
"Global Quality Standards and Their Role in Enhancing Organizational Performance in the Context of Foreign Partnership" Case Study: National Drilling Enterprise "ENAFOR" located in Hassi Messaoud Algeria - 2024 -

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Abstract:

Global changes are accelerating, affecting businesses worldwide, with no country immune to globalization. Algeria, in particular, is experiencing significant economic and social changes, driven by globalization and various supportive measures. The Algerian market is welcoming and opportunistic, leading to the creation of new businesses and attracting international investors. Emphasizing customer satisfaction, a new generation of managers is emerging, focusing on quality management systems like ISO 9000, 9001, 14001, and 45001 to achieve efficiency and excellence. These standards help businesses meet customer needs, avoid errors, and improve processes cost-effectively. In Algeria, quality management is crucial for meeting the demands of an increasingly discerning clientele, and many Algerian business leaders are adopting these systems to enhance performance and customer satisfaction, aiming to consistently provide superior quality products to Algerian consumers.

Keywords: Total Quality Standards, Organizational Performance, Foreign Partnership.

Introduction:

The changes in the world are continuously accelerating. Transformations affect all companies globally, and no country can stay on the sidelines of this

international movement (globalization). In this context, Algeria is undergoing significant changes in all areas, particularly economically and socially. This situation continues to evolve due to globalization, facilitated by the implementation of various mechanisms (regulatory, legislative, security, infrastructure, financing means...). The Algerian market is welcoming and opportune, which explains the creation of new companies, the rapid development of existing ones, and the cumulative increase of international investors. Moreover, according to Abdelhamid OUARET (2002), the slogan of the "customer king" imposes a double challenge on today's manager and leader: to do well and do quickly. This is only possible through the emergence of a new corporate culture, a new generation of managers oriented towards customer satisfaction. It is now possible to reach the required quality level in a product only by using a quality-oriented management system worthy of the name, oriented towards customer satisfaction. Many companies around the world have understood and integrated this into their development strategies. Indeed, to facilitate this activity, the series of ISO 9000, 9001, 14001, 45001 standards have emerged as a management alternative, likely to lead a company to efficiency and effectiveness, and thus towards excellence. The objective of this series of standards is then to provide a mechanism to determine and respond to customer needs, avoid errors when possible, and when not, to correct them in a way that improves the process and meets customer needs consistently, at the lowest cost. This series helps companies significantly, specifying the requirements for a quality management system and focusing on the system's effectiveness in meeting customer requirements. In Algeria, as elsewhere, quality management is imperative for any company wishing to satisfy an increasingly demanding clientele, as it is the one that buys the product and/or requests the service and makes the company prosper. Therefore, it must be taken into account at all levels of the company. Some Algerian company leaders have understood this, even though the concept of quality management is relatively recent in Algeria, and have implemented a quality management system within their structures, a source of good performance and customer satisfaction. Additionally, Algerian companies have the mission to continuously provide the Algerian consumer with a superior quality product. The choice to conduct our case study in the national drilling company located in Hassi Messaoud, the choice of our theme which is "The study of the impact of the Quality Management System on the performance of companies in light of the foreign partnership."

1. Mission (why we exist) :

The National Drilling Company ENAFOR is a responsible actor committed to the path of economic, social progress, and sustainable development. Its main mission is to perform drilling and workover services to actively participate in the development and replenishment of energy reserves for current and future generations. These missions must always remain present in the management's mind so that all actions are undertaken in line with the overall strategy outlined by SONATRACH.

2. Vision (what we want to be) :

- To be the professional reference in drilling & workover in Algeria,
- To become an internationally renowned oilfield services company.

3. Values (our beliefs) :

The culture of our Company is based on the following values, which are the foundation of our present and future actions :

- Professionalism and Competitiveness;
- Respect for commitments made ;
- Team spirit and transparency;
- Recognition of merit. These values constitute the reference and the guideline for each of us at ENAFOR. It is a commitment we make to our clients, our partners, and most importantly, to ourselves.

