

## The Impact of the organizational culture on the total quality management implementation: A field study in the commercial banks of Jijel

أثر الثقافة التنظيمية في تطبيق إدارة الجودة الشاملة: دراسة ميدانية في البنوك التجارية بجيجل

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### Abstract

### ملخص

The purpose of this study is to identify the impact of the organisational culture on the total quality management implementation in commercial banks in Jijel. Based on descriptive, analytical approach, questionnaire for a data collection was distributed to a random sample of 120 employees in this banks.

The study reached the following findings :

-The level of the organizational culture common and total quality management in the commercial banks in Jijel from the perspective of the employees are high.

- The dimensions of the organizational culture have a significant effect on the total quality management.

**Key words:** Organizational culture, Total quality management.

هدفت هذه الدراسة إلى معرفة أثر الثقافة التنظيمية في تطبيق إدارة الجودة الشاملة في البنوك التجارية في جيجل. استناداً إلى المنهج الوصفي التحليلي، تم توزيع الاستبانة لجمع البيانات على عينة عشوائية من 120 موظفاً في هذه البنوك. توصلت الدراسة إلى عدة نتائج أهمها: - مستوى الثقافة التنظيمية وإدارة الجودة الشاملة في البنوك التجارية بجيجل مرتفع. - أبعاد الثقافة التنظيمية تؤثر في تطبيق إدارة الجودة الشاملة. الكلمات المفتاحية: الثقافة التنظيمية، إدارة الجودة الشاملة.

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## 1. Introduction

The subject of the organizational culture had recently a great deal of attention by the researchers in the field of management because of its importance in influencing the performance of the organization. It is obvious that organizations differ from each other in the essential characteristics that govern the way of their work, communication patterns and management style in supervising. Thus, the presence of a distinct organizational culture contributes to the consolidation of a unified thinking style for its employees and helps to establish common foundations for decision-making. In fact, each organization needs to have aspects distinct from those of other organizations that have the similar nature of work. The organization also needs to determine its place among others. This would enable them to interact better. The organizational culture affects the behaviour of the employees since they act in accordance with the prevailing values and beliefs that express how business is performed within the organization. Since the organization operates in a rapidly evolving environment at all levels, its employees should have extensive skills and experience to adapt and interact with all the circumstances surrounding them. In today's competitive environment, it is crucial to keep on both competing and satisfying customers. The total quality management practices have been widely implemented, and while some organizations have experienced great success, other initiatives have failed. In this respect, many studies have started enquiring about the application of the total quality management in all organizations. They claimed that some of its practices depend on the organizational culture. Further, many researchers argued that the organizational culture is among the factors attributed as key determinants for the total quality management success. These studies indicate that the organizational context and, hence, its culture will have an influence on the outcome of the implemented practices of the total quality management.

**The Problem of the Study:** Commercial banks face a number of continuous changes in their working environment. That may include; the increasing competition, the technological development in the banking sector, and the diversity of consumer desires. By this, the banks were offered the task of changing and adapting the new banking environment to

accommodate the changes. Also, they create a positive organizational culture characterized by high flexibility which enables the implementation of the total quality management. The latter has proven to be one of the approaches to organizational development that organizations are racing to implement. Thus, based on what we have seen, we can state the problem of the study as follows:

**What is the role of the organizational culture in applying total quality management in commercial banks in the district of Jijel ?**

Departing from this research problem, we aroused these important secondary questions:

-Which organizational culture is common in the commercial banking agencies in the district of Jijel ?

-Is there an application for the total quality management in the commercial banking agencies in the district of Jijel ?

**The study hypothesis:** Based on the main and the secondary questions above, we have set the following hypotheses as primary answers :

**The main hypothesis:** Therefore, the null and the alternate hypotheses are formulated as follows:

(H<sub>0</sub>): The organizational culture has not a statistical significance ( $\alpha < 0.05$ ) effect in the total quality management.

**The secondary hypotheses :** Therefore, the null and alternate hypotheses are formulated as follows:

(H<sub>01</sub>): The group culture has not a statistical significance ( $\alpha < 0.05$ ) effect in the total quality management.

