ANKARA YILDIRIM BEYAZIT UNIVERSITY
GRADUATE SCHOOL OF SOCIAL SCIENCES

IMPACT OF ORGANIZATIONAL CULTURE ON QUALITY MANAGEMENT PRACTICES OF COMMERCIAL BANKS IN AFGHANISTAN

MASTER'S THESIS

ABDUL FAYAZ NASIRI

DEPARTMENT OF MANAGEMENT AND ORGANIZATION

ANKARA, 2021

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Supervisor
Prof. Dr. Ismail EROL

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APPROVAL PAGE

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I certify that this thesis satisfies all the requirements as a thesis for the degree of Master of Management.

Director of Institute of Social Sciences Assoc. Prof. Dr. Seyfullah YILDIRIM

PLAGIARISM PAGE

I hereby declare that all information in this thesis has been obtained and presented in accordance with academic rules and ethical conduct. I also declare that, as required by these rules and conduct, I have fully cited and referenced all material and results that are not original to this work; otherwise I accept all legal responsibility. 28/12/2021.

Abdul Fayaz NASIRI

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I dedicate this to my daughter Liya.

Abdul Fayaz Nasiri

ABSTRACT

Impact of Organizational Culture on Quality Management Practices of Commercial Banks in Afghanistan

This thesis aims to investigate the impact of organizational culture on Quality management practices of commercial banks in Afghanistan. It is quantitative research that inspires to higher the organizational culture and quality management practices of commercial banks in Afghanistan. The study spans over the periods of 2019 to 2021. It used the questionnaires as the source of collecting data from the commercial banks' employees. The organizational culture uses the proxies of teamwork, employee empowerment, continuous improvement, and Decision-making support. In contrast, the quality management practices use the proxies of Top management leadership & vision, organizational power, customer focus & satisfaction, and employee performance measurement. The main objective of this research is to investigate the effect of the organizational culture on quality management practices of commercial banks. About 150 sample sizes of the questionnaires were distributed to employees and managers of different departments of the commercial banks. The research is based on Kabul city only with emphasises on non-state owend commercial banks of Afghanistan. To answer the research questions sixteen hypothesis are developed to test the acceptance and rejection of the hypothesis. This research uses linear regression quantitative method for data collection and analyzation. after calculation of the data the fourteen hypothesises out of sixteen total hypothesises which were developed for this study are accepted and only two hypothesises are rejected. However, the rejections do not mean that those have no impact. hence, it is determined from the perception of the people to the concept during the interview.

This study stresses on positive impact of organizational culture on quality management practices of commercial banks of Afghanistan Therefore, more effort should be done in order to improve organizational culture and quality management practices in order to enhance the profitability and stability of the Banks in Afghanistan.

Keywords: Commercial banks, quality management practices, organizational culture

ÖZET

Örgüt Kültürünün Afganistan'daki Ticari Bankaların Kalite Yönetimi Uygulamaları Üzerindeki Etkisi

Bu tez, Örgüt kültürünün Afganistan'daki ticari bankaların kalite yönetimi uygulamaları üzerindeki etkisini araştırmayı amaçlamaktadır. Afganistan'daki ticari bankaların örgüt kültürünü ve kalite yönetimi uygulamalarını yükseltmeye ilham veren nicel metoduyla yapılan bir araştırmadır. Çalışma, 2019 ile 2021 dönemlerini kapsıyor. Kullanılan anketler, Kabil'deki ticari bankaların çalışanlarından alınan verileri bu tez için kaynak olarak kullanıldı. Örgüt kültürü; ekip çalışması, çalışanların yetkilendirilmesi, sürekli iyileştirme ve karar verme desteğini değişken olarak kullanır. Buna karşılık, kalite yönetimi uygulamaları; üst yönetim liderliği ve vizyonu, organizasyonel güç, müşteri odaklılık ve memnuniyet, ve çalışan performans ölçümünün değişkenliklerini kullanır. Bu araştırmanın temel amacı, örgüt kültürünün Afganistan'daki ticari bankaların kalite yönetimi uygulamalarına etkisini araştırmaktır. Bu çalışma için yaklaşık 150 kişilik büyüklüğünde anket kullanıldı, ticari bankaların farklı departmanlarının çalışanlarına ve yöneticilerine dağıtıldı. Araştırma, sadece Afganistan'ın devlete ait olmayan ticari bankaları üzerinde durularak Kabil şehri baz alınmıştır. Araştırma sorularını cevaplamak için hipotezin kabulünü ve reddini test etmek için on-altı hipotez geliştirilmiştir. Bu araştırma, veri toplama ve analizi için lineer regresyon nicel yöntemini kullanır. Verilerin hesaplanmasından sonra, bu çalışma için geliştirilen toplam on altı hipotezden on dördü kabul edilir ve sadece iki hipotez reddedilir. Ancak, reddedilmiş, hipotezlerin, değişkenliklerin hiç bir etkisinin olmadığı anlamına gelmez.

Bu çalışma, Afganistan'daki ticari bankaların kalite yönetimi uygulamaları üzerindeki örgüt kültürünün olumlu etkisi üzerinde durmaktadır. Bu nedenle, Afganistan'daki bankaların karlılığını ve istikrarını artırmak için örgüt kültürünü ve kalite yönetimi uygulamalarını geliştirmek için daha fazla çaba gösterilmelidir.

Anahtar Kelimeler: Ticari bankalar, Toplam kalite yönetimi, Örgüt kültür

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LIST OF ABBREVIATIONS

QMP	: Quality Management Practices
OC	: Organizational Culture
TW	: Teamwork
EE	: Employee Empowerment
CI	: Continual Improvement
DMS	: Decision Making and Support
TMLV	: Top Management Leadership and Vision
OP	: Organizational Powers
CS	: Customer Focus and Satisfaction
EPM	: Employees Performance Measurement

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CHAPTER ONE

1. INTRODUCTION

The expansion of business in the competitive and technological environment, with the need to find maximum customer satisfaction, it creates excellent competition in the performance of the organizations particularly financial sectors (Ross, 2017). The performances of the financial organizations are due to the effectiveness of quality management practices in the organizations. However, the establishments of the financial organizations are due to the effectiveness of organizational culture and quality management practices. From this point of view, there is a relationship between the organizational culture and quality management practices in financial organizations (Alghmdi, 2018). Adhere, the quality management practices and organizational culture become essential elements in the banking sectors. Understanding the organizational culture in the banking system helps to increase the effectiveness of quality management practices, which leads to organizational performance. Therefore, there is a relationship between the organizational culture and quality management practices (Baird and Reeve, 2011).

The study of organizational culture and quality management practices has attracted a great deal and influenced researchers in management (Dormann and Zapf, 2001). Different studies have been conducted to investigate the impact of organizational culture on quality management practices. For instance, the study conducted by Latif Ahmad investigated the effect of employees' satisfaction on organization performance (Latif, 2020). An effective organizational culture will affect the quality management practices in a positive direction. The poor services of the quality management practices from the employees to the customers are resulted of adopting incompetent organizational culture.

To meet the customers' satisfaction, the organization must embrace the application of quality management practices that are resulted from organizational culture. The implementation of quality management practices in the banking system involves providing service delivery to the customers and methods of quality management practices, which the leadership of the banking sectors should champion. That is, the support and primary activities of service delivery must inculcate quality in their activities. Therefore, this research is designed to find the impact of the organizational culture on quality management practices based on commercial banks in Afghanistan. As we can see, the banking system is the back born of economic system within the country that is composed of different branches within the regions that need a good organizational culture that should be implemented to provide reliable services to the customers. Owing to that, there is the need to improve the quality of organization by using quality management practices in the banking industry (Jumady, 2020).

According to the rapidly growing financial sectors, especially in the banking sector, there is the need to investigate the impact of organizational culture on quality management practices in the Afghanistan banking industry. The investigation will include the correlation between the quality management practices and organizational culture. Adhere, the investigation determines does quality management practices affects the organizational culture, does the organizational culture affects quality management practices, or there is a mutual relationship between the organizational culture and quality management practices.

1.1. Problem Statement

Almost each organization is different from other organizations, and there are numerous kinds of organization cultures. where each organization and culture have its own strengths, weakness, resources, and opportunities, and it is nearly impossible to generalize a single management method for every organization. In today's competitive world the organizations need to stay ahead of competition to sustain high output. Quality management initiatives are widely implemented by the organizations while some of the organizations experience success and prosperity on their quality implementations, other organizations may experience failure. One possible failure is the lack of understanding the corporate culture and the organizations resources and capabilities before implementation of quality practices.

Afghanistan is a newly emerging country in the context of sectarian services. The growing industries need to have the effectiveness of management that provides good services in the different departments across the whole country. Unfortunately, there are performance challenges in different organizations connected to the quality management practices that are caused due to organizational culture. Thus, for the success of organizations based predominantly on the commercial bank's services in Afghanistan, this research needs to investigate the impact of the organizational culture on quality management practices of commercial banks. Consequently, some organizations in Afghanistan have an inadequacy of creating applicable quality management practices.

Investigating the impact of organization culture on quality management practices of commercial banks of Afghanistan comes up with an organizational cultural policy that will enhance the performance of the quality management practices in the industry. However, this research's findings will help to add more reviews on the divergence found from literature due to the nature of the relationship between organizational culture and quality management practices in Afghanistan. Therefore, the quality management practices and organizational culture are concerned with proper coordination of works, customers' satisfaction, and the development of the organizations. It improves the rate of doing work by reducing the cost of production and increasing production efficiency.

1.2. Type of Organizational Culture

Essentially, corporate culture can be classified into climate culture, national culture, human resource management, and convection approach that emphasizes the organization's rational and structural nature to offer a full explanation of organizational behavior. Eventually, there is a descriptive model of the organizational culture described by Harrison (1993). To make it clear and well understandable, the culture dimensions can be categorized into four parts: power culture dimension, Role culture dimensions, Achievement culture dimension, and support culture dimension

1.2.1. The Power Dimension of Organizational Culture

To exercise effective quality management practices and organizational culture based on the control behavior of the employees and customers, there is a need for a power culture dimension within the administration. Power management is referred to the inequality of access to resources within the organization. Where power culture is a centralized entity that organizational members are connected to the center of management. The power cultural, organizational dimension focuses on the rules and principles in the sense that it focuses on respect of authority, rationality in procedures, division of work, and normalization. Thus, the power culture dimension of organizational culture is formal authority and holds power to control and influence activities within the organization (Harrison,1992).

