

The effect of continuous improvement in the Sustainable quality management: An analytical study in the Police Martyrs Press in the Iraqi Ministry of Interior

Aseel Ali Mezher

Osama Ahmed Hjael

Al-Qadisiyah University - College of Administration and Economics

Corresponding Author: Osama Ahmed Hjael

Abstract : The current study aimed to shed light on the impact of continuous improvement in promoting sustainable quality management, as continuous improvement indicates that it is the process by which activities that do not create added value and activities that generate damage, such as spare time and excess resources, as well as other activities that are not defined, are excluded. And it includes four dimensions (plan, do, check, implement). At the same time, sustainable quality management can be defined as accelerating the adoption of best management principles, models, and practices throughout the operations system and enabling the environment to achieve sustainable development, whether at the strategic or operational level. It consists of three dimensions (Quality costs, social quality, and concern for the environment). The current study focuses on associates. For this purpose, the questionnaire was adopted as an essential measurement tool for collecting data from the sample under study, which amounted to (170) questionnaires distributed to (170) members of the Police Martyrs Press in the Iraqi Investment Ministry of Interior. The percentage of number of questionnaires valid for analysis was (156) questionnaires the percentage of valid forms was (92%); a set of ready-made computer programs (SPSS vr.28 and AMOS vr.26) were used to test the primary and sub-study hypotheses. The study reached a set of conclusions, most notably The awareness of the employees of the Police Martyrs Printing Press of the importance of continuous improvement in the work of their printing press. The more improvement there is, the easier it is to achieve sustainable quality management. And that the improvement processes Continuity is considered an essential factor in modern organizations seeking to achieve sustainability. Thus, the continuous improvement process has an essential and significant role in the Police Martyrs Press in the Iraqi Ministry of Interior.

Keywords: continuous improvement, sustainable quality management

INTRODUCTION: Continuous improvement is a culture of improvement that aims to eliminate waste in all organizational systems and processes, and to involve all employees in the organization. It is a continuous process Continuous improvement can be evolutionary or revolutionary, Continuous improvement is also referred to as a process consisting of organizational practices that, when implemented consistently, provide and enhance employee motivation and opportunities to continually improve standardized products and processes.

Define sustainable quality management as a set of determinants that support the systematic integration of environmental issues as well as broader sustainability issues in process characteristics and product quality with the goal of achieving significantly higher organizational performance. This is due to the expansion of the term quality beyond the classical interpretation of satisfying customer expectations related to the offered product to include Not only delivering excellence to a variety of stakeholders but also environmental, financial and even social soundness aspects of organizational performance, and now it is also widely recognized that organizations need to act in a socially responsible manner in order to contribute to the social welfare, competitiveness as well as financial success of the organization . For the purpose of achieving the objectives of the study, it was divided into four axes. The first axis was devoted to presenting the study methodology, while the second was devoted to presenting the theoretical side of the study, and the third was devoted to the practical side of the study. The last axis was devoted to presenting the conclusions and recommendations of the study.

Methodology

First: the problem of the study

Adopting the application of the concept of continuous improvement in organizations of all kinds is one of the strategies that aims to provide high-quality products through which the organization's competitive advantage is achieved for the purpose of enabling the organization to face the challenges that stand in the way of its success, and continuous improvement is considered one of the most important factors that affect the success of Organizations For this reason, the interest of organizations has increased and it has been adopted as a strategy for the success of the organization for the purpose of getting rid of waste or operations that do not add value to the organization's products. The ability of the organization to survive, for the purpose of facing the challenges of environmental changes that require workers with high skills, knowledge capabilities and good experiences for the purpose of maintaining the

quality of its products in order to reach the ability of the organization to adopt the concept of sustainable quality management, which aims to maintain the organization on the productive, organizational and competitive level that is linked to the mechanism and continuity of By following the principles and standards of sustainable quality as a strategic direction that reflects the ability of the organization in the continuity and survival.

Accordingly, the problem of the study is represented by the following question: Is there an effect of continuous improvement in sustainable quality management?

This question stems from several sub-questions, including:

- What is the extent to which continuous improvement is applied in the Police Martyrs Printing Press in the Ministry of Interior?
- To what extent are the employees of the Police Martyrs Printing Press in the Ministry of Interior aware of the importance of continuous improvement?
- Is there a direct impact of continuous improvement in sustainable quality management?