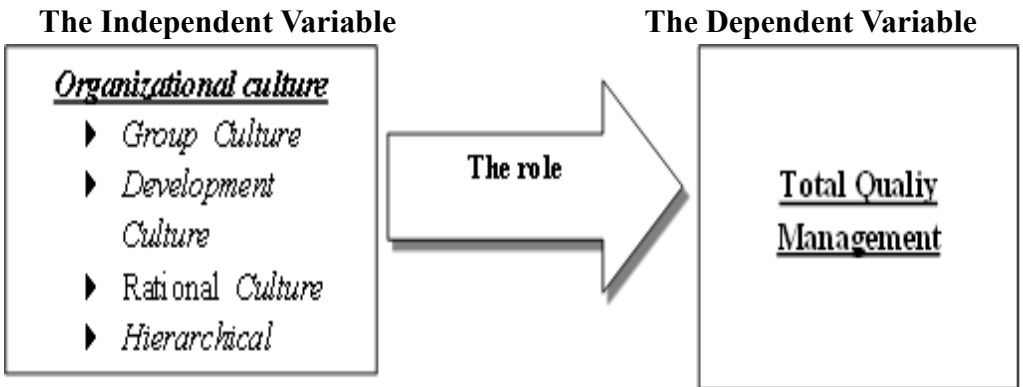
(H<sub>02</sub>): The development culture has not a statistical significance ( $\alpha < 0.05$ ) effect in the total quality management.

(H<sub>03</sub>): The rational culture has not a statistical significance ( $\alpha < 0.05$ ) effect in the total quality management.

(H<sub>04</sub>): The hierarchical culture has not a statistical significance ( $\alpha < 0.05$ ) effect in the total quality management.

**The research model of the study:** The study adopted a set of independent and dependent variables. They have been placed in its conceptual framework as shown in Figure (1).

Figure 1. Conceptual Model



**Source:** By the researchers on the basis of the literature review.

**The importance of the study:** The study importance is accomplished in the research of the topic itself, which is the organizational culture and the total quality management. The concept of the organizational culture has become a new starting point for improving the level of quality in the commercial banks, particularly when they have a close relationship with the principles of the total quality management. To be clear, the essence of this study is in its investigation of the type of the organizational culture prevailing in the commercial banks in Jijel and its impact on the total quality management. This importance appears from its attempt to link the organizational culture with the principles of the total quality management.

**The aims of the study:** The present study aims to identify and clarify some of these points:

- To have an idea about the organizational culture in the commercial banking agencies in Jijel.
- To know the extent to which the employees in these banks are aware of the total quality management and its implementation.
- Understanding the role of the organizational culture and the success of the implementation of the total quality management in those banking agencies.
- To obtain new results and further suggestions.

## 2. The theoretical framework:

**2.1. Definitions of the organizational culture :** The organizational culture is one of the major issues in the academic research and education concerning the organization theory as well as the management practice. Some of its definitions are listed below:

-« The pattern of basic assumptions that a given group has invented, discovered, or developed in learning to cope with its problems of The Conceptual Principles external adaption and internal integration and that have worked well enough to be considered valid, and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems ». (Zerwas, 2014, pp. 37-38).

-« a model of assumptions that are created and developed by a group that has learned to overcome its internal and external problems. (Rajala, Ruokonen, & Ruismakia, 2012, p. 541).

-a symbol rich system by which people in organizations construct and apply meaning about their work lives ». (Macqueen, 2020, p. 17)

-« an umbrella concept for a way of thinking that takes a serious interest in cultural and symbolic phenomena or aspects in organizations ». (Alvesson, 2002, p. 3)

-« a pattern of basic assumptions that a group has invented, discovered or developed in learning to cope with its problems of external adaptation and internal integration ». (Pfister, 2009, p. 36)

-« a pattern of basic assumptions that a group has invented, discovered or developed in learning to cope with its problems of external adaptation and internal integration, and that have worked well enough to be considered valid, and therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems ». (Schein, 1990, p. 111).

- « a system of shared values defining what is important, and norms, defining appropriate attitudes and behaviors, that guide members' attitudes and behaviors ». (O'Reilly & Chtman, 1996, p. 166).

In my own words, I can define organization culture as the collective behavior of humans who are part of an organization and the meanings that the people attach to their actions. The culture includes the rules and policies, values, norms, working language, systems, symbols, beliefs and habits.

