

The Impact of Quality Culture on Enhancing Organizational Commitment among Algeria Post Employees in El Oued

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Abstract:

This study seeks to examine the relationship and impact of quality culture on the enhancement of organizational commitment among employees of Algeria Post in El Oued. To achieve this objective, the study adopted a descriptive-analytical methodology, deemed appropriate for the nature of the research. A structured questionnaire was employed as the primary data collection instrument, wherein quality culture was measured across three dimensions: empowerment, customer focus, and continuous improvement. Organizational commitment was assessed through three corresponding dimensions: job stability, intrinsic motivation, and belief in the organization's goals and values. The questionnaire was distributed to a random sample of 150 employees from the targeted organization. A total of 120 valid responses were obtained, after excluding two invalid questionnaires. Data analysis was conducted using SPSS version 22.

The findings revealed a statistically significant impact of quality culture on the enhancement of organizational commitment among the employees of the studied directorate. Furthermore, the results indicated a high level of quality culture within the organization. In light of these findings, the study recommends sustaining and reinforcing the prevailing quality culture and striving to enhance organizational commitment through measures such as increasing salaries and providing opportunities for both material and non-material promotions.

Keywords: Quality Culture; Empowerment; Customer Focus; Continuous Improvement; Organizational Commitment.

1. Introduction

The rapid development witnessed across various domains in today's world has significantly intensified competition at all levels. Consequently, organizations are compelled to confront numerous challenges in order to adapt, achieve their objectives efficiently and effectively, and ultimately attain a competitive advantage. This reality has driven organizations to seek appropriate methods and strategies to cope with such dynamic environments. Among the most prominent approaches in this regard is the emphasis on human resources, considered the cornerstone of organizational success and leadership. This is achieved by fostering a supportive organizational climate and adopting modern management practices. One of the most significant of these approaches is quality culture, which represents a modern paradigm for ensuring quality. It replaces traditional models based on control and compliance, shifting instead toward change, development, innovation, and the active involvement of all stakeholders in quality-related matters.

In this context, the concept of organizational commitment emerges as a critical component closely tied to human resource development strategies. Employees' commitment to their work reflects their acceptance of the organization's values and goals, as well as their dedication and willingness to exert maximum effort to achieve these goals. Organizational commitment is thus a key indicator of the alignment between employees and their organizations. A high level of commitment is typically associated with a readiness to devote full efforts and demonstrate dedication in task execution—factors that are essential for enhancing productivity, effectiveness, and efficiency, and which ultimately reflect the organization's success.

1.1 Problem Statement

In an effort to explore the relationship and impact of quality culture on enhancing organizational commitment within organizations, this study was conducted on employees of Algeria Post in El Oued. Accordingly, the following research question was formulated:

Does quality culture have a significant impact on enhancing organizational commitment among employees of Algeria Post in El Oued?

1.2 Research Hypotheses

To address this research problem, the following hypotheses were proposed:

Main Hypothesis:

There is a statistically significant impact of quality culture on enhancing organizational commitment among employees of Algeria Post in El Oued at a significance level of 5%.

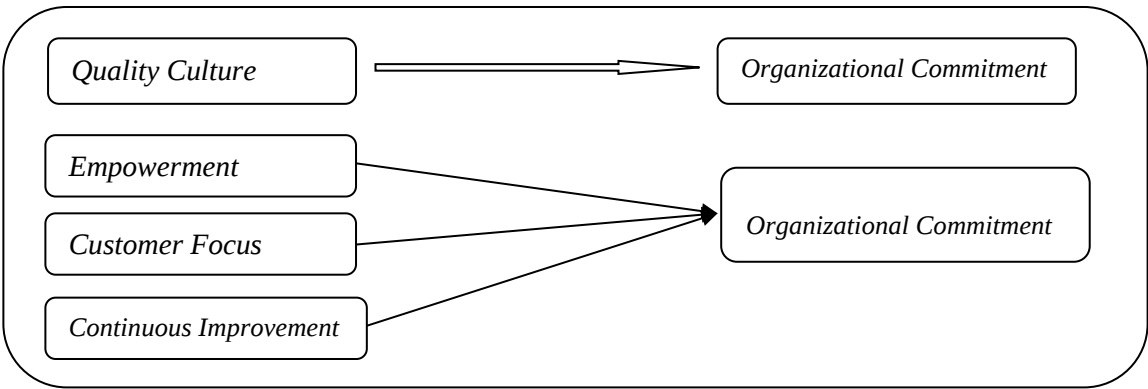
Sub-Hypotheses:

- There is a statistically significant impact of empowerment, as a dimension of quality culture, on enhancing organizational commitment among employees of the studied organization at a 5% significance level.
- There is a statistically significant impact of customer focus, as a dimension of quality culture, on enhancing organizational commitment among employees of the studied organization at a 5% significance level.
- There is a statistically significant impact of continuous improvement, as a dimension of quality culture, on enhancing organizational commitment among employees of the studied organization at a 5% significance level.