4. Tasks of the Quality Department SMI :

- The main quality tasks assigned to QHSE/site Supervisors and QHSE/base Supervisors are:
- Ensuring the application of the company's quality management system within the base or structure under their competence;
- Ensuring coordination between the SMI Department and the Base or Structure Manager under their competence;
- Managing, improving the Document System, and participating in the implementation of procedures of the base or structure under their competence;

- Communicating non-conformities and ensuring the follow-up of preventive and corrective actions of the structure or base under their competence;
- Assisting structures under their competence in preparing audits and ensuring the maintenance of certification in the context of follow-up or renewal audits ;
- Developing and monitoring quality indicators of the structure or base under their competence.

5. The Internal Audit Department (DAUD) :

- Developing the draft annual audit plan and implementing it upon approval, in accordance with the company's strategy;
- Conducting internal audit missions commissioned by the company's General Management.

6. Management system and its processes :

ENAFOR has implemented processes to demonstrate our ability to consistently provide products and services that meet customer, stakeholder, applicable regulatory, and other requirements to which ENAFOR has subscribed. Additionally, ENAFOR has adopted the principle of continuous improvement of our working methods to increase the satisfaction of our customers and stakeholders, while considering their requirements and HSE requirements. The QHSE SMI is our preferred tool to :

- Guarantee our current and potential customers products and services that meet their expectations and go beyond their needs;
- Assess Health/Safety and environmental risks that may be generated by our activities, products, and services on our workers and partners, to determine the associated prevention, control, and management means;
- Comply with applicable legal and regulatory requirements, ISO 9001/2015, ISO 14001/2015, and ISO 45001/2018 standards, and other requirements to which ENAFOR has subscribed.

7. Normative references, definitions, and abbreviations :

The QHSE management system of ENAFOR refers to the following requirements:

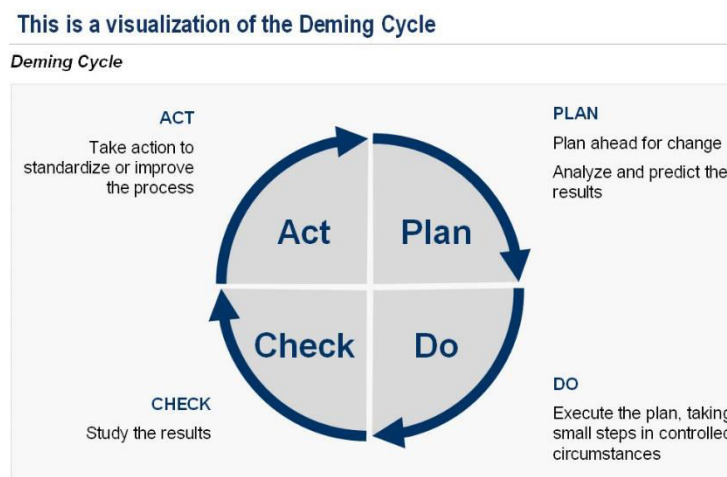
1. **ISO 9001/2015** : Quality management system – Requirements;
2. **ISO 14001/2015** : Environmental management system – Requirements and guidelines for use ;
3. **ISO 45001/2018** : Occupational health and safety management system – Requirements and guidelines for application.

8. Continuous improvement and objective :

There is always room for continuous improvement in any safety training program. However, if your evaluation indicates that the training program is effective, but employees do not follow the procedures and practices learned, the root cause is likely a lack of cultural support for the training. Here are some examples that indicate a possible lack of cultural support for safety training :

- Supervisors ignore employees who do not follow safety procedures.
- Employees are not recognized for using safety procedures.
- The culture conveys the idea that it is more important to work quickly than to work safely.
- Managers do not express the importance of safety and training during meetings. Therefore, continuous improvement of safety culture through better support in training, resources, enforcement, and/or supervision may be necessary when employees do not follow safety procedures and practices. Ultimately, improving safety training starts with effective change management. Effective change management is essential for long-term success.