**2.2. Types of the organizational culture:** The types of organizational culture are the following : (Ashref Abdesalam, 2012, pp. 99-100)

**-Group culture :** The group culture places emphasis on flexibility and internal orientation. Organisations with emphasis on this culture promote the development of human resources, emphasizing openness, participation,

cohesiveness and commitment to membership. Moreover, such organisations are typified as a friendly place to work where people share a lot. It is a kin to an extended family with best friends at work. Leaders are thought as mentors, coaches, and, perhaps, even as parent figures. Thus, the organisation is held together by loyalty, tradition, and collaboration. The organisation places a premium on teamwork, participation, and consensus.

**-Developmental culture :** The developmental culture also emphasizes flexibility but with more focus on the external environment. As a fact, the orientation is towards growth, creativity stimulation, resource acquisition, innovation, and continual adaptation to the external environment. The organisation with the development culture is seen as a dynamic, entrepreneurial, and creative workplace. The people tend to take risks. In addition, effective leadership is visionary, innovative, and risk-oriented. So, the binding force that holds the organisation together is commitment to experimentation and innovation. The emphasis is generally on being at the leading edge of new knowledge, products, and/or services. Finally, the readiness for change and meeting new challenges are also important.

**-Rational culture :** The rational culture also focuses on the external environment but it is control-oriented. It emphasizes productivity, performance, goal achievement. Competition is one of its primary motivating factors. Such organisation is a results-oriented workplace. Leaders are hard-driving producers, directors, and competitors. They are tough and demanding. Therefore, the binding force that holds the organisation together is an emphasis on winning. The long-term concern is on competitive actions and achieving different goals and targets. For the success, it is defined in terms of market share and penetration. Outpacing the competition, escalating share price, and market leadership are the dominating criteria of success.

**-Hierarchical culture :** The hierarchical culture is both controlling and internally oriented. It emphasizes rules and regulations, and standardization to achieve control and stability. Such organisation is characterized as a formalized and structured place to work. It means that the procedures and well-defined processes govern what people do.

**2.3. Definitions of the total quality management ( TQM ) :** There are different definitions of the total quality management, some of which are

listed below:

- « an effective system for integrating the various initiatives in the field of quality to enable production and services to be carried out as cheaply as possible consistent with customer satisfaction ». (Dahlgard, Kristensen, & Kanji, 2002, p. 17)

-« consists of the continual improvement of people, processes, products (including services), and environments. With total quality anything and everything that affects quality is a target for continual improvement. When the total quality concept is effectively applied, the end results can include organizational excellence, superior value, and global competitiveness ». (Stanley Davis, 2014, p. 3)

-« coordinated activities to direct and control an organization with regard to quality ». (Hoyle, 2007, p. 21)

-« as both a philosophy and a set of guiding principles that represent the foundation of a continuously improving organization ». (Besterfield, Besterfield-Michna, Besterfield, Besterfield-Sacre, Urdhwarshe, & Urdhwareshe, 2012, p. 1)

-« a set of systematic activities carried out by the entire organization to effectively and efficiently achieve the organization's objectives so as to provide products and services with a level of quality that satisfies customers, at the appropriate time and price ». (Oakland, 2014, p. 23)

In my own words, I can define the total quality management as a management philosophy and company practices that aim to harness the human and material resources of an organization in the most effective way to achieve its proper objectives.

**2.4. The principles of the total quality management :** The following eight quality management principles can facilitate the creation of a quality work culture and successful implementation of the total quality management in any organization: (Charantimath, 2017, pp. 69-71)

- **Customer-focused organization:** Organizations depend on their customers and, therefore, should focus on understanding the current and future needs of the customer, meet his requirements and strive to exceed his expectations while satisfying them. The customer-focused organizations provide products and services that are needed by the customer and reach his satisfaction. This can be achieved through identifying the customer's needs

and measuring his own satisfaction.

