

INTERNAL COMMUNICATION AS AN EXPLANATORY FACTOR FOR THE SUCCESS OF A TOTAL QUALITY MANAGEMENT APPROACH

Younes EL GHORMLI¹

Assistant Professor, Cadi Ayyad University, MOROCCO

Abdelaali ABBASSI²

Assistant Professor, Cadi Ayyad University, MOROCCO

Abstract:

A quality approach oriented towards continuous improvement requires the integration of the entire organization in a logic of dissemination and sharing information with all its stakeholders. An essential condition that need a shared vision of its Leadership, orienting its efforts towards the motivation of its internal and external partners for a better response to the market requirements. This research is part of a group learning approach where internal communication is the only explanatory factor for the success of a Total Quality Management model.

The empirical part of this research work is based on a qualitative study, which consists of interviewing the Leaderships of four Moroccan hotels, located in the tourist city of "Marrakesh". The aim of our study is not just to explain the relationship between leadership's vision, internal quality audit and the quality approach, but rather to understand this relationship in terms of what it feels and seeks through the "ISO" certification process.

Key Words: Internal communication; Quality approach; Continuous improvement; Total Quality Management; Organizational learning.

 <http://dx.doi.org/10.47832/2717-8293.25.16>

¹  y.elghormli@uca.ac.ma <https://orcid.org/0009-0005-3425-9496>

²  abdelaali.abbassi@uca.ac.ma <https://orcid.org/0000-0002-2415-945X>

INTRODUCTION

Communication is based on the principle of exchanging flows of information and ideas from one person to another one, which includes a sender, who transfers ideas, information or knowledge to a receiver. Effective communication is established only if the receiver understands the exact meaning of an information or idea that the sender intended to pass on. Many problems that occur in the organisation are due to a miscommunication, resulting in a quality failure. A study shows that Leadership uses a large part of its time in communication; it occupies between 70% and 90% of a Leadership's daily time. This translates into the use of mobile phones, mailings, messages...

Implementing quality through an efficient communication process requires the mutual commitment of managers and employees to integrate a process of radical change in internal relations. This means changing the behavior of internal actors and accepting a new organisational form, clear values and relational norms.

In this research, we will study the impact of internal communication on the successful implementation of a learning organisation, oriented towards total quality management.

1. THE QUALIFYING AND LEARNING ORGANISATION IN TOTAL QUALITY MANAGEMENT

A learning organisation can be defined as an entity that seeks to select its competences with great care, while seeking to maintain the level of human performance in harmony with the company's quality policy. We will therefore study the relationship that can emerge between individual competence and organisational competence. We will then look at the advantage of adopting a policy of individual competence management in particular, in order to push the company towards organisational learning, in a policy of improving its performance.

The notion of competence can be represented in a context of a learning organization, where the management of individual competences remains the key success factor for an organization, seeking continuous improvement. This notion of competence development can be improved through a process of knowledge development, in order to increase the qualifications of internal collaborators. It should be noted that ISO 9001 has emphasized the concept of human resource competence by: specifying that personnel performing work affects the conformity of product requirements, which must be competent on the basis of initial and professional training.

ISO 9001 identifies the requirements for determining and improving the internal competencies of a qualifying organisation as:

- Determine the skills needed for staff to perform their jobs, which affect the conformity of the product/service;
- Continuously evaluate the effectiveness of the actions undertaken;
- Raise awareness of the importance and relevance of the actions they undertake within the company to achieve the quality objectives;
- Keep appropriate records of initial and ongoing training, relating to the improvement of staff skills and experience.

Each company maps out the process that might be most suitable for managing its competences. In some processes, it is only job interviews, and in other cases it will be annual appraisals and after trial periods, or training, to be adapted to the new devices and the market developments. This second case could probably improve employees' skills, unlike the first one. According to S. MICHEL and M. LEDRU³, *"skills management is in fact a generic concept that could be detailed as follows:*

- *Describe the skills related to current and future jobs;*
- *Analyse the skills held by individuals;*
- *Comparing skills to decide;*
- *Preparing the skills needed to act".*

Through a controlled and developed competence management process, an organisation can clearly be pushed towards skills improvement. However, in order to ensure continuous improvement, this loop must undergo corrective and preventive actions to ensure the development of internal knowledge. Therefore, we can talk about an organisation migrating towards a Total Quality Management.

