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أصرح بشرفي أنني ألتزم بمراعاة المعايير العلمية والمنهجية ومعايير الأخلاقيات المهنية والنزاهة الأكاديمية المطلوبة في إنجاز البحث وفق ما ينصه القرار رقم 1082 المؤرخ في 27 ديسمبر 2020 المحدد للقواعد المتعلقة بالوقاية من السرقة العلمية ومكافحتها.

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**The Impact of Total Quality Management on the Strategic Orientation of
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**In Partial Fulfillment of the Requirements for the Award of Master of
Strategic Management**

Mohamed Khider University, Biskra

2024

DEDICATION

(أما بنعمة ربك فحدث)

سأتحدث عن أعظم نعمة لي، قد أنعم الله علي بها

الى سكان قلبي....

الى رجل الكفاح، الى من أفني زهرة شبابه في تربية أبنائه، الى من كله الله بالهبة والوقار، الى من احمل اسمه بكل افتخار

..... والدي الحبيب.

الى القلب النابض، الى رمز الحنان والحب والتضحية، الى من كانت دعواتها الصادقة سر نجاحي

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الى الطفولة التي ملأت عالمي، وأبهجت جوارحي

.... اخوتي الأعزاء.

(وَآخِرُ دَعْوَاهُمْ أَنِ الْحَمْدُ لِلَّهِ رَبِّ الْعَالَمِينَ)

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ABSTRACT

This study examines the impact of Total Quality Management (TQM) on the strategic orientation of organisations. The Biskria Cement Company is chosen as a case study. The research analyses TQM dimensions such as customer focus, continuous improvement, employee involvement, and top management support and their effect on strategic orientations, including market orientation, entrepreneurial orientation, technological orientation, and learning orientation. Data was gathered through interviews with the Quality Management Department manager. This approach was necessitated by the company's policy, which restricted us from interviewing or dealing with other departments, deeming it sufficient to interview the TQM manager. Despite these constraints, the manager provided comprehensive insights due to their deep understanding of TQM implementation and its strategic implications. The study reveals significant findings that highlight the positive impact of TQM on the company's strategic direction. The study concludes with suggestions for educational courses and training programmes to enhance staff competencies and improve the company's overall performance.

Keywords: Total Quality Management, Customer Focus, Continuous Improvement, Employee Involvement, Strategic Orientation, Learning Orientation.

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CHAPTER ONE

1.1 Introduction

There is no doubt that organisations nowadays face countless challenges and obstacles every day due to the continuous change in the environment and environmental problems such as increased and fierce competition, significant technological progress, high-quality requirements, and other difficulties, which makes the ability to address these challenges difficult to deal with most of the time. Therefore, strategic orientation has become a necessary tool, as it is considered one of the modern administrative concepts that modern organisations are concerned with as a new framework.

The strategic orientation looks to achieve the goals set by the organisation by following the route it specified, which only comes about through the organisation's understanding and awareness of its reality. That is by studying its internal environment to find its strengths and weaknesses and its external environment to identify the opportunities and threats surrounding it. Institutions today live in a state of interaction between themselves and their internal and external environment, as they naturally influence and are affected by them, in addition to the fact that they are trying hard to exploit these opportunities and avoid threats to achieve success and keep it continuously.

Total quality management is one of the most influential modern concepts in management. TQM is founded on significant principles that aim to confront the challenges imposed by the organization's surroundings so that any organization can adopt them. That is due to its reliance on a management style based on customer focus, continuous improvement, employee involvement, and other principles of total quality management. That increases their capabilities to improve the performance of organizations and enhance their results, especially in organizations that look to obtain the international standards ISO certificate that allows them to enhance their competitive ability, meet the requirements of all customers and interested parties, and improve their image before society.

An organization cannot reach the required quality unless it possesses a strategic orientation that allows it to embody its future vision on the ground and deliver its message to its various administrative levels and outside its internal environment, in addition to achieving its identified goals and highlighting its various values in both its internal and external environments through the application of comprehensive quality management dedicated to its dimensions.

1.2 Background of Study

BISKRIA CEMENT COMPANY

The cement company “BISKRIA CEMENT” is a Joint Stock Company (SPA), created in January 2009. The primary vocation of the company is the production and marketing of cement. It comprises a single entity located at the company’s headquarters. Its shareholders are all Algerian private economic operators. The company Covers an area of one hundred hectares, the cement plant is located 18 km northeast of the capital of the Wilaya of BISKRA, and 5 km south of the commune of BRANIS. It draws its primary raw materials from the Jebel M’hor Mountain for limestone, located approximately 2 km away, and Etaref Mountain for clay, located 15 km away.

BC is a significant milestone in Algeria's industrial landscape, being the first private cement production facility established without a foreign partnership. Launched in 2013, its operations were initiated under the expertise of Chinese and Algerian engineers and technicians, generating approximately 1,000 employment opportunities. This remarkable achievement aligns with the strategic vision of the Amouri complex, which stresses sustained hard work and a commitment to activities that bolster the Algerian national economy. Drawing from its extensive experience in successful investments, such as wage production, where it holds the top rank nationally and across Africa with 20 factories, BC exemplifies industrial prowess. Annually, it produces 2.7 million tons of cement, contributing to a total output of over eleven million tons from the entire complex. Additionally, BC exports around 100,000 tons each year to the United States and Brazil, showcasing its significant international reach.

Vision and Strategy

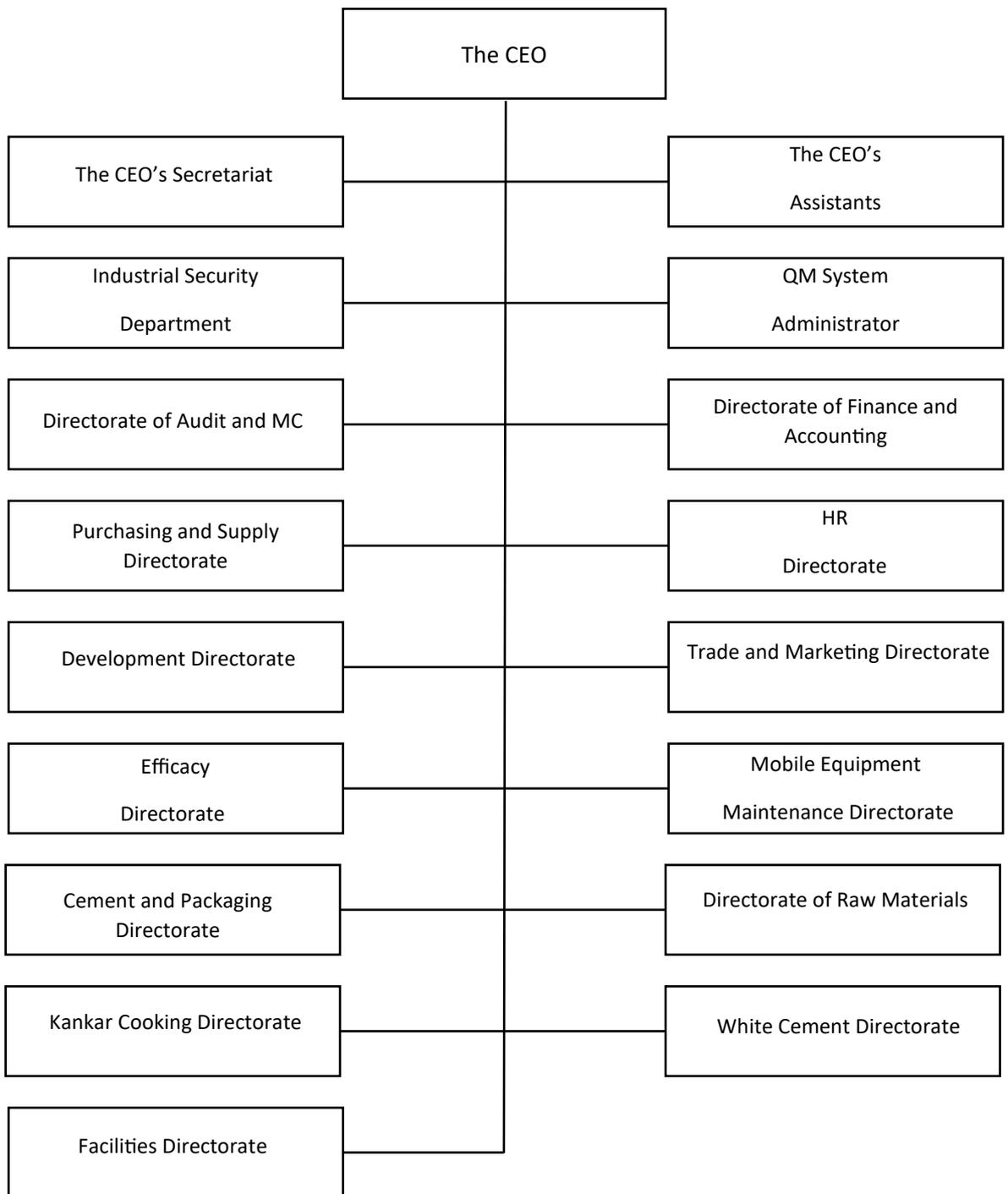
According to its website, BC articulates a vision to emerge as one of the least polluting companies in Algeria, prioritizing comprehensive control over energy

consumption to ensure sustainable development and the preservation of natural resources for future generations. To realize this vision, BC has already initiated actions at the technological selection stage, opting for non-polluting bag filters over the electrostatic filters commonly used in other cement plants. Moving forward, BC aims to implement an environmental management system designed to unify the efforts of its personnel around clearly defined, targeted objectives. Management will periodically evaluate these objectives to foster a culture of continuous improvement in environmental performance.

Furthermore, establishing this industry in the region has significantly reduced unemployment. Beyond this, BC is committed to facilitating the development of ancillary activities that arise from its operations. Additionally, by providing staff training, BC aspires to offer practical knowledge enrichment opportunities for students from the University of Biskra, enhancing their academic and professional development.

The organizational structure

BC, a major cement company, is identified as one of the immense organisations conducting its industrial activities efficiently globally. It is well comprehended that the demand for structured organisation and various managerial competencies increases as an organisation expands. From an organisational standpoint, BC is divided into several directorates. The figures below illustrate the organisational structure, clarifying the strategic and tactical levels and the various relationships among them, thereby reflecting the hierarchical scale of the organisation.



Form (1): the organizational structure of the cement company "BC", made by the students based on the information provided by the organization.

1.3 Statement of Problem

In this section, we aim to elucidate the research problem and precisely the nature of the impact of Total Quality Management (TQM) on strategic orientation. This will be achieved by examining the relationship between the dimensions of TQM: top management support, continuous improvement, employee involvement, and customer focus and strategic orientation.

Given the current competitive landscape, it is evident that quality is a critical strategic factor determining the success of contemporary organisations. Furthermore, raising awareness and promoting the implementation of TQM concepts have become fundamental pillars for gaining competitive advantages. As organisations strive to enhance their competitive positions in local, regional, and international markets, embracing a culture of quality as a strategic option and embracing TQM as a competitive strategy is imperative. TQM, viewed as a modern way of life, transcends the mere implementation of specific programmes. It necessitates an organisation's strategic orientation from the initial step of adopting this approach, integrating this quality-based management philosophy into all aspects of its operations.

Therefore, this study aims to investigate the impact of TQM on strategic orientation by addressing the following primary research question:

Does TQM impact the strategic orientation of the organisation?

1.4 Research Questions

In this study, we will try to answer the main question by answering the following sub-questions first:

- Does customer focus have an impact on strategic orientation?
- Does continuous improvement have an impact on strategic orientation?
- Does employee involvement have an impact on strategic orientation?
- Does top management support have an impact on strategic orientation?

1.5 Research objectives

General Objective:

The main objective of this study is to determine and highlight how total quality management impacts strategic orientation.

Clarifying the concepts of total quality management and the strategic orientation involved in the variables.

- Studying the relationship between total quality management as an independent variable and strategic direction as a dependent variable.
- Show the reality of adopting total quality management in the organisation under study.
- Show the effects of total quality management on the strategic orientation of the organisation under study.

1.6 Hypothesis

- **H0:** TQM impacts the organisation's strategic orientation.
- **H1:** Customer focus does have an impact on strategic orientation.
- **H2:** Continuous improvement does have an impact on strategic orientation.
- **H3:** Employee involvement does have an impact on strategic orientation.
- **H4:** Top management support does have an impact on strategic orientation.