Second: the importance of the study

The importance of the study comes through the study highlighting the importance of continuous improvement and sustainable quality management in relation to the Police Martyrs Press in the Iraqi Ministry of Interior and other organizations, and drawing attention to the importance of sustainable quality management as a competitive advantage for organizations, as this study contributes to bridging the gap between the reality of sustainable quality in The organizations of our country and what they should be, similar to the global countries that have come a long way in this field.

Third: Objectives of the study

The main objective of the current study lies in determining the joint effect of continuous improvement in its dimensions and training in sustainable quality management and in determining the level of application of the dimensions of continuous improvement in the police martyrs printing press by identifying the quality of the products produced by the printing press and their conformity with sustainable quality standards, and presenting the results of this study to The board of directors of the printing press for the purpose of using it in developing the printing press and its products according to continuous standards for sustainable quality improvement and management .

Fourth: Data and information collection tools

For the purpose of completing the requirements of completing the theoretical aspect of the study, it relied on Arab and foreign references such as books, studies, theses, scientific theses, publications, periodicals, and research related to the study, as well as benefiting from the international information network (the Internet). In its practical aspect, the study relied on two aspects, the first being personal interviews with workers at the Police Martyrs Press in the Iraqi Ministry of Interior. As for the second aspect, questionnaire forms were adopted as the main tool for collecting data and information related to the variables of the study, and a five-point Likert gradient was used, which is the most common and used in the administrative and administrative fields. social science. This model included a number of axes.

fifth: The scheme of the hypothetical study

In light of the study's methodology and objectives, a hypothetical study plan was prepared, see Figure (1), to express the relationship between the study variables.

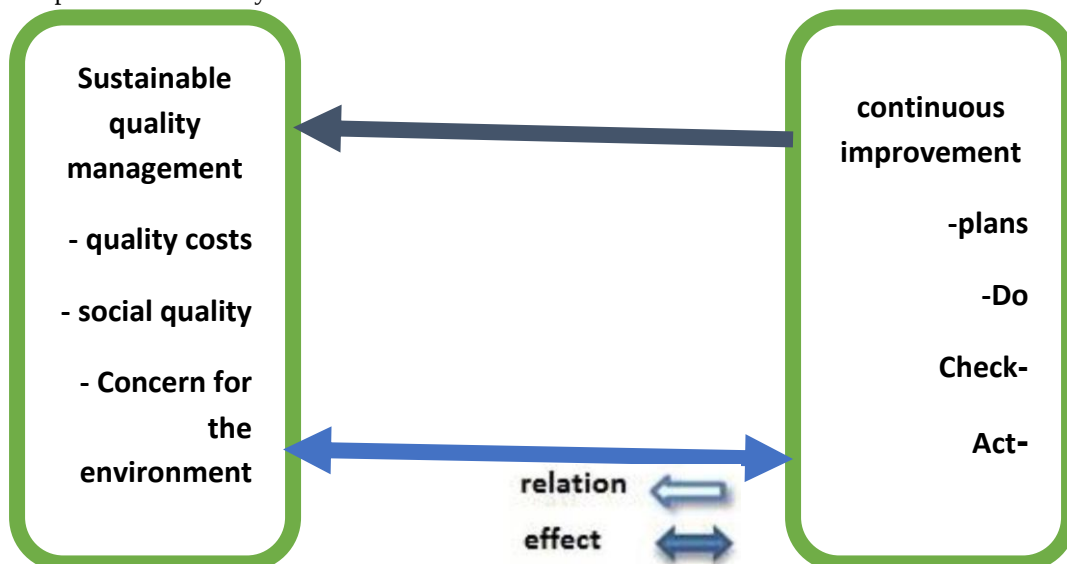


Figure (1) theoretical framework for research

Sixth: The hypotheses of the study

The first hypothesis: There is a direct and significant relation between continuous improvement and Sustainable quality management, from which the following sub-hypotheses can be developed:

- a. There is a positive and statistically significant relation between continuous improvement and plans.
- b. There is a positive and statistically significant relation between continuous improvement and Do.
- c. There is a positive and statistically significant relation between continuous improvement and check.
- d. There is a positive and statistically significant relation between continuous improvement and Act.

