



## THE REALITY AND LIMITS OF QUALITY CULTURE

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### Abstract.

Continuous improvement, utilization of data and **decision-making** are essential elements of a quality culture, which encourages the provision of continuous training, development of employees, the use of **quality management** tools and techniques to **analyze data** and identify **opportunities** for improvement. It also encourages personal responsibility and promotes transparency and trust among all members of the organization

Accordingly, this study aims to clarify the term **quality culture**, which represents a comprehensive approach to management and work in organizations, aiming to achieve quality in all aspects of work and operations. It includes principles, values and practices that focus on improving **performance**, achieving excellence, meeting the needs of **customers** and **partners**.

Through the study, we concluded that the culture of quality is considered as a basis for achieving excellence and continuity in business and sustainable success in institutions. It is not just a fleeting strategy, but an integrated approach that requires commitment, motivation and evasion of reality, starting from the top leadership to the lowest levels of the organization.

**Keywords:** making decisions, quality culture, quality management, analyze data, opportunities, performance, customers, partners.

### Introduction:

Quality is vital in various fields including manufacturing, services, education, health, public sector, and private sector by promoting thinking and practices that strive for excellent performance and excellence in all aspects.

It is more than just meeting basic requirements, it requires additional efforts to improve processes, increase customer satisfaction and drive innovation.

Quality culture includes concepts and ideas such as sustainability, continuous improvement, process management, customer satisfaction, and employee engagement. However, it must be present at all levels of the organization, from the top management down to every individual working in the organization.

### ➤ *Problem statement and research questions:*

In light of the above, we tried through our research to introduce the concept of quality culture, by identifying the most important aspects that should be focused on when spreading this culture in various fields;

To achieve this, we decided to raise the following main problem:

### **What is the reality of the quality culture in various fields?**

To answer the previous main problem, we ask a number of sub-questions:

- What is meant by quality culture?
- What are the important quality criteria?
- What are the important elements of a quality culture?

➤ Search divisions:

We divided this study into a number of points represented in:

1. Definition of quality culture;
2. Basic shifts towards a quality culture;
3. The most important quality criteria;
4. Fundamentals of implementing a quality culture;
5. Elements of a quality culture;

➤ Methodology of study:

In our research, we used the descriptive method to clarify the term of quality culture.

➤ Previous studies:

- **“CHIHANI Sihem, An introduction to the culture of total quality in public organizations, university of Algiers, 2022”:**

This study aimed to identify the components and principles on which the culture of total quality is based in public organizations, where the change in it to this model depends on creating an organizational culture that is consistent with its environment, specificity and supports the continuation of work in accordance with the characteristics of total quality management, by defining the concept of public organizations, the mechanism of work in it and showing the importance of change in its management and factors for building a culture of total quality in public organizations and finally putting the most important elements of a culture of quality in public organizations;

- **“AMIRI Hanaa, AOUMER Fatima Zohra, the reality of the application of total quality management in the economic enterprise, university of SAIDA, 2015”:**

This study aims to know the extent of the application of total quality management in the Algerian public economic corporation, through a statistical and econometric study on a sample of 80 workers from a community of 267 workers in Saida Cement Corporation.

After studying and analyzing the results, the researchers concluded that there is a partial application of total quality within this economic institution, and this is due to the absence of a culture of total quality within the institution, which is an explanatory variable along with the variable of workers' commitment to applying total quality.

#### **1. Definition of quality culture:**

The quality culture refers to the goal of an organization and its members to permanently ensure and sustainably develop quality. However, the word contains an organizational cultural contradiction,

The concept of quality is usually defined top-down by organizational management, The term “culture,” on the other hand, refers to a bottom-up process,

Accordingly, quality culture includes perspectives from management that incorporate cultural aspects from the workforce. In concrete terms, quality culture means creating a culture of trust, participation and communication in which quality goals are underpinned by employee participation. (SAOUAF & ISMAIL, 2011, p. 81)

**Fig.1. basics of quality culture**



**Source:** by researchers

## 2. Basic shifts towards a quality culture:

Through the following table, we have compared the traditional culture in organizations with the quality culture (AMIRI & AOUMER, 2018, p. 20):

**Tabl.1.** Comparing traditional culture with quality culture

N	areas of comparison	traditional culture	Quality culture
01	Organizational Chart	pyramidal	Horizontal
02	Decision making	Non-institutional / centralized	Decentralized/institutionalized
03	work nature	Focus on results	Focus on processes and systems
04	Method of measurement	used to judge the results	used to make development
05	planning	short term	Long term

**Source:** by researchers

## 3. The most important quality criteria:

Here are some important standards of quality in various fields (NAGHI, ISMAIL, BATAL, & ASSAF, 2020, pp. 107-108):

❖ Conformity: It means that the product or service meets the specified specifications and standards:

- The product or service must match what was agreed upon and what customers expect.

