

# Methods of management between religious and inherited behaviors

## The case of Algerian economic enterprise

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### **Abstract**

There is a big impact of Islam upon mentalities that management takes into consideration to set its overtone; but its impact on management is not like magic on organizations functioning or; enterprise, consequently, Islam's impact is just like other religions do.

Through process of new management which characterized by more transparency and flexibility ,We have observed that reforms which focused on behaviors get more clearer through approach concerning the definition of “ good Muslim” into management world, after the application of Japanese model of management that focus on quality in relation to management , the jeopardize way of different actors prove the credibility of such approach of management , and in cement factory as well.

**Keywords:** *traditional management, modern management, religious behavior, secular behavior, local/ universal*

### **INTRODUCTION:**

There is no doubt about the impact of religious inheriting of Islam in Algeria upon behavior, but its has no magic impact on management of enterprises, like other religions as well.

Religion can play effective role by contributing to adjustment the intellectual environment by which management takes its overtone . there are successful enterprises that associated between Islamic behavior, and the full implementation of standard and universal management model.

Behaviors adjustment has indeed been crystallized by approximating between the cases where the person is being interested and the model of “ good Muslim” , moderate and

idealist. What some enterprises did ( particularly, the unique way of some bosses behaviors , directors and some workers behavior ) makes that approximation trust worthy.

Empirical evidence proves the radical extent of mental and religious behavior to – the organization- and their accompaniment to person's vision- user- and his practices with whom that they have relations weather they have common views or when they are being ordered, mutual views, acceptance of contrariness, and even to be guided by others.

The service and production enterprises , stay as one main monument(dimension) to identify the existing truth of religious impact on Algerian enterprises whether it was public or private ones, and the limits of its influential power upon behavior and mentalities during the practices which are included in each authoritarian regime in which every individual has to interrelate and interfere with others, Algerian individual as sample is indulged into religious culture that denies to despise his manhood and his dignity and never accept being contempt.

Therefore, how does new management method correspond with individuals ambitions? and what type of managements model by which the individual will feel his dignity into new administration, particularly when he finds himself between modernity and tradition, thus, he will be at stake between the submission to hierarchical authority's orders and at the same time to deny the insult ( in his view).

Agent or worker find himself attracted to heavy cultural inherited represented into several aspects: magnanimity, manhood, not to be submitted, obedience, glory. This last is remained as well-established picture in his mind, suddenly,

he has to face hierarchical authority that it may remove his utopianism which has been taken as fictional picture derived from historical inherit and another religious belief.

Sociologist Diribarne's view when religion related to cultural components, is that , to contribute for giving a management's overtone. Through our study of cement factory and observing its application of " quality system", this later has been illustrated a contribution by way "**of put a life rules by which it can direct the existence and give it a signification such as that drawn in people's mind**" [1]

When we analyze the diversity of living ways and common work that we meet; we will absolutely be surprised from the diversities extent we observe it among countries influenced by the same general religious tradition. This later is true for Christian society , even in protestant communities, example: the USA, Netherland, D'IRIBARNE made an in-depth study by which he can give a precise definitions about the modality that communities organized with in their different activities . [2]

It is also true for Muslim societies; Algerian society is entirely different from Andnoc. Therefore , when we are intending to have a learning links for Max Weber , we mustn't underestimate of impact of religious tradition on societies ,Specially on enterprises and economies, although, we shouldn't exaggerate such impact, its right that this later has no automatic aspect, but at least, it may appear in reaction with other factors, at first degree through its contributing to give an overtone for the practices in the management's field, for me, the method by which that impact will be practiced while I was analyzing the management of factory in setif area, is that: this factory has indeed been changed in its management and its performance, briefly , according to our sample of workers and clerks in this factory at deferent levels ; this achievement is due to the utilization of new management methods used by the higher and famous management schools, and the worker has been examined in his belief, and his imagination, and even when he has seen its lost is inevitably missing of his honor and his manhood and his magnanimity due to the fact that there are some methods which are unusual for him, unless he has accepted it for the raisons that they are identical with what it is going on in his mind, particularly with total quality principles that experienced in Algerian societies. Indeed; what new system contributed is a dual existence between pyramid scheme ( commands authority system) and ideal one, and through our listening to them, it seemed that their success was due to

overtone taken from Algerian originality monument, where Islam or rather Algerian perception of Islam set a substantial standing and even religious heritage through " equal treatment between individuals ", expertise and transparency, communication with each other, and leading admission if the number of individuals is up two.