1.3 Study Model

The independent variable—quality culture—was divided into three dimensions: *empowerment*, *customer focus*, and *continuous improvement*. The dependent variable—organizational commitment—was assessed through three combined dimensions: *job stability*, *intrinsic motivation*, and *belief in the organization's goals and values*. The study model is illustrated in Figure 1 below.

Figure 1: Study Model



Source: Prepared by the researcher

1.4 Significance of the Study:

The significance of the topic—quality culture and its impact on organizational commitment—lies in directing the attention of organizational management toward key variables that influence quality within organizations and, in turn, affect employee motivation and productivity. This contributes to the achievement of organizational objectives and distinction, especially in light of the challenges they face.

1.5 Objectives of the Study:

The study aims to:

- Examine the most important theoretical concepts related to the study variables.

- Identify the impact of the dimensions of quality culture on organizational commitment among employees of Algeria Post in El Oued.
- Assess the levels of both quality culture and organizational commitment among the employees of the organization under study.

1.6 Scope of the Study:

The study is defined within the following scopes:

- **Geographical Scope:** The study was conducted at Algeria Post in El Oued.
- **Temporal Scope:** The fieldwork was carried out during the period from **September 15 to October 25, 2023**.

1.7 Previous Studies:

- **Study by El-Sarn and Zaher (2010)** entitled *A Proposed Model for Building a Quality Culture in Hotel Organizations*: This study aimed to present a model for establishing a quality culture within hotel organizations based on the characteristics and features of quality culture in this sector. The researchers adopted a desk research approach to gather information on culture, organizational culture, and quality culture. Key findings included that quality culture represents a subculture of organizational culture in hotels; the importance of cultural change was emphasized, with justification of its necessity and role in the success of quality culture initiatives. The study also highlighted the need to understand cultural diversity and emphasized the importance of training in enhancing knowledge and skills in hotel organizations.
- **Study by Mahfouz Hamdoun Al-Sawwaf and Omar Ali Ismail (2011)** entitled *Disseminating Quality Culture and Its Impact on Enhancing Organizational Performance: A Case Study in the Tourist Village in Mosul*: The study aimed to highlight the importance of quality culture as a foundational pillar for improving performance in organizations, particularly in hotels. It also examined its role in reinforcing values, beliefs, and behaviors among employees toward the adoption of Total Quality Management. The researchers developed both theoretical and practical frameworks, aiming to assess the possibility of promoting a culture of quality as a means of enhancing performance to meet competitive challenges. Key findings included: quality culture is rooted in shared values, beliefs, and behaviors that shape organizational and individual attitudes, varying by organization type and environment. Top management support was identified as crucial for successful quality culture dissemination, as leadership culture significantly influences employee culture. Despite employees' understanding of the concept and its benefits, there was a noted lack of attention from top management in promoting this culture to enhance competitiveness.
- **Study by Al-Khashab Mubarak Abdullah (2020)** entitled *Total Quality Culture and Its Relationship with the Outstanding Performance of Higher Education Institutions in Kuwait*: This study aimed to explore the relationship between total quality culture and outstanding performance among faculty members. Using the descriptive approach and a questionnaire, it targeted a simple random sample of 400 faculty members from both public and private universities in Kuwait. Findings revealed no significant differences in the relationship between total quality culture and outstanding performance based on gender or educational qualification variables.
- **Romeu Araujo, Gilberto Santos, José Batista da Costa, José Carlos Sa (2019)**: *The Quality Management System as a Driver of Organizational Culture: An Empirical Study in the Portuguese Textile Industry*, This study analyzed the Portuguese textile industry and the impact of quality culture on organizational performance. It aimed to understand the relationship between error culture, error expectation culture, creativity, and continuous improvement. A questionnaire was used, distributed to 71 institutions, with 60 valid responses. The results showed a high level of quality culture in the studied institutions, and a strong, positive impact of both creativity and continuous improvement cultures on organizational performance.
- **Andrea Kottmann, Jeroen Huisman, Lisa Brockerhoff, Leon Cremonini (2016)**: *How Can One Create a Culture for Quality Enhancement?* This study sought to establish a model for building a quality culture in the context of university faculty. The findings suggested that faculty motivation to engage in quality improvement could be stimulated by aligning teaching and learning activities with research-like practices, incorporating teaching achievements into career development structures, and institutionalizing the value of

education. Leadership was found to play a key role, as leaders foster grassroots initiatives aligned with administrative vision. Faculty engagement in development processes was enhanced through communication structures and peer exchange, contributing to the creation—and maintenance—of a quality culture. Institutionalized reflection and reporting on achievements were also identified as key mechanisms to support formal accreditation and sustainability.

This study is an extension of prior research aimed at reinforcing interest in quality culture. However, it differs from previous studies in terms of the variables addressed, the environment, the sector, and the time period. Unlike earlier research conducted in diverse international and sectoral contexts, the present study was conducted in Algeria's service sector (postal services) during the year 2023.