According to THIERRY and SAINT SAUVEUR⁴ (1993), a qualifying organisation is defined as *"an organisation of work capable of responding to a triple challenge:*

- *An organisation richer in activity content (thus integrating all the contributions of the socio-technical current);*
- *A more competitive organisation (by integrating inputs from socio-economic approaches);*
- *A more educational organisation (able to develop lifelong learning)".*
- If we analyse this definition, we can clearly see the relationship between a qualifying organization, the concept of learning and managing competences.

CHAMBRIER was able to study the characteristics of a qualifying organisation which could be born through the appropriation of a learning process, allowing it to

³ MICHEL, S. & LEDRU, M. (1991). Capital-compétence dans l'entreprise : une approche cognitive. ESF Edition. Paris.

⁴ THIERRY & SAURET with the participation of MONOD (1993). L'gestion prévisionnelle et préventive des emplois et des compétences. L'Harmattan.

acquire the knowledge held by its employees, and developed internally. So what is the difference between these two concepts? A learning organisation seeks to develop the individual skills of the company, in order to develop new skills internally, and optimise the tasks of employees. Whereas a learning organisation is one that seeks to fully integrate individual and organisational learning processes, in order to follow the various changes in its environment, and to develop an external competitive advantage.

A learning organisation would therefore be both an organisation which encourages the development of individual skills and a learning organisation. ZARIFIAN⁵ proposes four principles of a learning organisation which stem from research conducted with the DANONE-BSN group:

- *"The qualifying organisation is an organisation where an event-based treatment of industrial activity emerges"*: the author considers any breakdown or anomaly as an opportunity, or rather a challenge, which an employee must seize in order to stimulate his self-learning.
- *"The qualifying organisation presupposes a reorganisation of industrial activity on a communicative basis"*: the essential condition for organisational learning is internal communication. It must be multilateral, so that information can be developed and shared between the different hierarchical levels without limits or constraints.
- *"The qualifying organisation is one that allows its members to re-define the objectives of their professional activity"*: in the sense that this would allow employees to be integrated in the same context oriented towards common objectives.
- *"The qualifying organisation is one that allows each individual to project himself into the future"*: In this case, employees become responsible for the development of their individual skills.

Following this analysis of the different characteristics of a qualifying organisation, we can say that a qualifying organisation allows, through organisational learning and competence management processes, to empower its employees, to reduce the hierarchical levels of the organisation, and to integrate all employees in a homogeneous and advanced context. This operates in a working climate that can guide a certified company towards Total Quality Management through continuous improvement of individual skills.

2. THE ROLE OF INTERNAL COMMUNICATION IN THE SUCCESS OF TOTAL QUALITY MANAGEMENT

Communication is the factor that brings together all the key components for the successful transition of quality certified companies to Total Quality Management. It is a vital link between all the components of TQM. Communication is a common

⁵ ZARIFIAN (1994). Acquisition et reconnaissances des compétences dans une organisation qualifiante, quoted in Recueil de l'éducation permanente "L'organisation qualifiante". Paris, (Volume)12, pp. 15-22.

understanding of the ideas of the senders and receivers of an organisation's Quality Management System. The success of the TQM is conditioned by the effective and broad communication between all members of the whole organisation, suppliers and customers. Leadership should create and maintain communication channels for receiving and transmitting information about TQM processes. The sharing of accurate information is vital. For credible communication, it is absolutely necessary that the message is clear, and that the interpretation of the receiver is in the same way of its meaning.