However; individual has different visions between what he used to see as suitable and his heritage and scientific standard dictionary for new management, from another side, management theories may face a lot of difficulties when we try to mach between universal and local. There is contradiction between those who defends the universal privacy of management that reflects an excellent practices and those who believes in local dimension , (d'IRIBARNE Ph) thought that the two dimensions altogether are occasionally true.

The matter is about authority practicing and individuals mobilizing , and ethical approaches and no else; and he sees that there are a missing dimensions of universal methods of management ( recognizable) but we find ourselves in real practices that require a local consideration during execution phase.[3]

Therefore, the factory doesn't depend only on Enovation and performance but it re-considerates management methods known for communities by which it being evaluated and being priced and gives back a consideration to missing mentions.

### **1- the management towards inheriting cultural fact:**

The regeneration on management field during twentieth years , at cement factory of ain kebira – setif – either in quality of production or productivity is due to considerable progress in technical results, compared to what has been achieved in other factories located in the same country, Particularly in same productive sector.

According to questioning workers, this progress is linked to behavioral transformation, at deferent levels, in work's relationship, and also among hierarchies as well as in vertical cooperation.

We always look at opposing images between classical world, whose authority controls and punishes and terrifying workers and new world characterized of openness and cooperative confidence for common research to get solutions for each problems and dedication in work and pursuit to have franchise opportunities.

For explaining the way the authority practices its power in the past, it often goes back to the policy picture “**management in the past is like policy’s work**”, it means, administration spreads the panic among workers as one of work controller claimed, ‘each one, who committed to this kind of authority, afraid to be punished and being criminalized, in previous time, when it was a problem in the maintenance, the situation is left as it is, consequently, responsibility remains on the charged with it, so he was only the guilty, it’s so annoying for every one to find himself as a problem that stopped the production process, and he is the only responsible’. In such situation, generally, the responsible would look for someone else to assume his big responsibility and transfer those threats far away from him towards others.’ in the past, each one tried to throw out the ball from his goal, just as what happening in police station, it’s a matter of suspicion, obstruction and shame, every one stands scared, and cautious about his talk, one of officials said, ‘in the previous time, when I asked for an information from technician, the matter was like a questioning or asking for rapport, they show a bad reaction, and me too, my request was opposed with no answers; they were wondering about my purpose by this question and for what it would be used’.

Objection is usually denied in front of higher responsible, there was a difficulty for self-expression, When he feels he is being contempt, he still looking for an opportunity to show his dignity before his colleagues [4]

This authoritarianism was accruing with a diminution in transparency and a honesty. one of controllers said, we work in darkness, a large covering up had sustained to double the rumors; gossip threatened all of. new management methods led to transition from oral dialogue style to written dialogue one that well-known for every one though, some different significations has been taken according to our vision, Keynes said:” communication’s problems and hierarchical relationships might be improved by inclusive action that solidify and strengthen working groups which organically interconnected to each other through two dual networks, there is what consisted of hierarchical line of responsibilities that well known and other one that is consisted of purposes that have agreed collective contract “[5].

In such new methods of administration that has witnessed a big progress; authority has to support and recognize and sensitize and motivate, nowadays, as some supervisors said, ‘we have administration that listens to us, it is by our sides, it is different from the past; boss friendly

deals with us’, other head of service said, ‘we have a work teams, there is no guilty, they trust every one in the group. Workers, they are responsible of themselves’, another computer agent said that no one had controlled us, doors were opened, obstacles were fallen, with real and metaphorical meaning, and as we have heard here and there:” there are no obstacles between boss and agent or simple worker “, different levels are getting closed, there are no obstacles “ framework; there is no obstacle, nor fanaticism”( official). Informations are moving. indeed this system become like ethical behavior guide’[6]

This new climate of “transparency”, is acting unlike traditional practices that signed with covering up and shuffle. head of service explained, ‘Transparency, stop playing, stop wood language’. “door is opened” authority door, which is according to official, ‘help to spread confidence and to incarnate that transparency’. This last continued saying, ‘when I face a problem, I face the direct responsible and I say it as it is’, official justified, ‘we are in cumulating process and people stats to understand that information has not been hidden anymore’. Some beholder added saying, ‘when someone asks for something, they will be sure, he has a need for that’.