1.7 Justification for the Study

Algeria faces a significant challenge due to the need for more interest among Algerian organisations in adopting Total Quality Management (TQM) and aligning it with their strategic orientation. Therefore, this study aims to make a valuable scientific contribution by demonstrating to institutions, in conjunction with previous research, the critical importance of embracing TQM. This approach is essential for ensuring organisational survival and preparedness for future developments, particularly those related to economic changes or the opening of the Algerian market to global competition. TQM enables organisations to compete on quality and maintain their market position.

The significance of this study lies in its effort to establish a connection between TQM and strategic orientation, focusing on the determinants that represent the dimensions of both concepts. Additionally, the study seeks to explore and analyse the perspectives of organisational frameworks regarding the impact of TQM on strategic orientation from various angles: customer focus, continuous improvement, employee involvement, and top management support.

1.8 Definition of Terms

Quality: Quality refers to the extent to which an object or entity (e.g., process, product, or service) meets a specified set of attributes or requirements (Juran, 1999).

Total Quality Management (TQM): TQM involves the active participation of an organisation's managers and employees in ensuring that its products and services meet high standards and are precisely as designed (Oakland, 2014).

Customer Focus: Customer focus is a strategy that prioritises customers' needs. Customer-focused businesses cultivate an organisational culture that enhances customer satisfaction and fosters strong customer relationships (Kotler & Keller, 2016).

Continuous Improvement: Continuous improvement is making regular, incremental changes and enhancements to an organisation's products, services, and processes rather than a few substantial changes (Imai, 1986).

Employee Involvement: Employee involvement refers to how employees participate in decision-making, planning, and ensuring the quality of work (Lawler et al., 1992).

Top Management: Top management refers to the most senior staff of an organisation or business, including the heads of various divisions or departments, led by the chief executive. It is distinct from middle management (Mintzberg, 1979).

Vision: Vision encompasses the perceptions or directions regarding what the organisation should become in the distant future. It represents a mental picture of desired goals that cannot be achieved in the present circumstances (Collins & Porras, 1996).

Mission: Mission refers to the purpose or reason for the organisation's existence in a particular environment. It is a written document that serves as the

organisation's constitution and essential guide for all efforts and decisions (Bart, 1997).

Objectives: Objectives are the specific outputs identified and set by the organisation, which it strives to achieve through various means (Drucker, 1954).

Values: Values are fundamental components of the organisation's strategic direction. They are of significant importance to strategic managers and employees, playing a crucial role in directing and shaping the strategic behaviour of managers within business organisations (Deal & Kennedy, 1982).

Strategic Orientation: Strategic orientation integrates long-term visions and broad concepts into daily operations. At the lower levels, it involves a basic understanding of strategies. In contrast, at the highest levels, it encompasses sophisticated knowledge of how the broader environment influences strategies and how these, in turn, determine various actions and scenarios (Venkatraman, 1989).

CHAPTER TWO

LITERATURE REVIEW

2.1 Concept of Total Quality Management

In the contemporary dynamic and fiercely competitive landscape of business, Total Quality Management (TQM) has emerged as an indispensable concept for achieving success. TQM embodies a philosophy centered on perpetual enhancement across all operational dimensions to attain optimal customer satisfaction. The acknowledgment of quality as a strategic advantage for securing a competitive edge has spurred the embrace of the Total Quality Management philosophy. This ethos is grounded in a collection of quality-centric principles that entail the seamless integration of all pertinent organizational activities and functions to realize a discernible quality standard. Consequently, quality is vested as a collective responsibility within the organization, thereby maximizing organizational performance.

The definition of this concept has increased, with each interpretation imbued with significance reflecting the researcher's perspective, diligence, and methodology. However, this variety of definitions has neither impacted nor altered the fundamental concept of quality and its essence. GHOBADIAN & GALLEAR's definition of TQM involves a structured effort aimed at redirecting the organization's behavior, planning, and operational methods toward fostering a culture driven by employees, problem-solving, customer satisfaction, open-mindedness, and freedom from fear. Moreover, the organization's business strategies revolve around the pursuit of continuous improvement, decentralization of decision-making, elimination of functional barriers, eradication of error sources, promotion of teamwork, and making decisions based on factual evidence. (GHOBADIAN & GALLEAR, 1995, p. 91) During the 1950s, there was a growing emphasis on quality control methods in Japan, largely driven by the country's economic prosperity. This prosperity was a result of Japan adopting Dr. Deming's quality methodology. Dr. Deming (an esteemed American figure known as "the father of quality") developed (TQM) in the 1930s following World War II intending to improve the quality of both goods and services. Thus, it can be confidently stated that quality management exerts a significant and positive influence on organizational performance. (Dawood, 2013, p. 337)

Based on the above, we can say that the concept of total quality management (TQM) encapsulates a multifaceted approach to organizational improvement, encompassing elements such as employee engagement, problem-solving, customer satisfaction, and a culture of continuous enhancement. It emphasizes the importance of structured efforts to redirect organizational behavior and operational methods toward quality-driven practices. TQM involves strategies like decentralization of decision-making, teamwork promotion, and reliance on factual evidence for decision-making. This concept traces its roots to the post-World War II era, notably in Japan, where the adoption of Dr. Deming's quality methodology spurred economic prosperity. Despite various interpretations, the essence of quality management remains consistent, emphasizing the pursuit of excellence and the elimination of error sources to enhance organizational performance.

Definitions related to total quality management:

The adjective “total” shows company-wide application; thus, TQM conveys the basic message of a quality system embracing the entire organization and everyone in the organization more successfully. The use of the word “total” when coupled with the term quality management, provides recognition of the fact that TQM is not an activity or even philosophy that can be confined to certain organizational processes TQM therefore implies the cooperation of everyone in the organization and associated business processes is needed to produce product or service which meet and hopefully exceed the needs and expectations of customers. (Olusegun & Ajayi, 2021, p. 50) Total refers to the involvement and input of everyone. (Mishra, Total Quality Management, 17 déc 2020, p. 3)

Quality is undoubtedly the most widely used concept as a means of promoting services and programs. It is enough to convince us, to think of the multiplicity of customer services and the various surveys of the population. and it is undoubtedly the mantra most often repeated among managers and business leaders (Bouchard, 1998, p. 28) that is defined as performance or conformance at an acceptable cost. (M.Charantimath., Total Quality Management, 2011, p. 5) and it is the totality of features and characteristics of a product or service that bear on its ability to satisfy customers' stated or implied needs. (MADAN, 2006, p. 24) and it is a customer's determination, not a manufacturer's. The modern view of quality is that products

should satisfy the customer's needs and expectations continuously. This new concept of quality calls for:

- Well-designed products that are perfectly functional the first time.
- Prompt the satisfaction of customer expectations.
- Excellence service.
- Absolute empathy with customers (MADAN, 2006, p. 21)

Quality means the fitness for purpose and Conformance to requirements. (Ahmed, 2017, p. 313) Conformance to the requirements (meeting customer requirements). (M.Charantimath., Total Quality Management, 2011, p. 58) refers to a parameter that decides the superiority or inferiority of a product or service and an attribute that differentiates a product or service from its competitor. In health care, quality is usually understood in the context of clinical quality, and an implicit distinction is drawn between managerial and clinical activity. Management refers to the way we act operate & manage it. (Mishra, Total Quality Management, 17 déc 2020, p. 3)

The total quality concept as a business strategy grew in popularity in the United States in the late 1980s and early 1990s. However, individual elements of the concept such as team building, problem-solving tools, statistical process control, design of experiments, customer service, and process documentation have been used by some organizations for years. Total quality management (TQM) is the integration of all functions and processes within an organization to achieve continuous improvement of the quality of goods and services. The goal is customer satisfaction. (Vincent k. Omachonu, 2004, p. 3) TQ is a description of the attitude, culture, and organization of a company that strives to provide customers with products and services that satisfy their needs. The culture mandates quality in all aspects of the company's operations, with processes being done right the first time every time and defects and waste eradicated from operations. (M.Charantimath., Total Quality Management, 2011, p. 67)

Total Quality Management is a customer-oriented management philosophy that focuses on quality for continuous improvement. (E & Rogers, Implementation of Total Quality Management: A Comprehensive training program, 1996, p. 34)

The TQM philosophy provides the overall concept that fosters continuous improvement in organizations. Continuous improvements can be achieved through internal and external quality improvements. TQM calls for a cultural transformation that requires employee involvement at all levels and a spirit of teamwork among customers, suppliers, employees, and managers. Employee involvement, participation, and empowerment form the cornerstones of TQM. (Ahmed, 2017, p. 313)

Quality is the excellence or fineness of any process, product, or system and is measured against recognized standards of merit for such items and the needs of the product's end-users and other stakeholders. TQM is the outcome of a revolution in quality management techniques. TQM has three main keywords: total, quality, and management. Total refers to the consideration of everyone, quality refers to meeting their demands and management implies commitment from everyone. Thus, it is not an isolated process but a team approach to meet quality requirements. (Riaz, et al., 2023, p. 2)

TQM is a way of thinking about the goals, process, and people to ensure that the right things are done right the first time by improving effectiveness and flexibility in the whole organization. TQM is a system behavior that embraces everyone within an organization and determines their relationships with the customers, suppliers, competitors, society, and the environment. (Olusegun & Ajayi, 2021, p. 50)

Given the preceding information, we can define Total Quality Management (TQM) as a scientific approach aimed at enhancing organizational performance and employee satisfaction. This is achieved by fulfilling customer needs and expectations through ongoing improvement, employee training, and customer engagement at every stage of work.

2.2 Importance of Total Quality Management

Total Quality Management (TQM) is a management approach that focuses on continuously improving the quality of products and services to meet or exceed customer expectations. Its importance lies in its ability to enhance organizational

performance, increase customer satisfaction, and drive innovation. The following points highlight the importance of TQM:

- **Enhanced Customer Satisfaction:** TQM emphasizes understanding customer needs and delivering products and services that consistently meet or exceed those needs. This leads to increased customer satisfaction and loyalty, ultimately resulting in repeat business and positive word-of-mouth referrals. (John S. Oakland, 2014)
- **Improved Organizational Performance:** By focusing on quality at every level of the organization, TQM helps streamline processes, reduce waste, and enhance efficiency. This results in improved productivity, reduced costs, and higher profitability, ultimately contributing to overall organizational success. (Hesham Magd, 2020, pp. 2778-2779)
- **Employee Involvement and Empowerment:** TQM promotes a culture of continuous improvement where employees are actively engaged in identifying problems, suggesting solutions, and implementing changes. This not only leads to better quality outcomes but also fosters a sense of ownership and commitment among employees. (John S. Oakland, 2014)
- **Supplier Relationships:** TQM encourages collaboration with suppliers to ensure the quality of inputs and materials. By collaborating closely with suppliers and establishing mutually beneficial relationships, organizations can improve the quality of their products and services while reducing costs and lead times. (David L. Goetsch, 2014)
- **Continuous Improvement and Innovation:** TQM fosters a culture of continuous learning and innovation by encouraging experimentation, risk-taking, and the pursuit of excellence. This leads to the development of new processes, products, and services that can provide a competitive advantage in the marketplace. (James R. Evans, 2016)

- **Strategic Alignment:** TQM aligns quality goals with overall business objectives, ensuring that quality initiatives support the organization's strategic direction. By integrating quality management into strategic planning processes, organizations can achieve long-term success and sustainable competitive advantage. (Dale B. G, 2003)

In conclusion, Total Quality Management is essential for organizations seeking to achieve excellence in their products, services, and processes. By focusing on customer satisfaction, continuous improvement, employee involvement, supplier relationships, and strategic alignment, TQM enables organizations to thrive in today's competitive business environment.

2.3 Features and Objectives of Total Quality Management



Form (2): (رزيق و نصيرة، 2009، صفحة 129)

To manage the overall quality of a management organization's objectives when applying and operationalizing its practice and mechanisms, the most important of which are:

- Do the right things right the first time, every time.
- Concentrate on the customer & and be customer-focused.
- Communicate and educate.
- Train the workforce.
- Measure and record.
- Involvement of top management.
- Introducing teamwork.
- Organize by process, not by function.
- To provide high-quality drug products to patients or prescribers.
- Process improvement.
- Defect prevention.
- Helping teams to make better decisions.
- Continuous improvements to processes systems, people, suppliers, partners, products, and services. (Mishra, Total Quality Management, 17 déc 2020, pp. 2-6)

2.4 Implementation of Total Quality Management

The dictionary defines implementation as the process of putting a decision or plan into execution.