2. Theoretical Framework of Quality Culture and Organizational Commitment

2.1 Quality Culture:

Culture is a phenomenon specific to human beings and plays a significant role in influencing behavior. It is acquired through learning from the surrounding society and helps individuals within that society to communicate with each other. It also defines the roles they can play within organizations. Since organizations are part of the broader environment and society, organizational culture reflects and extends the dominant culture of that society, impacting all employees within the organization. It influences decision-making processes as well as behavioral patterns, attitudes, and values.

Quality culture is considered one of the modern and important concepts, as it constitutes a vital part of an organization's overall culture. It plays a pioneering role in helping organizations achieve high levels of competitiveness (Abou Bakr, 2000, p. 129), due to the clarity it provides regarding values, principles, and procedures, and its ability to increase employee motivation and engagement through participation, empowerment, and the development of creative thinking.

According to Barnett & Cameron (2000, p. 272), quality culture is part of an organization's general culture and refers to a pattern of habits, values, and behaviors related to quality. From this definition, it can be inferred that quality culture encompasses organizational values that create a fertile environment for building quality within the organization and embedding the principle of continuous improvement.

Ahmed Maher (2000, p. 95) defined quality culture as a set of values and interpretations related to quality and tools for its improvement. This differentiates it from traditional approaches to quality, which are based mainly on control and quality tools, as it emphasizes values, behaviors, and practices implemented by the organization to achieve high-quality outcomes.

Jawda (2012, p. 48) outlined the key features of quality culture in organizations as: doing the job right the first time, adopting the principle that mistakes are opportunities for improvement, dedication to task performance, focus on the customer, ease of communication, and encouraging informal relationships. The more the top management promotes these behaviors, the more they contribute to instilling a quality culture by encouraging learning and experimentation, discovering desirable and successful activities, disseminating them across the organization, and continuously developing and preserving them.

The researcher views **quality culture** as the values, beliefs, attitudes, and behavioral patterns that distinguish members of an organization and drive continuous improvement in performance and service quality by fostering an organizational climate that consistently encourages creativity, with the aim of achieving both internal and external customer satisfaction.

2.2 Dimensions of Quality Culture:

There is considerable agreement among researchers on the dimensions of quality culture. According to **Jawda**, these dimensions include:

2.2.1 Empowerment:

The concept of empowerment is based on the top management granting trust, authority, and freedom of action to subordinates within the workplace. This fosters a sense of importance, competence, and responsibility among employees, creating intrinsic motivation and a positive perception of their work (Aba Zeid, 2010, p. 7).

2.2.2 Customer Focus:

This refers to the ability and willingness to identify and fulfill customer needs and desires, acting accordingly while considering the organization's costs and benefits. Meeting customer requirements is seen as a fundamental pillar of quality management and culture, with efforts extending to exceed these expectations. Understanding current and future needs of both customers and other stakeholders, and maintaining that understanding, is essential for achieving sustainable organizational success. The term "customer" here includes not only external clients but also internal customers, representing employees across different departments within the organization (Ben Aïchaoui, 2013, p. 35).

2.2.3 Continuous Improvement:

Continuous improvement refers to an ongoing effort to enhance performance and operations. The aim is to improve every aspect of organizational processes, continuously tracking activities during work, and identifying operations or projects that require development. This means systematically improving all factors related to transforming inputs into outputs (Habiba Amer, Ferhat Abbas, 2017, p. 4).

Continuous improvement is a process that concerns and affects all activities within an organization without exception, extending all the way to the customer. The outcomes of continuous improvement are reflected in various ways, such as reducing inputs, increasing outputs, enhancing product or service quality, or improving employee and customer satisfaction. It is guided by a fundamental principle: to maintain and sustain development without interruption.

2.3 Importance of Quality Culture

The importance of quality culture in organizations lies in its role as a key factor in building the knowledge base that supports creativity and innovation, which in turn positively influences organizational performance and its products. This culture also contributes to raising employees' awareness of the concept, significance, and goals of total quality, as well as the mechanisms for its implementation. Quality culture enhances employees' sense of belonging to their organization, increases their ability to contribute, and motivates them toward better performance. For instance, teachers become more committed to continuously improving their performance, relying on a high level of quality culture. Therefore, it is essential for educators to adopt the principles, orientations, and ideas related to this culture in their professional practices to achieve desired goals. (Khudair Kazem Hamoud & Rawan Muneer Al-Sheikh, 2010, p.10)

According to Zeinab Tammeh Sultan (2019, p. 271), the importance of quality culture can be summarized in the following points:

- Encouraging participation by promoting teamwork, fostering both competition and cooperation between management and employees.
- Diagnosing problems and proposing solutions to eliminate non-value-adding activities and identify areas for change.
- Serving as a tool to improve organizational performance.
- Supporting continuous improvement through the focus on organizational values and standards, ultimately leading to enhanced performance.

2.4 Organizational Commitment

Organizational commitment is one of the significant topics addressed in research and studies due to its prominent role in increasing efficiency and effectiveness. It is considered a fundamental pillar of the management process at all levels, and a crucial necessity for organizations seeking growth and continuity in highly competitive environments to achieve their goals. It is a relatively modern concept, often described as an emotional bond that connects an employee to their organization (Al-Buqami, 2012, p. 3). This connection is evident through the alignment and integration of individual and organizational values and objectives, which fosters a strong desire among employees to remain in their positions, maintain their jobs, and exert maximum effort in performing their tasks.