Effective communication is an indispensable instrument for TQM-oriented organisational success. Effective communication occurs when a desired effect is the result of intentional or unintentional information sharing, which is interpreted between several entities and acts in a desired way. This effect also ensures that the message is not distorted during the communication process. Effective communication should generate the desired effect and maintain it, with the potential to increase the effect of the message. Therefore, effective communication serves the purpose for which it was planned or designed. Possible purposes could be to bring about change, generate action, create understanding, inform or communicate a certain idea or point of view. When the desired effect is not achieved, factors such as barriers to communication are explored, with the intention of finding out how the communication was ineffective.

The specific role of communication as an instrument for industrial relations in collective bargaining and negotiation should be noted. Communication takes on a persuasive style. In the areas of conflict resolution, communication does a wonderful job. There is perhaps no better method of resolving conflicts than through effective communication. Another very important role of effective communication is in the area of change management and relocation. It helps the change manager when real information is shared instantly with all stakeholders of an organisation, the impact of the change is absorbed by the group and breaks down that barrier of resistance to the organisational change. Therefore, the transition from a certification phase to Total Quality Management can be smoother and more efficient.

A leader is one who knows how to share his vision with stakeholders, with sincerity towards himself and with foresight towards reality, and leads them, through an accepted objective, towards success and fulfilment. The notion of sharing therefore stimulates courage and allows innovative actions to be carried out.

For the success of its steering actions, leadership must know how to share his objective with its employees, and its vision is the only means that can lead the organisation towards the success of its quality management system. Therefore, the internal communication is important for a better coaching and managing system. And so, leadership will be considered as a "change manager", able to successfully move from a phase where non-quality prevails over the quality of products/services that the organisation offer to its customers.

Although voluntary in nature, ISO standards can become a requirement of a

specific market or situation, as the ISO 9001 standards for quality management systems have become. This is the case for Moroccan exporting companies, or companies operating in the pharmaceutical industry, or in the agri-food/agro-industry. At the beginning of the 1980s, ISO standardisation saw a certain emergence into new areas that contributed to the development of new organisational and business practices. The brightest example is that of the two world wars, when most bullet and bomb factories were experiencing problems due to accidents caused by explosions during production. In order to analyse these problems, the UK Ministry of Defence appointed inspectors to oversee the production process in these factories.

The first standardisation of quality management terminology was published by ISO/TC (by the Technical Committee) as ISO 8420 in 1986. It was transformed in 1987 into ISO 9001, 9002 and 9003 standards, which set out the actions to be taken for the adoption of a quality management system meeting their requirements. These standards were supplemented by ISO 9004, which sets out guidelines for the implementation of quality management systems. The ISO management system standards follow the operating principle (PDCA) in the following cycle:

- Plan: setting objectives and creating action plans.
- Do: the realization of pre-established action.
- Check: analysis of deviations from the results obtained.
- Act: the search for actions that can improve the company's next quality initiative.

In a context of continuous development, the leadership must have a clear and ordered vision, which will have the role of pushing the quality process towards a path of sustainability and continuous growth. That's why the vision of the leadership can be considered as an important element for driving the change of the organisation towards total quality, where each person benefits from a special support provided by the leadership, and which will have as a main role the success of the implementation of the TQM within its organisation.

Vision is defined by Filion⁶ (2002) as "the image projected into the future of the place one wants to see one's products eventually occupy in the market, as well as the image of the type of organisation one needs to get there". That's mean the vision is an image of the company projected into the future. However, the successful implementation of a TQM depends on the ability to disseminate and share the leaderships vision and anticipation of customers needs, both internal and external (social customer / business customer).

And in a context where change hits the human and technical organisation of the company all at once, the main difficulty for the leadership will be to grasp the complexity in which he is evolving and to convey it to the members of his work group. In other words, the sharing of the vision between the leadership and the different actors

⁶ FILION, L. J. (2002). *L'entrepreneuriat comme carrière potentielle*. Cahier de recherche 2002-04. HEC Montréal.

in the company implies the introduction of three factors: impulse, strategy and steering.

- Impulse: building a shared vision to develop a value-creating strategy.
- Strategy: this involves orienting the company's actions in relation to its strategic target, while seeking to facilitate the construction of the action.
- Steering: this involves facilitating interaction between actors to support the action.