The power-oriented organizational culture affects the people's performance by creating the weak or high centralized and control of the authority in the organization. A power culture has a unified center of power from which the rays of control scatter across the organization (Brown,1998). The power-culture approach can be seen in both large- and small-scale organizations, wherein small businesses exercise such a culture where absolute control and power go to the leader or the boss and his or her ability. Large-scale organizations where the web of departments is linked to each other, the efficiency of control and performance becomes an obstacle to the leaders. A top-down communication style is common in organizations with a power-oriented community (Harrison,1992).

1.2.2. Achievement Dimension Organization Culture

Achievement culture, also known as mission culture, is characterized by organization participants focusing on achieving the organization's stated goal and priorities or unification of work against equally valued tasks (Harrison,1992). The achievement culture dimension in the organizational culture tends to diffuse the power dimension; here the task of organizational culture is based on the knowledge from the expertise rather than charisma and position. The model of operation of the achievement organizational culture is based on high formalization and low in centralization system. The achievement dimension in the organizational culture is assigned the task in the form of teamwork rather than promoting the individual position. The main objective of this achievement culture dimension is to bring the right employees together to achieve efficiency in the organizations.

Achievement is obtained from the vision, working towards the goals, and working as teamwork. Working as teamwork is the superlative way of reducing some challenges in the organization. This type of culture improves the efficiency of the quality management practices in the organization and overall organizational performance. Banking institutions achieve efficiency once the employees are working under the same goals. Moreover, the banking institutions need to adopt the changes as far as achievement culture is concerned towards providing effective principal from the organizational culture to quality management practices practices (Fuentes and Femandez, 2006). Achievement culture is beneficial because of its functions that are a group organized and assessed regarding their commitment to organizational objectives, and advantage of achievement culture is that it can be particularly effective in certain situations where the competition is high, product life cycles are limited, and relentless creativity is a must ((Brown,1998).

1.2.3. The Role Dimension of Organizational Culture

The role dimension culture plays a significant role in defining the authority of the leaders on employees towards achievement of the organizational goals. It focuses mainly on the job description and specialization. Thus, the strength of the role culture dimensions lies in its functions and specializations such as financial institutions, marketing, purchasing, production, and forth. Associations with this sort of culture are portrayed by a set of tasks or roles enclosed combined in a consistent and logical design (Harrison,1992).

Advantages of role-oriented organizational culture are structure, consistency, and predictability, which leads to security, where disadvantages of the role-oriented type of culture for organizations are individuals adhere to the principles and rules in any circumstance; however, these rules hinder accomplishing the work. Role-oriented organizations treat the rules and job descriptions as interchangeable pieces of an engine instead of individuals. Although, in role-oriented organizations, the establishment and mainstays of an institution are the formalized, and concentrated form that is constrained by role and formalized documentation, the potency of this type of organizational culture depend on the specialization, which is controlled by a small group of executives and divided into group levels (Schien, 1990).

1.2.4. Supportive Dimension Organizational Culture

Support-oriented organizational culture pivots on employee characteristics or people orientation where the level which board choices contemplate the impact of results on individuals. In other words, the employee's opinions are essential to the organization (Martins,2003). Harrison defines supportive organizational culture as a person-oriented organizational culture where the institution's atmosphere is created on mutual trust between the organization and the employee. The organizational structure of support-oriented cultural organizations is a friendly network model with low hierarchy, where there is low power control on individuals. Minimum formalization and low centralization of power are the main characteristics of this type of organization that puts mutual decision making instead of top management control (Harrison, 1992).

1.3. Research Questions

The quality management practices and organizational culture is experienced different challenges in Afghanistan. Currently, the relation between these two variables creates a discussion in the management and organizational strategies. The research emphases are examining the effect or the impact of these two variables in connection with correlations that are commercial banks established in Afghanistan. There is the influencing and effecting of these variables between one to another. The effectiveness of organizational cultures has a significant contribution to quality management practices, and the quality management practices practice also influences organizational culture. Thus, an effectual organizational culture can lead to the construction of successful quality management practices and vice versa. These are the reasons that lead to creating the research questions from this sector in Afghanistan.

The research questions are connected to investigating the impact of the organizational culture on quality management practices of commercial banks. Thus, the main research questions are the following questions: -

i. Does organizational culture have an impact on the quality management practices of commercial banks?

ii. How does the organizational culture affect the quality management practices of commercial bank services in Afghanistan?

iii. What steps should the banking institutions in Afghanistan shall take to implement quality management practices with the existing organizational culture resources and new initiatives?

iv. Does understanding organizational culture is essential to the implementation of quality management practices in the banking system of Afghanistan?

Therefore, to respond to the above questions clearly and scientifically, this research creates hypotheses that are used to determine or respond to highlight the questions mentioned above. The hypothesis is used to measure the questions and providing the validity of the questions that have been created from the questions. Therefore, the research associates with the following hypotheses.

1.4. Research's Hypothesis

The followings are the hypothesis that is used to validate the existence of the impact of the organizational culture on quality management practices of commercial banks of Afghanistan. The two main variables have been used to measure the impact of organizational culture on quality management practices. Where OC is independent variable and quality management practices is the independent variable. organizational culture proxy variables are as: Teamwork (TW), Employee empowerment (EE), continual improvement (CI), and Decision making and support (DMS). Where the proxy variables for quality management practices are: top management leadership and vision (TMLV), Organizational powers (OP), Customer focus & satisfaction (CS), Employee performance measurement (EPM).

The hypotheses will determine the nature of the relationship between the organizational cultures on quality management practices of commercial banks in Afghanistan. The hypothesis of this research has been created as follows:

i. H_1 : *Teamwork (TW)* affects *top management leadership and* vision *(TMLV)* of commercial banks in Afghanistan.

ii. H_2 : *Teamwork (TW)* affects *Organizational powers (OP)* of commercial banks in Afghanistan.

iii. H_3 : *Teamwork (TW)* affects *Customer focus & satisfaction (CS)* of commercial banks in Afghanistan.

iv. H_4 : *Teamwork (TW)* affects *Employee performance measurement (EPM)* of commercial banks in Afghanistan.

v. H_5 : *Employee Empowerment (EE)* affects *top management leadership and vision (TMLV)* of commercial banks in Afghanistan.

vi. H_6 : *Employee Empowerment (EE)* affects *Organizational powers (OP)* of commercial banks in Afghanistan.

vii. H_7 : *Employee Empowerment (EE)* affects *Customer focus & satisfaction (CS)* of commercial banks in Afghanistan.

viii. H_8: *Employee Empowerment (EE)* affects *Employee performance measurement (EPM)* of commercial banks in Afghanistan.

ix. H_9: *Continual improvement (CI)* affects *top management leadership and vision (TMLV)* of commercial banks in Afghanistan.

x. H_{10}: *Continual improvement (CI)* affects *Organizational powers (OP)* of commercial banks in Afghanistan.

xi. H_{11}: *Continual improvement (CI)* affects *Customer focus & satisfaction (CS)* of commercial banks in Afghanistan.

xii. H_{12}: *Continual improvement (CI)* affects *Employee performance measurement (EPM)* of commercial banks in Afghanistan.

xiii. H_{13}: *Decision-making and support (DMS)* affect *top management leadership and vision (TMLV)* of commercial banks in Afghanistan.

xiv. H_{14}: *Decision-making and support (DMS)* affect Organizational powers (OP) of commercial banks in Afghanistan.

xv. H_{15}: *Decision-making and support (DMS)* affect *Customer focus & satisfaction (CS)* of commercial banks in Afghanistan.

xvi. H_{16}: *Decision-making and support (DMS)* affect *Employee performance measurement (EPM)* of commercial banks in Afghanistan.

1.5. Research's Methodology

This research is based on quantitative research methodology as that; it examines a specific case study and made use of empirical research techniques. More emphasis has been laid on primary sources of data collected from the employees of commercial banks of Afghanistan. The commercial banks in which the primary data have been raised are Azizi Bank, Maiwand Bank, Islamic Bank of Afghanistan, New-Kabul Bank, Afghanistan International Bank (AIB), Afghan United Bank, First Microfinance Bank of Afghanistan, and Ghazanfar bank. In terms of the statistical analysis tools, which referred to the organizational culture and quality management practices ' model, the empirical analysis was made by adopting the original least square method. It is justified why it is suitable for the study. The linear regression OLS econometric model provided a detailed and comprehensive understanding of the impact of organizational culture on quality management practices in Afghanistan.

1.6. Research's Literature Review

This is not the first study to be conducted predominantly in the field of management and organization strategies. Different studies have been conducted to examine the impact of the organizational culture and quality management practices. Thus, these studies come up with different results that show that the relationship between the organizational culture and quality management practices is not consensus. Consequently, some studies show that organizational culture depends on quality management practices, and likely enough, the other studies show that the quality management practices depend on organizational culture. In another way, the other investigations show that there is a bi-directional relationship between the organizational culture and quality management practices, meaning that both variables, organizational culture, and quality management practices depend on each other. Furthermore, an investigation shows a neutral relationship between the organizational culture and quality management practices.

Not only the literature of the organization culture and quality management practices has been studied from Afghanistan, but some more studies have also been investigated from the different parts of the world. In most cases, the results of these studies depend on the various factors, such as traditional culture, environmental culture, income factor, and technological factors. All these factors create different arguments and outcomes in connection with the scholars.

1.7. Significance of The Research

The findings from this research give directions from divergence found in the literature due to the relationship of organizational culture and quality management practices. In addition to that, the results that are found will help to create better policy that leads to the building of a productive organizational culture as well as quality management practices of commercial banks in Afghanistan. It will help the Policymakers and management of the organizations to develop practical strategies both for quality management practices and organizational culture in the commercial banking sectors in Afghanistan. Furthermore, it contributes to the existing literature on Management and Organization strategies.

1.8. Limitation of Research

The range of the study covers the period of 2004 to 2021 by using data from the questionnaires that are applied for data analysis to investigate the impact of organizational culture on quality management practices of commercial banks in Afghanistan. This research includes some commercial banks in Afghanistan such as Azizi bank, Maiwand bank, New- Kabul bank, Islamic bank of Afghanistan, Afghanistan International bank, Afghan United bank, first micro-finance bank of Afghanistan, and Ghazanfar bank. The commercial banks selected for this research are non-state owned. The interviewers of this research include some Chief Executive Officers (CEO) in the organizations, Directors of human resource managers, and mainly operational level employees from the different departments of commercial banks.