The second hypothesis: There is a direct and statistically significant effect relationship between continuous improvement and Sustainable quality management, from which the following sub-hypotheses can be developed:

- a. There is a positive and statistically significant and direct effect relationship between continuous improvement and plans.
- b. There is a positive and statistically significant effect between continuous improvement and Do.
- c. There is a positive and statistically significant effect relationship between continuous improvement and check.
- d. There is a positive and statistically significant and direct effect relationship between continuous improvement and Act.

Seventh: The study community and its sample

the study population was represented by the employees of the Police Martyrs Press in the Iraqi Investment Ministry of Interior. The study sample consisted of all employees of the Police Martyrs Press in the Iraqi Ministry of Interior, who numbered approximately (170 employees), as the number of questionnaire forms distributed to the study sample was (170), and (156) forms were approved. The forms are only valid for analysis, leaving the rest either because they were not returned or because there was a shortage in them, meaning that the recovery rate reached 92%.

Axis: the theoretical side

First, the concept of continuous improvement

Continuous improvement can be defined as the strategic effort to innovate or reach new ways of doing production or work through continuous process improvements (Juma, 2016:1) and (Singh & Singh, 2015:75) believe that continuous improvement is a culture of improvement that aims to eliminate Waste in all organizational systems and processes, involving all employees in the organization which is a continuous process and continuous improvement can be evolutionary or revolutionary; If it is evolutionary, then improvements occur as a result of regular gradual changes, while revolutionary or radical, when major changes occur as a result of an innovative idea or technology, or simply as a result of the accumulation of incremental improvements. Improvement can be achieved on any scale through the use of a number of tools and techniques dedicated to searching for sources of problems. And waste and diversity and finding ways to reduce them. (Meyers et al., 2021:60) goes that continuous improvement means that everyone must learn how to solve problems. Other researchers emphasize that problem-solving begins with understanding and the ability to write down the problem or gap, and (Steve Jobs) indicates If you correctly identify the problem you will almost have the solution. also referred (Beraldin et al., 2022:2) to continuous improvement as a process consisting of organizational practices that, when implemented continuously, provide and enhance employee motivation and opportunities to continuously improve standard products and processes. As (Johnson & Sollecito, 2020:3) Continuous Improvement is a coordinated organizational process to involve employees in planning and implementing a continuous flow of improvements to provide quality that meets or exceeds expectations.

Second, the dimensions of continuous improvement

The dimensions of continuous improvement obtained by most researchers are known as the Deming cycle, being the most common:

- a. Plan : The first stage of the Deming cycle in the productive process is a basic stage in which opportunities for improvements are identified as well as subsequent priorities are allocated to them. Likewise, the current state of the process to be analyzed is determined through consistent data, as well as identifying the causes of the problem and providing possible solutions to solve it (Vargas *et al.*, 2018: 4).
- b. Do : At this stage, the developed plan is implemented in order to make changes in the process in the organization (in order to raise its productivity or quality and remove the causes of problems) and this is done with the support and understanding of management and tools such as process maps, performance measurement, flow chart or checklists can be used (Kocik, 2017: 2).
- c. Check : This stage includes analyzing the impact of work overlap by comparing the new data with the original data to determine whether or not improvement has been achieved and whether the measures in the objective statement have

been met. Pareto charts, frequency charts, process maps, scatter charts, and control charts are all tools can help with this analysis (Chakraborty, 2016:15).

d. Act : At this stage, improvement procedures are proposed and relevant strategies are explored mainly to identify bottlenecks or system limitations and search for opportunities for improvement. The root causes of poor performance are also analyzed, and planning is provided to achieve better improvement. At this stage, since it promotes continuous improvement, problems must be confirmed. New and PDCA cycle accreditation again. (Ghosh&Ray,2022:6)

Third: The importance of continuous improvement

The importance of continuous improvement is through the following: (Martinhoetal.,2022:2)

- a. Continuous improvement focuses on providing value to customers and reducing waste.
- b. Through continuous improvement, the continuous elimination of waste (activities that do not add value) is achieved, thus ridding the production process of excess costs.
- c. The search for improvements and every aspect of the process that needs improvement is continued in search of improving the efficiency of the process.
- d. Through continuous improvement officials, organizations are based on identifying the root causes of inefficiencies in the production process, and implementing solutionst eliminate waste.