Erlan (2013, p. 170) defines organizational commitment as a strong attachment to the organization's goals and values, acceptance of its objectives, and the willingness to exert considerable effort to improve its performance, accompanied by a strong desire to remain within the organization.

Similarly, Fadia Ibrahim Shehab (2014, p. 77) defines it as: belief in the cause the organization dedicates itself to, its goals, and the vision to achieve those goals, along with full readiness to join the organization based on this belief, to bear all associated responsibilities, perform all assigned duties, and adhere to the organization's policies and decisions.

Yildirm (2015, p. 125) describes it as a psychological state that forms a personal relationship between the employee and the organization, influencing the employee's desire to stay for as long as possible.

From this, it can be concluded that organizational commitment contributes to developing a sense of belonging and responsibility among employees toward their work, while reducing negative behaviors such as absenteeism, negligence, and underperformance. Conversely, when the level of organizational commitment declines, such negative behaviors tend to increase, affecting employees' conduct and relationships with their colleagues and supervisors.

Porter, Steers, and Mowday emphasized that organizational commitment represents a strong and accepted belief by employees in the goals and values of their organization, along with a desire to exert their utmost efforts in its favor, and a strong willingness to remain part of it. According to Jandaghi et al. (2011, p. 6853), there are three primary components of organizational commitment:

- Belief in the goals and values of the organization.
- Internal motivation: the desire to exert substantial effort for the organization.
- Job stability: a strong desire to remain a member of the organization.

Al-Qahtani (2014, p. 53) adds that organizational commitment includes the desire to remain employed within the organization, satisfaction with the work environment, alignment with organizational goals, and the pursuit of achieving those goals. This instills in employees a strong desire to stay, hold on to the organization, and make greater efforts to ensure its success and distinctiveness, taking pride in working within it.

In light of the above, the researcher defines organizational commitment as a set of positive emotions and feelings that an employee holds toward their organization, leading to their commitment to its values, beliefs, and goals. It is reflected in their dedication to performing their duties through intrinsic motivation and their desire to remain within the organization, thus contributing to job stability.

2.5 Dimensions of Organizational Commitment

2.5.1 Belief in Organizational Values and Goals

Believing in and adopting the organization's goals and values by its members is one of the most significant pillars for building and developing organizational commitment, as it strongly influences employees' behaviors and task performance. It is worth noting that organizational values refer to those prevailing within the work environment, which motivate individuals to make sacrifices and complete their tasks on time in accordance with the laws and rules adopted by the organization. These values influence employees' behavior in various organizational contexts, serving as a reference and framework for decision-making and guiding appropriate behavior. They also help distinguish between right and wrong actions at all organizational levels. Beliefs, on the other hand, are the shared ideas regarding the nature of work and social life within the organization, in addition to the ways in which tasks are carried out. Examples of shared beliefs include decision-making participation and collective efforts toward achieving organizational goals. Beliefs are composed of shared knowledge, symbols, stories, legends, and opinions among the organization's members. (Yoash Wiener, 1988, p.542)

2.5.2 Intrinsic Motivation

One of the key elements for an organization's success is the implementation of an effective incentive system that utilizes all possible and available means to motivate individuals to exert greater efforts and achieve high-quality performance. The desire to work harder within the organization, known as intrinsic motivation, is considered innate; it does not necessarily involve conscious feeling or voluntary action. Those who use the term "instinct" view it as an inborn drive that pushes individuals toward specific types of behavior, which may lead to creativity even if the individual is unaware of it. Motivation is closely related to urgency and necessity. The organization's role is to stimulate this internal drive to enhance performance and increase productivity. Several factors play a vital role in this process, notably: (Eric Cobut, Géraldine Bomal, 2009, p.122)

- Effort: Refers to the energy exerted by an individual while performing tasks within the organization.

- Ability: Represents the combination of traits and personal attributes, such as intelligence, that distinguish individuals.
- Organizational Factors: These influence motivation processes and affect individuals' behavior and performance.

Hanafi and Al-Farzan (1996, p.66) outlined the stages of motivation development toward satisfaction as follows:

- The emergence of internal needs and desires, usually observed through tension, anxiety, and imbalance.
- The search and selection phase, involving the identification of a suitable alternative to fulfill the need.
- The behavior phase, involving the pursuit of goals aimed at satisfying the need.
- The connection phase between motivation and evaluation.
- The reward phase (positive or negative), based on the type of performance evaluation used to meet the need.
- The association between behavior and reward: if the motivational cycle leads to satisfaction, the result is balance and contentment; otherwise, the individual re-engages in the search for alternative options to achieve satisfaction.