More variables should be included to foster the impact of the organizational culture on quality management practices of commercial banks. The main limitation for this research is that the primary data is collected from the banking employees-based in Kabul city only and the range of the data collection is limited to only 150 interviews. The covid-19 pandemic also made some hurdles in collecting primary data.

1.9. Purpose of the study

The study aims to investigate the impact of organizational culture on quality management practices of commercial banks of Afghanistan. Most of the literature on organizational culture and quality management practices has been inclined to focus on other factors and, in turn to undermine the impact of organizational culture and quality management practices. Owing to this, the study tends to investigate the impact of the organizational culture on quality management practices of commercial banks of Afghanistan. In Afghanistan, there are fewer studies conducted which deals with the relationship between the organizational culture and quality management practices in Afghanistan.

1.10. The General Objective of The Thesis

The general objective of this research is to observe and investigate to what extent is the effect of organizational culture on quality management practices of commercial banks of Afghanistan. As it is well known, there are different organizational culture types practiced in organizations. These cultures influence the management qualities of the private business system of Afghanistan. Thus, this research needs to investigate the relationships between the organizational culture and quality management practices in Afghanistan.

1.11. Specific Objectives of The Research

Specifically, this research has the objective to investigate the impact of the organizational culture on quality management practices of commercial banks of Afghanistan. Specifically, the study will investigate the following facts:

i. The impact of organizational culture on quality management practices.

ii. The impact of desirable organizational culture that fit the quality management practices of commercial banks of Afghanistan

iii. The challenges that faced the organizational cultures on quality management practices of commercial banks of Afghanistan.

All these three elements are essential factors towards measuring the organizational culture on quality management practices in Afghanistan. From these proxy variables, the research will determine the impact of organizational culture on quality management practices in Afghanistan.

1.12. Organization of The Thesis

The structure of this thesis is as follow: - chapter one introduces the ideas and concepts about the organizational culture and quality management practices in Afghanistan as well as problem statement, research questions, hypothesis, limitation of this research, purpose and objectives of this thesis. Chapter two explains the literature reviews. It is related to different thoughts of different scholars due to their arguments concerning the impact of organizational culture and quality management practices. Various thoughts come up with different outcomes concerning the impact of organizational culture on quality management practices. The gap analysis and the contribution of this research have been clarified through this chapter. Chapter three is related to the Methodology and Empirical framework. Theoretical and empirical is well explained from this chapter. The framework of both theoretical framework and empirical framework is well defined and described in this chapter. Chapter four of this research is related to the estimated results from the methodological chapter. The estimations have been diagnosed according to the results that have been obtained from chapter three. Finally, chapter five is related to the conclusion and policy recommendations.

CHAPTER TWO

2. LITERATURE REVIEW

This chapter discusses diverse thoughts from different academic scholars concerning the impact of organizational culture on quality management practices. However, this study is not the first to be researched by researchers in the academic world, especially in management and organization studies; several studies have been conducted to investigate the impact of organizational culture on quality management. However, this research's uniqueness examines the impact of organizational culture and quality management on commercial banks in Afghanistan. This chapter is an important section because it represents how different scholars give their arguments in connection to the impact of organizational culture on quality management. Consequently, different arguments, models, research tools, ideas, and findings obtained from their investigations are well discussed. This chapter will help us understand different assumptions and theories used to show the relationship between organizational culture and quality management practices.

However, thoughts, which explain the relationship between quality management practices and organizational culture, are not consensus. (doNascimento and Carpinetti, 2013). Some thoughts explain that the organizational culture impacts quality management practices, the second thought states that quality management effects the organizational culture, while the third thought states that quality management and organizational culture are depending on each other. The last thought explains the neutral relationship between the organizational culture and quality management (Gimenez-Espin, 2013).

2.1. Arguments on Organizational Culture

Praogo and McDermott (2005) investigated the impact of organizational culture on quality management practices. Their research findings indicate that the implication of an efficient organizational culture leads to successful quality management practices (Praogo and McDetto, 2005). The empirical study conducted by Baird (2011) is related to examine the relationships between organizational culture, quality management practices, and operational performance. This study finds out those better policies enhancing organizational culture assist in building applicable quality management practices in any organization (Baird and Reeve, 2011).

The great scholar Prof. Edger Schein (2010) from MIT University explained that "organizational culture is centered on all aspects of organizations." He demonstrated that organizational culture had been clarified as sociology; anthropology, cognitive psychology, and social science have derived concepts from it (Schein, 2010). means that the organizational culture covers all aspects related to human activities that lead to sharing the common values in the progress of human development in organizations. Schein represents the organizational culture in terms of Psychology, which means every business progress lays on human psychology. For example, a successful organization is created due to teamwork or task sharing team. Therefore, the existence of the team task is due to sharing the common values that we regard as human psychology. Thus, as represented by Prof. Edger Schein, the psychology entity has a positive or negative contribution to the organizational culture (Schein. 2010).

Panda (20001) referred to organization culture as social science, meaning that it is the source of the creation of quality management due to the presence of reliable communication, which is distributed through sharing internal and external information of the organization. The efficiency of communication or sharing information as corporate culture helps to improve and to strengthen organization's performance (Panda and Gupta, 2001). Tata (1998) states that the performance of the organization is determined due to the existence of effective communication. The effectiveness of sharing information as the means of communication in the organization culture leads to strength and enhance quality management; therefore, the organizational culture in the organization has a successive effect on quality management (Tata and Prasad, 1998).

Martins (2003) explained, "The organizational culture is the system of sharing unique information within the organization," meaning that, the shared information in the organizations differs from one organization to another organization (Martins, 2003, p. 380). The thought demonstrates that the information shared within the organization cannot be the same. Every organization has a means of communication. For instance, the culture of the shared information from profitable organizations is different from non-profitable organizations. The profitable organizations shared the information about profit maximization or minimizing the cost of production. On the other hand, the field of non-profit organizations shared information on how the organization could spread the services to the public (Martins, 2003).

Arnold (2005) extends the thought from Martin, "the organizational culture is the distinctive norms, beliefs, and principles that combine to give each organization unique character" (Arnold, 2005). The context of norms represents the attitudes and behavior in the group working together in the organization. Positive attitudes and good behavior always bring progressive efficiency to the organization. Beliefs and principles serve a critical part in the development of any organization. Therefore, the thought from Arnold indicates that the organizational culture creates a unique character in the organization (Arnold, 2005).

2.2. Argument on Quality Management Practices

In addition, Kondo detailed quality management as the final goal that the organization, institutions, or company that earns profit and is prospered from the lower position to the higher position. It is achieved through the building an appealing unit to its stakeholders (Kondo, 2000). Dotchin (1992) argued that quality management practices is regarded as the system in which employees work together in the organization or institutions and deliver quality and standard products and services to the customers or consumers (Dotchin and Oakland, 1992). Garvin (1989) discussed quality management practices; he explained that quality management is managing the quality of goods and services that the organization provides to the customers in terms of value-based, user-based, production-based, and product perspectives (Garvin,1988).

It's crucial to understand the concept of quality as there are different standards to evaluate quality. Hellston (2000), in his argument, fined that quality is characterized and decided by customers, meaning that the value of quality subsequently should concern with the ability to satisfy customer needs (Hellsten andKlefsjö, 2000). The European Foundation for Quality Management defines quality management as the set of services, products, processes, or systems to fulfill consumers' needs and all related parties to whom it concerns (EFQM, 2000).

Quality management practices is the way of better managing different activities within the organization to advance the efficiency, flexibility and competitiveness of a corporate. Quality management practices is used to integrate organizations in delighting both external customers by meeting their expectations continuously, in such a way that it involves the organizational work on continuous improvement in all products, services, and procedures by solving the proper problem (Cao and Zhao, 2015). Quality management practices is an approach for effective management of an enterprise through the customers and processes by the organization and by driven leadership. It is fundamental that the systematic analysis and blueprinting of operation, the process of habitual improvement, and control are embedded and driven by the culture of the organization. Thus, quality management practices is used to manage the management of the banking system. However, managing quality is the job of every member of an organization. quality management practices is the cost-effective system for integrating continuous quality improvement efforts of people at all levels in an organization to deliver products and services which ensure customer satisfaction (GROL, 2000).

Quality management practice is the essential system for learning management and is considered the primary tool to the strategy of developing work and achieving profitability through goods and services at a high quality. It improves the administration of productive processes through reviewing, analyzing the results to raise the level of performance. It tries to reduce the time and effort to complete production processes by eliminating all unnecessary functions for consumers and for the production process to reach the required level of quality management practices (Ovretveit, 2000). Concurrently, quality management practices brings the cultural change aiming at employee creativity, reducing costs, and improving services to clients and the community. Therefore, the success of quality management practices in the financial sector is associated with solid leadership emphasizing strategic and tactical planning. Especially the top-down training programs need to be started to attain desired quality level. The quality management practices and organization is being known or explained by using its dimensions. The followings are dimensions of the organization.

In the current setting of the business market, the term quality management grows to job instructions, procedures, organization, resources, and responsibilities to fulfill the requirement of the International Standard for Organization (Hoyle,2007). In this manner, quality isn't only attributing to an item utilized every day, also it is applied to a cycle or system. Therefore, quality management is an integral part of the execution and sustainability of business (Schneider et. al., 2005). Furthermore, quality management acts as an essential phase for accomplishing and maintaining the quality of the products services (Flynn and Sakakibara, 1994).

Quality management practices aims to achieve business excellence; Business excellence is the achievement of all departments in an organization for producing common goods and services in the organization by precisely defining goals and desired organizational structure (Nikolic and Nastasic, 2010). The term excellence can be explained as business facts that an organization maintains and continue to produce contingent efficiency services to the customers based on the good implementation of organizational cultural policy. Therefore, there is an association between quality management practices and organizational culture in the organization.

The thought from Cameron and Quinn (1999) states that " quality management practices is formulated by organizational culture" is because the competing values in the quality management practices such as empowerment, employee's involvement, teamwork, open communication, Human resource development, finding creative solutions, error detection, measuring consumer preferences, increasing competitiveness and creating collaboration are related to the cultural organization (Cameron and Quinn,1999).