This cooperative climate is a source of efficacy: ‘today, if there is a problem, we meet, and we try to understand, why?’; now, situation is more positive, we suggest a solutions ‘, as one of supervisors conveyed.

Collective work is more efficacy, head of service summarized, ‘when there is a problem, people try to solve it between each other.’

Sometimes in classical management, we spent more time to find a deal among rivals instead of repair a technical problem, spending more time in fight. there is no more problems among group members that may lead to ignore the technical problem.” responsibility takes or replaces a fearful place from gendarme”. Supervisor observed, ‘everyone is engaged to find a solution; contrary, In the past, only the officials responsible are concerned of late work; today, simple agent is concerned too: in case of being late with his self, and he tries to find a solutions with supervisors ‘, In the end, this shift will effect on results,’ we do not have yet the same methods to look at things, same methods to charge with problem and the way to solve it, and the way to state it, results are doubled ‘.

## 2- DISCONNECT WITH ENVIRONMENT:

Speakers with us assert the exceptional character of enterprise( the factory ), after the regeneration of its method of management, within its economic environment , thus , the presence of some convergence between bosses and inferiors doesn't only surprise us , compared with past, rather to compare with other places. ' at higher levels , we have no problems; if we take general director, as example, he is always smiling ; he is passing by office agents and secretaries, and saying not to worry , everything is well'.

We have to recognize we don't see that in other places, I have a friends who are working in other enterprises, there, it cannot be applied; director, moves by car, this divergence is not only concerned with hierarchy summit ,” in other enterprises, as other controller observed, engineers eat in special corner, because just they are engineers, given example of enterprises that have been visited by some workers.

We see the way they give an example from outside where “people is shivering”, whatever we see, we must clap to those who have the authority, compared with factory environment where discipline is over all , and “every one has not only the right to speak” but rather “ to command “: in other enterprises, aforementioned controller keep saying ,’ you don't have even the right to ask some little things; Even when you have the right to say something about works progress, and you did; eyes are directed towards you, and you will even be abominable or suspected

However, there, people are satisfied, why?, because general director applies a discipline. Such things don't exist in other enterprises, such worker, when she sees the director being shivered and then, when he arrives, all starting to clap'.

This divergence between the way of presence and behave that we meet in factory is different to what is going on in environment and it reflects an impression that a person lives in entirely different world. one of supervisors declared,' I live in Algeria, but when I go inside the factory, i feel that I live in Europe'. One colleague replied ,’ behavior is greatest thing, we don't only need for behavior at factory , rather, we need it everywhere, that's a life '. Some expressing their will to spread it in their own environment. , one of officials said,'People, they transmit a culture to their families, their brethren, their friends; it will be spread, it is self accounting'. we observe the pure economic role transformed into social one, that is to contribute in social stability.” Culture enterprise enables the

actors to argue their attitudes and give their views logical dimension [7] , it means transmission of such behave outside enterprise.

### 3- MODESTY AND EQUITY ARE ISLAM PICTURES:

Modest management and equity in societies is at same time, impulse and life style. It is also cultural model, the creation of this kind of culture, as it is mentioned in total quality guide, including radical change project.“ changing of people's convictions, subconscious suggestions, mentalities, administration views, horizons and principles “ and also abolish all styles that feed contempt phenomenon which is inherited from colonial era, then it has been expanded around administrations because of bureaucratic arbitrariness. Other replied:” bureaucracy in societies is running like Arabic proverb “ **Muawuya's hair- strand**”, because each one who wants to do contempt act, he tries to run away from his assistants and workers. the issue is about a creation of “ team culture”, characterized with “ listening attentively”, “ transparency environment “, in which they try “ **to avoid using reprimand**”. Production management director says,' the beginning of modesty and equity into society “incarnates the confidence’ And avoid criticism and bring helps to analyze mistakes as kind of training, directed for avoiding repetition”, “ and he is open minded on suggestions for improving his inferiors”, “ resorting to confess style as means of motivation”, in society using modest management and equity , inferiors can have objections ( challenge) about their bosses views successfully ( without being afraid) if they believe some decisions will harm the quality”. This positive environment allow to confront and resolve problems that enterprise will face and having a continuous improvement .