2.5.3 Job Stability

Job stability has become a fundamental issue in contemporary organizations. Its importance has grown significantly with increasing recognition of the pivotal role of human resources. Previously, there was a dominant belief that tools, machinery, and equipment alone could achieve organizational goals effectively. However, this notion has gradually diminished in light of numerous studies that clearly demonstrate the critical value and role of human capital and the necessity of its stability in achieving organizational goals and ensuring continuity. Job stability serves as the foundation for job security among employees, contributing to increased organizational loyalty. The organization and its internal climate are primarily responsible for job stability, as they significantly influence it through the design and implementation of various administrative and organizational tools that enhance employees' sense of security. (Robert D. K., 2017, p.03)

Job stability brings many benefits to both employees and the organization. An employee who enjoys job stability is typically more immersed in the organization's prevailing culture and committed to the group's values and beliefs. In contrast, an unstable employee is constantly trying to adapt to new behaviors and work styles, which may result in anxiety, stress, fear of the unknown, and reduced motivation.

For the organization, job stability is highly valuable. It helps retain skilled and experienced human resources and promotes team cohesion, transforming the organization into a united family with a shared culture, goal, and identity. (Jassim Raheem Athari, 2013, p.142)

2.6 Importance of Organizational Commitment

Organizational commitment is one of the most prominent behavioral variables studied extensively. Research has shown that high absenteeism rates, tardiness, employee turnover, and low job satisfaction are linked to low levels of organizational commitment. Many studies have emphasized the crucial role of organizational commitment in mitigating such negative phenomena. High levels of organizational commitment in the workplace lead to a decline in undesirable behaviors, particularly absenteeism and task avoidance.

Organizational commitment plays a vital role in bridging the gap between organizations and their employees, especially during times when organizations are unable to provide adequate incentives to encourage maximum performance. Thus, while commitment does not guarantee success, its absence often leads to failure. Many managers and employees, though skilled at identifying problems, lack the will to commit to finding solutions. Commitment requires courage and involves taking risks—it demands that individuals give their all to others while also understanding their goals.

Employee commitment to their organization is a stronger predictor of their likelihood to remain than job satisfaction. (Al-Wazzan, 2006, p.6) Moreover, organizational commitment is essential for the success, sustainability, and growth of the organization. It reflects the translation of individuals' desires, tendencies, and beliefs into positive behaviors that drive the organization forward.

A number of factors have driven interest in this concept, most notably that organizational commitment is one of the key indicators for predicting a variety of behavioral outcomes—among them, employee turnover. Committed individuals are expected to remain longer within the organization and exert greater effort to help achieve its goals. (Abdel-Baqi, 2004, p.17)

3. Methodology and Tools

3.1 Study Approach

In order to achieve the intended objectives of the study, the descriptive and analytical approach was adopted. This was done by collecting various references to construct the theoretical framework of the topic, including books, research papers, studies, and electronic websites. Additionally, data and information related to the phenomenon under study were gathered through the responses of the participants to the questionnaire items, followed by analysis and interpretation of the results obtained.

3.2 Study Population and Sample

The study population consists of all employees of Algeria Post in El Oued, totaling 400 individuals. A random sample of 150 individuals was selected from the various departments of the organization under study. Of these, 120 questionnaires were retrieved, indicating a high response rate of 80%. After excluding two questionnaires, the total number of valid questionnaires for analysis was 118.

In terms of personal data, the individuals in the sample are characterized by several features as shown in Table (01):

Table (01): Distribution of Study Sample by Demographic Variables

Variable	Categories	Frequency	Percentage	Variable	Categories	Frequency	Percentage
Gender	Male	57	48.30%	Experience	Less than 5 years	24	20.34%
	Female	61	51.70%		5 to 10 years	54	45.76%
Total		118	100%		11 to 15 years	22	18.65%
Age	Less than 30 years	17	14.40%		16 to 20 years	12	10.17%
	30 to 40 years	60	50.84%		More than 20 years	06	05.08%
	41 to 50 years	31	26.30%	Total		118	100%
	Over 51 years	10	08.46%	Education	Secondary	23	19.49%
Total		118	100%		University	90	76.27%
Job Position	Executive	109	92.37%		Postgraduate	04	03.39%
	Worker	09	07.63%		Other	01	0.85%
Total		118	100%	Total		118	100%

Source: Prepared by the researcher based on SPSS output.

Among the sample, 51.70% are female and 48.30% are male, indicating a balanced gender representation. This aligns with the nature of administrative work in the postal sector, which typically requires the presence of both genders without distinction.

Regarding age, the majority fall within the 30 to 40 years category (50.84%), reflecting that most employees of Algeria Post in El Oued are in the prime of their professional lives.

Concerning job position, the highest percentage (92.37%) hold executive roles, which is a natural result of the organizational structure.

As for years of experience, the largest group (45.76%) has between 5 and 10 years of service, indicating an increase in staff numbers during this period, likely due to the expansion of branches and postal offices and the acquisition of a significant number of new positions in recent years.

In terms of educational attainment, the majority (76.27%) hold a university degree, suggesting that most sample members have a high level of education, which is consistent with the demands of the organization's activities.