Although some scholars state that the correlation concerning organizational culture and quality management does not show a similar effect. For instance, Beskese and Love (2002), Anderson and Deter (2000) argued that clan-culture is the best way to implement successful quality management practices in an organization (Beskese and Love, 2000; Anderson and Deter, 2000). Page (2000), Lakhe and Mohonty (1994) state, to enhance the quality management of any organization, the organizational culture should be dynamic and must be described by the organization's view of client orientation, inbuilt supervision, staff management, and leadership control (Page and Curry, (2000); Lukhe and Mohanty, 1994). Cartweight (1993), Prajogo, and McDermott (2005) defined the clan-culture as the internal focus to improve the quality management of the organizations (Cartweight, 1993; Prajogo and McDermott, 2005). Furthermore, Delery and Doty (1996), Yeo and Neal (2004), Osterman (1996), and Arthur (1994) all agreed that the Clan-culture encourages the dedication of staff and top management, result-oriented, performance development, customer-centric, and employee preparation. (Yeo and Neal, 2001; Arthur, 1994, Delery and Doty, 1996; Ostemrman, 1996).

2.3. Impact of Organizational Culture on Quality Management Practices

Naor (2008), from his study that related to the corporate culture, argued that the successful organizational culture implements effective quality management, while poor quality management mends an unsuccessful organizational culture. The thought represents that effective quality management practices is formulated due to the existence of well-organized organizational culture (Naor, 2008). Schein (2010) elaborates that organizational culture is the combination of shared values, standards, aspirations, and beliefs that affect the individuals in the working place, and organizational structure has influenced quality management (Schein, 2010). Once the quality management is composed with the efficiency of organizational culture, it creates effective performance; in this case when the organizational cultures do not reflect the efficiency of quality management it creates unproductive performance in the organization. Thus, norms, beliefs, aspirations, and behaviors positively contribute to quality management (Barney,1986).

According to Moragan (1986), He associates effective quality management with good organizational cultures by including good organizational policies, norms that provide positive attitudes, which offer a practical framework in the organizations (Morgan, 1986). Existence of efficient policies in organizational culture results in bringing advanced quality management to the organization. Thus, an effective quality management practice is established due to the presence of influential organizational culture in the organizations. At the same time, an Efficient organizational culture policy attracts more customers to purchase goods and services or employees to work efficiently in the organization (Moragan, 1986).

The organizational culture in the banking systems improves the efficiency of quality management practices. All organizations not only understand the effectiveness of understanding organizational culture in their administration but also mostly depend on the kind of organizational culture that has been implemented by the management (Aziz and Maria, 2019). To make the organization culture to be familiar in the banking sectors, there some theories that have been explained about the impact of organizational culture on the quality management practices in the banking industry. For instance, the theory of the impact of organizational culture on quality management practices has been described by different schools of thoughts such as Jochimsen and Napier (2013) that stated the establishment of an influential organizational culture to the organizations is linked to the improvement of quality management practices (Jochimsen and Napier, 2013).

Gillespie (2008) discussed the organizational culture. His thought revealed that "the organizational culture is the core and fundamental aspect towards the establishment of quality management", organizational culture is related to the values, principles, and beliefs of the employees that lead to the creation of the quality management practices. Once, it is established and implemented effectively, it leads to enhance the performance of the organizations (Gillespie, 2008). Chenot (2007) makes some clarifications that modern organizations have realized the significance of organizational culture as wellbeing for sustainability and development of their organization is endorsed. Sorely his thought explained, the organizational culture is a web of concepts and symmetric information that evolves into learned norms. Such standards and symmetric information are developed to allow employees to measure their self-action with other personals, alternately other actions concerning organizational principles. Therefore, Chenot clarified that the organizational culture includes the concepts, asymmetric information, activities, and associated beliefs typically or historically identified (Chenot, 2007).

Chenot's thought has received positive support from Cameron and Quinn by indicating the argument that detailed as culture is the social values that define characteristics of organizations that operate as the unifying force that ties an organization together. Generally, the organizational culture is the composition of traditions, principles, opinions, and expectations workers hold in their organization. Owing to this fact, when the organizational culture is well implemented, it always creates efficient quality management. Thus, there is a correlation between the organizational culture and quality management practices on establishing a successful organization (Cameron and Quin, 2011).

McKenna (2012) argued that cultural aspects affect the members' behaviors in the organization. A successful organizational culture strongly impacts the actions of its group's members by creating competitive advantages for the company by improving the efficiency and cooperation of the employees. A successful organization is accompanied by cultural effectiveness that leads to disputes, distributing, regulating, and encouraging workers (McKenna, 2012). Dawnson (2010) described the organizational culture effect in the following perspective: culture as a vital instrument tightens the link among members, encourages them to establish a mutual understanding of a problem. Thus, Cultural organization values select and organize the behavior of the employees in any organization. Sorely organizational culture intercepts and influences the actions of employees according to expectations, norms, and legislation. Moreover, the organization's culture is well identified and addressed due to the working environment and employee corporation.

On the side of the working environment, Dawson (2010) stated, organizational culture creates a relaxed and efficient working environment, if a company succeeds in creating a positive community, it promotes the faithfulness of the workers to the business, which makes the members feel grateful and appreciative both of the organization and of the role they performed (Dawson,2010). Thus, the culture of the company will significantly impact the success of the firm, creating its distinctions in the industry. Moreover, it represents a strategic benefit for the organization, among those reasons; in this age of international competition, every organization needs to develop a solid culture and sustaining that culture.

Tom Peters and Robert Woman (1984) contributed their thought as the effective organization is created by the existence of the strong organizational culture, with no exception, the domination and consistency of the organizational culture led to the creation of quality management (Peters and Waterman, 1984, p.75). De long (2000) argued that organizational culture represents the set of rules and values that affect the member of the organization by influencing the behavior and good results in the organization (De long and Fahey, 2000). Finally, Dimitrios (2014) conducted his research allied to organizational culture and employee satisfaction in banking institutions.

Dimitrios stated that it is undoubtedly the development of human resources and the creation of better organizational culture strategies in the workplace that contributes to employee performance in the banking institutions (Dimitrios, 2014). Therefore, the organizational culture is the strategic and coherence valuables asset to any organization or financial institution. Shurbagi and Zaheri (2012) discussed that the influential organizational culture contributes to the enhancement of organization because the effective organizational culture accompanied by good policy development in the working place like knowledge management, talent management, workforce skills, communication, and good cooperative in the working place (Shurbagi and Zaher, 2012).

Sommer (1996) elaborated that the main objective of implementing organizational culture in any organization or financial institution is better planning and development of the human resource management, selecting the proper employees in the task team, learning, and evolution towards the effectiveness of the organization, forming employee relations, the satisfaction of employee from the governing requirements and provisions, equal opportunities among the workers in the working environment (Sommer and Luthans, 1996).

Seemingly, a successful organization is constructed due to the existence of the organizational culture that formulates quality management. Thus, these two organizational components are related to each other. Accordingly, after discussing the organizational culture let us review the quality management. Quality management is the process of supervising overall behaviors and duties that should be carried out to achieve a required degree of quality, it consists of the concept of forming quality policy, executing quality planning, quality control, quality assurance, and quality enhancement. Flynn described quality management practices as the approach to achieve a higher standard and sustaining output of products and services (Flynn and Sakibara, 1994). John (1999) investigated the quality management systems in how it operates, and he revealed that quality management is what the customer perceives the quality and standard services from the organizations (Peter, 1999).

The study carried out by Darmnpour (1991) to explore the relationship between organizational cultures using an adhocratic culture; shows that the democratic culture contributes powerfully to the quality management (Darmanpour, 1991). Also, Douglas and Judge (2001) using empirical evidence indicate a positive relationship between adhocratic culture and quality management (Douglas and Judge, 2001). Adhocracy emphasizes continual innovation, workforce empowerment, inspiration, and data availability (Lo, 2002; Relly, 1991). further studies show that organizations based on an adhocratic culture that uses quality management practices deliver efficient performance results (Lagrosen, 2003).

Kelepile (2015) investigated the impact of corporate culture on quality management practices and productivity in Botswana. The investigation was based on the diamond manufacturing firms as well as Botswana Diamond Trading Company. The study estimates the cultural settings and their impact on productivity and quality management. The study revealed that there is an efficient bond between the corporate culture and quality management (Kelepile, 2015).

Ahmed (2014) investigated the influence of corporate culture on organizational performance. The study was adopted the quantitative approach for finding the connection between corporate culture and organizational performance. The research proved that there is important for the organization leaders to manage the organizational culture if you do not manage the culture within the organization then the culture will manage the leader, and this statement has been approved by Prof. Edger Schein. Therefore, the core finding from the study finds that all the cultural dimensions influence the performance of quality management (Ahmed and Shafiq, 2014).

Baird and Reeve (2010) investigated the association between corporate culture, quality management practices, and organizational performance. The study includes four dimensions of organizational culture such as reporting and data quality, quality management, and services design and process management. The findings revealed that three dimensions such as quality management, data quality, and process management show an interrelationship between the organizational culture and quality management (Baird and Reeve, 2010).

Also, Lapina and Aramina (2015) investigated the role of corporate culture in quality management. The study accomplished that the corporate culture creates the base for quality management practices, and it is strongly related to the growth of the company (Lapina and Aramina, 2015). Al-Swidi (2012) conducted research that is related to quality management practices, performance, and entrepreneurial orientation in Yemen. The study investigated the global business environment and adaptations of the new challenges, an adaptation of the innovation's strategies especially in the banking institutions in Yemen. The study concluded that organizational culture has a direct impact on quality management practices, entrepreneurship, and organizational performance (Al-Swidi and Rosli, 2012).

Another study that examines the impact of organizational culture on the successful implementation of quality management practices was conducted by Lee (2006) revealed that quality management practices had the most impact on process management, customers satisfaction, leadership, and management, and fewer effect on strategic planning (Lee and Rad, 2006). Poku and Zakari (2013) investigated the relationship between organizational culture and quality management practices in Ghana. The research applied Denison's Organizational Model to investigate the organizational culture, quality management practices, and organizational performance in banking institutions. The model has been adopted because it accepts the integrative nature and emphasis both interior factors as well as external elements. From the research, scholars found that although there were major variations among banks in terms of the characteristics of organizational culture, they found that there is no major variation between banks in terms of organizational performance. In conclusion, the investigation shows a positive association between organizational culture and organizational performance in Ghanaian Banking Industry. thus, the organizational culture Features show a significant positive influence on organizational Performance (Poku and Zakari, 2013).

The study conducted by Nikoli and Nastasic (2010) entitled organizational culture as a significant factor in the implementation of quality management practices in the Serbia economy. Nikoli and Nastasic include a sample of enterprises to observe the impact of the organizational culture on quality management practices practice. From this study, they found that the organizational culture helps to create a successful model of quality management practices in enterprises. Therefore, the study revealed that there is a positive relationship among the organizational culture the quality management practices in the Serbian enterprises (Nekolic and Nastastic, 2010).

