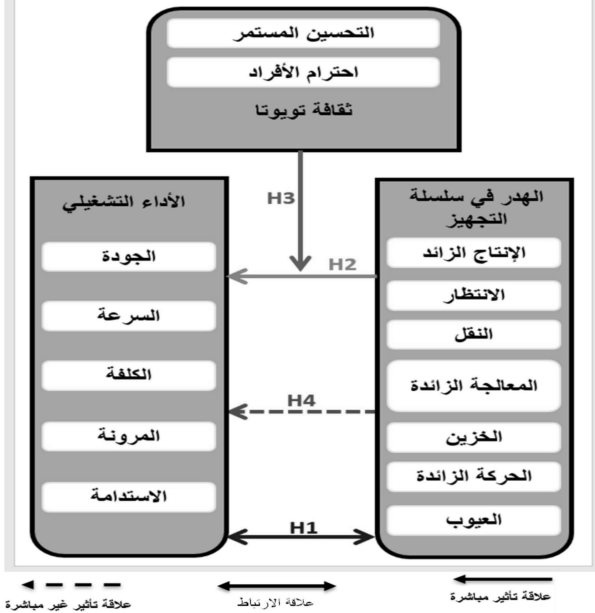
The research problem is articulated within two main frameworks. The first framework reflects the conceptual dimension of the study, which highlights the intellectual dilemma related to the interactive relationship among the study variables from a knowledge-based perspective, as well as the challenges faced by researchers in addressing these variables and the extent to which they can be applied within the managerial practices adopted by companies. The second framework, represented by the empirical dimension, is manifested in the weak operational performance of the investigated company, resulting from the high cost of raw materials imported from outside the country.

This situation negatively affects the cost of the final product compared to those of competing firms, thereby necessitating the adoption of supply chain waste reduction practices, as they focus on enhancing supply chain efficiency and improving operational performance through the application of Toyota Culture.

To collect the required data, a questionnaire was designed and distributed to a sample of employees within the company, totaling 385 questionnaires out of a population of 562 employees. In order to achieve the objectives of the study, the descriptive–analytical approach was adopted. The data were analyzed using statistical software packages (SPSS V.27 and AMOS V.24). The results supported the study hypotheses and confirmed the achievement of its objectives, revealing a statistically

significant indirect effect of supply chain waste reduction, measured through its overall dimensions, on operational performance, measured through its overall dimensions, under the presence of Toyota Culture as a moderating variable. In light of the study findings, several recommendations were proposed, the most important of which emphasize the necessity for the company to develop its supply chain by reducing all types of waste in order to achieve sustainability and align with manufacturing operations, as well as giving greater attention to improving operational performance through the adoption of the Toyota Culture philosophy.

Keywords: Reducing waste in the supply chain, operational performance, Toyota culture, Al-Kronji Company for beverages, healthy water, juices, dairy and energy drinks.

HIGHLIGHTS Chapter 1: Study Methodology Chapter 2: Reducing Supply Chain Waste Chapter 3: Operational Performance Chapter 4: Toyota Culture Chapter 5: Field Study Chapter 6: Conclusions and Recommendations	GRAPHICAL ABSTRACT 
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**The modified role of Toyota culture in the
relationship between reducing supply chain waste
and operational performance: A field study at
Kronji Soft Drinks, Bottled Water, Juices, Dairy
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PH. D/ Dissertation

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