For successfully implementing TQM, some requirements are necessary to achieve it:

2.4.1 Top management support and reinforcement of TQM programs

Decisions that are related to quality are considered strategic decisions. Therefore, the commitment of top management to support and develop it, as well as activate the movement of those responsible for it, is one of the elemental tasks that lead to the success of the targeted system. The following aspects stand for the commitment of top management:

- Promoting quality culture.
- Enhancing and developing employees' capabilities in their performance.
- Providing a clear strategic vision for the organization and its goals.

2.4.2 Organizational Environment

Providing the appropriate organizational environment achieves outstanding success for Total Quality Management, as it means that top management must prepare and train the organization's employees at all levels psychologically to accept and adopt the concepts of TQM from the very beginning, as this contributes to revitalizing their performance and reduces their resistance to change. It also provides ways to deliver the resources and facilities needed for a successful Total Quality Management System implementation.

2.4.3 Human Resources Effective Management

The human resource setting is one of the most influential elements that ensure the continuity of the success of TQM, which requires that it be the subject of care and attention, and this is done through effective management of it in all its aspects, starting with establishing a selection and assignment system, filling jobs and evaluating performance, training programs, continuous motivation methods, teams building, and finally participation, cooperation, and empowerment, as it is considered one of the most important means of gaining the trust and loyalty of the individual within the organization.

2.4.3 Information system and feedback

The information system is one of the fundamental pillars required by total quality management as it is one of the most significant factors for achieving the success of the organization, especially since providing standards and measures of importance to quality has a significant impact on achieving organizational goals as making the right decisions is linked closely to delivering the correct data and information which targeted success highly requires, as well as continuity of

improvement and development which is coupled effectively with information flow. Also, feedback allows the principles of TQM to grow and flourish. Therefore, success in obtaining feedback at the proper time contributed to increasing the chances of success magnificently. (خنشور جمال، 2011، الصفحات 310-311)
(311)

2.5 ISO standard specifications

There is an overlap between Total Quality Management and international standards ISO 9000. In terms of the existing relationship between them and the aspects of difference and similarities that they share, in addition to which of them comes first in the application. Based on this, we will show the concept of ISO and clarify the relationship between ISO 9000 and Total Quality Management.

2.5.1 Definition of ISO 9000 specifications.

Most organizations seek prevailing competition, considering the quality system ISO 9000 is one of the most substantial systems institutions seek to adopt. We find that its definition has received grand attention from many researchers, including Russell Shack and others who defined the quality system ISO 9000 as a set of specifications that secure the requirements for quality systems in various institutions, as well as a description of human behavior that requires following specific production methods, and observing conditions required by production methods, governing the method and actions to ensure that production is at a predetermined degree.

It is also known as an international standard that decides the essential requirements for setting up and implementing an effective quality management system in any establishment. These ISO specifications are all designed to suit various institutions, whether production or service, small or big, to help them implement the quality management system effectively. In this regard, we find a series of international specifications (ISO) linked to quality management systems that include:

- (ISO 9000): Quality management systems connected to basic principles and vocabulary.
- (ISO 9001): Quality management systems related to the conditions or requirements that the organization must meet.
- (ISO 9004): Quality management systems related to guidelines for improving performance.

Therefore, we can say that the ISO 9000 specification is a series of integrated specifications issued by the International Organization for Standardization, establishing a set of critical requirements and guidelines as the ground for a quality management system directed to all types of institutions, seeking to provide products that match specific requirements to achieve the level of outstanding performance at a high-quality level. (عبدة سناء، 2020، صفحة 28)

2.5.2 The importance and benefits of implementing the ISO 9000 specifications.

To provide solid foundations to ensure their sustainability and improve their performance, organizations rely on the ISO 9000 quality system as a strategic decision, and its importance and benefits are the following:

- Achieving global profitability for the organization through improvement and development in productivity and quality to earn a suitable market position, stability, and consistency in business activity.
- The possibility of obtaining market share at the local and global levels, as the ISO 9000 conformity certificate would grant the organization new market prospects globally.
- Continuing to fulfill the global quality of products and services that would contribute effectively to the continuous development and improvement of their quality.
- Giving global confidence to the organization to remain in the markets and the ability to continue implementing ways to adhere to consistent specifications with the customers' needs.

- Achieving effective control methods for all activities performed in the organization, controlling all operational and production processes, and meeting the set goals. (مريم فارس، 2017، صفحة 29)

2.5.3 The relationship between ISO 9000 specifications and total quality management

Obtaining a certificate of conformity is not the organization's goal. Instead, it is a means the organization uses to raise the general level of its performance, achieve customer satisfaction, and comprehensive development for an organization that confirms the concept of Total Quality. Total Quality Management is an entry point for comprehensive and continuous development of performance, as it is the responsibility of all members within the organization. It aims to achieve customer satisfaction, reduce costs, and increase market share by spreading quality throughout all stages of operation, starting with dealing with the supplier and ending with the customer. As for ISO 9000. it is a specific, globally agreed-upon specification that facilitates the assessment of the extent of conformity to the organization's performance, which is difficult with total quality management, as (supplier/customer) is the relationship it is fundamentally based on, which is a complement to the orientation of management and workers.

So, we find that ISO standards connect to Total Quality Management through the following points:

- The ISO standard specifications express quality management from the customer's point of view, so total quality management stems from the supplier's point of view. Unlike ISO, Total Quality Management goes beyond customer expectations.
- The focus of comprehensive quality management on raising the effectiveness and efficiency of the organization's operations comprehensively and continuously to satisfy customers makes up a point of compatibility with ISO specifications.
- The focus of ISO specifications on documentation and continuous assessment contributes to improving quality management and assurance

systems, which increases interest in ceaseless development as well as the whole operation of the system.

Therefore, the ISO 9000 specifications stand for a quality system based on documented specifications and focus on conforming to these specifications. Meanwhile, Total Quality Management is quality management from a comprehensive perspective, as it covers and achieves quality in all areas of the organization. (عبدة سناء، 2020، الصفحات 29-30)

2.5.4 The difference between ISO 9000 and total quality management

We found that the ISO system differs from the Total Quality Management system in terms of the following aspects:

- Caring for the customer does not receive sufficient attention in the ISO system. Meanwhile, customer satisfaction is one of the primary foundations of Total Quality Management by focusing on satisfying their various needs and desires.
- Total quality is more comprehensive than ISO, as a large part of Total quality gets to be tied to work ethics, atmosphere, and the concepts of teamwork. It is a philosophy, intellectual direction, and a new organizational culture that seeks continuous improvement. While the ISO certificate focuses on the various elements of the standard and the extent of commitment to its application and documentation, the approaches for achieving it are necessary to conduct total quality management but are not a substitute for it.
- The ISO system stands for a quality system based on documented specifications. It includes agreed-upon international quality standards that are of a general and global nature that are not exact to a specific institution. As for comprehensive quality management, although its foundations are all-around, its application varies from one institution to another.
- Most organizations that have obtained the ISO certificate aim to deal indirectly with the customer, and that is by applying international quality standards in their goods or services, While the organizations that adopt

Total Quality Management aim to deal directly with customers through field studies of their needs and wants and work to provide them.

- The International Organization for Standardization (ISO) conducts a frequent inspection of organizations that have obtained the ISO certificate to ensure their compliance with the specifications of this certificate. This organization compels these organizations to make changes under the amendments it decides. At the same time, there is greater independence among institutions that apply the comprehensive quality management system and have complete freedom to Edit, add, and cancel changes that suit you.
- ISO certification is necessary for small enterprises that want to enter the global or regional market. Only large global enterprises have passed this stage and are now looking to deal with customers directly considering the intense competition locally and globally.
- The application of total quality management differs from one organization to another since each one has its own model. Meanwhile, all the organizations that have obtained the ISO certificate apply the same general and not specific rules. As is the case with Total Quality Management.

From the above, we can say that ISO is not a system for Total Quality Management but rather a system for ensuring and assuring quality, which is the ground for implementing the Total Quality Management system. That means that starting to apply the principles and concepts of TQM would lead to obtaining ISO as the organization that implements the Total Quality Management system would only need to make tiny modifications to achieve ISO. (خنشور جمال، 2011، الصفحات (319-317)

2.6 Dimensions of Total Quality Management

It is known in the field of management that the most significant dimensions of TQM, according to some researchers, are those that are impalpable as well as behavioral and known as the soft variables since they consist of customer focus, human resources, and leadership as these dimensions are unseen but have a direct impact on the performance of the company. After a comprehensive literature review, it became clear that most researchers evaluate TQM through six dimensions: strategic planning, leadership, information and analysis, customer

focus, process management, and people management. However, according to “Curkovic” and others (2000), the most successful dimensions of TQM are customer focus, employee empowerment, and top support.

Due to the inconsistency in the earlier research, “Shenawy” and others (2007) argue that no research defined the exact key dimensions of TQM since it is difficult to single out them. Nevertheless, most researchers agree that the most noteworthy dimensions of TQM are customer focus, continuous improvement, employee involvement, and top management support. These influential dimensions of TQM are what this study uses to explore the Impact of Total Quality Management on the Strategic Orientation of an Organization. (Mehmood, Qadeer, & Ahmad, 2014, p. 664)

2.6.1 Customer Focus

What is customer focus?

The concept of "customer focus" means fulfilling the needs and expectations of current and potential customers by designing a comprehensive understanding of customer needs and then providing perceived value to customers. The desired outcomes of a customer-focused strategy are creating value for customers that leads to loyal customers, which in turn leads to business profitability. This focus on the customer has slowly integrated into manufacturing, and we can see it playing a significant role in shaping what TQM aims to do. (Sharabi, 2015, p. 114)

In an organization that adopts the principles of TQM, we find that actions and functions are both built and performed to meet the customer's needs, which also decide their value. This way, they ensure long-term success, as customer satisfaction relates to customer keeping and market share gaining. The importance of this principle is clear by the fact that few TQM depictions do not take account of it, either directly or indirectly. (M.Mar Fuentes-Fuentes, 2006, p. 306)

For an organization to achieve sustained success, it must attract and keep the trust of customers and other interested groups. Every aspect of customer interaction offers an opportunity to create more value for the customer. Comprehending customers and other current interested parties and future essentials contributes to the organization's sustained success.

What are the benefits of customer focus?

We can outline the key benefits of customer focus in a set of points, and they are:

- Increased customer value.
- Increased customer satisfaction.
- Improved customer loyalty.
- Enhanced repeat business.
- Enhanced the reputation of the organization.
- Expanded customer base.
- Increased revenue and market share. (IOS, 2015, p. 2)

2.6.2 Continuous Improvement

Continuous improvement means taking small steps toward improving everything related to the organization's activity since this process is never-ending. The base of this organizational philosophy is the idea that improving things, even if simple but in a permanent way, will achieve success for the organization in its field of business.

Continuous improvement is also known as (Kaizen) in Japan, which is a compound term of two words: (Kai), which means change, and (Zen), which means good. So (Kaizen) means introducing changes that will lead to betterment. The concept of continuous improvement (Kaizen) was not the product of the organization but rather was a culture rooted in the peculiarities of Japanese society, standing for the mental commitment of its individuals to be better and put their best into their work. This culture is the most notable characteristic that distinguishes this society, which makes it difficult for other organizations to imitate. This philosophy has transferred to the organization in the hopes of being able to adapt it in all its internal operations because of its impact on its development and contribution to its success.

Continuous improvement also has two levels in the organization, an internal level and an external one:

- The Internal improvement level is the efficiency and effectiveness in the conducted internal operations by the organization, which includes the best use of resources, qualifications, and training means of working individuals. And the use of effective methods to complete tasks and other mechanisms that would reduce the occurrence of errors in the work and the production of defective products. All of this would keep costs low to the lowest level, which would lead to increased profits.
- The external improvement level is the improvement of anything related to the organization's external customers. This naturally includes delivering a quality product, as well as providing after-sales services, in addition to listening to the customer's voice as feedback information and using it to enhance internal operations. If done appropriately, the organization will be able to satisfy the customer as well as increase the number of customers, which will lead to an increase in market share as well as an increase in profits accordingly.

Since continuous improvement is related to the development of everything related to the main activity of the organization, the greatest goal of adopting it is to achieve complete mastery of everything the organization does, as this is sufficient to make the organization successful and even a pioneer in its field of activity. It is also in addition to the necessity of having an element of continuity in making improvements because the environment must be distinguished by movement and development. Changes in the circumstances and forces surrounding the organization over time force it to adjust conducted tasks, which is the essence of continuous improvement. (عماد سعادي، 2016، الصفحات 71-73)

The benefits of continuous improvement are:

- Improved process performance, organizational capabilities, and customer satisfaction.