Brown Robert (1997) investigates the role of organizational culture on quality management practices. The research aims to test and develop the model that is related to organizational culture and helps the experts to improve the complete knowledge of the change in the organizational culture of the internal environment before interventions were carried out. The study was developing by using the information from the organizational culture, quality management, climate, and reviews from the case studies. The study revealed that the ability to develop and manage quality management depends on organizational culture (Brown, 1997).

Al-Jalaham (2012) from the Brunel University in London investigated the impact of organizational culture on quality management practices implementation barriers in Bahrain. Naturally, most of the research emphasizes the relationship concerning the organizational culture and quality management practices, but they could not focus on the suitability and implementing barriers of the organizational culture on quality management practices. Therefore, the study examines the factors of organizational culture that have an impact on the quality management practices in the organization. It is the quantitative research with taken Bahrain as the case study that grows in the field of quality management (Al-Jalaham, 2012). The research finds out that group culture which is the preferred corporate culture for quality management practices; related to helping the reduction of information and data obstacles, employee difficulties, and customer satisfaction impediments. Although, the study reveals that group culture did not result in assistance to decrease the managerial barriers of organization. However, Rational culture was discovered effective for top management or leadership barriers reduction, but the rational culture had less effect on reduction of customer satisfaction and staff barriers. Understanding the implementation of organizational culture barriers to quality management practices helps to improve the overall performance of the organization and quality management practices in the business environment (Al-Jalaham, 2012).

According to Panuwatwanich and Nguven (2017) the study about the impact of the organizational culture on quality management practices application and organizational performance, with the case study from the Vietnam construction industry. The main objective of the research is to examine the correlation among organizational cultures on quality management practices, the impact of the quality management practices implementation over organizational performance in the Vietnam construction industry. The results find out that Vietnam construction companies are controlled by hierarchical culture and clan corporate cultures rather than market and adhocracy corporate cultures (Panuwatwanic and Nguven, 2017). Furthermore, the organizations that are controlled with the clan or adhocracy organizational culture types were found to have a favorable environment for successful implementation of quality management practices, however, there were no the case investigated the control by market and hierarchy organizational cultures (Panuwatwanic and Nguven, 2017). The thoughts of scholars discussed the impact of the organizational culture on quality management practices in financial institutions, where the outcome of these thoughts come up with different arguments. Generally, organizational culture and quality management practices influence financial institutions too. For instance, the banking institutions as a part of the financial system have been studied to show the impact of the organizational culture on quality management practice.

The study conducted by Dimitios (2014) which is related to the corporate culture and job satisfaction in the banking sector of Greece: Almost in all Europe, there are hybrid services of the banks due to downtown economic situations that much heated in Greece and spread to some of the European countries. The downtown conditions faced by the European countries create a problem for the banking sectors for the European Union. Therefore, the improvement of human resources management and improving the organizational culture are undoubted, as the process that contributes to the growth and increasing efficiency in the banking institutions (Demitios, 2014).

Chema and Abbas (2017) researched to investigate organizational culture's impact on banking performance in presence of organizational community. The investigation was based on cases of trust as the means of handling wealth and saving. Generally, the study focused on the evaluations and performance of banking systems in Pakistan. The study revealed that organizational culture and its four dimensions have a significant impact on profitability performance of banking system in Pakistan (Cheema and Abbas,2017).

Also, some other studies describe impact of quality management practices in banking units. These studies show how quality management practices can increase or decrease the performance of the financial industries. Thus, different thoughts have been implemented to show the impact of organizational culture on the quality management practices in banking institutions. For instance, the study conducted by Mwaniki and Okibo (2014) which the study is based on focusing on the impact of quality management practices on financial organizations' performance in banking institutions. The research was conducted in the central bank of Kenya. The study was aimed to examine the impact of quality management practices and their effects on the financial organization's performance in the national bank of Kenya. The study establishes the main pillars of quality management practices such as stakeholder's relationship, leadership style, customer and organizational relationship related to banks performance. The study revealed that there is a positive relationship amongst the involvement of the leadership, customer relationship, supplier, and process on banking institutions. And customer relationship shows a negative effect on the financial performance (Mwaniki and Okibo (2014).

Aharth and Aziz (2017) investigated quality management practices in the banking system. Furthermore, the investigated topic was identified as the role and the significance of quality management practices in banking institutions. The study finds out that quality management practices significantly improve the performance of financial institutions (Alarth and Aziz, 2017). Talib and Qureshi (2012) researched the impact of quality management practices and service quality in banking institutions. The study includes the dimensions of quality management practices to measure the efficiency of the quality management practices in financial institutions. The outcome of this research clarified that the successful total management needs to be addressed with critical quality management practices dimensions such as management commitment towards quality management practices, training and motivating of employees, customer monitoring using the feedback information processing (symmetric information). The study finds that quality management practices is used to construct an effective banking system in the financial systems (Talib and Qureshi, 2012).

Quality management practices are vital to be implemented from the service level to the product level. Quality management practices is very important to be implemented in the banking sectors as Dr. Pattan (2011) from the National Institute of engineering Viharlak, Mumbai, India, has verified it. The study was focused on quality management practices and customer satisfaction due to the competence of intense in the banking market towards providing competent services to customers. This research aimed to investigate the association concerning the quality management practices and customer satisfaction in the banking system using multidimensional quality management practices. The study revealed that the knowledge of the managers from the banks improves the banking institutions through effective quality management practices. Therefore, there is a positive collaboration between the Banking institutions and quality management practices that leads to customer services (Pattan, 2011).

All the above postulates discuss the correlation between the organizational culture and quality management practices in different firms, industries, financial institutions, and organizations from different perspectives. The literature reviews show that organizational culture and quality management practices play a major role to construct the quality and efficiency of organizations. The effectiveness of quality management practices depends on the strong organizational culture of the organization. The literature indicates there is a mutual correlation between organizational culture and quality management practices. OC and quality management practices do not categorize into specific organizations, they can be found in every organization, and therefore when OC and quality management practices being implemented well, it will be the source of the organizations to have better services from the employees and reach customers satisfaction. Particularly there are a lot of studies that show organizational culture and quality management improve the quality and standard of services in the financial industries. As the literature indicates different studies revealed that the efficiency of organizational culture and quality management practices bringing effective performance in the banking institutions. However, this research studies the impact of the organizational culture on quality management practices of commercial banks in Afghanistan. The literature review did not discuss the impact of the organizational culture on quality management in Afghanistan, and this will be the shortcomings of this research.

2.4. Gape Analysis.

Most of the studies discuss the influence of organizational culture on quality management practices from different perspectives. The discussion of the impact of organizational culture on quality management practices that has been discussed includes the dimensions and characteristics of both organizational culture and quality management practices in banking institutions. But there is a few or no study that has been conducted which is related to the "impact of the organizational culture on quality management practices in Afghanistan". Thus, this research wishes to investigate the "impact of the organizational culture and quality management practices of commercial banks of Afghanistan". The research includes all the dimensions and characteristics of the organizational culture and quality management practices of commercial banks in Afghanistan. Understanding the organizational culture in the organizations will help to create influential quality management practices that will tend to improve the services that are being provided from the organization to the customers and make them satisfied with what the organizations providing them.

Afghanistan has got different commercial banks that have been initiated to provide a financial system to the Afghan citizens. Therefore, an effective organizational culture that is to be strengthened with quality management practices enables Afghan citizens to receive better services from the commercial banks in the country. Although there are some studies related to the organizational culture and quality management unconnectedly in Afghanistan, most of them investigate the effect of organizational culture and business models in Afghanistan.

This study is based only on impact of organizational culture on quality management practices of commercial banks in Afghanistan. The financial systems especially in the commercial banks in Afghanistan had passed with different challenges related to the establishment of standards and quality management within the organizations. The efficiency of quality management is normally being affected by the effective organizational culture that is found in different commercial banks in Afghanistan. It identifies the key challenges in the management and knowing how the managers and directors can connect with employees to have better organizational culture and efficient quality management which will help these organizations to perform better in their management systems. The better services that are being provided from these financial institutions we regard as the customer employees' satisfaction. This research will add more clarity and values to the academic world by increasing the number of literature reviews that focus on the impact of the organizational culture and quality management in Afghanistan which is based on commercial banks in the finance industry. Since the research is based on the development of the organization in the financial sector, therefore it gives highlights of how to reform the financial institutions in Afghanistan by restructuring and reforming organizational culture and quality management practices policies in the different commercial banks in Afghanistan.

This chapter discussed different thoughts of academic scholars which are related to the impact of organizational culture on quality management practices. The literature shows that the thoughts of scholars on the impact of organizational culture and quality management practices are non-consensus. The literature indicates that a solid organizational culture benefits in building effective quality management practices; effective quality management practices implement an efficient organizational culture, and vice-versa. Therefore, there is a relationship between organizational culture and quality management practices in an organization, as the reviews indicated.

The literature revealed that there are a few studies that have been carried out to examine the impact of the organizational culture and quality management practices in Afghanistan, especially in commercial banks. Owing to that, this research studies the impact of the organizational culture on quality management practices in Afghanistan. The research is specifically based on commercial banks in Afghanistan. Since the content of the literature reviews helps to create the conceptual framework of the topic researched. The conceptual model concerning organizational theory, which is related to the case, will be discussed within the conceptual framework. Therefore, the next chapter will be discussed about the methodology chapter.

CHAPTER THREE

3. METHODOLOGY

After discussion on thoughts and arguments from different scholars related to the impact of organizational culture on quality management practices, adhere the chapter deals with data analysis and methodology that are applied to estimate the scientific results related to the effect of organizational culture and quality management practices of commercial banks in Afghanistan. The data for estimation is very vital because it gives the outcome required for data analysis. Therefore, this chapter is classified into the following phases. The first phase is referred to as data analysis. In this part, the issues related to the data formulation and the way that the data is collected are being defined. The second phase is related to the methodology phase. In this section, the phase is divided into two parts such as theoretical methodology and empirical methodology. The theoretical section is discussing the conceptual framework in terms of theory and model. Moreover, the last of this section is related to the empirical, which involves statistical analysis whereby the data is translated from the questionnaires will be converted into the empirical analysis.

