



جامعة الموصل
كلية الإدارة والاقتصاد

الدور الوسيط لممارسات إدارة الجودة الشاملة في العلاقة بين
القيادة التحويلية الخضراء والتصنيع المستدام/ دراسة ميدانية في
مصنع بطاريات بابل/ الشركة العامة لصناعة السيارات والمعدات

أطروحة دكتوراه

فلسفة في الإدارة الصناعية / الإنتاج والعمليات

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المستخلص

تهدف هذه الدراسة لاختبار الدور الوسيط لممارسات إدارة الجودة الشاملة في العلاقة بين القيادة التحويلية الخضراء، والتصنيع المستدام في مصنع بابل للبطاريات. إذ يواجه قطاع التصنيع عموماً وفي البيئة العراقية خصوصاً ضغوطاً بيئية متزايدة، مما يجعل من الضروري دراسة أنماط القيادة وممارسات الإدارة التي تسهم في تبني أنظمة إنتاج مسؤولة بيئياً. ويُعد التصنيع المستدام أولويةً حاسمةً في ظل تزايد المخاوف البيئية، والتوجه العالمي والمحلي لتبني ممارسات بيئية. إُعتمدت الدراسة على المنهج الوصفي التحليلي لأنه يصف متغيرات الدراسة وصفاً تفصيلياً دقيقاً (بصيغته الكمية والوصفية).

وشملت عينة الدراسة (237) فرداً من العاملين في المصنع قيد الدراسة وهي عينة عشوائية طبقية تم إختيارها من مجتمع الدراسة البالغ عددهم الإجمالي (1098) فرداً. للحصول على المعلومات الضرورية التي تخدم أهداف الدراسة والإجابة على تساؤلاتها، تم الإعتماد على مجموعة من الأدوات المتمثلة بالمقابلات الشخصية وقائمة الفحص واستمارة الاستبيان بإعتبارها أداة رئيسة للحصول على البيانات والمعلومات الضرورية للدراسة. وتم تحليل إجاباتهم باستخدام عدد من الأساليب الإحصائية باعتماد البرمجيات (SPSS V. 26) و (AMOS V. 24).

وتوصلت الدراسة إلى مجموعة من الإستنتاجات من أهمها وجود تأثير للقيادة التحويلية الخضراء في التصنيع المستدام من خلال الدور الوسيط لممارسات إدارة الجودة الشاملة. الكلمات الدلالية: القيادة التحويلية الخضراء، ممارسات إدارة الجودة الشاملة، التصنيع المستدام، معمل بطاريات بابل.

Abstract

The current study explores the mediating role of Total Quality Management (TQM) practices in the relationship between green transformational leadership and sustainable manufacturing at the Babylon Battery Factory. The manufacturing sector in general, and the Iraqi environment in particular, faces increasing environmental pressures, making it imperative to study leadership styles and management practices that contribute to the adoption of environmentally responsible production systems. Sustainable manufacturing is a critical priority in light of growing environmental concerns both global and local trend toward adopting eco-friendly practices.

The Field visits conducted by the researcher at the Babylon Battery Factory (1,2), and interviews with a many of managers revealed that despite the recognized importance of green transformational leadership and TQM, the mechanisms through which leadership influences sustainable manufacturing outcomes remain unexplored. This is particularly true with regard to the mediating role of TQM practices in industrial settings, as well as the lack of awareness regarding the adoption of sustainable manufacturing elements. This study aims to examine the mediating role of Total Quality Management (TQM) practices in the relationship between green transformational leadership and sustainable manufacturing. Accordingly, a hypothetical model was adopted, from which a set of main hypotheses emerged for testing, seeking to provide explanations regarding the nature of the relationship and impact of the study variables. To obtain the necessary information to serve the study's objectives and answer its questions, a set of tools was used, including personal interviews, a checklist, and a questionnaire. The study sample included (237) employees in the factory under study. Their responses were analyzed using a number of statistical methods, adopting the software (SPSS V. 26) and (AMOS V. 24). The study reached a set of results, the most important of which is the influence of green transformational leadership on sustainable manufacturing through the mediating role of total quality management practices. The study proposed a set of recommendations and mechanisms for their implementation in the factory under study, the most important of which is paying greater attention to the dimensions of transformational leadership due to its significant contribution to the implementation of sustainable manufacturing. One of the study's most important contributions is enhancing theoretical understanding by integrating green leadership and quality management theories to achieve sustainable manufacturing goals. **Keywords:** Green Transformational Leadership, Total Quality Management Practices, Sustainable Manufacturing, Babylon Battery Factory.

HIGHLIGHTS	GRAPHICAL ABSTRACT
<p>The study reached a set of results, the most important of which is the influence of green transformational leadership on sustainable manufacturing through the mediating role of total quality management practices. The study proposed a set of recommendations and mechanisms for their implementation in the factory under study, the most important of which is paying greater attention to the dimensions of transformational leadership due to its significant contribution to the implementation of sustainable manufacturing.</p>	<p>الشكل (1 - 1) المخطط الفرضي للدراسة</p> <p>علاقة ارتباط $\longleftrightarrow$ علاقة تأثير مباشرة $\longrightarrow$ علاقة تأثير غير مباشرة $\dashrightarrow$</p>
<p>Keywords: Green Transformational Leadership, Total Quality Management Practices, Sustainable Manufacturing, Babylon Battery Factory</p>	<p>ABSTRACT</p> <p>The current study explores the mediating role of Total Quality Management (TQM) practices in the relationship between green transformational leadership and sustainable manufacturing at the Babylon Battery Factory.</p> <p>The Field visits conducted by the researcher at the Babylon Battery Factory (1,2), and interviews with a many of managers revealed that despite the recognized importance of green transformational leadership and TQM, the mechanisms through which leadership influences sustainable manufacturing outcomes remain unexplored. This is particularly true with regard to the mediating role of TQM practices in industrial settings, as well as the lack of awareness regarding the adoption of sustainable manufacturing elements. This study aims to examine the mediating role of Total Quality Management (TQM) practices in the relationship between green transformational leadership and sustainable manufacturing. Accordingly, a hypothetical model was adopted, from which a set of main hypotheses emerged for testing, seeking to provide explanations regarding the nature of the relationship and impact of the study variables. To obtain the necessary information to serve the study's objectives and answer its questions, a set of tools was used, including personal interviews, a checklist, and a questionnaire. The study sample included (237) employees in the factory under study. Their responses were analyzed using a number of statistical methods, adopting the software (SPSS V. 26) and (AMOS V. 24</p>

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**The mediating role of total quality management
practices in the relationship between green
transformational leadership and sustainable
manufacturing: A field Study in the Babylon Battery
Factory /The State Company for Automotive and
Equipment**

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