- Enhanced focus on root-cause investigation and determination, followed by prevention and corrective actions.
- Enhanced ability to expect and react to internal and external risks and opportunities.
- Enhanced consideration of both incremental and breakthrough improvement.
- Improved use of learning for improvement.
- Enhanced drive for innovation. (IOS, 2015, p. 11)

2.6.3 Employee Involvement

The involvement of the employees (or employee engagement) is considered the bottom line in TQM processes. Such involvement requires that employees assume responsibilities to achieve quality in doing their tasks and, at the same time actively take part in continuous improvement. Participation can improve the quality of products and services in diverse ways: employing self-inspection, which decreases inspection costs and encourages employees to do things right at first through problem-solving techniques or using the employees' motivation and creativity. (M.Mar Fuentes-Fuentes, 2006, p. 307)

For an organization to manage itself effectively and efficiently, it is essential to involve all people at all levels and to respect them as individuals. Recognition, empowerment, and enhancement of competence ease people's engagement in achieving the organization's quality aims.

The benefits of employee involvement include:

- Improved understanding of the organization's quality goals by people in the organization and increased motivation to achieve them.
- Enhanced involvement of people in improvement activities.
- Enhanced personal development, initiatives, and creativity.
- Enhanced people satisfaction.
- Enhanced trust and collaboration throughout the organization.

- Increased attention to shared values and culture throughout the organization. (IOS, 2015, pp. 6-7)

2.6.4 Top Management Support (leadership)

According to Burnes (2008), top management support is the fundamental success factor in any organization. For any project or strategy to succeed, the top managers may have to admit their influence is essential. Thus, top managers must direct the entire Total Quality process to create values, set goals, and develop systems designed to meet customer expectations and enhance organizational performance (KINYOO, 2017, p. 4). Rather than planning, running, and controlling, the management role must be executed at driving, involving, and assessing. Authors agree that the management's main task is to create a comprehensive vision in the hope of incorporating Total Quality as an integrating part of the business and, at once after, implement policies, practices, and structures that tend to be consistent with that mission. (M.Mar Fuentes-Fuentes, 2006, pp. 306-307)

There are many benefits to top Management, among them:

- Increased effectiveness and efficiency in meeting the organization's quality Objectives.
- Better coordination of the organization's processes.
- Improved communication between levels and functions of the organization.
- Development and improvement of the capability of the organization.
- and its people to deliver desired results. (IOS, 2015, p. 4)

2.7 Concept of Strategic Orientation

For organizations, defining their strategic orientation is the starting point of their strategic management processes, as it is the philosophy of organizations that their ambitions to reach peak performance and how they can perform their jobs with a set of values and beliefs. To come to an accurate concept of the organization's

strategic orientation, we will discuss the definitions of various researchers in the field.

The definition of Strategic Orientation is:

To survive and grow in a changing environment, the organization must have the ability to change and keep pace with or anticipate successive changes in the surrounding environment to achieve the transition of its performance to the point of excellence and success. Talking about the strategic direction of the business institution is considered one of the branches of the strategic planning process and falls under the standards of business excellence. There are many concepts of strategic direction, such as the opinion of (Reid & Shunnaq), who define it as the framework that protects the organization so it can invest its resources and creates an appropriate vision for managers that gives them the flexibility to adapt to and confront environmental variables. Some consider it one of the aspects of the strategic management process that focuses on creating a strategic direction through identifying the mission and objectives, evaluating situations and options, and selecting, which is closely related to the strategic thinking and opportunities directed to the strategic planning movement and the possibilities that will get selected for implementation.

Strategic Orientation is one of the changes that affect the performance of organizations. It affects how to execute management and its work. Since it focuses on the organization first, continuously collects information about the needs of the target groups and the competitors' capabilities, and then uses this information to generate added value for the beneficiaries permanently. Some point out that it expresses the method by which strategic objectives are achieved, as it seeks to maximize the positive elements of the organization's operational efficiency, at the same time as it reduces the elements with negative dimensions surrounding its work, meaning that strategic orientations must be directed toward strategic objectives. And it must directly serve the process of achieving it. Others believe that the strategic orientation expresses the long-term benefits that achieve advantage for the organization through its distribution and formation of resources within the business environment and through its fulfillment of the expectations of stakeholders and the satisfaction of their desires. (Mahmood & Hearths) also pointed out that it is a set of attitudes, values, and behaviors. Also, they described it as the vital energy that represents the organization's ability to integrate and build

internal and external competencies and as organizational resources that can improve the success of projects.

Based on the mentioned concepts, we can define strategic direction as The practical, long-term thought that stems from the results of strategic thinking to determine its aspects that guide the organization's management in deciding its strategic goals within the framework of a strategic long-term vision that is the result of an understanding of the capabilities, nature, and ability of the organization to give priority to the goals of organizational survival, social responsibility and growth, as a guide to its resource towards meeting its needs to familiarize the organization with its environment and to justify the legitimacy of its existence. (2020, عبدة سناء, pp. 38-39)

2.8 The Importance of Strategic Orientation

The importance of Strategic Orientation is apparent in renewing the effectiveness and seriousness of commitment to the philosophical and strategic framework of planning work for a set of executive procedures, determined through the directives required to be adopted based on the strategic perspective adopted during a specific period, as (Lau and others) pointed out several points that demonstrate the importance of strategic orientation. Among them are the following: The strategic orientation is based on the depth of understanding, awareness, and interpretation of the external environment and internal resources of the organization by those responsible for drawing up the direction of the organization, as it considers the priority of allocating resources to develop the wealth of shareholders in the organization in the long term and as the ultimate goal, including the direction in the strategic thought of investments and distribution, financial resources and intellectual capital. The strategic orientation reveals the organization's desire to compete strongly in the market and how to prepare to discover and develop new competencies, products, and markets. The various strategic orientations include timely investments of financial resources and human capital.

Liao and Stonebraker state that strategic orientation is a concept that is relatively fixed in nature and reflects a general view of the organization towards its environment, as it shows that strategic direction is a drawing of decision tables that guide the organization's adaptation to its environment and forms internal

policies and procedures. There is a close relationship between strategic orientation, the organization, and the environment around it. That is, when the organization determines its strategic orientation, it considers the external and internal environmental factors that affect it, as well as the process of defining the strategic orientation, which is one of the significant steps in the strategic management process. The importance of determining the strategic orientation lies in that it helps in portraying the organization with its environment, justifying the legitimacy of its existence, and then obtaining approval and support from the environment. It is also a tool for coordinating all efforts in the organization because it is considered an essential axis for achieving effective communication between all levels. Without this communication, organizations can go in any direction, and perhaps the worst behavior is for the organization to move without a renewed mission or goal, meaning that its senior management or owners do not bear the trouble of determining its strategic orientation. So, it is safe to assume that the strategic orientation serves the unity of thinking in the organization. (عبدة 2020 ,سنة, pp. 39-40)

From the above, we can summarize the importance of strategic orientation in the following points:

- Defining the long-term goals and determining the necessary procedures to achieve them.
- Clarifying the organization's goals and direction necessary for its future.
- Unify and coordinate all efforts or departments towards specific goals and objectives.
- Clear focus on strategically important matters and issues.
- Helping managers develop a vision and long-term strategic thinking.
- A good understanding of rapid environmental changes and their impact on the organization's management performance.
- Improving the overall performance of the organization.
- Making managers more responsive and aware of environmental conditions and changes.
- Determine the future directions of the organization.
- Ensuring effective dealing with internal and external variables that affect the organization's performance.
- Developing interaction between managers from different administrative levels when preparing or implementing plans.

- Improving the organization's ability to deal with problems. (ميرنا أبو نجم، 2018، صفحة 8)

2.9 Dimensions of Strategic Orientation

Strategic orientation encompasses a set of fundamental dimensions, the concept of which varies from one researcher to another. Below, we will select four dimensions and try to define them in an attempt to get a better understanding of strategic orientation.

2.9.1 Entrepreneurial Orientation

Entrepreneurial orientation involves the methods, processes, practices, and all the decision-making activities tilting towards creativity and innovation in an organization. (Ndubuisi-Okolo Purity Uzoamaka (Ph.D), 2020, p. 610)

Entrepreneurial orientation as a strategic orientation concerns the entrepreneurial aspects of a firm's strategy. It determines a firm's willingness to stay ahead of its competitors and to take advantage of new opportunities to engage in innovation in an uncertain environment. Entrepreneurial orientation is defined as an organization's willingness to find and accept new opportunities and implement change as a result. It also refers to how organizations capture specific entrepreneurial aspects of decision-making styles, methods, and practices. In other words, entrepreneurial orientation relates to the methods, practices, and decision-making styles that managers use to act entrepreneurially. (Obeidat, 2016, p. 3) Thus, EO may be viewed as the entrepreneurial strategy-making process that key decision-makers use to enact their organizational purpose, sustain their vision, and create competitive advantage. (Frese, January 2009, p. 763)

Entrepreneurial orientation also deserves consideration because it has long been recognized as the key to initiating innovative activities. It promotes values such as being highly proactive toward market opportunities, tolerant of risk, and receptive to innovations. Accordingly, the ability to initiate change, take risks, and

innovate distinguishes entrepreneurial firms. (Kevin Zheng Zhou, April 2005, pp. 45-46)

Entrepreneurial orientation is a firm's tendency to seek new market opportunities, strengthen its status, and be proactive against them. This orientation involves being tolerant of risks and receptive to innovations. Entrepreneurship involves efforts to make raw materials and labor more valuable. Entrepreneurial orientation is considered an organizational level, requiring firms to show marketing dynamism and react to market changes. Qualities of entrepreneurial-oriented firms include being a pacesetter for change, taking risks, and making innovations. (Bingöl, 2015, p. 711)

In light of the preceding, Entrepreneurial orientation encompasses an organization's strategic mindset and behaviors geared toward fostering creativity, innovation, and proactive decision-making. It involves a firm's willingness to identify and seize new opportunities, adapt to change, and stay ahead of competitors in an uncertain environment. This orientation emphasizes values such as proactivity towards market opportunities, risk tolerance, and openness to innovations. It entails a firm's inclination to seek new market prospects, enhance its market position, and exhibit dynamism in responding to market dynamics. Entrepreneurial-oriented firms are characterized by their ability to initiate change, take risks, and drive innovation to create competitive advantage.

2.9.2 Market Orientation

The marketing concept was originally structured in the late 1950s. Marketing was positioned among an organization's top functions, indicating that all the marketing functions need to be integrated and coordinated to maximize profit in the long term. (JASSMY & BHAYA, 2016, p. 201)

Market orientation implies having deep knowledge about our customers and competitors. (Ndubuisi-Okolo Purity Uzoamaka (Ph.D), 2020, p. 610)

Market orientation is regarded as a crucial strategy or capability that helps organizations stay competitive in today's uncertain business environment. Market orientation is considered both a marketing concept and a management strategy. According to various scholars, practitioners, and researchers, market orientation assists in developing marketing knowledge, superior performance, and competitive advantage. (Obeidat, 2016, p. 2) Tarver and Slater view market orientation as consisting of three behavioral components (customer orientation, competitor orientation, and inter-functional coordination) and two decision-making criteria (a long-term focus and a profit focus). (Charles H. Noble, 2002, p. 27)

Market orientation is the set of activities or behaviors relating to market intelligence generation, dissemination, and responsiveness to satisfy their needs and requirements. (Sarabjeet Kour Sudan, 2015, p. 28)

Market orientation is a firm's culture focused on creating value for customers, aiming to gain a competitive advantage. It involves understanding customer expectations and needs, satisfying them, and fostering a sense of worthiness. Market orientation requires sensitivity to market changes and innovation strategies to maintain functionality against market dynamism. It involves introducing new products or services to respond to market conditions, making it an innovative behavior. Market orientation promotes constant customer satisfaction and increased knowledge usage within the firm. (Bingöl, 2015, p. 710)

Therefore, market orientation is a strategic approach within an organization that prioritizes understanding and fulfilling the needs and expectations of customers and competitors. It involves integrating marketing functions and promoting a culture centered on creating value for customers to gain a competitive advantage. This concept emphasizes continuous market intelligence gathering, dissemination, and responsiveness to market changes, promoting innovation and customer satisfaction as key drivers of success.