This section describes both theoretical and empirical data analysis. It depicts how this study collects and gathers information on organizational culture and quality management practices from different sources. The research is the quantitative methodology in which the primary data of organizational culture and quality management practices have been collected using the questionnaires. Questionnaires have been distributed to the employees of different commercial banks of Afghanistan in Kabul city to obtain clean results from the primary sources. Adhere this section is divided into three parts as Conceptual framework, theoretical methodology, and empirical methodology. Consequently, the research starts with a conceptual framework. Then the data in the questionnaires have been transformed into statistical analysis to get scientifically estimated results. Seemingly, the Ordinary least square and descriptive statistics methods, correlation techniques, graphs, and figures have been used to display the scientific estimated results. Finally, all the results are expressed in percentage to understand its ratio and percentage relations. The main objective of expressing these results in percentage is to be able to translate and interpret the required results easier. Therefore, the study starts with explaining theoretical analysis and ending up with empirical analysis. The theoretical part is formed by explaining the conceptual framework**.**

3.1. Data Analysis Method

This research applies two variables identified as organizational culture and quality management practices. The two variables have been used to measure the impact of organizational culture on quality management practices of commercial banks in Afghanistan. The variables are used to investigate the impact of organizational culture and quality management practices of commercial banks. As Afghanistan possesses different organizations and institutions, including the financial sectors, therefore, uses of these variables intend to find the strength and weakness of the organizational culture in banking management. To create a prosperous outcome from this investigation, this study is decided to create the proxy variables for organizational culture and quality management practices. The outcome from these proxies determines the impact and relationship between the organizational culture and quality management practices. The structure of the data collection is interview questionnaires, which are standing as the primary data for the data sources.

Estimated results and Discussion: This section is characterized by outcomes and explains the statistical interpretations of the appropriate model for data analysis. It comprises presentations of descriptive data such as average mean, standard deviation, and probabilities for all variables, including linear regression and ordinary least square for data analysis. The cross-sectional data collected from the primary data will be converted to the empirical analysis in this section. Linear regression and Ordinary least square will be used to identify the existence of significance and weakness of the variables. The results are displayed in the form of graphs, and the numbers are presented in percentages to be easily interpreted. All necessary information related to the impact of the organizational cultures and quality management practices in banking sectors is identified and interpreted.

Ethical considerations: Ethical clearance to conduct this study is brought from the university ethical committee, directorate of research and publication, and administrative permission to conduct this research. Furthermore, informed written consent is obtained from authorized institutions of Management and Organization at Ankara Yildirim Beyazit University departments from the university. If the targeted interviewee understands and agree to participate, they will be requested to sign an informed consent form before enrollment. Strict confidentiality will be maintained; identification is done by using a number instead of names. All variables' data are received good and quality of care.

***Inclusion and exclusion criteria*:** The study is responsible for the commercial banks in Afghanistan based in Kabul, but it does not associate with political issues; therefore, the research will focus only on the impact of the organizational culture on quality management practices of commercial banks in Afghanistan only.

***Plan of Data Management*:** The appropriate procedures are adhered to during data collection. After obtaining permission from the authorized institutions and management and the organization ahead of the department, the participants are introduced to the study topic, and then asked for their informed written consent before starting the data collection. To ensure the quality of the data, the following measures are taken. Two weeks before the actual data collection, questionnaires are pre-tested on 5% of the sample in commercial banks of Afghanistan. After the actual data collection is processed, the data are cross-checked for consistency and completeness; the questionnaires are also given a unique code.

3.2. Justification of The Proxy Variables

Organizational culture: - Different studies investigate the impact of organizational culture on quality management practices using different proxy variables. Therefore, to determine the impact of the organizational culture on quality management practices, this research uses the proxy variables such as staff teamwork, employee empowerment, decision making and support, and continual improvement.

Teamwork**:** This proxy aims to measure the effect of sharing communication among the employees in the workplace, as the means of employees to create teamwork in the context of cooperation and helping by sharing ideas and involving the top management and operational management in the organization management. Teamwork as part of the organizational culture is essential, and once it is implemented effectively, it can lead to favorable organizational culture.

Employee empowerment: The proxy of Employee empowerment is implemented to measure the effect of the workshops and training received by workers annually. The workers or employees should equip with the new technology and systems to facilitate the current needs. Thus, for the adeptness of the organizational culture, the workers should receive training and workshop.

Continual improvement: This proxy variable measures the effect of management to minimize the error during the delivery of services to the customers. An effective organizational culture is created due to the existence of continual improvement in any organization, and while the organizations have the behavior for error minimizations. The continual improvement culture deals with increasing the personal and group improvement in the organization. In addition, it measures the effect of the culture on acquiring new skills and prospecting opportunities.

Decision making and support: Decision-making has an influence and significant contribution to the creation of quality management practices. If the decision is correct, the management can allow it to go ahead, but if it's not, the administration cannot allow it because it can create an inefficient outcome for management.

Quality management practices: A core definition of quality management practices (QMP) describes a management approach to long-term success through customer satisfaction. In a QMP effort, all members of an organization participate in improving processes, products, services, and the culture in which they work. The quality management practices are composed of the following proxies

Top management leadership and vision: This instrument measures the effect of management leadership in the context of the vision and strategies. The proxy variable defines the quality and standard of the quality management practices in the organizations. This proxy focuses on retrieving information from the top management based on their vision and strategies. If the top management loses the good strategy as well as the vision it leads to creates ineffective quality management practices.

Organizational powers (core technology and speed): This variable needs to investigate the awareness of Afghanistan employees about the technology and managerial methods in the financial sectors. Understanding the functions and mechanisms of quality management practices helps examine the effectiveness of quality management practices. In this way, it helps us to evaluate the effect of organizational culture on quality management practices.

Customer focus and satisfaction: Quality management practices practice is a system, which is primarily focused on the satisfaction of customer's needs. Thus, most organizations try as much as possible to meet or exceed customer's expectations in their daily activity and their long-term plan (Andrle, 1994). Quality management practices practice requires organizations to develop customer-focused operational processes and, at the same time committing the resources that position customers and meet their expectations as an asset to the organization's financial well-being. Filippini and Forza (1998) explained that organizations must maintain a close link with their customers to know their requirements and measure how it has successfully met up to customers' requirements. According to Muffatto and Panizzolo (1995), a high level of customer satisfaction is obtained solely by providing services or products whose features will satisfy customer's requirements or needs. The customer's needs and expectations serve to drive the development of new service offerings. This is because customers determine the quality level of service delivered (Jablonski, 1992). Oakland (1993) noted that organizations are made up of a series of internal suppliers and customers. To him, this forms the quality chain of the company, and it implies that every employee is a potential customer and supplier in the course of production. The production process is structured in a way where each has needs and expectations, which others must fulfill in the production network. The effective fulfillment of these needs leads to the production of quality goods and services.

Employees Performance measurement: Therefore, all the proxy variables have been applied to measure the impact of the organizational culture on quality management practices of commercial banks in Afghanistan. Upon apply these variables, the efficiency or non-effective between these variables will be defined. The justification of these variables has been applied from different research, but the exceptional case of this research is mainly first, the thesis is investigating the impact of the organizational culture on quality management practices based on commercial banks in Afghanistan. Secondly, the organization culture uses the proxy variables to measure the effect of quality management practices practice. Eventually, the quality management practices practice uses proxy variables to measure the impact of organizational culture in the banking sectors.

3.3. The Conceptual Model Framework of The Research

The conceptual framework of this research is constructed by considering two phases. The first phase is a conceptual model framework, and the last is the theoretical framework. Both have a significant contribution towards constructing this research topic. By starting to examine the conceptual model framework, this research explains the conceptual framework as follows:

After discussing different scholars' thoughts related to the organizational culture and quality management practices, this concerns the development of a conceptual model framework related to organizational culture and quality management practices. The conceptual model framework is constructed by examining eight variables such as organizational culture: Teamwork, Employee empowerment, continual improvement, and Decision making and support. In addition, in the context of quality management practices, the variable includes the proxy variables such as top management leadership and vision, organizational power, customer focus, and employee performance measurement. From these variables, the analysis will be able to measure the impact of organizational culture on quality management practices of commercial banks of Afghanistan. Therefore, the organizational culture in this research stands as an exogenous variable while the quality management practices stand for the endogenous variable. Adhere the quality management practices from the dependent variables seem to be effective as far as organizational culture is well structured and implemented**.** On top of that, the figure below, which includes organizational culture, particularly with quality management practices.

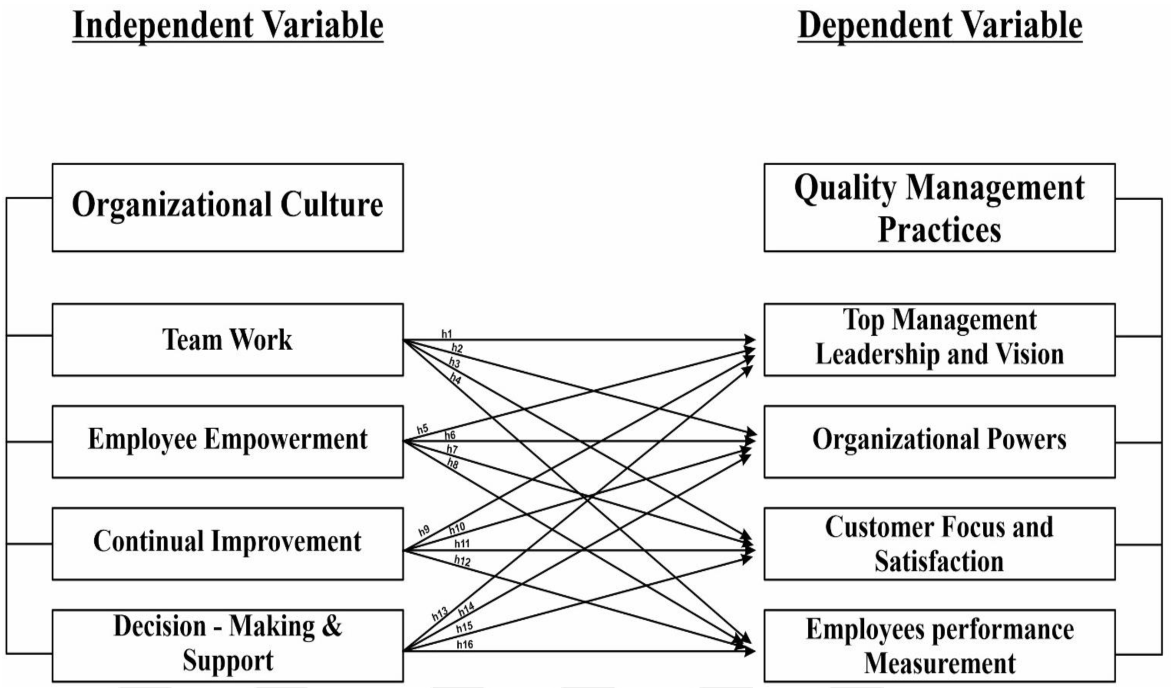

Figure: 1. Organizational culture and Quality management practices

The figure above shows the relationship between the organizational culture and quality management practices. The effectiveness of the organizational culture is contributed to the strong teamwork, employee empowerment, continual improvement, decision-making, and support. All of these elements make the organizational culture to become more effective. Apart from the organizational culture, top management leadership, organizational power, and customer focus, as well as employee performance measurement, compose the quality management practices.