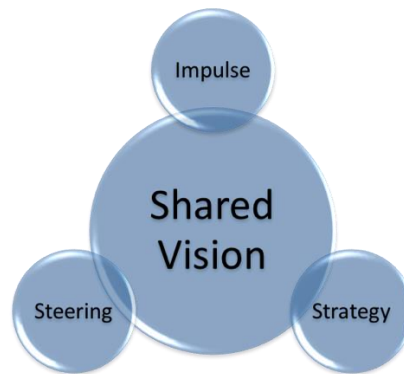


Fig 1 Different component of building a shared vision

Leadership is considered as "the *mode of governing men to progressively advance their behaviour*". We will analyse here the "change manager" profile with his attribution of sharing methods and tools enabling the management, in an efficient manner, of change by responding to the obstacles that arise within the organisation. And if we try to contextualise this statement, we would therefore speak of the quality approach as being the cause of the change to which we will refer throughout these paragraphs. However, the fear of change can be explained by three main factors:

- Questioning skills;
- Uncertainty;
- The weight of habit.

According to CORSIER & FREIDBERG, making change is a process that takes three steps: recognizing the problem, experimentation through leadership action, and finally institutionalisation, which is based on the emotional and rational commitment of each actor, once they have learned. And as A. CAMPBELL & al. state that "*by striving to achieve ever higher goals, individuals link their particular interest to the interest of the company*". Therefore, the main role of leadership will be to mobilise people's moral and physical values and attributes to enable the company to move towards TQM.

It is well known that evolution of an organisation towards a TQM leads its organisational structure towards change. And naturally, people resist to this change, which imposes a whole new set of procedures and rules to solve this kind of problems. However, any quality approach moving towards TQM requires the full involvement of all staff, which is a prerequisite for the success of such a participatory approach. And with such resistance, only the Leadership will be able to push its employees towards a motivating involvement thanks to formalised communication tools to push the company

towards efficiency. Despite the interest of this formalisation, most employees interpret it as "document overload" or as "an additional task" added to their daily work.

3. THE RESEARCH FRAMEWORK

In order to propose a framework of our research paper, integrating all the explanatory factors of the transition to TQM through the principle of continuous improvement, we can incorporate the Leadership as a catalyst of an organisational change. Internal communication remains an elementary factor to allow the transition through the development of internal competences, and to favour the emergence of a learning organisation oriented towards TQM. Therefore, we can say that only a learning organisation, led by a Leadership that conditions its organisation in an effective communication process, will be able to succeed in its transition to TQM (explained in the fig 2).

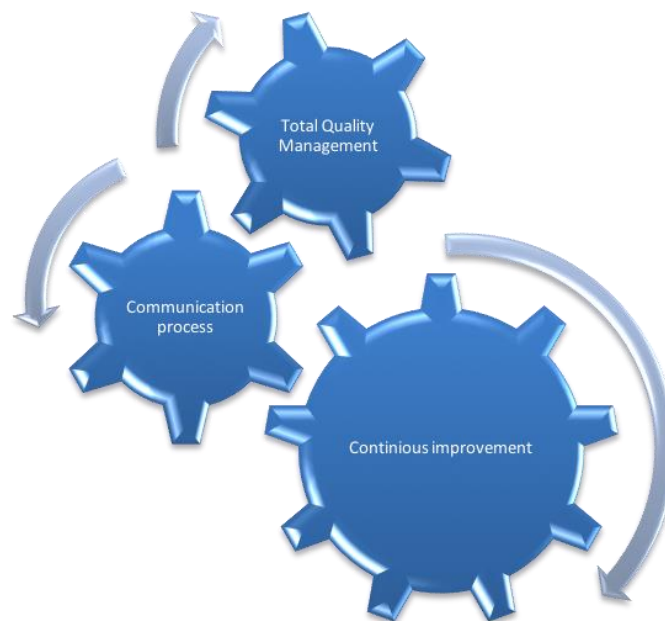


Fig 2: The role of Leadership in establishing effective TQM

We can conclude from this figure that Leadership needs to integrate its continuous improvement logic into an effective communication process. This will allow it to orient its organisation towards group learning, the development of collective competences, and enhance the exchange of information in order to ensure the transition to TQM.