9. The Deming Wheel for Continuous Improvement



The Deming Wheel for Continuous Improvement

10. ISO « Organisation internationale de normalisation » Certificates Obtained by ENAFOR:

- ISO 9001/2015 : Quality Management System :
- ISO 14001/2015 : Environmental Management System :
- ISO 45001/2018 : Occupational Health and Safety Management System :



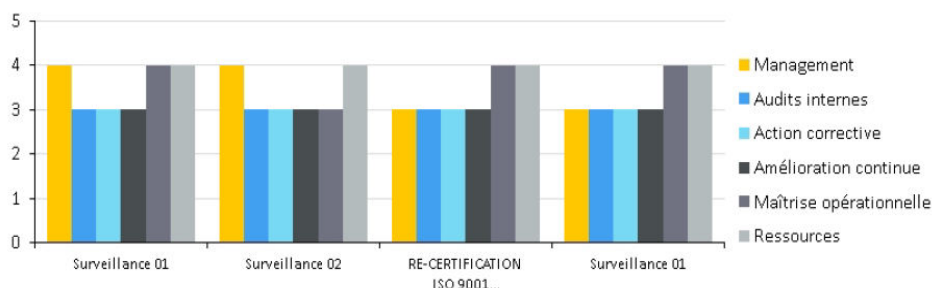
11. External Audit Reports :

11-1- Audit Report for the Year 2021:

- Auditor's Comments:

- The practiced competency evaluation ensured training programs and coaching actions.
- ENAFOR encourages the development of human resources.
- SMI actors demonstrate their knowledge of the practiced standards' requirements.
- Customer satisfaction, continuous improvement, environmental preservation, and working safely are well understood, and indicators are tracked at the process/structure level by actors.

Modèle de maturité Intertek



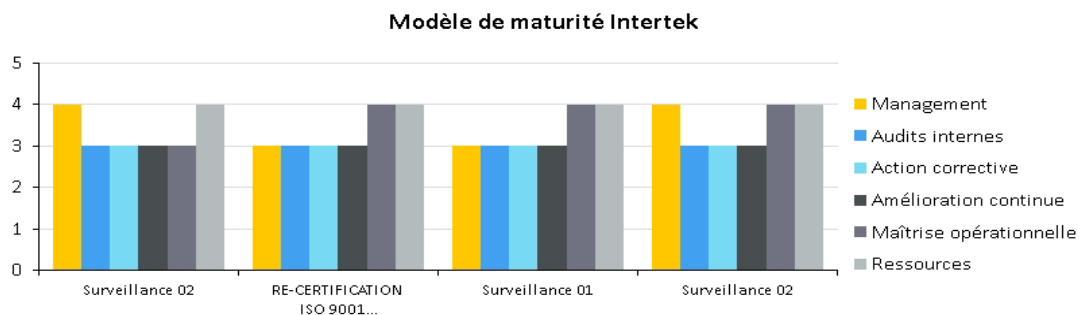
Note : 5=Exemplary | 4=Mature | 3=Correct | 2=Initial | 1=Not evident

Nature of Reservation	Minor	Major
Issued during current activity	3	0
Issued during previous activity and closed	3	0

- **Summary of Findings :** Improvement opportunities identified : **Yes**
- **Audit Manager's Recommendation for the three (03) standards :**
 - The identified non-conformities do not call into question the management system's certification.
 - The maintenance of the certification is therefore recommended provided that the corrective action plan related to the identified non-conformities is accepted .

11-2- Audit Report for the Year 2022 :

- **Auditor's Comments :**
 - The practiced competency evaluation ensured training programs and coaching actions.
 - ENAFOR is committed and spares no effort to invest in competencies.
 - SMI actors acquire knowledge year after year for a better understanding of SMI concepts and effective handling of findings.
 - Auditors' questions were well understood by the audited, confirming the understanding and knowledge of the practiced standards' concepts.