3.4. The Statistical Analysis

In the statistical section, the linear regression model and the Ordinary least square method are used to analyze the data. The data has been created by considering the demand of the thesis's model that includes two variables which are organizational culture and quality management practices practice. Routinely in the research, the quality management practices are used as a dependent variable while the organizational culture is an independent variable. The two variables have been presented as Organizational culture (OC) and Quality management practices is (QMP). The variables are represented by using the proxy variables which identified as staff Teamwork (TW), Employee Empowerment (EE), Continual Improvement (CI), customer focus and satisfaction (CS) and Decision making and support (DMS), Top management leadership (TML), Organizational powers (OP), and Employees Performance measurement (EPM). To show the effect of each variable by its contribution, the linear regression technique has been invited to show the relationship between the independent and dependent variables. The aim of creating the linear regression model is to observe how banking institutions' organizational culture affects the quality management practices practice. Therefore, the model has been originated from the function, which can be represented as follows

$$\mathbf{QMP_t = f(OC^{\beta}{}_t)} \qquad \mathbf{(1)}$$

Thus, equation one represents the function of the quality management practices with the inputs of organization culture. In addition, the organizational culture is being represented by its proxy variables. However, the function aims to examine how these four proxies of organizational culture affect quality management practices (QMP) in the banking industry. Therefore, equation one can be expressed in terms of linear form by applying logarithmic for each variable. Thus, equations are represented as

(H1). $\mathbf{lnTMLV_t = C_t + \beta_t\, lnTW_{it}}$

(H5). $\mathbf{lnTMLV_t = C_t + \delta_t lnEE_{it}}$

(H9). $\mathbf{lnTMLV_t = C_t + \Upsilon_t lnCI_{it}}$

(H13). $\mathbf{lnTMLV_t = C_t + \phi_t lnDMS_{it}}$

(H2). $\mathbf{lnOP_t = C_t + \beta_t\, lnTW_{it}}$

(H6) $\mathbf{lnOP_t = C_t + \Upsilon_t \delta_t lnEE_{it}}$

(H10) $\mathbf{lnOP_t = C_t + \Upsilon_t lnCI_{it}}$

(H14). $\mathbf{lnOP_t = C_t + \Upsilon_t \phi_t lnDMS_{it}}$

(H3). $\mathbf{lnCS_t = C_t + \beta_t\, lnTW_{it}}$

(H7)). $\mathbf{lnCS_t = C_t + \delta_t lnEE_{it}}$

(H11). $\mathbf{lnCS_t = C_t + \Upsilon_t lnCI_{it}}$

(H15). $\mathbf{lnCS_t = C_t + \phi_t lnDMS_{it}}$

(H4). $\mathbf{lnEPM_t = C_t + \beta_t\, lnTW_{it}}$

(H8). $\mathbf{lnEPM_t = C_t + \delta_t lnEE_{it}}$

(H12). $\mathbf{lnEPM_t = C_t + \Upsilon_t lnCI_{it}}$

(H16). $\mathbf{lnEPM_t = C_t + \phi_t lnDMS_{it}}$

TW= Teamwork

EE = Employee empowerment

CI = Continual Improvement

DMS = Decision making and support

TMLV = Top management leadership and vision

OP = organizational power

CS = Customer focus & satisfaction

EPM = Employee's performance measurement

QMP represents the quality management practices includes Top management leadership (TML), Organizational powers (OP), Customer focus and satisfaction (CS), and Employees Performance measurement (EPM). Equation two is the linear regression model with coefficients for the coefficient of teamwork at current time t, δ_t for the coefficient of Employee empowerment at the current time t, Υ for the coefficient of Continual improvement at current time t and ϕ for Decision making and support at current time t. All these independent variables show the effect on the dependent variable, which is quality management practices practice (QMP).

The significance of the coefficients in this statistical equation is just to assign the effect of the respected variable towards the dependent variable. The independent effect is either positive or negative attitudes. From this explanation, the coefficients of the variables have a significant contribution to the interpretation of the linear regression equation. Thus, the linear equation can be transformed into the Ordinal least square (OLS) method by including the constant and the error term. Where letters C and ε represent the constant number and the error term of the Ordinal least square method, respectively. The error term stands for error corrections. According to the empirical analysis that has been executed from the SSPS software program, we can have the estimation results and see the effect between the quality management practices practice and organizational culture.

3.5. Correlation of The Model

This part investigates the correlation, which is based on the individual variables. The explanations are given due to the significance or not significant of the variables. Therefore, each variable is being examined and identified according to its contribution. The test identifies those proxy variables of organizational culture connected with data obtained from the employees of the banking industry as significant or not significant. Thus, the correlation analysis is very important because it shows how the data tend to correlate with each other.

3.6. Post Estimation of Analysis Data

R-square; System analysis shows that the R-square of the equation model can have either a higher percentage or lower percentage. If R-square is found to be higher, it means that the information of analyzed data is efficient. Therefore, it can be considered to be used for data prediction in the analysis. Also, the R-square tells us the data are accurate and significant. The F-statistic is just to check the efficiency of all variables in the system model. And F-statistic shows that all variables are significant, and it can be used to predict the values related to the dependent variable. General information the Ordinary least-square represents the information related to organizational culture and quality management practices of commercial banks in Afghanistan. Thus, the research investigates the impact of the organizational culture on quality management practices of commercial banks in Kabul, Afghanistan.

3.7. The Research Questionnaire

The questionnaire for this research is divided into four-part where; the first part is an informed form regarding ethical consideration of the research. The second part of the questionnaire consists of demographical questions. The last two part of the questionnaire consists of 32 main questions from eight proxy variables and brief information regarding the main topic of the research before the start of the questions. All the questions in the questionnaires were focused on investigating the impact of the organizational culture on quality management practices of commercial banks of Afghanistan. Thus, the questions in the questionnaires measure the perceptions of adoptions of the organizational culture on quality management practices of commercial banks in Kabul.

This thesis is composed of two variables, the organization culture, which stands as the independent variable, and quality management practices, which is the dependent variable. To investigate the impact of organizational culture on quality management practices of commercial banks in Kabul, this thesis developed the proxy variable for both organizational culture and quality management practices. And to measure these two variables, we use the scales in such a way that A%= Agree, SA%= Strongly agree, N% =

Neutral, D% = Disagree, SD% = Strongly disagree. Note that the perceptions of the questionnaires have been designed in tabular form. In column one, each table contains the number of perceptions. In the second column, the table contains the specific perception related to the variable, and column three up to seven consist of the symbols aggregated together with percentages. These symbols are as follows:

i. SA% means Strongly Agree
ii. A% means Agree
iii. N% percentage of Neutral
iv. D% percentage of Disagree
v. SD% percentage of the Strongly Disagree

All the entity provides information from the interviewers once they have needed to respond to the questionnaires. It starts with the proxy variable of organizational culture and ending with proxies of quality management practices.

3.8. Sample size & sampling method

Commercial banks of Afghanistan are the working field for the sample size of the data that will be collected. The detailed explanations of the research related to the impact of the organizational culture on quality management practices are investigated. If they were willing to participate, they are enrolled in the study. A non-probability convenience method with random sampling consecutively is used and required sample size to be attained.

The sample size is calculated by the following formula

$$\mathbf{N} = \frac{\mathbf{z^2 p\ (1-p)}}{\pounds^2}$$

Where z = level of confidence, P =expected proportion £ = marginal error =5%, which is equal to 0.05, n = an additional 5% of the non-respondent rate, the number of those who may disagree to be involved in the study. Therefore, the number of the total sample size will be achieved. For possible non-respondent of the impact of the organizational culture on quality management practices, 10 % will be added to give the final total sample size of operational management and development of the quality management practices in the organization.

The study involves random sampling for different commercial banks in Kabul. It includes different levels of administration that is working in several banks in Kabul. The pilot study for collecting the data was conducted, and the consistency of the data was clarified. The collection of the data was succeeded because the questions in the questionnaires were translated from the English language. The distributions of the main actors in this research involve as the sources of the gathered information are Directors, Managers, and general staff from different commercial banks based in Kabul.

The total sample population of this research is 150, but the number of the participants who accepted to be interviewed was 137, while the number who rejected to be interviewed was 13. Thus, the number of acceptances makes the exact rate of participants who have been accepted to be interviewed to be 91.33%, and the rate of the participants who have been refused to be interviewed is 8.67%. Therefore, the number of participants from this research is higher than the number of rejected participants. Since the number of percentages who participate in this research is greater than the number of the participants who rejected them, we can continue to conduct the investigation. According to Kotham's (2004) recommendations, if the sample is found to be two-thirds of the total population is presented, then the sample size is considered.

CHAPTER FOUR

4. FINDINGS AND DISCUSSION

This section describes the findings and Discussions. It reviews the findings which are obtained from the empirical analysis. The results are presented in the form of tables, graphs, and the numerals are expressed in natural logarithmic form. The form has been selected because it is easier to be interpreted and understood very well. The statistical tools have been chosen to analyze the Likert scale from the questionnaires. This phase includes deceptive statistics, linear regression equations, and ending up with the post estimation of the data. The questionnaires were distributed to different banks, and the following are the results that show the number of the participants corresponding to these respected banks Thus, the findings of the data are as follows.

Table 1. Thesis participants

Name	Participants	Percentage
Azizi Bank	32	23.36
Maiwand Bank	18	13.14
New Kabul bank	24	17.52
Ghazanfar Bank	14	10.22
Afghanistan International Bank (AIB)	16	11.68
Afghan United Bank	22	16.06
First Micro-Finance Bank of Afghanistan	10	7.30
Islamic Bank of Afghanistan	14	10.22

Source from questionnaires

Table 1 indicates the number of participants in this research. Therefore, this table shows number of sample size that has been distributed to the different departments of every bank. However, the number of participants in this seems to be very high compared to the number of the participants who were rejected.