For their parts, our speakers at different levels will add, at first degree to their attentions a cultural change , agent of informatics service said ,’ modest management and equity is first behavioral request ‘supervisor also said,’ modest management and equity is mental changing '. Official said,' modest management and equity starting from work method and finishing at life method '. Discussion is not only about “ behavior of modest management and equity “ but rather, about “person of modest management and equity “.

According to a member of administration commission,' we cannot say that we have a modest management and equity , there is of course ,no perfection. Reality indeed doesn't resemble ideals, but behave methods and life that spread in society are looked in fact with a break whether

with those which are prevailed in past and those we usually face it in Algerian societies , and also, it can be measured when we analyze the results, and viewing a society's performance'.

### 3.1- QUESTIONABLE MANAGEMENT METHOD

The success of Cultural Revolution that is occurring in such picture in enterprise through many years is not easy. It is true with presence of enterprises that have high and wide culture of cooperation, by taken into consideration that person who conducts enterprise is “ symbols creators, ideologies, and languages, beliefs, legends” or he has boss characters that made him praised by management scholars (peters and westerman).[8]

But, the belief of such enterprises performance lead to believe that its birth moment is a moment when everything is done; it acquires its main character under tutelage of particular person “, named as “ **first master** “

So many enterprises has bankrupted in trying to built a culture from nothingness. In cement factory , success of process is not pre- guaranteed

There were previous attempt, in the second half of the eighties, it was finished with fail, Head of service remembered,' since eighties, we have started talking about some principles, that is, now, modest management and equity, teamwork, customer is the king, it is considered as logo; through those years, nothing was worthy doing; in nineties, we have tried to break a superiority mental between workers to enable them for working together, we have talked about quality club, but nothing has been done'.

For his part, total quality management guide doesn't hide obstacles, thus , questionnaire has been submitted to managers of total quality management with some targeted points to know weather it has indeed been a changes in expected behaviors or not. By which we can read “ in which circumstances you think that knowing mistakes will help to learn, and accept your colleague's observations about your results, practice self criticism, and amelioration.

This guide, it lists obstacles of education, and specifically focuses on “ awkwardness that person may feel when he ignores some familiar ideas and famous opinions”, or “ the fear of being turned into incompetent person who should be learnt “, and call every one “ to study himself and avoid all obstacles “. It is a call for ethical turning.

How did enterprise do that; how did it happen that announced ideals was seriously applied, and passed from logos to real acceptance, real change in behavior? When we ask such question to ourselves, it won't be sufficient to look out of life ways and behave according to what renewable enterprises prefer. It has to look for encouraging actors to acclimatize, and search for overtone according to them, and try to enter in their own universe ( world ) .Therefore, factory workers, at different levels, have very specific method To adopt a project, and put its side that connected with people conversion into relationship with new model off life, then as result, Total quality management guide doesn't answer, while our speakers do .

### 3.2 MANAGEMENT DISCIPLINE AND LIFE MODEL

Project as people lives with it, is corresponding with particular life style that guiding existence and granting its overtone. 'Total quality management is corresponding with' obsession with well doing works', official said, and he also said,' Model of total quality management behavior', “ person of total quality management with all what require of honesty, listening and transparency. according to what head of service ,'ethical behavior discipline'. it determines a limits between” what is of total quality management “ and “ what is not of total quality management”.

This distinction helps for conveying a disciplining speech, that enables sum of workers ( not only who have higher responsibilities) to keep putting a pressures on who move away from righteous way. A head of service observed' When a someone tells his friend that something is not his business , he replies that it was not from total quality management; to order computer agent to do this or that , then, she replies that this was not of total quality management; Someone who wants to meet me without respecting hierarchical order, and thus, I tell him that this act is not of total quality management, and he accepts this situation. Accurate systems ( specifications) have the power to indicate limits between goodness and bad deeds. , as one of officials observed,' Specifications, enable to show which belongs to total quality management, or to give arguments within the same overtone'. Person who belongs to total quality management is one who accepts this life discipline and follows it . the necessary frame to join goodness, head of service said that goodness was everywhere but it was sufficient to look for it”.