- **Leadership:** An organization's senior leaders need to set directions and create clear and visible quality values, high expectations and a customer-oriented approach. These values, directions and expectations need to address all stakeholders. The leaders should ensure the creation of strategies, systems and methods for achieving excellence.
- **Involvement of people:** The people involvement is one approach to improve quality and productivity. Involving people at all levels enables full utilization of their abilities for the organization's benefit.
- **Process approach:** A desired result is achieved more efficiently when the related resources and activities are managed as a process.
- **Systems approach to management:** Identifying, understanding and managing a system of interrelated processes for a given objective would fully contribute to the efficacy and efficiency of the organization.
- **Continuous improvement:** A permanent objective of the organization is that it should continuously improve the performance by addressing the needs of all interested parties.
- **Factual approach to decision making:** The effective decisions are based on the logical or intuitive analysis of data and information.
- **Mutually beneficial supplier relationships:** The ability of the organization and its suppliers to create value is enhanced through mutually beneficial relationships.

**2.5. The total quality management implementation factors :** Some factors have been identified as being critical for successful total quality management implementation ,namely: (Ashref Abdesalam, 2012, pp. 71-90)

**-Top management commitment :**The total quality management literature emphasises the critical role of the top management in the implementation of the total quality management.This is evident in the writings of quality management authors, who agree that leadership ,regarding the total quality management by top management ,is a major determinant of successful quality management implementation. Certainly,the top management plays a vital role in forming the direct supervision, the involvement in the planning and implementation of certain policies. It also affects positively the functions as a source of support and motivation for the organisation.

**-Customer focus and satisfaction :** Quality begins and ends with the



customer. Most definitions of the quality mean meeting or exceeding the customer's expectations and emphasising the idea that customer and his satisfaction is one of the most important features of the total quality management. In addition, the customer satisfaction is the cornerstone of any successful organisation that is striving to improve its products and services based on users feedback . The customer is the most important part of the production line; the product should be aimed at the needs of the customer.

**-Employee training :** Training as an organised and systemic series of activities is designed to enhance an individual's work-related knowledge, skills, and understanding or motivation .Every organisation has a basic responsibility to educate and train its employees. However, this responsibility became much more central to an organisation's success when it attempts to introduce quality programmes such as the total quality management.

**-Employee involvement :** Most of the scholars and practitioners engaged in discussing the total quality management agree that its success depends on people orientations. That can be illustrated through initiatives such as team work, training and development, employee involvement and participation. For other researchers , employees involvement is the process of empowering organisational members to solve problems and to make decisions appropriate to their level. This is beneficial because they are closer to the problems or opportunities .So, they are in the best position to make decisions about solving problems and process improvement. The employee involvement should begin with a personal commitment to quality. If employees accept and commit to a quality philosophy, they are more likely to adopt quality tools and techniques and use them in their daily work.

**-Continuous improvement :** The continuous improvement refers to the constant improvement of products, services, and organisational systems, as required to yield improved value to customers. The term continuous improvement is derived from the Japanese term 'kaizen'. The zen as a philosophy of continuously involving the improvement of all employees in an organisation with the aim of incremental improvements in the performance of their tasks on a daily basis. It is a process that is not conceived to have an end-point, but rather to involve a continual process of gradual improvement and change. The success of an organisation depends

on constantly improving its system of production and service for better quality and productivity. Thus, it constantly decreases costs. It is the task of management in ensuring that there is a continual process of improvement throughout the organisation.

## **2.6. The role of organizational culture in the total quality management implementation :**

The founders of the total quality management and many other researchers have described it as a universal philosophy that can fit everywhere. However, another group of researchers argues that the organizational culture, the business environment and the organisational behaviour have an influence on the effective total quality management implementation. These authors strongly emphasize that the effective implementation of the total quality management requires effective change in an organisation's culture. Although these researchers have greatly emphasized the impact of culture on the total quality management implementation, it is evident that there is a relatively little effort that has explored the intensity and nature of this impact. The organisational culture comes among the first factors attributed as key determinants of the total quality management success. Many total quality management implementations have failed, and hence, prevented the companies from realizing their potential benefits because of the ignorance of the cultural factors. The corporate culture has been often blamed for the total quality management implementation failures. Some researchers give much importance to the influence of the organizational culture on the implementation of the total quality management. To other researchers, the total quality management implementation is a complex programme having a strong relationship with the organisation's corporate culture.