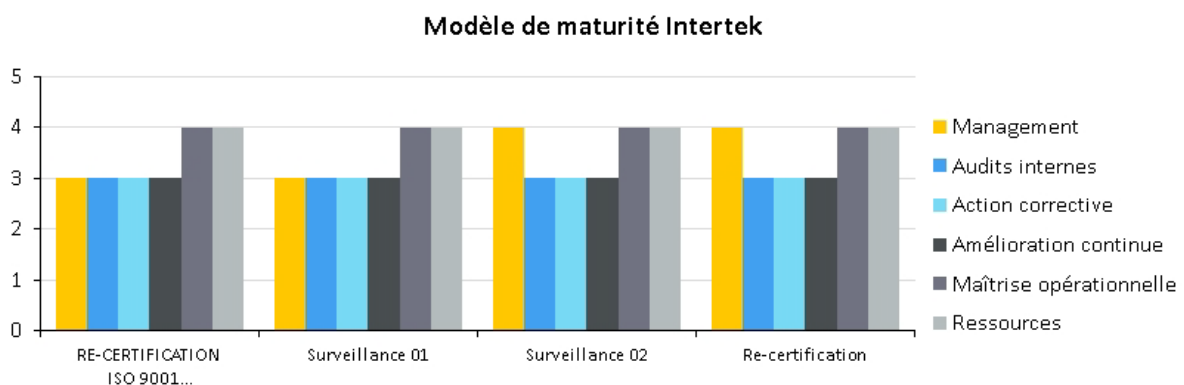
Nature of Reservation	Minor	Major
Issued during current activity	0	0
Issued during previous activity and closed	3	0

Note : 5=Exemplary | 4=Mature | 3=Correct | 2=Initial | 1=Not evident

- **Summary of Findings:** Improvement opportunities identified: **Yes**
- **Audit Manager's Recommendation for the three (03) standards :**
 - The management system complies with audit criteria and can be considered effective for achieving objectives.
 - The maintenance of the certification is therefore recommended.

11-3- Audit Report for the Year 2023 :

- **Auditor's Comments :**
 - Improvements were noted in areas such as customer satisfaction, continuous improvement, waste reduction, and process variation. Competency levels were defined and documented within the existing management system.



Note: 5=Exemplary | 4=Mature | 3=Correct | 2=Initial | 1=Not evident

Nature of Reservation	Minor	Major

Emis au cours de l'activité actuelle	0	0
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- **No non-conformity** issued during the previous evaluation
- **Summary of Findings:** Improvement opportunities identified : **Yes**
- **Audit Manager's Recommendation for the three (03) standards :**
 - The management system complies with audit criteria and can be considered effective for achieving objectives.
 - The maintenance of the certification is therefore recommended.

12- Overall Result :

The impact of quality management on business performance is significant and can manifest at various levels. Here are some key points highlighting this relationship:

1. Improvement of Operational Efficiency :

- Quality management aims to optimize internal processes and reduce inefficiencies. This leads to improved operational efficiency, which can result in cost reduction and more effective use of resources.

2. Customer Satisfaction :

- By focusing on the quality of products or services, quality management helps increase customer satisfaction. Reliable products that meet expected standards strengthen customer loyalty and foster long-term business relationships.

3. Reduction of Defects and Errors :

- Quality management approaches, such as Statistical Process Control (SPC) and Six Sigma methods, aim to reduce defects and errors. This results in improved product quality, fewer returns, and a better company reputation.

4. Increased Competitiveness :

- Companies focused on quality are better positioned to compete in the market. A reputation for quality can be a competitive

advantage, attracting new customers and strengthening the company's position in the industry.

5. Continuous Innovation :

- Quality management encourages a culture of continuous improvement. Companies focused on quality are often more open to innovation, helping them adapt to market changes and stay competitive.

6. Compliance with Standards and Regulations :

- Quality standards and government regulations often require companies to implement quality management practices. Compliance with these standards can not only avoid penalties but also enhance the company's credibility.

7. Risk Management :

- Quality management often incorporates risk management, identifying and mitigating potential risks related to processes and products. This helps minimize undesirable incidents and ensures operational stability.

In summary, quality management positively impacts business performance by promoting efficiency, customer satisfaction, competitiveness, innovation, and compliance with standards. It plays a crucial role in creating an organizational culture focused on continuous improvement.

Conclusion:

The total quality management system is a human resources-based system aimed at continuous improvement. It is an integrated system requiring the involvement of everyone within the organization. It does not only focus on production activities but rather requires achieving quality through all client/supplier relationships. The success of the quality management system application depends on human resources by applying the three ISO standards 9001, 14001 & 45001, especially in light of changes. Continuing with the external environment, competition, and foreign partnership allows the creation of a new culture in the institution oriented towards continuous innovation, as observed through follow-up and audit committee reports. Finally, our study confirms the importance and necessity for economic institutions to apply the complete quality management system as an effective input and source for

continuous improvement to possess a competitive advantage in light of the challenges of the new economic climate.

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