❖ Efficiency: Refers to the ability of a product or service to perform its functions effectively and with high performance:

- The product must be resource, time and energy efficient, and the service must be prompt and efficient in meeting customer needs.

❖ ***Reliability:*** The ability of a product or service to perform its functions correctly and reliably over time. Customers rely on products and services that are reliable and operate continuously without major downtime.

❖ ***Safety:*** Refers to the ability of a product or service to provide a safe environment for users. Products and services must comply with security standards and be free from harmful risks.

❖ ***Customer Satisfaction:*** Refers to the ability of a product or service to fully meet customer expectations and needs. The quality should be satisfactory to the customers and they should be satisfied with the products and services they get.

❖ ***Innovation:*** Refers to the ability of a product or service to offer something new or unique. Products and services must be competitive in the market by innovating and offering new benefits to customers.

❖ ***Sustainability:*** refers to the ability of a product or service to survive and maintain quality over the long term, taking into account environmental and social impact. Products and services must be designed in sustainable ways and be recyclable or reusable

#### **4. Fundamentals of implementing a quality culture:**

The application of quality requires, the adoption of many methods and practices related to quality management.

Here are some basic steps that can be followed to achieve quality in products or services (BEN SAADOUN & KHALDI, 2010, pp. 710-712):

❖ **Setting quality objectives:** Quality objectives and standards to be achieved must be defined. These targets are set based on customer needs and market requirements.

❖ **Quality planning:** A comprehensive quality assurance plan is developed throughout the process, from design to delivery of the product or service. This includes defining standards and specifications and establishing control and testing steps.

❖ **Quality Assurance:** Procedures and practices are put in place to ensure that products or services meet specified quality standards. This includes the use of techniques such as inspection, process control and total quality management.

❖ **Quality Control:** Control and control steps are defined to ensure that quality standards are met throughout the production or service delivery process. This includes performance monitoring, quality control and verification of compliance with standards.

❖ **Continuous Improvement:** Emphasis is placed on continually improving quality through analysis of data and feedback and application of techniques such as Total Quality Management and continuous improvement tools such as PDCA (Plan-Do-Check-Act).

❖ **Training and awareness of employees:** Education and training of employees is an essential part of achieving quality. Training must be provided

#### **5. Elements of a quality culture:**

The culture of total quality depends on basic elements that must be available for the implementation of the quality system in educational institutions, which are (BOUKAFA, 2015, pp. 103-106):

- Information quality, availability, good and effective use.
- Formation of the Quality Council, whose objective is to distribute powers to qualified individuals; perform specific responsibilities.
- Reward for the results achieved through a system of material and moral incentives.
- Teamwork (working in a team).
- Feeling safe for workers in their jobs.
- Fairness in the payment of salaries and wages.
- The prevalence of clarity and fairness in the treatment because it guarantees the effectiveness of the workers.

### **Conclusion:**

Through all that we presented in this presentation, we conclude that it is necessary to work to establish a culture of quality in public organizations, which would work on a behavioral guide for workers and management for implementation. Public organizations need to create a culture in the workplace to become an environment that enables workers to participate in Quality programs and continuous improvement projects.

The dissemination and promotion of the culture of quality needs to bring about a broad change that includes the physical, organizational, human and informational elements in the organizations, and this is to enable them to accept the new concepts of quality and achieve their goals. For this, the culture of quality in these organizations must work on:

- Considering quality as a self-behavior that is reinforced by self-censorship that translates into a daily behavior that is rooted in the distribution of booklets and publications and the holding of lectures and seminars related to it.
- Activating decentralization, delegation of authority, and horizontal communications. The flexible method of work, participation, and teamwork would make the implementation of total quality successful in public organizations.
- Work to enhance the sense of belonging and pride in representing the organization in front of the beneficiaries and acting responsibly sincerely in accordance with the comprehensive quality policies that work to achieve beneficiary satisfaction.
- Developing a guide that explains the policies of quality programs, work procedures, the type and level of required service, as well as the existence of measurable criteria for controlling the quality of performance, which helps in creating more serious work patterns oriented towards efficiency, productivity and achievement.

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