Few studies have attempted to examine the total quality management - organizational culture relationship and always place organisational culture as the antecedent of the total quality management practices. As argued, many other researchers explained that the organisational culture tends to determine more the results of the total quality management implementation rather than what it brought about cultural change. These arguments infer that an appropriate strategy for the total quality management implementation is one in which it needs to be moulded to the organisation's culture before any attempts are made to re-shape the organisation culture to fit the total quality

management.(Al-Jalahma , 2012, pp. 35-36)

### 3.Study methodology:

**3.1. Sample and data collection :**The population of the present study consists of commercial banks operating in Jijel.To achieve the objectives of the study, a sample was taken from three Algerian banks;the Algerian Foreign Bank, the Bank for Agriculture and Rural Development and the Algerian Popular Credit Bank.The sampling unit consisted of senior managers, managers of administrative units, and administrative employees in the banks referred to in the study population. There were 120 questionnaires distributed on the basis of the method of non-proportional stratified into random sampling. The two researchers brought back (120) questionnaires valid for analysis, which is equivalent to 100% of the total number distributed.

**3.2. Study tool reliability test:** The table below shows the coefficients of Alfa Crombach for the study variables:

We note from the above table that the coefficient of reliability, Alpha Crumbach, for the first axis related to the organizational culture, was estimated at 86.7%. It means that this axis has excellent stability, and the stability coefficient for the second axis associated with the total quality management reached 93.6%, meaning that it has an excellent degree of stability. Also, with regard to the degree of stability of the whole questionnaire related to the effect of the organizational culture on the total quality management, we found it excellent as well, since the value of the reliability coefficient, Alpha Crumbach was 96.3%.

**Table 1.**The coefficients of the reliability of the study tool and its dimensions

Reliability of the study tool	Cronbach Alpha coefficient Of the reliability
The axes organizational culture	0.867
The axes of the total quality management	0.936
<b>Total reliability of the study tool</b>	<b>0.963</b>

**Source:** By the researchers on the basis of the SPSS results.

Through this analysis, it can be said that the study tool has excellent reliability that justifies its suitable use for its purposes.

**3.3. The results of the answers of the study sample individuals about the dimensions of the organizational culture common in the commercial banks in Jijel:** It is shown in Table (2) that the existence of the organizational culture was high from the point of view of employees. Its arithmetical average reaches (3.96). There is also a difference in the existence of each type of the organizational culture .The highest is the development culture with a high degree and an arithmetical average of (4.01) and a standard deviation of (0.71) .The second is the group culture with a high degree and an arithmetical average of (3.92) and a standard deviation of (0.85). For the third, it is the rational culture with a high degree and an arithmetical average of (3.87) and a standard deviation of (0.90). But the hierarchical culture came last with a high degree and an arithmetical average of (3.84) and a standard deviation of (1.15). These results reflex the preoccupation of the commercial banking agencies in Jijel with flexibility and more focus on the external environment and their development of human resources. However, the rational culture and hierarchical culture got less advantage.

**Table 2.** Descriptive statistics of dimensions of the organizational culture common:

Order	Ranking of dimensions of the organizational culture	The arithmetical averages	The standard deviations	The estimation degree
1	The development culture	4.01	0.71	high
2	The group culture	3.92	0.85	high
3	The rational culture	3.87	0.90	high
4	The hierarchical culture	3.84	1.15	high
The total arithmetical average		3.96	0.90	high

**Source:** by the researchers on the basis of the SPSS results.

**3.4.The results of the answers of the study sample individuals about the**

**types of the organizational culture common in the commercial banks in Jijel :** It is shown in Table (3) that the existence of the total quality management implementation was high from the point of view of employees. Its arithmetical average reaches (3.84). There is also a difference in the existence of each factor of the total quality management implementation. The highest is the customer focus and satisfaction with a high degree and an arithmetical average of (3.95) and a standard deviation of (0.89) .The second is the continuous improvement with a high degree and an arithmetical average of (3.88) and a standard deviation of (1.07). The third is the employee involvement with a high degree and an arithmetical average of (3.84) and a standard deviation of (1.05).For he fourth,it is the top management commitment with a high degree and an arithmetical average of (3.77) and a standard deviation of (1.06). But, the employee training came last with a high degree and an arithmetical average of (3.76) and a standard deviation of (1.10).The results reflect the degree of awareness and attention given to the philosophy of the total quality management in commercial banks in Jijel.