3.3 Study Tool

A questionnaire was designed and adopted as the main tool for data collection in the study. It consists of three sections: The first section includes personal variables (gender, age, educational attainment, job, experience), the second section

concerns the independent variable, which is quality culture, measured based on the model for building quality culture in the study by (Andrea Kottmann& Jeroen Huisman) and includes three dimensions (empowerment, customer focus, continuous improvement), with a total of 18 items. The third section deals with the dependent variable, organizational commitment, which was measured based on its core elements as indicated by (Jouda), consisting of three dimensions (belief in the values and goals of the organization, internal motivation, job stability). As for the items in the form, several previous studies were referenced, including those by (Erlan, 2013), (Jandaghi et al., 2011), and (Yildirim, 2015), with this section containing 15 items. A five-point Likert scale was used to measure respondents' responses to the items in the second and third sections.

4.3 Validity and Reliability of the Study Tool

Validity refers to whether the study tool measures what it was designed to measure. For this, the questionnaire was presented to a group of reviewers. As for the reliability of the tool, which refers to the ability of the questionnaire to obtain the same results if redistributed under the same or similar conditions, we relied on the (Cronbach Alpha) coefficient for each item of the questionnaire, as shown in Table (02).

Table (02) Cronbach Alpha Reliability Coefficient

	Number of Items	Cronbach Alpha Coefficient
Questionnaire Items	33	0.653

Source: Prepared by the researcher based on the outputs of the SPSS program.

It is observed that the value of the Cronbach Alpha reliability coefficient is positive (65.3%), which exceeds the theoretical percentage (60%), indicating the stability of the measure and its consistency. Additionally, the validity coefficient in this study is (%80.8), meaning the results of the questionnaire can be trusted for their credibility, reliability, and ability to achieve the study's objectives.

5.3 Statistical Methods Used in the Study

For data analysis, several methods provided by the SPSS version 22 statistical software for social sciences were used, including:

- Frequencies and percentages to understand the characteristics of the sample population;
- Cronbach Alpha reliability coefficient to check the reliability of the study tool;
- Arithmetic means and standard deviations to determine trends in the responses of the surveyed individuals;
- Shapiro-Wilk test to determine the distribution nature;
- Simple linear regression analysis to measure the effect of the independent variable on the dependent variable;
- Pearson correlation coefficient to understand the correlation relationships between quality culture and organizational commitment.

4. Results and Discussion:

1.4 Arithmetic Means and Standard Deviations for Study Variables: This was done by calculating the arithmetic means and standard deviations for the responses of employees at Algeria Post in El-Oued to the items representing the study variables, as shown in the following tables (03 and 04).

Table (03) Arithmetic Means and Standard Deviations for Quality Culture

Variables	Mean	Standard Deviation	Rank	Response Level
Empowerment	3.92	0.822	03	High
Customer Focus	4.32	0.612	01	High

Continuous Improvement	4.09	0.818	02	High
Quality Culture	4.11	0.51		High

Source: Prepared by the researcher based on SPSS outputs.

Based on the results shown in Table 03, the level of quality culture is high according to the study's scale. The overall mean for the responses of the sample members regarding this dimension across all its items was (4.11), with a standard deviation of (0.51). The customer focus dimension ranked first in terms of its relative importance, with a high degree, indicating that there is a strong effort to meet customer requirements, considering it as the main pillar of management, as well as striving to exceed those expectations. This shows that employees contribute to understanding both current and future needs of internal and external customers and maintaining them to ensure the organization's sustainable success. It also highlights the awareness and concern of senior management for serving and satisfying all customers and other stakeholders. The second rank was for the continuous improvement dimension, also with a high degree. This indicates that employees at Algeria Post in El-Oued strongly feel the need for continuous development, demonstrating the flexibility of the employees in adapting to and accepting ongoing improvements. It also highlights the continuous efforts of management to enhance all operations, track activities during work, and identify processes or projects in need of improvement and development. The empowerment dimension ranked third with a high level as well, indicating that senior management grants trust, authority, and freedom to subordinates in their work, which has led to feelings of importance, competence, and responsibility among them, thereby creating a sense of self-motivation and positive work perception.

Table (04) Arithmetic Means and Standard Deviations for Organizational Commitment

Variables	Mean	Standard Deviation	Rank	Response Level
Belief in the values and goals of the organization	3.48	0.966	03	High
Internal Motivation	3.62	0.907	02	High
Job Stability	4.06	0.630	01	High
Organizational Commitment	3.72	0.610		High

Source: Prepared by the researcher based on SPSS outputs.

Based on the results shown in Table 04, the level of organizational commitment is considered high according to the study's scale. The overall mean of respondents' answers regarding this variable across all its items was (3.72) with a standard deviation of (0.610). Among its dimensions, *job stability* ranked first in terms of relative importance, indicating a high level of job security and satisfaction among individuals in the organization under study. This is largely due to the relatively acceptable salary and the benefits offered by the organization to its employees as a way to alleviate work burdens. Additionally, this is reinforced by the prevailing labor market conditions, the scarcity of job opportunities, and the limited alternatives available to employees.