This definition for goodness and bad deeds presents a frame that identifies relationship between individuals. “ in

the past, as one of officials explained, it was said, 'I don't like the way you behave', now, it is said "you are not of total quality management", the matter is about the right; there's not relation between two individuals, there is a discipline".

This argument, can be used with bosses, it enables first responsible to resist the covering up and arbitrariness that are characterized the past management of factory. Contrary to accusations and suspected rules, unconfirmed results that used by police station, such reference is characterized by common standard included into recommended deal climate.

"this is a utilized reasoning, as one of officials illustrates, it's laughable, it is not seen as regression".

In other side, in such ethical frame, everyone has the right to know what he should do, and corrects his mistakes if it is necessary, it's an attitude that wide spreading in enterprise. "**people begins to judge themselves**": as execution worker said, 'computer agent is working, meanwhile, she is eating candies and controlling herself; she is reviewing herself', one agent asserts, 'now, with total quality management, there is self-control, everyone (specialized worker) controls himself, he controls individually his work, he has to know the way to manage quality, and his work'.

Everyone is ready to take his part of responsibilities, even in case when he has the possibility to have arguments to blame others, 'I feel I am responsible even with collective responsibility, it's a common subject', head of service confirmed.

#### 4. TOTAL QUALITY MANAGEMENT AND ISLAM

What have been seen in factory, after collective consolidation into such discipline, by describing it as ethical and characterized with a proportion Of surprise, what behind that? could enterprise be able to create an acceptable life discipline from nil, starting from simple will of managers?

In fact, this achieved discipline based on ethical forms that are respected very much, in Algerian society, it (ethical forms) could put its credibility and respect that get (forms, it absolutely, don't find other similar collective methods of work in most of Algerian enterprises, but its presence is worthy, and they are ready to corporate).

Picture of who represents "total quality management and who is of such "total quality management" give a sacred

dimension in case of gathering between "personality of total quality management" and the personality of good Muslim, between what is of "total quality management", and total quality management as life discipline, Islam principles, and between total quality management evidences and Quran.

This identification has been supported by "total quality management hero" in enterprise: "I am believer, I am not like fanaticism; culture I have seen in kaizen book, continuous amelioration" is included in our culture, as Muslim. work in transparency, in cleanliness, help others for success, for being successful, you should do the best, this is in Quran".

It wasn't so difficult to put in the principles of total quality management, as they confirmed, because it is already existing in Islam, and it would be as reminding process: "in Algeria, there is Islamic culture (belief and practices), practically, it will be easy to apply total quality management principles; "we can say that total quality management is part of Islam" In Islamic culture, people gathering for total quality management, they get back what they have in their culture".

They talk about Islam as resource, at the same time, ethical principles, stories and proverbs, which are able to guide their behaviors: "that is in Quran"; they found texts in Quran, "we can find a direct examples from Quran, in this context, workers enthusiasm doesn't stop in enterprise for surprising us, this matter isn't easy to understand for others who have foreign culture, all employees get back the main idea of (Geertz)[9], culture for him is "great idea" and for (Weber), culture consists of arachnid tissue and networks for humanitarian significance that human being put and to which he find himself as a hostage[10]

There are some recommendations submitted about ethical principles which are taken from enterprise and Quran teachings:" for Muslim, he mustn't lie, for total quality management, he is necessary saying the truth", the same thing with respect of others". And also by qualifying cybernetic project to relate between Islam and total quality management

there are religious texts that refer to that, for example: "Seek education even if it takes you to China"; it's so lovely for everyone to do the best for learning and study; that exactly what continuous amelioration means".

If total quality management means that "some texts that found in Quran"; but it doesn't apply "what Quran asks for", if such project has same Islam teachings, why wasn't it applied before and why wasn't it applied in other places? If management method that applied in cement factory after its improvement wasn't new from Algerian culture, it will normally be familiar with enterprise environment.

Anthropologist, Clifford Greetz notes that when people adheres to their religion in Islamic society, then their obtained field will be relatively narrow.