2.9.3 Learning Orientation

Learning orientation refers to the organization-wide activity of creating and using knowledge to enhance or promote competitive advantages. (Ndubuisi-Okolo Purity Uzoamaka (Ph.D), 2020, p. 610)

Learning orientation in strategic orientation refers to the propensity of an organization to prioritize learning and knowledge acquisition as fundamental components of its strategic decision-making process. It involves a commitment to ongoing experimentation, information gathering, and adaptation to changing environments to improve organizational effectiveness and achieve strategic goals. (Robert W. Ruekert, 1987)

Overall, learning orientation in strategic orientation refers to a mindset or approach within an organization that prioritizes continuous learning, adaptation, and improvement as key drivers of strategic decision-making and performance. It emphasizes the importance of gathering new knowledge, experimenting with different strategies, and actively seeking feedback to enhance organizational capabilities and competitiveness.

2.9.4 Technology Orientation

It is defined as a firm's inclination to introduce or use modern technologies, products, or innovations. It suggests that customer value and the organization's long-term success depend on innovations, technological solutions, products, services, or processes. stated that an organization's technical skills, R&D resources, and technological base can be central in bringing innovative, better-designed products into the market. As a result, a technology-oriented organization is proactive in acquiring modern technology and applying the latest technologies to develop new products/services or supporting applications. Accordingly, it is proposed that a company's technology orientation should lead to the development of more innovative, technologically superior products than those offered by competitors. (Obeidat, 2016, p. 4)

Technology orientation also means that the company can use its technical knowledge to build a new technical solution to answer and meet the new needs of

the users (Xuereb, 1997, p. 78) Technology orientation focuses predominantly on new technologies and thus has direct implications for product innovations. (Kevin Zheng Zhou, Abril2005, p. 45)

Technology orientation is often related to developing skills and processes that allow reacting to changes in technology and is, therefore, extremely relevant in technologically turbulent environments. The rationale is that in such environments, which are characterized by short cycles of innovation, technology orientation should enable firms to better take advantage of the environmental condition. This leads us to suggest that in less competitive contexts, technology orientation is more likely to be adopted under conditions of technology turbulence. (Rohit Deshpande, 2012, p. 632) Technology-oriented enterprises prioritize creativity, invention, and new techniques to guide their activities and strategies. They encourage employee development and adopt a technologically oriented culture. Technological innovation can be effectively used in new methods and technologies if it is adapted by all levels. (Bingöl, 2015, p. 712)

In conclusion, technology orientation pertains to a firm's commitment to integrating and using modern technologies, products, or innovations to enhance customer value and ensure long-term success. This orientation underscores the significance of technological solutions, products, services, and processes in driving organizational growth and competitiveness. A technology-oriented organization proactively invests in getting and applying cutting-edge technology to develop innovative products or services. This focus on technology empowers companies to meet evolving user needs by building new technical solutions and fostering product innovations. In dynamically changing technological landscapes, technology orientation enables firms to swiftly adapt to emerging trends and capitalize on environmental conditions, thereby enabling a culture of creativity, invention, and continual improvement. This strategic emphasis on technology permeates the organization, guiding its activities, strategies, and employee development efforts toward embracing and effectively using new methods and technologies at all levels.

2.10 Strategic Orientation Elements

Researchers disagreed in addressing strategic orientation elements, each researcher identified the elements according to their research vision. The table below shows strategic orientation elements according to the directions of several writers and researchers and according to the chronology.

Table (1): Strategic orientation elements according to a group of researchers and writers:

Philosophy	Competence	goals	Values	Objectives	Mission	Vision		
		*	*	*	*	*	(يوسف، 2017، صفحة 12/10)	1
*		*	*	*	*	*	(الظاهر، 2016، صفحة 5/3)	2
			*	*	*	*	(شين، 2/2017 ،016 صفحة 7/67/61 (78/5)	3
			*		*	*	(الطائي، 2014، صفحة 9/92/91 (7	4
					*		(كيلاني، 2019، صفحة (45	5
				*	*	*	(نجم، 2/2017 ،018 صفحة 1/11/10 (2	6

				*	*	*	(الزريقات ، 2012 ، صفحة 28/286 (7	7
					*	*	(سلطان و امين ، 2021 صفحة (30/29	8
				*	*	*	(الأسطة ، 2016 ، صفحة (15/14	9
		*		*	*	*	(بابك ، 2016 ، صفحة (50/47	10
1	0	3	4	7	10	9	Total	
%10	%0	%30	%40	%70	%100	%90	Percent age	

It is clear from the data in table) that elements of the strategic orientation (Vision, Mission, Objectives, and values have the highest rates of researchers' and writers' agreement) respectively, and in a way that led us to adopt them in Our current study, through the following, presents a detailed presentation of each:

1. **Vision:** Vision is the first element of the strategic orientation process and is one of the most essential elements as it reflects the intellectual and intellectual picture of the future of the organization. It also briefly defines the organization's main objective. Strategic leaders work to identify the right vision formulate strategies in line with this vision and promote opportunities Gain competitive advantage and maintain.
2. **Mission:** Beyond the definition and formulation of the Organization's vision, the second element of the strategic direction is the formulation of the Organization's mission, which is the main purpose of the Organization and aims to provide consensus on the Organization's objectives, constitutes the basis for the use of its resources and capabilities, and translates the purpose into achievable and manageable objectives

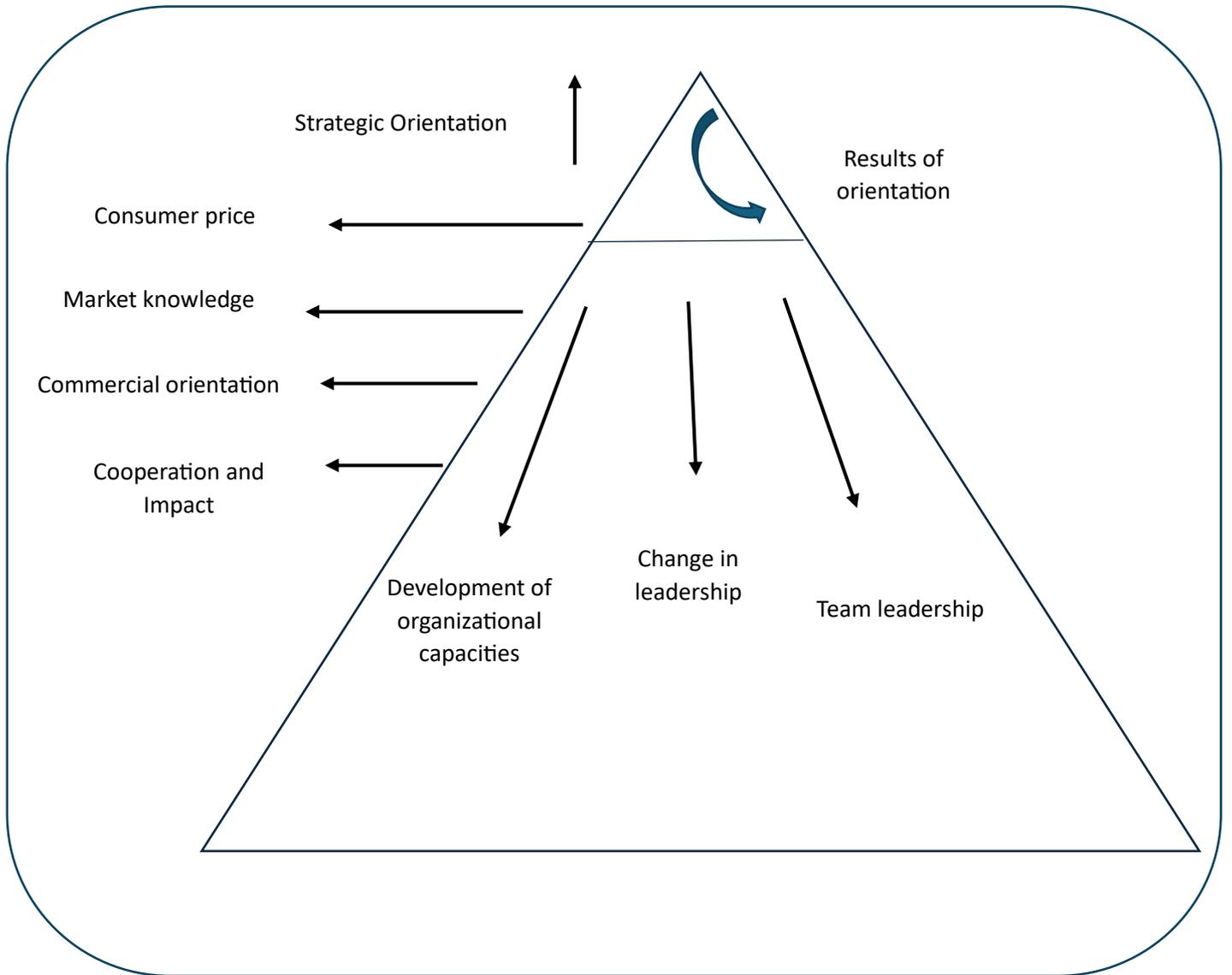
It is a written document translated into the Organization's mind. It contributes to recognizing cases of guidance for decisions and activities that usually cover an extended period and can be achieved using the human and material capacities currently available in Zidane. (اللهيبي، 2023، صفحة 96)

3. **Objectives:** Strategic objectives are the fundamental ends or results that an organization seeks to achieve through its activities, by utilizing both current and future resources. These objectives relate to both foreseeable and unforeseeable future periods, in light of the organizational, technical, and competitive resources and capabilities possessed by the organization. They are defined as the desired ultimate results of planned activities and the implementation of applied strategies. Objectives determine what should be accomplished, when, and how, and they should be expressed quantitatively. Strategic objectives for the organization should exhibit several key characteristics, including being specific, challenging yet achievable, acceptable to employees through their involvement in their formulation, and time-bound for implementation. (ميرنا أبو نجم، 2018، صفحة 12)
4. **Values:** Values represent a fundamental and significant reality in the life of an organization, forming an essential part of its organizational culture that reflects the core components of the organizational work environment. They constitute a resource built over extended periods and require significant effort. Therefore, the values of a business organization are among the fundamental concepts within its strategic orientation. Values give the organization its identity, and character, and shape its behavior towards dealing with various stakeholders. These values also guide the behavior of employees within the organizational context. Among these values are equality among workers, time management, concern for performance, and respect for others. The concept of organizational values has emerged as a definition of the set of values specific to organizations, emphasizing and ensuring them as a form of maintaining coherence in organizational structure. (رماضنة خديجة، 2020، صفحة 13)

2.11 Strategic Orientation Models

The models of strategic orientations have become diverse, and perspectives on their concepts have varied, leading to a divergence in interpretations and classifications by researchers. therefore, we try to address four models.

2.11.1 Model of Damien I. O'Brien 2008



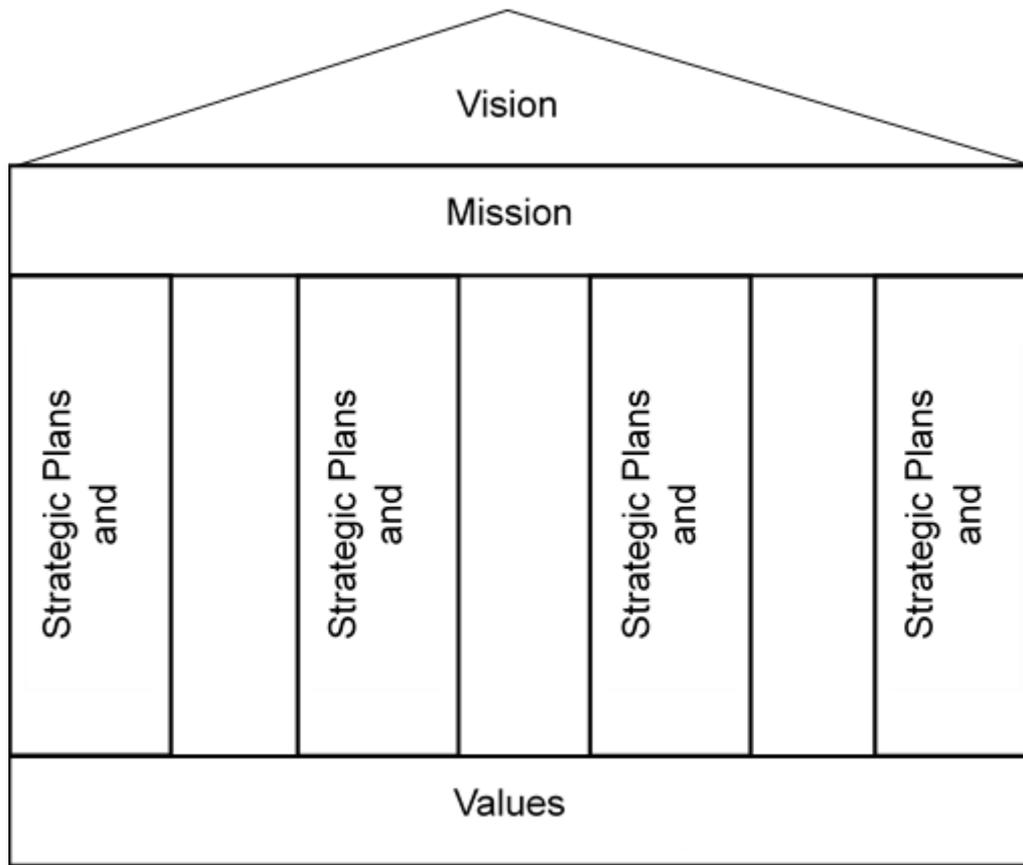
Form (3) Model of Damien I. O'Brien 2008 (اللهيبي، 2023، صفحة 90)

The strategic orientation according to Damien I. O'Brien's perspective is achieved through the following:

- a) Results of Orientation: The executive focuses on improving business to deal with potential risks.