Fourth: Continuous Improvement Objectives

The goal of continuous improvement in organizations is: (Haddas *et al.*, 2014:37)

- a. Create a fully integrated effort towards improving performance at every level in the organization.
- b. Achieving a high level of operations and products according to standard standards. By forming special teams to improve the tasks that are separate from the normal tasks in the organizations.
- c. Designing the "primary mission", as the design here has two dimensions, a collective and an individual mission.
- d. focus on the strategy of organizations and this requires the participation of all.

Fifthly : the concept of Sustainable quality management

Sustainable quality management can be defined as a set of determinants that support the systematic integration of environmental issues as well as broader sustainability issues in process characteristics and product quality that aim to achieve higher organizational performance in general (Maletic & Gomiscek, 2011:3). (Asif, 2011:11) mentioned that sustainable quality management is a complementary management to total quality management by using total quality management to improve internal operations and economic performance, the current theory about the sustainability of organizations means that the social and environmental effects of the organization must also be addressed for business continuity In turn, it calls for the integrated use of business management models and sustainability frameworks. (Svensson, 2006:24) considers sustainable quality management as a trading approach that links between components and interfaces intermediate values, tools and technologies from the initial to the final values and it also reconnects the components and interfaces of the previous values, tools and technologies that anticipate the initial values to the subsequent values, tools and technologies that follow The latter and sustainable quality management equates to total circulation of components and interfaces.(Munck & Borim, 2012:397) believes that there is an interdependence between the three dimensions or basic pillars of sustainability: economic, environmental and social. (Giovannoni & Fabietti, 2013:24) considers that sustainable quality aims to identify the challenges and opportunities arising from the sustainability approach and the role of this approach in enabling organizations to actually implement sustainability beyond just their rhetoric, as special attention is paid to the organizations perspective, management systems, practices and processes that can help In integrating social and environmental concerns with more commercial and financial needs of the business, while these dimensions (social, environmental and financial) are all part of a broader and integrated concept of sustainability since coexistence means tensions and challenges that must be addressed and managed in an effort to actually implement sustainability in order to achieve the described goal above. (Rosen & Kishawy, 2012:187) Effective indicators for sustainability and other purposes share many common characteristics:

- a. Relevance as it discloses necessary information about a system or process.
- b. Understandability as it is clear and easily understood by experts and non-experts.
- c. Reliability as it provides reliable information.
- d. It is evaluable as it is based on available and accessible data.

Sixth: The importance of Sustainable quality management

Local and international regulations for the preservation of the natural environment have also forced organizations to consider the impact of their operations on the natural environment and to follow environmentally friendly production processes. This scenario has also changed the requirements and preferences of customers and encouraged them to choose products or services of organizations that cause minimal damage to the natural environment. For this reason, they do not have to Organizations should only ensure quality in their products and services, focusing on the dimensions of sustainable quality management (Abbas, 2020: 3). (Kantabutra, 2014: 8) believes that the importance of

sustainable quality management can be summarized in the results and capabilities that the organization will reach by adopting its principles such as the ability to provide strong and sustainable competitive performance, withstand economic, social and environmental crises, and maintain market leadership through the recognition of competitors. referred (Vidal *et al.*, 2012:4) to a set of goals that the organization's adoption of sustainable quality management contributes to achieving, which are as follows:

- a. Raising awareness among leaders that permanent business models cannot be based solely on maximizing financial performance and that shareholder value is weak. If the organization fails to recognize a broader set of stakeholder interests including those of employees, customers, suppliers, regulators, and the local communities in which the organization operates.
- b. Adopting a legal argument emphasizing the protection granted under government laws to agents of organizations who make an informed decision to choose a long-term sustainability program in line with the business strategy over a short-term investment opportunity.
- c. Making people more sensitive to environmental and social issues in response to new scientific research documenting the effects of globalization on the health of the planet and new technologies that enable the rapid dissemination of information related to human rights violations or other forms of social injustice.

Eighth: the dimensions of Sustainable quality management

1- The costs of quality

The European Organization for Quality defines quality-related costs as expenses that are involved in prevention and evaluation activities and costs of internal and external failure. Create the product for it (Stanciu & Pascu, 2014:2). And believes (Stevenson, 2017:389) that organizations that are serious about dealing with quality problems should take into account the costs associated with quality, which can be classified into four categories: assessment and prevention, internal failure, and external failure, which reflect the first three costs incurred before customers receive the product while it is happening. The latter after customers receive the product or service.

a- Prevention costs

Prevention costs are incurred in planning, implementing and maintaining the quality system to prevent poor quality in products and services and include salaries and development costs for product design, process and equipment design, process control techniques (through means such as control charts) and design.

b- Appraisal Costs (Heizer, 2017: 250).