In Islamic society, as he wrote, basic normally life has enough proportion of secularism, that suited to rational who is more convicted, religious consideration, in its power influence, doesn't play interesting role, unless, into some and limited behavioral fields, in which we can notice a violence, for example, in politic and commercial issues, that remind us to biting combination of occupational violence and personal pity which can be found in some American gangs". This tacky side is what noticed in ordinary management of Algerian society.

Thus, we have already mentioned whether it's related to the past of enterprise or to present of other enterprises, with taking into consideration what it's required of precaution, manipulation and fear.

We can recognize that the success of total quality management in cement factory is due to adopt ethical references into the life of enterprise, though it was familiar in classical side of religion, it is simply considered strange from this life, this radical change in references, is linked to the change in field of position we are going to study, thus what allow to happen for great behavioral change as we have seen.

Question is: how did enterprise do to its internal management that being attached to standards that it wasn't concerned with before?

As we have seen, Algerian enterprise is characterized by bureaucratic management (hierarchical, non personal authority that based on discipline and performance), and that doesn't prevent it to appear some factors which are not corresponded with good performance.

- Work doesn't have a value because of sovereignty of personal relationships and fanaticism (blood

kinship for Ibn khaldoun) and its influence on career.

- ideal responsible for workers is not who's distinguished in work, but Who is honorable.
- Equity values and dignity reduce formal authority performance.

#### 4. MANAGEMENT AND CONFORMITY AND EXTRACTION OF THE BEST FROM SURROUNDING CONDITIONS

If transformations inside enterprise that based on ethical frame was already found in Algerian society, although management wasn't, just getting it by negative ways; it creates a situation in which the enterprise can consort with such frame. Some factors play the key role in that direction, from general director leadership style to status given, then to specifications, passing by formation policies.

##### 4.1 STRONG AND MODEST DIRECTOR

Ideal example, on every levels, who comes from above is always signed as crucial side for project success. Looking at administration as reference, particularly, to general director (who is at the same time, factory director), Total attendance: one of supervisors declared that success of total quality management in factory was due to the presence of general director in administration as they have seen, administration whistles the starting.

Behavior of every one doesn't appear any influence of firm conviction for doing his duty, but of his influence towards what others do; "behavior, if you want, nourishes behavior", this influence can't be practiced symmetrically;" like father like son" as one of colleagues confirms.

But there are several methods by which the person can give the ideals; responsible can be ideal through his ability for initiative, his leadership power, his analysis accuracy, his prudence, nothing has been mentioned (it doesn't mean that characters is missing, but the substantial was lacked).

Transparency, as long as it was hailed, it has been noticed; "everybody is conscious of the importance of discipline in management, and the importance to give her ideals in transparency and seriousness", as one of officials noticed. and over all, the way that general director was committed to common discipline which are examined,

specially to more symbolic fields where director cannot ignore reasonable grounds for his distinction.

Submission to duties (standing in class, signature, workplace cleaning), they are usually specified for inferiors. one worker said, ' we stand in classes in restaurant , even general director does, carrying card, and he also submits it; he is really a good example). ' if we take the signature of entrance and exit, when you see general director signs, and who is the first entering into factory, therefore, it will be normal to respect timing by other workers, when you look your general director, your boss, and all officials, applying precisely total quality management, it will be normal to influence 'supervisor asserted. ' it is the personality of general director, that gives us an example, he respects the five management principles (S5), as one of officials confirms, he means to keep his work environment , such attitude method has been noted, because it is missed in enterprises less typical.

Another touching point is about acceptance of some reversal in familiar roles, under common systems naming, based on this, usually, who presents the lesson, find himself learns by others, This last is joined with equity idea, one of workers said , 'We are equal; but work is left as work; my boss is my companion, because he shares me my lunch, and my table; I don't feel any different, I don't feel my inferiority, it's familial space, I stand in first class with my boss, there is no difference'.

This picture of given example and equity must be joined to total quality management universe, common liaison to the same ethical system, that what we meet. Director and worker have been committed to the same imagination of goodness and bad deeds, and who is taken as an example of total quality management is pure one, as well as, in case of signing the entrance and exit , it represents **“a picture of total quality management personality”** .

Picture of “total quality management behavior”, person of “ total quality management “, are two ethical pictures, which are independents of function specifications, behaving fact, according to this picture, particularly, for those who have authority, while they stimulate for ethical equality, they also drift away social equality, it has a big importance; by this act, they can sustain the visualization credibility of internal relationship in factory that belonging to ethical system. That doesn't mean the disappearance of any form of social differences.