Leadership is viewed as "the mode of governing men to progressively improve their behavior"⁷.

Is leadership vision the core factor in the continuity of a quality approach? Can we

⁷ BELKAHIA, R. (1998). Réussir la Qualité. Gaëtan morin éditeur Maghreb.

consider that a clear and shared vision can lead to TQM? Does leadership constitute an indispensable support for management to maintain the continuity of a quality approach towards total quality?

In a more specific context, we'll talk about the "change manager" profile, which is assigned the set of tasks consisting in implementing methods and tools to efficiently manage change by responding to the obstacles that arise within the organization. And if we try to contextualize this statement, we'd be talking about the quality approach as the main reason for the process of change which will be referred to throughout this article.

However, the fear of change can be explained by three essential factors⁸ : the questioning of skills; uncertainty; and the importance of habits.

How can leadership deal with these changes in a correct and intelligent way? Following a comparative analysis of different theories of the company, Badaraco and Ellsworth identify three styles of leadership: political (man is fascinated by power and wealth), directive (man is driven by the need to measure himself against others and to convince) and a style based on moral values. For R.R.White and R. Lippit, leadership is characterized by one of three styles: authoritarian (deciding the conditions for organizing an action without taking into account the opinions of group members), democratic (proposing solutions and negotiating their application with other group members) and permissive (letting things happen without intervening in the group's evolution)⁹.

REITER, R. & al. present seven qualities of leadership in "The seven conditions of leadership":

- Agents of change;
- Courage;
- Ability to assume responsibility;
- Think in terms of values to be shared with collaborators;
- Understand their mistakes and learn from them;
- Know how to manage complexity, ambiguity and uncertainty;
- Visionaries, capable of talking about the future and making it vivid.

According to CORSIER & FREIDBERG, change is a three-stage process: awareness of the problem, experimentation through leadership action, and institutionalization which relies on the affective and rational commitment of those involved, once they have learned how¹⁰. A. Campbell & al. specify that "by striving to achieve ever higher goals,

⁸ WEISS, D. (1999). *Les Ressources Humaines*. Editions d'Organisation. Paris.

⁹ LIPPIT, R. & WHITE, R.R. (1972). Une étude expérimentale du commandement et de la vie des groupes, in LEVY, A. *Edition Psychologie sociale, textes fondamentaux*. Dunod.

¹⁰ CORSIER, M. & FIEDBERG, E. (1977). *L'acteur et le système*. Editions Le Seuil. Paris.

individuals link their particular interests to the interests of the company"¹¹, so leadership's main role is to mobilize man's special moral and physical values and attributes to enable the company's evolution towards TQM.

It is a proven fact that the evolution of an organization towards a TQM leads its organizational structure towards change. And naturally, most workgroup members resist this change, which imposes a whole new set of procedures and rules, to which resistance would seem to be the most suitable solution.

However, any quality approach moving towards TQM requires total involvement of all personnel, which is a precondition for the success of such a participative approach. And with such resistance, only Leadership will be able to push its employees towards motivating involvement, using formalized communication tools to push the company towards efficiency.

« Despite the benefits of this formalization, most employees interpret it as "document overload" or as "an additional task" on top of their daily work. But on closer examination, it turns out to be a sound investment that saves a considerable amount of time »¹².

4. RESEARCH METODOLOGY

The empirical part of this research work is based on a qualitative study, which consists of interviewing the Leaderships of four Moroccan hotels, located in the tourist city of "Marrakesh". We will present here the results of this empirical study, based on a semantic analysis of the text resulting from the pre-established interviews. This will be followed by a comparative analysis to identify the general implications of our research findings in relation with our central problem:

How can Leadership push its quality approach towards Total Quality Management through effective internal communication?

Reality is essentially mental and perceived, and our study will focus on developing an understanding of that reality, through the use of basic concepts and theories related to standardization and the quality approach. This will enable us to explore these theories and deploy them in a common sense, allowing the development of our theoretical framework, which will give the basis for our research questions. This testing phase will lead us to provide answers to our research questions, and thus to our central problem.