**Table 3.** Descriptive statistics of processes of the total quality management common:

Order	Ranking of dimensions of the total quality management	The arithmetical averages	The standard deviations	The estimation degree
1	The customer focus and satisfaction	3.95	0.89	High
2	The continuous improvement	3.88	1.07	High
3	The employee involvement	3.84	1.05	High
4	The top management commitment	3.77	1.06	High
5	The employee training	3.76	1.10	High
	The total arithmetical average	3.84	1.03	High

Source: By the researchers on the basis of the SPSS results.

**3.5. Testing the study hypothesis:** In order to get the results and the recommendations highlighting the importance of this study, we have tested the study hypothesis as follows:

- **The main hypothesis:** To make sure that this main hypothesis is true:

-The null hypothesis ( $H_0$ ): the organizational culture has a statistical significance ( $\alpha < 0.05$ ) effect in the total quality management. Table (4) shows the simple regression of the impact of the organizational culture on total quality management.

**Table 4.** The results of the simple regression analysis of testing the impact of the organizational culture as an independent variable on the total quality management.

The Variable:	B -value	R <sup>2</sup> -Value	F-value	Sig
The organizational culture	0.212	0.554	32.06	0.000

**Source:** By the researchers on the basis of the SPSS results.

The previous table shows the effect of organizational culture on achieving the total quality management at the commercial banks in Jijel. Where the coefficient  $R^2$ , it means that 55.4% of the changes in the level of the total quality management resulting from the change in level of organizational culture importance at a significant level of  $P < 0.05$ . This indicates that the result is significant. Thus, we reject the null hypothesis and accept the alternative hypothesis which states that there is statistically a significant effect at 0.05 for organizational culture on achieving the total quality management at the banks concerned with the study.

- **The first minor hypothesis:**

-The null hypothesis ( $H_{01}$ ): The group culture has a statistical significance ( $\alpha < 0.05$ ) effect in the total quality management. Table (5) shows the simple regression of the impact of the group culture on the total quality management.

**Table 5.** The results of the simple regression analysis of testing the impact of group culture as an independent variable in the total quality management.

The variable:	B -value	R <sup>2</sup> -value	F-value	Sig
The group culture	0.019	0.441	15.80	0.000

**Source:**By the researchers on the basis of the SPSS results.

The previous table shows the effect of the group culture on achieving the total quality management at the commercial banks in Jijel. Where the coefficient  $R^2$ , it means that 44.1% of the changes in the level of the total quality management resulting from the change in the level of group culture importance, at significant level of  $P < 0.05$ . This indicates that the result is significant. Therefore, we reject the null hypothesis and accept the alternative hypothesis which states that there is statistically a significant effect at 0.05 for the group culture on achieving the total quality management at the banks mentioned above.

- **The second minor hypothesis:**

-The null hypothesis ( $H_{02}$ ): The development culture has a statistical significance ( $\alpha < 0.05$ ) effect in the total quality management. Table (6) shows the simple regression of the impact of the development culture on the total quality management.

**Table 6.** The results of the simple regression analysis of testing the impact of development culture as an independent variable in the total quality management.

The variable:	B -value	R <sup>2</sup> -value	F-value	Sig
Development Culture	0.072	0.351	33.52	0.000

**Source:** By the researchers on the basis of the SPSS results.

The previous table shows the effect of the development culture on achieving the total quality management at the commercial banks in Jijel. Where the coefficient  $R^2$ , it means that 35.1% of the changes in level of the total quality management resulting from the change in the level of the development culture importance, at significant level of  $P < 0.05$ . This indicates that the result is significant. Therefore, we reject the null hypothesis and accept the alternative hypothesis which states that there is

statistically a significant effect at 0.05 for the development culture on achieving the total quality management at the commercial banks in Jijel.

- **The third minor hypothesis:**

-The null hypothesis ( $H_{03}$ ):The rational culture has a statistical significance ( $\alpha < 0.05$ ) effect in the total quality management. Table (7) shows the simple regression of the impact of the rational culture on the total quality management.

**Table 7.** The results of the simple regression analysis of testing the impact of rational culture as an independent variable in total quality management.