One of officials noticed, ' when we must to say the truth, we should know how to say it, even with mockery', beside, expressions:” simple agent “or “ simple supervisor” are not disappeared from speech, but these differences comes in second place .

This moral equality belongs to another field and presented in other way differentiates from authority equality that we think about when we talk about equality in non Muslims communities. It's normally seemed for superior ,to practice his arbitral authority, and to drift away his second hierarchical officials when it's necessary; as one official said, ' when general director comes down to the terrain, he seals his information by asking one of simple workers; and we contact him if we are not satisfied of our direct responsible ' . for their parts, those who have intermediate authority, they are not hesitated to impose their power on their agents; he said, ' my door is always opened, and must be other doors'.

Worker confirmed, ' if our work is well done, if worker does her work perfectly, they will be awarded by supervisors and all officials', a lot is waited from moral uprightness, and it doesn't count on democratic control efficiency to compel it show a good biography.

“Total quality behavior” model, that concerns “total quality person” with all what contained, of sincerity, listening, transparency, it is seen through his belief in factory interest [11], Responsible of one factory believes that total quality guide is **“ moral biography guide”**.

Will this combination between authority and referential simplicity be familiar in Algerian circumstance?

Some sayings can prove that, head of service noticed, ' referential is powerful authority, but modesty has a great value and it's respected, person is attracted to strong personalities but modesty too, we won't lose anything to visit the terrain, but on the contrary, we win respect',

However, as we have seen before, that kind of authority has no longer been strange of Algerian enterprises before that recently shift . isn't that a contradiction?

Obscurity isn't only shown from regular life but also from social one, in changing society, values is always exposed to permanent collision [12]

That what exactly happening in cement factory where each worker tries to get ride from set and clear rules for

being able to interpret it as he wish, In fact, this unfamiliar method of general director is strongly linked to referential changing that lead to shifting from non religious world to world Directed by religious referential. Imitation as Greetz saw gives central status for the personality that called “cleats”, in which temporal power, that’s put in service for compelling kinetics, with woolly enthusiasm and moral rectitude. This authority ( unlike non religious one, which represented in policeman personality ) finds her legitimacy within sacred system, his biography rectitude is signs of his mission originality. It’s seemed that he was looked within religious context, as respectable man, and at same time, as peer to the god, to ensure equality of all, then, his simplicity , without making him less respected, it will witness the originality of his supernatural character. It enables him to play completely the role of the exemplar, and an arbiter who has undoubted wills, and it’s necessary for life continuity of group with Distinguishing and trusted correlations, We may wonder, absolutely, whether who assume this sacred mission on higher hierarchy of enterprise, will be able to animate wills into such glorious picture that is remained alive in people’s mind, but, as Greets explained, That cleats personality has been used by Islam, and it was depth-rooted in history, it’s authentic rooted and social more than it’s Islamic , it’s similar to common life perception, that people gathered around it through numerous vicissitudes of Algerian history.

It can be incarnated in several forms, in which religious space can have the top, or remains tacitly, hidden behind ethical aspect. Boss in total quality management has special status in this process. It turns out, very well, during the factory activity what’s related to moral and what’s related to work method, and what’s related to local cultures.

Can we say in cement factory case that it was established on the basis of some ethical principles which are confined to discipline, devotion, revolution belief, and respect for people? I see in fact that experience of total quality guide implication has been occurred with respect of differences, and emphasis on values and the necessary common principles for enterprise outweigh.

#### **4.2 SPONSORED RESPONDING MODEL WITH ALGERIAN ISLAMIC CULTURE**

If total quality management could take its overtone in Islamic referential, then, it doesn’t only mean that some of formers have closed between them and referential; if it was superficial convergence, it wouldn’t, without doubt, have

got just a carelessness, and mockery, or it can cause a collision, The reason is that some required characteristics was actually standing by to respond with Islamic culture( or at least ,with the predominant form in Algeria ,or that’s understood for workers and staff as Islamic one).

One of service’s head, who benefited from training in France sees that total quality management acts to pass a convictions speech; in Europe, people are very reasonable, starting to ask questions about what’s a negative’, contrary, in Algeria, that character facilitates the ways to respond with Islam, by considering it as adjusting culture for relations between individuals “ like faithful and not like individuals’.