The research methodology used to provide answers to our questions follows an interpretivist paradigm, in which we focus on understanding the perceptions and expectations of our interviewees, in order to grasp the common sense that these actors attribute to reality. A reality which often places leadership and internal quality auditors at

¹¹ CAMPBELL, A. & al. Du projet d'entreprise à l'engagement personnel, le sens de la mission. Editions d'Organisation.

¹² AZOUZOU, H. (2005). Impact de la démarche qualité sur le quotidien des entreprises. Revue Marocaine d'Economie et de Droit Compare. Edition de la Faculté de Droit - Marrakech.

the heart of the quality process analysis, as well as implicating them in the failure or success phases of the continuous quality improvement process. This empirical study therefore seeks to answer the following research questions:

- Can we say that top management is responsible to ensure the continuity of the quality approach towards TQM?
- Is it possible to support the continuity of a quality process with training plans and internal communications across all the company's departments and services?
- What is the role of the Leadership in ensuring the implementation of a quality approach?

Our study follows a qualitative approach, which is reflected operatively by the adoption of the method of face-to-face meetings with members of General Management and the internal quality audit department. We will be able to give meaning and interpretation to the vision of leadership in order to deduce a causal relationship in cohesion with the sustainability of a good quality approach, and therefore the construction of a continuous quality management system. The aim of our study is not just to explain the relationship between leadership's vision, internal quality audit and the quality approach, but rather to understand this relationship in terms of what it feels and seeks through the "ISO" certification process.

However, the aim of these interviews should be to encourage Leadership and the Quality Manager to reveal their perspectives on the future of their company's quality approach over the long-term. This would help to analyze and explain the success (or failure) of the introduction of a quality approach in a continuous improvement process, which converges with the principle of Total Quality Management.

For this purpose, an interview guide was administered to the directors and quality managers of a selection of twenty-five hotels classed 4 and 5 stars in order to analyze their visions of the quality approach they had adopted. Using semi-directive interviews, this will enable us to answer our research questions, and weave the relationship between leadership, internal communication and TQM.

Thus, the interview guide used to collect data in the field consists of three major axes. These clearly reflect our theoretical framework, as well as being based on the general structure of the problem addressed by this research. The three axes present in the interview guide are as follows:

- Axis I: Identifying the company's quality approach
- Axis II: Leadership's vision of the continuity of its quality approach
- Axis III: Internal communication and its role in the continuous improvement of the company's quality approach

The first axis presents questions on certain general concepts concerning the company's quality approach, namely: the costs of non-quality, the company's quality approach, the process approach, quality circles and quality improvement groups, and finally

the steering of the quality approach. The second axis involves questions about leadership's vision of the quality approach followed, as well as how it coaches and motivates the workgroups present within its company. And finally, the third area involves questions on internal communication and its role in the continuous improvement of the quality approach, the communication policy adopted to inform people about new quality procedures, and the quality manuals used to better organize their managerial practices.

5. FINDINGS AND ANALYSIS OF THE RESULTS

Having explored the tourism industry in Marrakesh, we can see that the notion of process is clearly defined by most managers, who generally attribute it to the approach that begins by providing satisfaction questionnaires to commercial customers, with the aim of improving and correcting any anomalies disclosed by these customers regarding the quality of the services they have received. But most of these actions are of a corrective nature, with the essential aim of avoiding any complaints similar to those previously reported.

This limits Leadership's perception of the quality approach, which will in turn follow a more restricted path. However, the process approach claims to place the quality approach on a more global footing, establishing the satisfaction of commercial, social and societal customers on an equal footing. And the satisfaction of one will lead systemically to that of the other, which leads us to say that managers need to add to their process perception approach to quality towards a framework that encompasses the satisfaction of all internal and external players, which would push the internal structural organization towards a purely participative approach, which encourages initiative-taking, and which pushes staff towards motivating involvement. Such would be the output of their quality improvement process, which is marinated with commercial customer satisfaction, through corrective and preventive actions regarding the quality of services provided by the firm.