- b) Customer Impact: The executive creates a performance that adds value to customers.
- c) Market Knowledge: Executive Authority has insight into the elements contributing to Market success.
- d) Business orientation: The executive is motivated by earning money.
- e) Cooperation and impact: The executive branch collaborates effectively with individuals and groups of teams.
- f) Team leadership builds executive power, focuses, and supports an effective group.
- g) Leadership Change: The Executive Leads People in Efforts to Create Organizations, reorganization, and Development.
- h) Organizational capacity: development of the executive branch will build capacity to ensure Continuous Performance. (اللهيبي، 2023، صفحة 89)

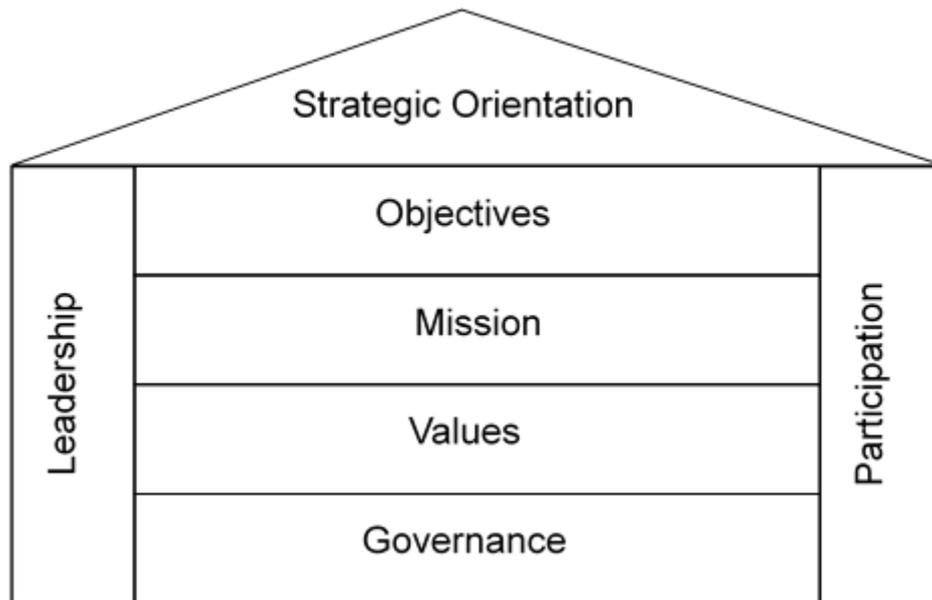
2.11.2 Model of Health Promotion Clearinghouse (HPC2011)



Form (4): Model of Health Promotion Clearinghouse (HPC2011) (اللهبي، 2023، صفحة 91)

This model presents four levels in a distinctive engineering format, the highest of which is a triangle that represents the vision of the organization and whose base represents the organization's mission, which is supported by pillars that represent strategic plans and objectives, all of which are based on the fundamental basis of values. The model discusses each of the four levels in detail, and depending on the organization's needs, each level is in a different location. If there is a discrepancy in the specificity of these organizations, the strategic thinker has adopted the fundamental pillars of the strategic direction details according to the nature and environment of the organizations in the development of these models. (اللهبي، 2023، الصفحات 90-91)

2.11.3 Model of SEEMA (2013) CHAR Institute of Administrative Accountants



Form (5): Model of SEEMA (2013) CHAR Institute of Administrative Accountants. (اللهبي، 2023، صفحة 92)

This model developed by McLaughlin & Herbert illustrated the strategic direction of the Northern Ireland Common Services. It consists of six components that begin with objectives and move to the mission because it is clear, concise, and easy for all the Organization's staff to understand. Let them know who we are, and what are we going to do. Thus, the values that emphasize that the staff member is an integral part of it and the governance that is the basis for proceeding towards the achievement of purpose, mission, and values, and finally leadership as her work continues at all stages and achieves success and participation and works on the staff's participation and considers it essential for the success of her work. (اللهبي، 2023، الصفحات 91-92)

2.11.4 Model of Okland, 2014



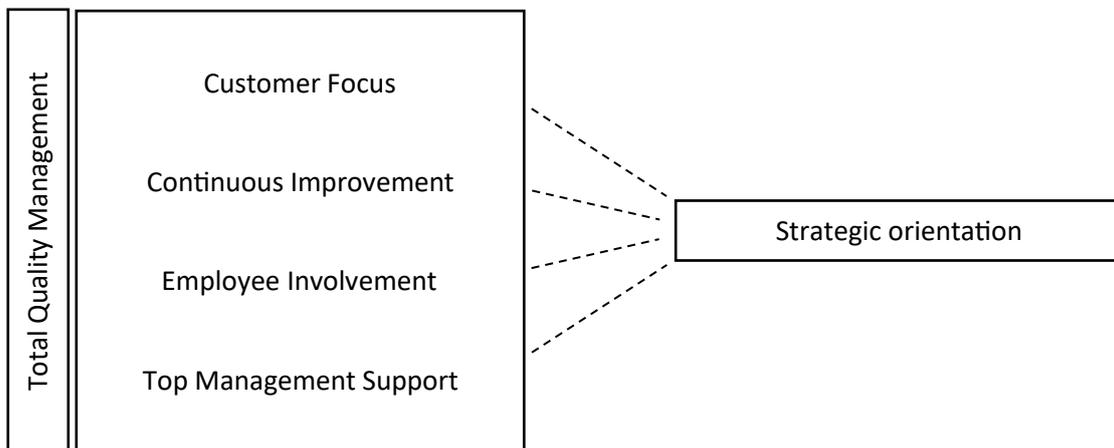
Form (6): Model of Okland, 2014 ((صفحة 94 ، 2023، اللهبيي)

Okland has proposed a mechanism for action to support a variety of organizations to properly define strategic direction. The strategic direction includes the following:

- A. The vision represents the organization's philosophy, which can be expressed briefly through Question (what do we want to be?) That is, it is an expression of the image that the organization desires.
- B. For the goals and core values and beliefs what phased goals must be achieved now that are consistent with core values and beliefs to realize achieving a vision for the future can be expressed by wondering why we are here?

- C. Mission: The mission reflects the Organization's identity and the confidentiality of its existence and contains the answer to the question What do we want to investigate?
- D. Critical success factors, strategies, and plans, which must be considered in the formulation of the strategy as well as in the planning of business execution, including the environment and its industry, within which the Organization operates on time to be determined by senior management under the Organization's specificity and the nature of its activity.
- E. Substantive and working resources and processes. The process of achieving past steps depends on the Organization's ability to allocate its resources, as well as its ability to redistribute these resources according to environmental data and changes, as well as to diagnose the specific substantive processes, and create the necessary human resources for the implementation of these processes. (اللهبي، 2023، الصفحات 92-93)

2.12 Relationship between total quality management and strategic orientation.



Form (7): The relationship between total quality management dimensions and strategic orientation, made by the students.

Many researchers believe that there is a connection between the concept of total quality management and strategic orientation, and to try to comprehend the relationship between these two, we will attempt below to highlight the impact of each of customer focus, continuous improvement, employee involvement, and top management support on strategic direction.

2.12.1 The impact of customer focus on strategic orientation

Occasionally, we might find that a customer-oriented strategy is seen as a new philosophy in management thought, and it may also be referred to as a strategy within the framework of comprehensive quality or even taken from a marketing perspective. It also should be noted that the organization's vision, values, mission, and goals may not always remain the same, and may change for any reason. Despite this, the organization that establishes a strategic orientation toward the customer does its best to commit fully to satisfying their needs and desires. Plus, commitments like these are evident in the acts of the organization and the methods it takes to keep its word. Because customers have a priority over the organization's internal needs and because they are the source of current and future profits. That is why constantly going further and searching for customer problems is what Customer-oriented organizations work responsively and firmly to achieve, and the absolute result of the organization lies in collecting data and information before the problem occurs. The absence of a complaint does not necessarily mean satisfaction on the part of the customer towards the institution and its products. The customer-oriented strategy endeavor focuses on the extent of the organization's ability to control the relationship with the customer and communicate with him, as literature and studies indicate that communication with the customer reflects the extent of the organization's interest and care in customers. Therefore, the communication process is a strategy that the organization must embrace if it adopts a customer-oriented strategy.

2.12.2 The impact of continuous improvement on strategic orientation

Continuous improvement is the organization's constant desire to achieve gradual and fundamental improvement in all activities, products, and services. Perhaps the benchmarking method is the most widely used method for continuous improvement and development. In formulating the strategy for the philosophy of

total quality management, top management must show what expresses its adherence to the philosophy of total quality management in the organization's strategic orientation (vision - mission - goals - values). Also, there is no ready or agreed-upon formulation about the form of inclusion. However, strategic orientation must express what is stated in it, adopting the content of the following principles alongside the comprehensive concept of quality, focusing on the audience (the beneficiary), and starting from them. To what the vision, mission, goals, and values reflect in their content, the philosophy of total quality management is subject to the (hierarchy of detail and customization). In the strategic vision, the statements have a degree of generality, focusing on the horizons and starting points without going into many details, such as indicating the pursuit of excellence in quality, work towards customer satisfaction, continuous improvement, and providing what is best for the customers, the importance and concern for employees in the organization, and so on, and also expresses any of this in a variety of expressions and various forms that cannot be limited.

2.12.3 The impact of employee involvement on strategic orientation

A strategic leader is a person who contributes positively to influencing the various parties to function to achieve the goals set by the organization. The most significant characteristic of a strategic leader is the ability to form a vision for the organization and spread it among employees. The leader must take part with others in setting the organization's strategic orientation and not develop the strategy and force it upon others to follow. The orientation must add achievable distinction, not something fictional. It must have unanimity and commitment to achieving it, which creates a comprehensive desire for change, and the vision must create conviction and devotion among employees, in addition to being translated into long- and short-term goals to transform the vision into a tangible reality.

2.12.4 The impact of top management support on strategic orientation

Top management personnel often focus most of their time and energy mainly on urgent business issues rather than important business issues, and this indicates that they spend most of their time responding to situations in a reactive manner and dealing with problems when they occur. The process of strategic orientation is a

culture led by the conviction, belief, and values of top management, and top management must be active in building this culture. The system of values of strategic orientation and strategic management is based on continuous improvement by implementing project after project in the organization's work, as well as on meeting customer needs and employee participation, making data-based decisions, enhancing teamwork, and establishing a long-term vision. If top management does not give their full attention to the strategic orientation, constructing a successful group around a set of values will be slow and ineffective. In other words, the strategic orientation aims to create a values-centered culture and establish a solid foundation for building an uninterrupted competitive advantage. The presence of leadership driven or guided by values is necessary to develop or establish strategic management. It must have the highest priorities for senior management and cannot be delegated to others or ignored. Accordingly, it is necessary to view strategic management as a new and improved management system characterized by sustainability in the long term. (عبد سناء, 2020, pp. 59-61)

CHAPTER 3

METHODOLOGY

3.1 Participant

- Position: Quality Management System Administrator
- Organization: BISKRIA CEMENT
- Rationale for Selection: The Quality Management System Administrator was chosen due to his extensive experience in quality management within BISKRIA CEMENT, making him uniquely qualified to provide insights into the company's practices related to Total Quality Management and Strategic Orientation.