There are also, a lot of characteristics of project that foster such responding, because those who were living in Islamic environment, or Algerian Islam in any way, they found themselves in familiar world, Spiritual aspect of total quality management, and specifications diversity, that must exactly be followed to test total quality management there, expressed a complete accord with a fact in which devotional duties occupy a prominent place in “ good Muslim” definition, this last who is doing his five daily prayers, gives Zakat, fasts Ramadan, scrupulously abiding to discipline that’s looked as respect for that discipline, without looking for excuses to escape from it, and doesn’t contradict with spiritual adherence, supervisor explained,’ we have to apply total quality management scrupulously, and specifications represent a appropriated copy within local context accustomed to all in Algeria within environment where people takes care of goodness.

It helps for “transparency creation”, by considering it as substantial character for environment by way of system that gives the possibility to avoid secrecy and mystery of non religious world. It takes its overtone in form of prevailing religious world into such context.

In conjunction with that, it makes a feeling that we are in world characterized of religious logic interested of goodness, From other sides, one of total quality management aspects that take the attention of workers and staff, and according to worker’s speech is self responsibility. In Algerian society, the circle of personal responsibility belongs to religious world: everyone is responsible before the god, it’s bigger than every kind of control. It’s less connected to non religious space through police station picture) space that cannot be controlled by authority, it threatens punishment, rather deep loyalty to values, here is,

the progress of responsibility circle gives an impression of religious space.

The big role given to intellectual and ethical formation altogether have the same direction, talking about renewable enterprise, unexpected image of school is often used.” This is factory and school at the same time, it is school factory at the same time”. One of supervisor and worker said, ‘ There is a radical transformation; in past , it was military barracks; now it’s a good school, society becomes just like an institute’, Thus, school strongly combines between understanding and people’s education. Supervisor said, ‘ we have taken a training that completely changed our lives, course of life is our formation, it’s water of life’. Ethical education, that’s taken from school, by this perception is corresponding with self-independence that it makes possible, Aforesaid worker that she confirmed that everyone was responsible on his self, she said with convicted sound, ‘ this is factory school at the same time’.

This school, it’s considered as place for tutorship by time and spiritual authority at the same time, carrying prophetic message, included within Algerian Islamic traditions. We can see through it some pattern of traditional enterprise, that is necessary in Algerian society.

In recent case of Algerian society, this transformation in enterprise’s life, through religious pattern of collective life, represents a habits coup that’s still far to get the power of familiar habit. We can wonder about the continuance of observed revolution, it may not be so strong to withstand.

Some of our speakers expressed some fear, particularly among officials, one of them said, ‘ we are still not yet up to the required level; it’s enough for general director, influencing of journalism, in nervous state to expel someone’.

### CONCLUSION

In the field of management, we must be aware for substantial vision to Islam, as other religion, there is no inevitability associated with Islam, However, in communities where Islam has a big value, it contributes to consist the intellectual world for people, it consists substantial component, For culture, where any management approach has taken its overtone, either in Islamic countries or other ones.

It is obviously clear that culture cannot play its role without be accompanied with annexes and procedures, and

at same time, these annexes and procedures stay insufficient without a culture that can support them.

The total power of economy and technology has no right to abolish the cultures and local values as long as they sustain economic evolution by several forms and orientations, and immunity, rather, it’s contrary, when wealth and education have grown, then multicultural will strengthen, According to D’IRIBARNE ,cultural diversity won’t be destroyed but rather, it will be strengthened and attached to different views “ for better life” and furiously facing whoever wanted to touch cultural dignity [13].

It’s clear in recent time that famous universal models of management did not provide the expected performance, we can depend on definitions but we cannot apply it successfully due to some improved antecedents.

We think that the most successful management method is continuously built, and it is nourished by science and the creation of organization members, thus the impacts of environment’s restrictions are incarnated by way of logic that gathering between perception and similarity.

The difficulty of recent challenges don’t allow definitely to universal models for providing guaranteed results. And we have explored the large availability of cultural basis in Algeria which consisted of positive components that can be exploited with Holistic harmony of new management methods for sustainability performance of enterprise.

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