All managers expressed the same perception of staff and middle management training, which plays an important role in improving and perfecting the actions and tasks of the hotel's entire professional body. In the Moroccan job market, however, there is a whole range of shortcomings concerning the quality of initial training. In addition, the resistance of some employees to training courses scheduled within the hotel makes it difficult for management to highlight all the training courses scheduled in their annual action plan. This leads us to conclude that the quality approach in Moroccan hotels will be limited in time, due to the lack of qualified managers and staff, who are aware of the benefits of such a certification approach.

Moreover, most shareholders are unwilling to invest in actions such as training operating personnel, due to the slowness of the return on investment. This leads to a situation where Leadership is squeezed between, on the one hand, unqualified staff who need to be trained on an ongoing basis, and, on the other, a shareholder who is constantly insisting on lowering the costs of achieving quality in his establishment. Hence the

importance of Quality Improvement Groups and "Quality Circles" in engaging all internal players in a development perspective, based on voluntary participation, thus enabling the development of a quality culture within the company free of charge.

Participative management was the organizational steering method most frequently cited by the Leadership teams of the hotels studied, since it enables them to harness the skills and ambitions of all staff and managers to harmonize tasks, which will be much appreciated by the hotel's guests. However, participative management encourages initiative-taking, innovation, and the empowerment of the hotel's entire workforce. This management approach is conducive to the continuous improvement of the quality approach, which is structured around a process that tends towards TQM.

According to the answers given by most respondents, Leadership's vision of its hotel's quality approach often remains narrow. It is only associated with the classification of the hotel in question, since the quality approach is associated with an increasing reclassification of the hotel. However, the interest of a quality approach is above all customer satisfaction, in the sense of perfecting service tasks and procedures on the one hand, and improving working conditions and the climate that will be conducive to the introduction of a quality approach that is more appreciated by the hotel's staff and management. Moreover, according to the answers provided, Leadership is ultimately responsible for the success of a quality approach, for making staff aware of this approach, and for its continuous improvement through the satisfaction of all the organization's stakeholders, both internal and external. This must be established clearly in its vision, and must project the future of the organization's quality approach towards the path of continuous growth. So, it's an essential actor in the implementation of the quality approach on a more global and perennial approach, which inscribes its quality approach on a TQM, through an effective internal communication and encompassing all stakeholders.

CONCLUSION

We can see that most of the hotels surveyed are having difficulty establishing a comprehensive and efficient quality approach. This is clearly reflected in the non-existence of Quality Improvement Groups or "Quality Circles", which take on the role of analyzing the quality approach and establishing a good atmosphere, facilitating the exchange of information and internal communication, and making hotel service even more friendly with the quality sought. This is in addition to the great usefulness of ongoing training courses, which are primarily aimed at filling the gap in terms of in-house qualifications, not in terms of numbers but rather in terms of the quality of training provided by tourism schools in Morocco. However, most employees in the Moroccan tourism sector reject these continuing training courses, as they involve new work chores, with all the documentation that goes with them, and the high degree of formalism demanded by a TQM-oriented quality approach.

This is where the role of leadership comes into focus in establishing a good working

climate within its establishment, while trying to communicate the great usefulness of such an approach, and sharing its vision with the entire professional body of its establishment. In addition, leadership must opt for a participative approach to management, encouraging initiative-taking, and promoting the smooth exchange and sharing of ideas and information.

Visionary leadership would only be an essential but not sufficient condition to make the leadership accountable for the continuous improvement of its quality approach. However, it would be useful to focus on the notion of sharing the vision, which automatically translates into the adoption of a proper internal communication policy, based on training and communication aimed at informing staff and managers on the notion of common interest. Thus, the company must contain a community of people who know how to share their knowledge and ambitions, with the sole aim of continuously improving the quality of the services provided to external customers, in order to achieve total internal and external satisfaction. For this reason, the quality approach must always be part of a logic of continuous improvement, guaranteeing efficient monitoring and internal quality auditing, coached by visionary Leadership who is aware of the usefulness of these internal quality audits, and of the correct implementation of corrective and preventive actions that will enable the quality approach to be improved.