3.2 Interview Protocol

We thanked the Quality Management System Administrator for organizing this interview for us and for his patience.

We explained that our study is about The Impact of Total Quality Management on the Strategic Orientation of an Organization and that the purpose of the interview and its structure is to see if their cement company, “BISKRIA CEMENT”, practices Total Quality Management (TQM) and Strategic Orientation in the real ground, to what level it practices them, and if Total Quality Manage has an impact on the company’s Strategic Orientation (either a positive impact or a negative impact). To find the answers that we are looking for we asked a couple of questions related to TQM dimensions (Customer Focus, Continuous Improvement, Employee Involvement, Top Management Support) and SO dimensions (Market Orientation, Technological Orientation, Entrepreneurial Orientation, Learning Orientation), encouraging Mr. Swaai Ayoub to provide detailed insights and examples based on his experience at BISKRIA CEMENT.

We also employed a semi-structured interview due to its flexibility and to give more freedom to the participant.

3.3 Procedure

3.3.1 Scheduling:

The interview was scheduled for May 5th, 2024, at 9:30 AM, at BISKRIA CEMENT's headquarters.

3.3.2 Informed Consent:

Consent from BISKRIA CEMENT was obtained a week before the interview, ensuring compliance with ethical guidelines.

3.3.3 Conducting the Interview:

The interview took place in a comfortable and private meeting room at BISKRIA CEMENT's headquarters. Following the prepared interview protocol, allowing the Quality Management System Administrator to elaborate on his responses as needed.

3.3.4 Recording

The interview responses were recorded through written notes to capture the Quality Management System Administrator 's insights accurately.

3.4 The interview questions and answers

3.4.1 Regarding Total Quality Management Dimensions

Q: Would you say that your enterprise practices Total Quality Management?

- “BISKRIA CEMENT company values quality in its products and services very much, as well as the entire process that goes into ensuring that all of the listed requirements for total quality are met. It achieves that through its excellent total quality management system and its quality management standards were recognized by the IOS in 2021. So, it is confirmed that BC does practice Total Quality Management within the organization.” (Appendix2)

Customer focus:

Q: Regarding Customer Focus, would you say that your enterprise values its customers? How?

- “Customer satisfaction is BC’s number one priority since customers in general are one of the fundamental pillars of its business. Its enterprise even has an entire team dedicated to studying customers' needs and wants as well as studying the satisfaction levels of both local and foreign customers. Plus, it prioritizes listening to the customers' feedback and complaints, and by analyzing them it can provide the best solutions and take the necessary actions accordingly. That is how much BISKRIA CEMENT company values its customers.”

Q: Why should customers choose to do business with you? What can your enterprise offer them?

- “BISKRIA Ciment SPA has a reputation for reliability and quality customer service. Its products are available in sufficient quantity to meet market demand and their delivery times are respected, its teams are very aware of continuous improvement and are fully market-oriented at all levels of management. BC’s cement is manufactured with strict quality standards to guarantee reliable and consistent results every time, it also complies with

international cement quality standards and is regularly evaluated to ensure compliance. BC's products are also designed to last over time. They are resistant to the elements, wear, chemicals, and abrasion. By choosing their products, you can be sure that your project will benefit from long-term durability. Not to mention, BC's cement plant is committed to minimizing its environmental impact by adopting sustainable manufacturing practices and reducing greenhouse gas emissions. They use innovative technologies to recycle and reuse materials, minimize waste, and conserve natural resources. By choosing cement from SPA BISKRIA Ciment, you are also helping to reduce your environmental impact."

Q: Customers are one of the fundamental pillars of any business; how does your enterprise keep its current customers?

- "BISKRIA CEMENT company provides after-sales services as they like to keep in touch with their customers, and as mentioned before they also do offer compensation when necessary, so BC's customers are 100% protected at all times."

Q: Attracting customers is particularly important for the continuity of an organization; how does your enterprise attract potential customers?

- "BISKRIA CEMENT company is very active on social media and has a very reliable marketing team, so it is very easy for potential customers to contact and reach them, it also has an efficient marketing plan that is based on the four Ps (product, price, place, and promotion) and good marketing implementation. BC also actively participates and supports noble cause protests and university students, so they are very well known in the community."

Continuous improvement:

Q: Would you say that your enterprise practices continuous improvement?

- “Considering that one of BC's five quality policies is based on continuous improvement of its operations to reach the highest levels of the tool that guarantees the sustainability and prosperity of their company, the advancement of its brands, and the effective contribution to the economic and social development of our region. We can say yes, BISKRIA CEMENT company does practice continuous improvement.”

Q: We are aware that any organization has so many kinds of operations, both on an internal level and on an external level. How does your enterprise implement continuous improvement on both levels?

- “When questioned BISKRIA CEMENT company had no comment on the continuous improvement on the external level, because the external environment of its enterprise is always changing, and because it has no control over it. As for continuous improvement on the internal level, BC has an audit apartment that is dedicated to reviewing the organization’s operations in terms of implementation, procedures, and employees work in all sectors with internal audit.”

Employee involvement:

Q: Is Employee Involvement of any importance to your enterprise?

- “BISKRIA CEMENT company emphasized that their employees are essential to them and their busies and they play one of the biggest roles in keeping the enterprise going.”

Q: What methods does your enterprise take to ensure that employees are well involved and actively partaking in its operations and practices?

- “BC provides an overall good working environment for its dear employees, in addition to listening to their suggestions and complaints, providing

excluded services, and measuring the level of employee satisfaction with the enterprise's internal training.”

Q: What noticeable benefits or changes has employee involvement contributed to the enterprise?

- “The noticeable benefits of employee involvement that we managed to find are increased productivity, improved quality of the products and services, and cost savings.”

Top management support:

Q: Would you say that Top Management takes its influence and responsibilities seriously within your enterprise?

- “Top Management in BISKRIA CEMENT company takes its influence and responsibilities very seriously and it personally monitors the effectiveness of the system (Quality System Leadership Committee.)”

Q: Does Top Management seek better coordination of the organization's processes?

- “BISKRIA CEMENT company confirmed that seeking a better coordination of the organization's processes is a never-ending task for them.”

Q: Has Top Management Improved communication between levels and functions of the organization?

- “We found that, yes. Top Management in BC has always worked on Improving communication between levels and functions of the organization.”

3.4.2 Regarding Strategic Orientation Dimensions

Q: Is your organization looking to achieve its Strategic Orientation?

- “Strategic Orientation is very important to the organization as it is the key to achieve better results.”

Market Orientation:

Q: Does the marketing knowledge of the organization help with studying the market?

- “The marketing knowledge of BISKRIA CEMENT company is proving to be indeed very helpful as it helps it navigate through new markets and environments.”

Q: Does the organization respond to the customer's tastes and needs and deliver them on time?

- “Yes, the BC tries its best to respond to the tastes and needs of customers and works to achieve them promptly.”

Q: Is there coordination of functions?

- “According to the figure provided by the organisation (Appendix 3), we managed to conclude that, yes. there is coordination in the functions of BISKRIA CEMENT company.”

Q: Is the organization looking to develop its products according to the customer's needs?

- “BISKRIA CEMENT company can only develop approximately 27 types of cement under Algerian law.”

Technological Orientation:

Q: Do you use modern technology to communicate with customers and enterprise members?

- “BC's employees are provided with personal work emails, and their customers can easily reach them through their social media accounts or its official website to check their latest updates or if they have any questions about their products and services, so it is safe to say that BC uses modern technology to communicate with its customers and enterprise members.”

Q: Does the enterprise rely on R&D?

- “No, it does not. But not because BISKRIA CEMENT company is incapable of it, BC is very well capable of researching and developing new products, and they are well equipped with the latest technologies, but because of the Algerian law, its R&D is extremely limited.”

Q: Do you have patents?

- “BISKRIA CEMENT company does not have any patents.”

Q: Does the enterprise have a reliable technological base against piracy?

- “BISKRIA CEMENT company has its own security system, and all computers and phones are offline to prevent any secret or important information from getting out to the public.”

Entrepreneurial Orientation:

Q: Does the organization aspire to be a leader in its activities?

- “Most organizations aspire to be a leader in their activities and BC is not any different.”

Q: Does an enterprise rely on risk in decision-making for new enterprises and markets?

- “The organization examines potential risks to inform decisions concerning new projects and markets. Risks are considered at two levels: strategic and operational. SWOT analysis is employed for the strategic level, while at the operational level, risk analysis of operations is conducted, alongside research into various strategies for risk mitigation.”

Q: Does the organization rely on creativity and experimentation in introducing new products and services?

- “Since BC cannot be experimental with their main product (cement) due to Algerian law restrictions, their creative side is more apparent in the different services they offer and their products' packaging.”

Q: Is your enterprise ready to enter into new investments?

- “BISKRIA CEMENT company says that, yes. They are ready to enter into new investments, but since this is secret information, they would not elaborate any further.”

Learning Orientation:

Q: Does your enterprise provide learning courses for its workers?

- “BC does not provide learning courses for its workers. It does, however, appoint an older employee with much more experience to aid the new interns with their work and provide them with the necessary information.”

3.5 Limitations

Single-Participant Design: The study's reliance on a single participant may limit the generalizability of findings to other organizational contexts.

Potential Bias: Responses may reflect a biased perspective from the participant, influenced by their role within the organization.

Limited Scope: The interview focused solely on organizational practices, excluding broader topics such as stress management and exercise, limiting the depth of insights.

CHAPTER 4

ANALYSIS OF FINDINGS

4.1 Data Analysis and Presentation

Analyzing the interview data involves identifying recurring themes, patterns, and insights related to Total Quality Management (TQM) and Strategic Orientation (SO) as discussed by Mr. Swaai Ayoub.

4.1.1 Findings

- BISKRIA CEMENT emphasizes the company's dedication to customer satisfaction and feedback analysis, showing a strong commitment to customer-centric practices.
- The interview reveals the company's explicit policy on continuous improvement and the presence of an internal audit department dedicated to operational enhancement.
- BISKRIA CEMENT company highlights the significance of employee involvement, noting its positive impacts on productivity, product quality, and cost-effectiveness.
- The interview confirms top management's active involvement in quality management processes and their efforts to improve coordination and communication within the organization.
- The organization demonstrates a strong focus on market needs and timely delivery, supported by coordinated functions and product development aligned with customer preferences.

- While limited by Algerian law, the company utilizes modern technology for communication and security measures, showcasing its commitment to technological advancement.
- BISKRIA CEMENT affirms the company's aspiration to leadership in its activities, risk-aware decision-making processes, and readiness for new investments.
- The absence of formal learning courses is compensated by informal knowledge transfer through experienced employees mentoring new interns.

4.1.2 Results

The findings illustrate BISKRIA CEMENT's strong adherence to Total Quality Management principles, emphasizing customer focus, continuous improvement, and employee involvement. Additionally, the company exhibits strategic orientation through market responsiveness, technological adaptation, leadership vision, and learning culture.

4.1.3 Discussion

Interpreting the findings in light of relevant literature suggests that BISKRIA CEMENT's practices align closely with established TQM and SO frameworks. Mr. Swaai Ayoub's insights underscore the importance of integrating quality management principles into strategic decision-making processes to enhance organizational performance and competitive advantage.

4.2 Test of Hypothesis

H0: Says that Total Quality Management does impact the strategic direction of the organization and based on the interview results and reflecting on the theoretical part, we indeed do observe that TQM does impact the strategic direction of the organization.

H1: Says that Customer focus does have an impact on strategic orientation, based on the interview results and reflecting on the theoretical part, we can observe that customer focus does indeed impact the strategic direction of the organization. That explains why the BISKRIA CEMENT Company under study places great importance on focusing on customers by ensuring precise identification of customer needs and incorporating them into the company's goals.

H2: Says that Continuous improvement does have an impact on the strategic direction, based on the interview results and reflecting on the theoretical part, we can observe that continuous improvement does indeed impact the strategic direction of the organization. This is why the BISKRIA CEMENT Company under study places great importance on continuous improvement by involving various material and human systems in improvement processes, searching for errors, and correcting them.

H3: Says that Employee involvement does have an impact on strategic orientation, based on the interview results and reflecting on the theoretical part, we can observe that employee involvement does indeed impact the strategic direction of the organization. This explains why the BISKRIA CEMENT Company under study places great importance on employee participation by striving to appreciate and recognize the efforts of employees, promoting a sense of belonging and loyalty to the company.