Evaluation costs are those associated with measuring, evaluating, or auditing purchased products, components, materials, or services to determine their degree of compliance with specified standards. These costs include handling the examination and testing of incoming materials, as well as product examination and testing at various stages of manufacturing and final acceptance. Other costs included in these The category is the cost of calibration and maintenance of measuring tools and equipment, and the cost of materials and products consumed in the test.

C- Internal Failure Costs (Stevenson, 2021:390)

Internal failure costs are incurred when products, components, materials, and services fail to meet quality requirements prior to transfer of ownership to the customer. These costs will disappear if there are no product or service incompatibilities. Internal failure costs include scrap, rework costs for materials, labor, and production-related overheads.

D- External Failure Costs (MITRA, 2021:24)

External failure costs are incurred when the product does not function satisfactorily after transfer of ownership to the customer or when the services provided are not compatible. If non-conforming units are not produced, this cost will disappear. These costs include those resulting from customer complaints, which include investigation costs, alterations and those associated with receiving Non-conforming products, processing, repair and replacement.

2- Concern for the environment

The impact of the organization on the environment is linked to three factors as a result of the use of technology Wakalaty : Product: The manufacturing strategy often includes environmentally friendly products The second factor is process: environmental improvements related to manufacturing processes are associated with reducing reuse, recycling and remanufacturing The third factor is practices: One of the important environmental impacts on regulatory manufacturing practices is obtaining ISO14000 certification(Rosen&Kishawy,2012:188) . And argues (Yass, 2015: 4) that environmental concern is achieved through the determinants and requirements set by ISO-1400 as standards for the development of environmental issues and for the development of environmental policy, goals and objectives. Legal and regulatory requirements have been created to implement a specific system, including (training, control process In how to deal with emergencies), control and measurement of operational activities, and examination and auditing of the environment are of importance.

3- social quality

Social quality can be defined as the extent to which people are able to participate in the social, economic and cultural life of their communities under conditions that enhance their well-being and individual potential. This confirms four empirical conditional factors that govern the extent and quality of social participation: (Holman & Walker, 2018:247).

- a. Driving social and economic security over material and other resources over time
- b. Social cohesion: the extent to which standards and values are accepted and shared.
- c. Social Inclusion The extent to which people have access to, and integration into, a variety of social institutions and relationships.
- d. Social Empowerment: The extent to which social structures, relationships and institutions enable individuals to participate and develop their abilities. And believes (Machado *et al.*, 2017:13) that social aspects can be identified and their impact described by defining their four criteria (training, education, integrity, and ethics).

Axis: the practical side

First, coding and characterization

For the purpose of analyzing the data easily and with high credibility, it is required that we express it with some symbols that facilitate the statistical analysis of this data, and the table (1) shows the description and coding of the dimensions and variables of the study.

table(1) encoding the variables of the measurement tool

Variable	Dimensions	Paragraphs	Symbol	
Continuous Improvement	Plan	5	CIPL	COIM
	Do	5	CIDO	
	Check	5	CICK	
	Act	5	CIAC	
Sustainable quality management	costs of quality	5	SQCO	SUQM
	Concern for the environment	5	SQEN	
	social quality	5	SQSC	

Source: Prepared by the researcher

Second, confirmatory factor analysis

A- the structural structure of the continuous improvement measur

This paragraph is concerned with showing the extent of the credibility and accuracy of the structural structure of the continuous improvement scale. It was measured by four dimensions distributed over (20) paragraphs. The structural structure was built for it through the (AMOS.V.26) package, as it is noted from the results of the table (2) that the indicators The quality of conformity was consistent with the criteria required in the above table, which means that these indicators reflect the accuracy and credibility of the structural structure of this variable.