The *internal motivation* dimension came in second, also with a high score, suggesting that the work within the organization is characterized by dynamism, which minimizes boredom and monotony. Furthermore, it is important to note that the nature of the work in the organization is sensitive and requires precision, due to the volume and diversity of financial transactions, which necessitates care, accuracy, and dedication in task performance.

As for the *belief in the organization's values and goals* dimension, it ranked third with a similarly high level, indicating that the organization's objectives are clear and that management effectively communicates and ensures employee comprehension of these goals. Additionally, the values and objectives of the organization are logical and widely accepted, as they do not conflict with individual or societal values. All these factors have contributed to employees' strong adherence to the organization's values and objectives.

2.4 Hypothesis Testing:

Test of Normality

Since normality is a prerequisite for conducting further statistical tests, a normality test was conducted.

Table (05): Shapiro-Wilk Test for the Normality of Quality Culture and Organizational Commitment

Variable	Shapiro-Wilk		
	Statistic	Degrees of Freedom	Significance Level (Sig)
Quality Culture	0.988	118	0.177
Organizational Commitment	0.968	118	0.213

Source: Prepared by the researcher based on SPSS outputs.

As shown in Table 05, the calculated significance values for the variables *Quality Culture* and *Organizational Commitment* were (0.177 and 0.213) respectively, based on the Shapiro-Wilk test. Both values exceed the significance threshold of 0.05, indicating that both variables follow a normal distribution.

Main Hypothesis:

There is a statistically significant effect of quality culture on enhancing organizational commitment among employees of Algeria Post in Oued Souf, at a 5% significance level.

To confirm the validity of the simple linear regression model for testing the hypothesis regarding the effect of quality culture on organizational commitment, an ANOVA was conducted as shown in Table (06):

Table (06): ANOVA Results to Confirm the Model's Validity for Testing the Main Hypothesis

Source of Variation	Sum of Squares	Degrees of Freedom	Mean Square	F-Calculated	Significance Level
Regression	2.031	05	2.031	8.365	0.003
Error	18.954	100	0.277		
Total	20.985	105			

Source: Prepared by the researcher based on SPSS outputs.

Since the calculated F-value (8.365) is greater than the critical F-value at the 5% significance level, and the computed significance level (0.003) is less than the accepted threshold (0.05), the alternative hypothesis is accepted. This indicates that the regression model is valid for testing the hypothesized effect of the independent variable (*quality culture*) on the dependent variable (*organizational commitment*).

Table (07): Pearson Correlation Test Results between Quality Culture Dimensions and Organizational Commitment

Independent Variable Dependent Variable	Organizational Commitment	
	Pearson Correlation Coefficient (R)	Significance Level (Sig)
Empowerment	0.441	0.039
Customer Focus	0.362	0.025
Continuous Improvement	**0.470	0.003
Quality Culture	0.382	0.011

Source: Prepared by the researcher based on SPSS outputs.

Significance levels:

- Correlation is significant at the 1% level
- Correlation is significant at the 5% level

Table (08): Results of Simple Linear Regression Analysis to Test the Effect of Quality Culture Dimensions on Enhancing Organizational Commitment.

Independent Variable Dependent Variable	t-Calculated	Significance Level (t)	R ² (Explained Variance)
Empowerment	2.123	0.019	0.194
Customer Focus	3.014	0.002	0.131
Continuous Improvement	4.101	0.033	0.220
Quality Culture	3.364	0.001	0.145

Source: Prepared by the researcher based on SPSS outputs.

Sub-Hypothesis 1:

Based on Table (07), which presents Pearson correlation test results between quality culture dimensions and organizational commitment, and Table (08), which shows the results of simple linear regression analysis for testing the impact of quality culture dimensions on organizational commitment, the dimension of empowerment is shown to be statistically significant at the 5% level. The correlation coefficient (R) is estimated at 0.441, and the calculated t-value is 2.123, with a significance level of 0.019, which is below the accepted significance threshold of 0.05. Therefore, the alternative hypothesis is accepted, indicating that empowerment, as a dimension of quality culture, has a statistically significant effect on enhancing organizational commitment among employees of Algeria Post in Oued Souf. The null hypothesis is thus rejected. Furthermore, the coefficient of determination (R²) shows that empowerment explains 19.4% of the variance in organizational commitment.

Sub-Hypothesis 2:

From Table (07) and Table (08), it is evident that the customer focus dimension is statistically significant at the 5% level. The correlation coefficient (R) is 0.362, and the calculated t-value is 3.014, with a significance level of 0.002, which is lower than 0.05. Accordingly, the alternative hypothesis is accepted, indicating a statistically significant effect of customer focus as a dimension of quality culture in enhancing organizational commitment among employees of Algeria Post in Oued Souf. The null hypothesis is rejected. The coefficient of determination (R²) shows that customer focus accounts for 13.1% of the variance in organizational commitment.

Sub-Hypothesis 3:

According to Tables (07) and (08), the continuous improvement dimension is also statistically significant at the 5% level. The correlation coefficient (R) is 0.470, and the t-value is 4.101, with a significance level of 0.033, which is below 0.05. Thus, the alternative hypothesis is accepted, indicating that continuous improvement has a statistically significant effect on enhancing organizational commitment among employees of Algeria Post in Oued Souf. The null hypothesis is rejected. The R² value indicates that continuous improvement explains 22% of the variance in organizational commitment.