H4: Says that top management support does have an impact on strategic orientation, based on the interview results and reflecting on the theoretical part, we can observe that top management support does indeed impact the strategic direction of the organization. This explains why the BISKRIA CEMENT Company under study places great importance on top management support by providing the necessary material and moral support to various aspects of development.

4.3 Summary, Recommendations, and Conclusion

4.3.1 General Summary

The study investigates the impact of Total Quality Management (TQM) on the strategic orientation of BISKRIA CEMENT Company. It emphasises the importance of strategic orientation in organisational planning and decision-making processes. Strategic orientation involves vision, mission, objectives, and values, essential for defining an organisation's direction and goals. These elements facilitate understanding the external environment, effectively allocating resources, and fostering competitiveness in the market.

The study explores various strategic orientations—entrepreneurial, market, learning, and technology orientations—that drive organisational success through creativity, innovation, and adaptability. These orientations focus on seizing opportunities, understanding customer needs, continuous learning, and leveraging technological advancements.

Different models of strategic orientation, proposed by researchers such as Damien I. O'Brien, the Health Promotion Clearinghouse, SEEMA, and Oakland, provide frameworks for developing strategic direction effectively. These models emphasise customer impact, market knowledge, organisational capacity, and continuous improvement.

The relationship between TQM and strategic orientation is highlighted, demonstrating how customer focus, continuous improvement, employee involvement, and top management support contribute to organisational success. Customer-oriented strategies prioritise customer satisfaction, while continuous improvement fosters gradual enhancements in operations. Employee involvement and top management support are crucial for fostering a values-centred culture and aligning organisational goals with strategic direction.

4.3.2 Recommendations

Based on the results of the interview responses and the analysis thereof, the following recommendations are proposed to enhance the impact of TQM on strategic orientation at BISKRIA CEMENT Company:

1. **Enhanced Top Management Involvement:** Top management should actively support TQM initiatives, ensuring alignment with the company's strategic vision. Their involvement is crucial for fostering a culture of quality and continuous improvement.
2. **Fostering a Culture of Continuous Improvement:** Institutionalising continuous improvement as a core organisational philosophy is essential.

Regular training programmes, employee engagement activities, and feedback mechanisms that encourage innovation and process enhancement should be implemented.

3. **Employee Empowerment and Involvement:** Encouraging employees to participate actively in decision-making can significantly enhance TQM effectiveness. Systems that promote employee involvement, such as suggestion schemes, quality circles, and cross-functional teams, should be developed.
4. **Customer-Centric Strategies:** Adopting a customer-focused approach is crucial for maintaining competitive advantage. Regularly gathering and analysing customer feedback to understand their needs and expectations should drive product and service improvements.
5. **Strategic Alignment:** Organisations must ensure their strategic orientation is closely aligned with TQM objectives to maximise TQM benefits. This involves integrating TQM principles into strategic planning and ensuring all departments and functions are aligned with overarching quality goals.
6. **Educational Courses and Training:** Providing educational courses to increase employees' expertise, skills, and knowledge is vital. Developing their creative abilities and uncovering their potential should be considered a future investment that serves knowledge and aims to improve performance.
7. **Focus on Research and Development:** Emphasising research and development to obtain patents specific to the institution is crucial. Innovation and experimentation in introducing new products should be prioritised to maintain a competitive edge.

4.3.3 Conclusion

This study aimed to investigate TQM's impact on BISKRIA CEMENT Company's strategic orientation. The research involved interviewing the Quality Department manager, focusing on two main axes: TQM dimensions (customer focus, continuous improvement, employee involvement, and top management support) and strategic orientation dimensions (market orientation, technological orientation, entrepreneurial orientation, and learning orientation).

The findings indicate that TQM, with its four dimensions, significantly impacts the strategic orientation of BISKRIA CEMENT Company. The company utilises TQM by effectively monitoring system activities, integrating stakeholders'

interests, and providing financial and moral support to keep pace with changes and developments.

Continuous improvement is emphasised to achieve efficiency and contribute to economic and social development. Focusing on customers by identifying their needs, integrating their requirements into company goals, measuring satisfaction levels, addressing complaints, and providing appropriate solutions is vital for customer satisfaction. Employee involvement is also crucial, as well as appreciating their efforts, fostering loyalty, forming diverse work teams, and maintaining constant communication between management and employees.

Overall, the study contributes to understanding the relationship between TQM and strategic orientation, providing valuable insights for BISKRIA CEMENT and similar organisations. Future research could explore how TQM influences strategic decision-making and the potential moderating factors affecting this relationship. By embracing TQM, organisations can create a sustainable framework for continuous improvement, innovation, and strategic alignment, ultimately achieving long-term success in a dynamic business environment.

Hypothesis Testing Results

1. H1: Customer focus impacts strategic orientation.

- Based on the interview results and theoretical reflections, customer focus significantly impacts the strategic direction of BISKRIA CEMENT Company. The company places great importance on identifying and integrating customer needs into organisational goals.

2. H2: Continuous improvement impacts strategic orientation.

- The interview results indicated that continuous improvement significantly impacts the company's strategic direction. BISKRIA CEMENT emphasises involving various material and human systems in improvement processes, identifying and correcting errors.

3. H3: Employee involvement impacts strategic orientation.

- The findings revealed that employee involvement significantly impacts the organisation's strategic direction. The company values employee participation, appreciating their efforts, and promoting a sense of belonging and loyalty.

4. H4: Top management support impacts strategic orientation.

- The study confirmed that top management support significantly impacts the strategic direction of BISKRIA CEMENT. The company places great importance on providing necessary material and moral support to various aspects of development.

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APPENDIX

Appendix 1: Interview Questions (English version)

Questions:

Total Quality Management Dimensions:

Would you say that your enterprise practices Total Quality Management?

Customer focus:

- ✓ Regarding Customer Focus, would you say that your enterprise values its customers? How?
- ✓ Why should customers choose to do business with you? What can your enterprise offer them?
- ✓ Customers are one of the fundamental pillars of any business; how does your enterprise keep its current customers?
- ✓ Attracting customers is particularly important for the continuity of an organization; how does your enterprise attract potential customers?

Continuous improvement:

- ✓ Would you say that your enterprise practices continuous improvement?
- ✓ We are aware that any organization has so many kinds of operations, both on an internal level and on an external level. How does your enterprise implement continuous improvement on both levels?

Employee involvement:

- ✓ Is Employee Involvement of any importance to your enterprise?
- ✓ What methods does your enterprise take to ensure that employees are well involved and actively partaking in its operations and practices?
- ✓ What noticeable benefits or changes has employee involvement contributed to the enterprise?

Top management support:

- ✓ Would you say that Top Management takes its influence and responsibilities seriously within your enterprise?
- ✓ Does Top Management seek better coordination of the organization's processes?
- ✓ Has Top Management Improved communication between levels and functions of the organization?

Strategic Orientation Dimensions:

Is your organization looking to achieve its Strategic Orientation?]

Market Orientation:

- ✓ Does the marketing knowledge of the organization help with studying the market?
- ✓ Does the organization respond to the customer's tastes and needs and deliver them on time?
- ✓ Is there coordination of functions?
- ✓ Is the organization looking to develop its products according to the customer's needs?

Technological Orientation:

- ✓ Do you use modern technology to communicate with customers and enterprise members?
- ✓ Does the enterprise rely on R&D?
- ✓ Do you have patents?
- ✓ Does the organization rely on the introduction of modern technologies?
- ✓ Does the enterprise have a reliable technological base against piracy?

Leadership Orientation:

- ✓ Does the organization aspire to be a leader in its activities?
- ✓ Does an enterprise rely on risk in decision-making for new enterprises and markets?
- ✓ Does the organization rely on creativity and experimentation in introducing new products and services?
- ✓ Is your enterprise ready to enter into new investments?

Learning Orientation:

- ✓ Does your enterprise provide learning courses for its workers?

Appendix 1 Interview questions (Arabic version):

الأستلة:

أبعاد إدارة الجودة الشاملة:

هل بالإمكان القول إن مؤسستكم تمارس إدارة الجودة الشاملة؟

التركيز على العملاء:

- فيما يتعلق بالتركيز على العملاء، هل يمكن القول إن مؤسستكم تعطي قيمة لعملائها؟ فيما يتجسد ذلك؟
- لما قد يرغب العملاء في التعامل مع مؤسستكم؟
- العملاء هم أحد الركائز الأساسية لأي عمل تجاري؛ كيف تحافظ مؤسستكم على عملائها الحاليين؟
- يند جذب العملاء أمرًا مهمًا بشكل خاص لاستمرارية المنظمة؛ كيف تجذب مؤسستكم العملاء المحتملين؟

التصنيف المستمر:

- هل تمارس مؤسستكم التصنيف المستمر؟
- نحن ندرك أن لكل مؤسسة العديد من العمليات المختلفة، سواء على المستوى الداخلي أو على المستوى الخارجي. كيف تقوم مؤسستكم بتنفيذ التصنيف المستمر على كلا هذين المستويين؟

مشاركة الموظفين:

- هل لمشاركة الموظفين أي أهمية بالنسبة لمؤسستكم؟
- ما الأساليب التي تتبعها مؤسستكم لضمان مشاركة الموظفين بشكل جيد وفعال في عملياتها وعملياتها وممارساتها؟
- ما هي الفوائد أو التغييرات الملحوظة التي ساهمت بها مشاركة الموظفين في المؤسسة؟

دعم الإدارة العليا:

- هل تعتقد أن الإدارة العليا تأخذ نفوذها ومسؤولياتها على محمل الجد داخل مؤسستكم؟
- هل تسعى الإدارة العليا إلى تنسيق أفضل لعمليات المنظمة؟
- هل قامت الإدارة العليا بتحصين التواصل بين مستويات ووظائف المؤسسة؟

أبعاد التوجه الاستراتيجي:

هل تسعى المؤسسة إلى تحقيق التوجه الاستراتيجي لها؟

توجه السوق:

- هل تساعد معرفة المؤسسة التسويقية في دراسة السوق؟
- هل تستطيع المؤسسة لأنواع واحتياجات العملاء وتحقيقها في الوقت المناسب؟
- هل هناك تنسيق بين الوظائف؟
- هل تسعى المؤسسة إلى تطوير منتجاتها حسب احتياجات العملاء؟

التوجه التكنولوجي:

- هل تعتمد المؤسسة على التكنولوجيا الحديثة في التواصل مع العملاء وأفراد المؤسسة؟
- هل تعتمد المؤسسة على البحث والتطوير؟
- هل تمتلك المؤسسة براءات اختراع؟
- هل تعتمد المؤسسة بشكل كبير أو مختصر على تكنولوجيات حديثة؟
- هل تمتلك المؤسسة قاعدة تكنولوجية قوية ضد القرصنة؟

التوجه الريادي:

- هل تلمح المؤسسة إلى تحقيق الريادة في مجال نشاطاتها؟
- هل تترس المؤسسة المخاطر المحتملة من أجل صنع القرارات الخاصة بكل من المشاريع والأسواق الجديدة؟
- هل تعتمد المؤسسة على الأبداع والتجريب في إدخال منتجات وخدمات جديدة؟
- هل لمؤسستكم الاستعداد لدخول استثمارات جديدة؟

التوجه التعليمي:

- هل توفر المؤسسة نورات تعليمية لعملائها؟

Appendix2: a copy of the IOS 9001: 2015 certificate

Certificat

Certificate

N° 2022/98298.1

AFNOR Certification certifie que le système de management mis en place par :
AFNOR Certification certifies that the management system implemented by:

SPA - BISKRIA CIMENT

ش.ذ.أ البسكرية للإسمنت

pour les activités suivantes :
for the following activities:

PRODUCTION ET COMMERCIALISATION DES CLINKERS ET DES CIMENTS.

PRODUCTION AND MARKETING OF CLINKERS AND CEMENTS.

إنتاج وتسويق الكلنكر والإسمنت.

a été évalué et jugé conforme aux exigences requises par :
has been assessed and found to meet the requirements of:

ISO 9001 : 2015

et est déployé sur les sites suivants :
and is developed on the following locations:

DJAR BELAHRACHE, DZ- 07023 BRANIS, (W) BISKRA, ALGERIE

Ce certificat est valable à compter du (année/mois/jour) <i>This certificate is valid from (year/month/day)</i>	2022-01-18	Jusqu'au <i>Until</i>	2025-01-17
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Appendix 3: the manufacturing and marketing of cement and clinker structure of the cement company “BC”, made by the students based on the information provided by the organization.