The variable:	B -value	R <sup>2</sup> -value	F-value	Sig
The rational culture	0.266	0.391	6.93	0.000

**Source:** By the researchers on the basis of the SPSS results.

The previous table shows the effect of rational culture on achieving total quality management at commercial banks in Jijel. Where the coefficient  $R^2$ , it means that 39.1% of the changes in level of total quality management resulting from the change in level of rational culture importance, at significant level of  $P < 0.05$ . This indicates that the result is significant. Thus, we reject the null hypothesis and accept the alternative hypothesis which states that there is statistically a significant effect at 0.05 for the rational culture on achieving the total quality management at the banks under study.

- **The fourth minor hypothesis:**

-The null hypothesis ( $H_{04}$ ): The hierarchical culture has a statistical significance ( $\alpha < 0.05$ ) effect in the total quality management. Table (8) shows the simple regression of the impact of the hierarchical culture on the the total quality management.

**Table 8.** The results of the simple regression analysis of testing the impact of the hierarchical culture as an independent variable in the total quality management.



The variable:	B -value	R <sup>2</sup> -value	F-value	Sig
The hierarchical culture	0.060	0.632	5.14	0.001

**Source:** By the researchers on the basis of the SPSS results.

The previous table shows the effect of hierarchical culture on achieving the total quality management at commercial banks in Jijel. Where the coefficient  $R^2$ , it means that 63.2% of the changes in the level of the total quality management resulting from the change in the level of the hierarchical culture importance, at significant level of  $P < 0.05$ . This indicates that the result is significant. Therefore, we reject the null hypothesis and accept the alternative hypothesis which states that there is statistically a significant effect at 0.05 for the hierarchical culture on achieving the total quality management at the commercial banks in Jijel.

#### 4. Conclusion :

As a matter of fact, the success of the total quality management implementation will depend, to a large extent, on the organisational culture. Thus, it is essential for the implementation of the total quality management to take it into consideration. In other words, the knowledge of an existing organisational culture is the basis for cultural change. Implementing cultural change within an organisation is recognised as one of the primary conditions for the total quality management to flourish. Several studies have highlighted the fact that the appropriate organisational culture drives the total quality management success.

**The Results of the Study:** This study has attained the following results:

- The organizational culture is a method of shared beliefs and values helping individual to understand the organizational functions through a set of norms to determine the behaviours.
- The total quality management is as a management philosophy and company practices that aim to harness the human and material resources of an organization effectively to achieve its objectives.
- The core concepts of the total quality management are used to drive the process of continuous improvement. They are explained by the criteria such as customer satisfaction, internal customer satisfaction, all work is a process, measurement, synergy in teamwork, people make quality,

continuous improvement cycle and prevention.

-The level of the organizational culture common and the total quality management implementation is high in those commercial banks in Jijel from the perspective of the employees .

-The study revealed the impact with a statistical significance of the organizational culture (group culture, development culture, rational culture, hierarchical culture) on the total quality management in those banks .

**The Recommendations:** the study set some recommendations including:

-The work to build the type of leadership which contributes to instil the core values and beliefs of the organizational culture as a model to motivate staff and support innovation and to alert workers towards the better.

-The work to promote a development and group culture on the commercial banks in Jijel for its importance in commitment to change through an environment supporting the empowerment of workers and strengthening the team spirit to create new ideas.

-The need to recognize the top management of the commercial banks in Jijel and that total quality management can achieve tangible advantages.moreover,getting the benefits of the total quality management implementation to benefit the organisation through the development of a comprehensive quality policy, promoting a quality culture among employees, and improving their skills, and providing a clear strategic vision for the organisation.

-Top management of those banks need to be fully committed and supportive of the total quality management efforts. Leaders must create a vision and inspire their employees to achieve the organisation's objectives, change its culture and look towards a process of continuous improvement.

-Preparing field studies on the concept of the total quality management in order to spread the quality culture to all employees of those banks.

-The continuous improvement is an important factor in the total quality management in those banks. This factor need to be given further consideration for constant improvement to products, services, so that it yields improved value to customers.

-The proposed model in this study provides an opportunity for further empirical studies into the possibility of applying it in the in other sectors.

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