The conclusions drawn from this research work remain relative, given certain limitations which are mainly methodological. These limitations include the fact that our empirical study was based on a qualitative study, even though we are well aware that it would not be sufficient to draw conclusions and seek external validity on the basis of a qualitative study. Furthermore, our fieldwork was based on interview guides that only allow us to analyze the perceptions of a small number of players within an organization as a whole. This leads us to conclude that the results obtained may be subjective, which could not help us to properly define our problem and seek external validity. This has led to the following research perspectives:

- Expanding our field analysis approach towards a quantitative approach with a more representative sample of the Moroccan tourism and hotel sector.
- Add the role of the government as an important player in the continuous improvement of the quality approach within the tourism sector.
- Include other private-sector actors, such as restaurant owners, coffee shops and entertainment establishments, to take a more global view of the role of leadership in improving quality in the tourism sector.
- Questioning the different characteristics of the Leadership and the Owner to enable a TQM-oriented quality approach. Other characteristics, in addition to vision, include leadership qualifications, experience, management style, resources and financing methods, level of involvement, etc.

REFERENCES

- ABOUZAHIR, O. (2006). Conception d'un outil de mesure et de réduction des coûts de non qualité : application au pilotage des processus industriels. Thèse Doctorale. Laboratoire Conception de Produits et Innovation. ENSAM. CER de Paris.
- ASQUIN, A., GAREL, G., & PICO, T. (2010). When project-based management causes distress at work. *International Journal of Project Management*, *Volume*(28).
- AZOUZOU, H. (2007). Management de la Qualité dans les entreprises Marocaines exportatrices. Edition FSJES. Série thèses et mémoires.
- AZOUZOU, H. (2005). Impact de la démarche qualité sur le quotidien des entreprises. *Revue Marocaine d'Economie et de Droit Compare*. Edition de la Faculté de Droit - Marrakech.
- BARRET, D. (2006). *Leadership Communication*. McGraw-Hill. New York.
- BOUNDS, G. (1994). *Beyond Total Quality Management: Toward the Emerging Paradigm*. MCGraw-Hill, Inc. New York.
- BOURGAULT, M., DROUUN, N., SICOTTE, H. & DAOUDI, D. (2011). Moderating effect of team distributedness on organizational dimensions for innovation project success. *International Journal of Technology and Human Interaction*, *Volume*(6), pp.14-33.
- FILION, L. J. (1998). *Vision and Relationships: Keys to Entrepreneurial Success*. Editions de l'Entrepreneur. Montreal.
- FRECHET, C. (2005). *Mettre en œuvre le Six Sigma*. Editions d'Organisation.
- GAREL, G. & LIEVRE, P. (2010). Polar expeditions and project management. *Project Management Journal*. *Volume*(41), pp.21-31.
- GOLDMAN, A. (1993). Implications of Japanese Total Quality Control of Western Organizations: Dimensions of an Intercultural Hybrid. *The Journal of Business Communication*.
- JURAN, J. (1989). *Juran on Leadership for Quality*. The Free Press. New York.
- MINTZBERG, H. (1973). *The Nature of Managerial Work*. Harper & Row. New York.
- OAKLAND, J. (2004). *Oakland on Quality Management*. Elsevier Butterwoth Heinemann. London.
- SCHMIDT, W. & FINNIGAN, P. (1993). *TQManager: A Practical Guide for Managin in a Total Quality Organization*. Jossey-Bass Publisgers. San Fransisco.
- TATOUTI, R. (2011). *La démarche certification, une variable de changement. Etude de cas onapar-marodec*. Université du Québec, Montréal.
- THIERRY & SAURET with the participation of MONOD (1993). *La gestion prévisionnelle et préventive des emplois et des compétences*. L'Harmattan.
- ZARIFIAN, P. (1994). *Acquisition et reconnaissances des compétences dans une organisation qualifiante*, quoted in *Recueil de l'éducation permanente, L'organisation qualifiante*. Paris.