Finally, based on the results in Tables (07) and (08), the overall quality culture variable is found to be statistically significant at the 5% level. The correlation coefficient (R) is 0.382, the calculated t-value is 3.364, and the significance level is 0.001, which is below the accepted threshold of 0.05. Thus, the alternative hypothesis is accepted, confirming a statistically significant effect of quality culture in enhancing organizational commitment among employees of Algeria Post in Oued Souf, and the null hypothesis is rejected. The R² value shows that quality culture explains 14.5% of the variance in organizational commitment.

This is considered a relatively modest contribution, as 85.7% of the variance in organizational commitment is attributed to other variables not addressed in this study.

5. Conclusion:

This study has examined the concept of quality culture as a set of organizational values that provide a fertile environment conducive to building quality within the organization and promoting the principle of continuous improvement. It also explored its impact on fostering positive feelings and organizational commitment among employees.

Following the theoretical and field study conducted at Algeria Post in Oued Souf, several key findings were reached:

- Quality culture plays a significant and positive role in enhancing efficiency, effectiveness, and productivity, in addition to boosting motivation and continuous improvement across all organizational activities. It also promotes several positive values and behaviors among employees at Algeria Post in Oued Souf.
- Organizational commitment contributes to reinforcing job stability within the studied organization.
- Organizational commitment increases the extent to which individuals adopt and believe in the organization's values and goals.
- Organizational commitment helps the organization gauge the level of intrinsic motivation employees possess and the degree of dedication and effort they invest in performing their tasks.
- Empowerment, continuous improvement, and customer focus all positively contribute to fostering and developing quality culture within the organization.
- The level of quality culture among employees at Algeria Post in Oued Souf is high.
- There is also a high level of organizational commitment among the employees of Algeria Post in Oued Souf.
- A statistically significant relationship exists between quality culture and enhanced organizational commitment among employees of the studied organization at a 5% significance level.
- Empowerment, as a dimension of quality culture, has a statistically significant impact on enhancing organizational commitment at a 5% significance level.
- Customer focus also shows a statistically significant influence on enhancing organizational commitment at the 5% level.
- Continuous improvement likewise demonstrates a statistically significant effect on enhancing organizational commitment at the 5% significance level.

5.1 Proposed Recommendations:

- Senior management at Algeria Post in Oued Souf should strive to maintain and develop the current level of quality culture among employees.
- They should also work on strengthening and enhancing organizational commitment among staff members.
- The current job design at Algeria Post in Oued Souf does not sufficiently meet human needs for development, achievement, activity, and a sense of importance. This negatively impacts job satisfaction and belonging, and suppresses creativity due to excessive routine and boredom.
- The internal communication system within the studied organization is moderately effective and provides an adequate level of functionality to support quality culture. However, the organization should continue improving its modern technological and technical tools to keep pace with developments and ensure sustained efficiency and effectiveness.
- There is a need to reduce the mechanical work pattern at Algeria Post in Oued Souf, as employees tend to perform tasks repetitively without reflection or variation. This can be addressed by encouraging employees to:

- Be reminded regularly of the importance and value of their tasks, ensuring that they feel they've accomplished something positive at the end of the day.
- Be listened to, and their opinions considered as much as possible—employees are a valuable source of ideas, and including their input increases their commitment and loyalty.
- Engage in positive social interaction, which strengthens communication and cooperation, supporting teamwork and positive competition.
- Evaluate themselves and monitor their performance as a form of self-motivation. This sense of ownership enhances performance and reflects the organization's trust and respect for employees.
- Be delegated responsibilities, encouraging them to act as if they were owners. Leading organizations increasingly grant employees greater freedom to take initiative and make decisions.
- Expand communication networks and facilitate both vertical and horizontal communication to ensure faster and more accurate decision-making.
- Participate more actively in proposals and decision-making to foster team spirit and a shared leadership approach.
- The management should increase focus on non-financial (moral) incentives, which play a vital role in strengthening employee attachment to organizational goals and boosting their determination to achieve them.

5.2 Future Research Prospects:

Through this study, it became evident that there are several important theoretical and practical issues that warrant further investigation, which were beyond the scope of the current research. These can serve as potential areas for future research:

- Reapplying the proposed model to services with high levels of perceived risk, such as healthcare and tourism, or taste-based products such as restaurants.
- Conducting a comparative study across different economic sectors using the model proposed in the current study to explore areas of integration and differentiation.
- Incorporating additional variables into the current study model and testing their impact.
- Studying the role of dynamic capabilities in enhancing the organization's competitive responsiveness.
- Examining the impact of strategic human resource management on the organization's quality culture.
- Investigating the impact of strategic HR management on individuals' organizational commitment.
- Exploring the role of social auditing in fostering quality culture within the organization.
- Studying the impact of internal marketing on enhancing employees' organizational commitment.

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