Table (2) indicators of conformity quality related to the continuous improvement measure

Indicator	indicator value	comparison	researcher's decision
X2/ df	1.827	less than 5	accepts the model
Absolute Conformity Indicators (AFI)			
GFI	0.922	greater than 0.90	accepts the model
AGFI	0.914	greater than 0.90	accepts the model
RMSEA	0.073	less than 0.080	accepts the model
Increasing Conformity Indicators (IFI)			
CFI	0.906	greater than 0.90	accepts the model
NFI	0.917	greater than 0.90	accepts the model

Source: Prepared by the researcher based on the results of the program Amos vr.26

The results of the table (2) show that the paragraphs of the dimensions of the continuous improvement variable explain the dimensions for which they were set, as they obtained varying degrees higher than (0.30) to indicate the stability of these paragraphs towards the interpretation and statement of the importance of the dimensions to which they belong, which indicates the validity of building the structural structure of this variable .

a. the structural structure of the sustainable quality management measure

This paragraph is concerned with showing the extent of the credibility and accuracy of the structural structure of the sustainable quality management scale. It was measured in three dimensions distributed over (15) paragraphs, and the structural structure was built for it through the package (AMOS.V.26), as it is noted from the results of the table (3) that the indicators The quality of conformity was consistent with the criteria required in the above table, which means that these indicators reflect the accuracy and credibility of the structural structure of this variable.

Table (3) Indicators of conformity quality related to the sustainable quality management scale

Indicator	indicator value	comparison	researcher's decision
X2/ df	1.992	less than 5	accepts the model
Absolute Conformity Indicators (AFI)			
GFI	0.928	greater than 0.90	accepts the model
AGFI	0.914	greater than 0.90	accepts the model
RMSEA	0.059	less than 0.080	accepts the model
Increasing Conformity Indicators (IFI)			
CFI	0.919	greater than 0.90	accepts the model
NFI	0.903	greater than 0.90	accepts the model

Source: Prepared by the researcher based on the results of the program Amos vr.26

The results of the table (3) show that the paragraphs of the dimensions of the sustainable quality management variable explain the dimensions for which they were set, as they obtained varying degrees higher than (0.30) to indicate the stability of these paragraphs towards the interpretation and indication of the importance of the dimensions to which they belong, which indicates the validity of building the structural structure of this variable.

Third: descriptive statistics

a. Continuous improvement variable

The continuous improvement variable consists of four dimensions

Table (4)Results of descriptive statistics for the continuous improvement dimensions

dimension	Arithmetic mean	Standard deviation	Relative importance	order of importance
CIAC	3.31	0.78	0.66	4
CICK	3.39	0.83	0.68	3
CIDO	3.61	0.82	0.72	1
CIPL	3.51	0.75	0.75	2
Total	3.46	0.72	%69	

Source: Prepared by the researcher based on the results of the program Amos vr.26

It is noted from the results of the table (4) the awareness of the employees of the Police Martyrs' Press in the Ministry of Interior of the importance of continuous improvement by achieving an arithmetic mean of (3.46) and a standard deviation of (0.72), and this is between a relative interest of (69), which means the interest of the employees of the Police Martyrs' Press in The Ministry of the Interior includes the capabilities of their work by examining the steps of implementation firsthand to detect errors that may occur during the performance of tasks.), to indicate the interest of the workers in the Police Martyrs' Press in the Ministry of the Interior to write down the information related to the implementation and improvement of the printing press's mechanisms in order to develop it continuously, while the implementation dimension came in the last place with an arithmetic mean of (3.31) and a standard deviation equal to (0.78), which means the workers' interest In the Police Martyrs Printing Press in the Ministry of the Interior, errors are corrected periodically, wherever they are.

b. sustainable quality management variable

Table (5)Results of descriptive statistics for the sustainable quality management dimensions

dimension	Arithmetic mean	Standard deviation	Relative importance	order of importance
SQCO	3.25	0.79	0.65	3
SQEN	3.3	0.82	0.66	1
SQSC	3.3	0.83	0.66	2
Total	3.23	0.73	%66	

Source: Prepared by the researcher based on the results of the program Amos vr.26

It is noted from the results of the table (5) the awareness of the employees of the Police Martyrs' Press in the Ministry of the Interior of the importance of sustainable quality management by achieving an arithmetic mean of (3.23) and a standard deviation of (0.73) This is among the relative interest of its value (66%) ,and this variable was measured through three dimensions, at the forefront of which was the dimension of concern for the environment, as it obtained the highest arithmetic mean of (3.30) with a dispersion of (0.82), to indicate the interest of the workers in the Police Martyrs Press in the Ministry of the Interior, while it came The quality costs dimension ranked last, with an arithmetic mean of (3.25) and a standard deviation equal to (0.79).

Fourth: Testing the hypotheses of correlation

The workers' awareness of the presence of continuous improvement is significantly associated with sustainable quality management (quality costs, social quality, and environmental concern). The research relied on a matrix of correlation coefficients between continuous improvement in its dimensions (plan, do, check, and Act) and sustainable quality management, as shown in the table (6).

Table (6) Matrix of correlation coefficients between continuous improvement and sustainable quality management (n = 170)

Variables		SQCO	SQCO	SQCO	SUQM
COIM	CIPL	.790**	.733**	.654**	.804**
	CIDO	.791**	.777**	.708**	.841**
	CICK	.713**	.757**	.670**	.791**
	CIAC	.814**	.778**	.738**	.860**
	COIM	.855**	.839**	.763**	.908**
**. Correlation is significant at the 0.01 level (2-tailed).					

Source: Prepared by the researcher based on the results of the program Amos vr.26

It is noted from the results of the table (6) that the awareness of the workers at the Police Martyrs Press in the Ministry of Interior of the importance of continuous improvement and sustainable quality management contributed to building a correlation of (0.908), which is a strong correlation according to the standard (Cohen et al., 1983), as the sample answers showed. The respondents showed that the increased interest of the workers in the Police Martyrs Press in the Iraqi Ministry of Interior in continuous improvement contributed to improving the relationship towards the dimensions of sustainable quality management, with a rate ranging from (0.763) for the dimension of concern for the environment to (0.855) for the dimension of quality costs.

Conclusions and Recommendations

1-Conclusions

- By reviewing the literature, the researchers note that the literature agrees that continuous improvement is a fact of organizational life, a phenomenon that exists in modern organizations and is often an integral part of the general characteristics of the modern workplace.
- The literature reviewed shows that sustainable quality management in the workplace is a form of successful work and has an impact on individual and organizational outcomes as it creates a friendly work environment and thus leads to higher productivity, job satisfaction and organizational commitment.
- The results of the research indicated that there is a direct and significant relationship between the variable of continuous improvement and sustainable quality management. This means that the presence of continuous improvement in the Police Martyrs Press in the same research is reflected in achieving a high level of creativity in the workplace.
- The results of the practical side showed that there is a positive effect between continuous improvement and sustainable quality management in the workplace and within the level of positive and strong influence, and that all dimensions of continuous improvement achieved an impact on the variable sustainable quality management and its dimensions, and this result provides partial support for accepting the sub-hypotheses.
- The results showed that there is a statistically significant correlation between (continuous improvement, sustainable quality management), which contributed to improving the quality of the printing press products, which requires the printing press administration to pay attention to providing continuous improvement programs and developing its employees to improve sustainable quality management.
- The printing press management is keen to clarify its vision and mission to the employees and apply continuous improvement through its various operations and activities, which contributes to improving the management's ability to provide appropriate programs and devices to meet work requirements.
- Continuous improvement processes are an essential factor in modern and successful organizations, They are a key factor for excellence and ability and an important resource for creating a competitive advantage for organizations.
- The printing press management seeks to build a sound database to ensure the flow of information to all its departments, which contributes to improving the printing press's performance and diagnosing and analyzing threats.

2-Recommendations

- a. It is important to replace disappointing workers and work to adopt modern patterns that enhance cooperation between individuals, and allow them to participate in decisions to help create a suitable work environment.
- b. The printing press management is keen to motivate employees to develop their capabilities, which requires them to provide appropriate programs, tools and mechanisms to improve their skills in sustainability.
- c. The Department's management should seek to implement continuous improvement in order to ensure the achievement of quality that gives strength and ability to confront environmental threats.
- d. The management of the printing press should provide various programs, information and knowledge for the development of employees, which requires them to develop new means and methods that encourage employees to be creative at work.
- e. The management of the printing press should provide advanced equipment and devices, which requires it to seize the largest possible number of opportunities available to it in order to ensure the creation of a new work style within the management of the printing press.
- f. The management of the printing press must be keen to update its database continuously in order to ensure the exchange of knowledge and experience within the headquarters of the department.
- g. The management of the printing press must attract workers with high skills and experience to work in it, which requires a high promotional process to attract the largest possible number of workers with high skills.
- h. The necessity of improving the management of the printing press for internal communication capabilities between its departments and internal departments, which requires improving direct interaction with employees and customers.

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