The table above shows the numbers of the commercial banks in Kabul that participated in this research. Eight banks’ employees participated in this research. Azizi Bank has a vast number of participants compared to the rest banks, and the First-Micro Finance Bank of Afghanistan also has the lowest number of participants. The member's rate to participate in this investigation is mainly based on the bank policy, especially in the administration department. Therefore, some banks accept to be interviewed.

4.1. Demographic

This part details the demographic profile of the samples that have been used to construct the estimated results. The demographic characteristics are based on gender, age and marital status, academic qualification, and job status.

Table 2. Sex of participation

Gender	**Frequency**	**Percentage** (%)
Male	113	82.48
Female	24	17.52
Source from questionnaires		

Table 2 above shows the demographic profile of the participants in this research. It has been shown that the male and females who were questioned in the research were 113 and 24, respectively. Thus, the figure can be expressed in terms of the percentage as 82.48 and 17.52, respectively. Therefore, both of them make a total sample size of 137 as 100%. Eventually, the rate of the female and male participants in this research is found to be very different. This is because the number of males is greater than the number of females in commercial banks. Therefore, the percentage indicates the females are not participating well in commercial banks. On the other hand, though, females have a considerable contribution to improving the organization's performance. Kindly if the women are well involved in the organization's construction, they can bring an abrupt change towards the active organizations. Although the number of females in the working areas seems to be very small, Females should be encouraged and empowered to participate in the organizations.

Table 3. Age of the participants

Age Boundaries	Employee	Percentage (%)
20 – 30	43	31.38
30- 40	57	41.60
40 – 50	22	16.05
50 – 60	10	7.3
60- 70	5	3.64

Source from questionnaires

The above table indicates the age size of the employees working in the commercial banks in Kabul. The tables show that the age between 30 to 40 has the highest level, followed by 20 to 30. And the lowest rank is 60 to 70, which contributes about 3.64%. Generally, the table helps us understand the age of working employees in the commercial banks that the research included. Therefore, the labor force has a significant contribution to organizational development. As the number of labor force increases, thus it's better to construct a good structure that allows them to participate effectively in the organizations. The youth or young as a human capital either they are found to be private sectors or government sector. Still, they have a significant contribution to the development of the organizations. Thus, the government of Afghanistan should come with a good policy that emphasizes the development of the youths. Sometimes this effective policy helps to change the structure of the different organizations towards the reconstructions of the influential organizations.

The figure shows the distribution ages of the participants. The results indicate that the ages between 30 to 40 are the most participants compared to the remaining ages. This is because age and experience are critical factors in the organization. On the other hand, the age of 60 to 70 is almost few because most of them are not involved in the working place rather than being retired from the job.

Table 4. Titles of the employees

Title	Total	Percentage (%)
Top-level managers	8	5.58
Branch managers	11	8.03
Operational level	118	86.13

Source from questionnaire

As Table 4 above indicates, a noticeably clear analysis of the impact of organization performance on employee satisfaction, this analysis questioned different employees according to their levels. Likewise, the levels of the operational and administrational level employees are many compared to the strategic managers as well as executive officers (CEO). This is because getting a response from the operational level employees is much easier compared to other levels. That is why the operational level is highest in proportion compared to other classes.

4.1.1. Organizational Culture

The organizational culture is the independent variable that is composed of proxies of Teamwork (TW), Employee empowerment (EE), Continual Improvement (CI), and Decision-making and support (DMS). The main objective of these proxies is to investigate the effect of organizational culture on quality management practices, and the steps of measuring the results have been presented in the table form, which has the following questions.

Table 5. Teamwork (TW)

Perception	%SA	%A	%N	%D	%SD
A friendly atmosphere prevails among the people in our organization.	20.41	30.61	6.90	17.00	25.17
There is a good communication culture among the employees of our Bank; from the top management to bottom, and from the down level to the top management.	7.12	10.20	21.77	25.41	35.5
In our Bank, the people always show cooperation and working together to solve the problem as the teamwork spirit.	25.92	35.37	6.12	18.98	13.61
In our organization, when you are on a difficult assignment, you can usually count on getting assistance from your boss or colleagues	19.05	33.33	8.84	25.17	13.61

Note:

i. SA represents Strongly Agree
ii. A represents Agree
iii. N represents Neutral, meaning that interveners do not know anything about the corresponding question,
iv. D represents Disagree
v. SD represents Strongly Disagree

All of the entities are expressed in percentages.

Data are obtained from the questionnaire

The survey shows that the commercial banks in Kabul have a friendly environment at the working place. The presence of the highest rate in percentage for agrees scales shows that the commercial banks have an efficient culture in the working area. Also, the agree scale value has the highest percentage compared to the rest of the measurement scales as indicated from the respective table value. It represents the lack of a good relationship in banking management administrations from the top management for those directors to the other staff from the respective banks. However, consecutively the banks show the cooperation and working of employees in the working environment. Owing to this fact, the banking institutions solve the challenges that faced the bank institutions together by creating the organizational culture of helping each other. Whenever there are some challenges and difficulties in the workplace, they create an organizational culture of cooperation to work together and solve the problem immediately.

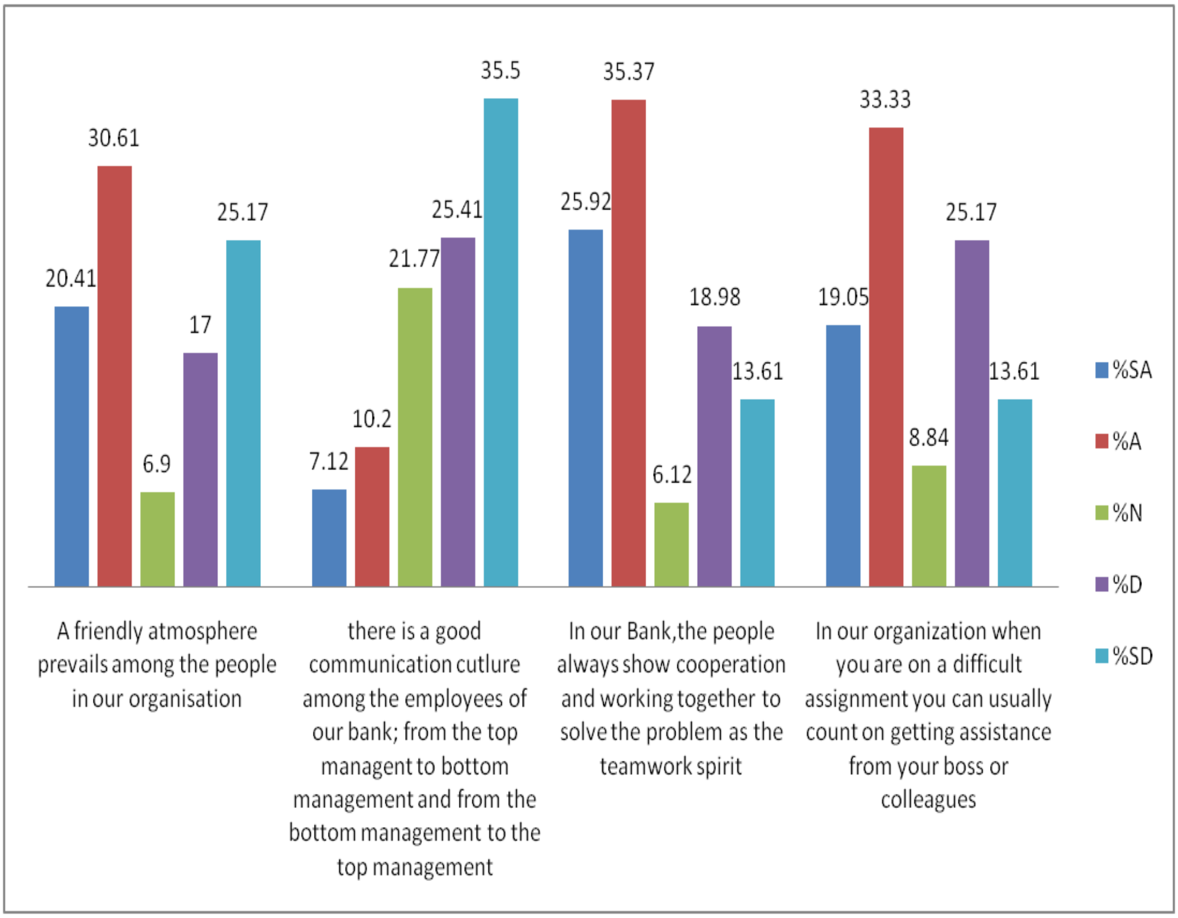

Figure 1. Teamwork.

Source from the Author questionnaire

The graph depicts different situations related to the employees' organizational culture to work as the teamwork under an atmospheric, friendly environment in the working place. Generally, the friendly environment creates positive impact on output that brings out the greatest productivity among the workers in the banking management. Furthermore, the graph shows 30.65% of prevailing of the atmospheric, friendly environment of the employees in as the teamwork. On top of that, the chart shows 35.50%

less efficiency of the level of management communication organization from the top management to the bottom and from the bottom to the top. However, 35.37% demonstrate that the commercial banks in Kabul have the spirit of working and cooperate as teamwork. On the other hand, the graph indicates that 33.33% of the employees have the culture of getting help from each other, especially when there is difficult work that is needed to be solved immediately.

Table 6. Employee empowerment (EE).

Perception	%SA	%A	%N	%D	%SD
The workshops and training provided by our Bank to employees are beneficial and according to the employee's needs.	29.53	30.8	12.56	17.14	9.97
In our organization, people believe that the scope of conveying their ideas to the superior is possible.	15.78	16.32	2.04	29.81	36.05
In our Bank, the employees are allowed to take their initiatives to be creative in their tasks.	10.20	11.56	13.61	38.10	26.53
In our organization, a mistake by a subordinate is treated as an experience (by the superior manager) from which lessons are learned to prevent failure and improve performance in the future.	8.16	9.77	14.17	35.41	32.49

Note:

i. SA represents Strongly Agree
ii. A represents Agree
iii. N represents Neutral, meaning that interveners do not know anything about the corresponding question,
iv. D represents Disagree
v. SD represents Strongly Disagree

All of the entities are expressed in percentages.

Data are obtained from the questionnaires

The table indicates that commercial banks in Kabul provide workshops and training to employees to enhance the services that the banks provide to the customers. The main objective of establishing the workshops and training is to advance the knowledge of employees as per the need of the organization and industry so as they can provide better services to the customers. Also, the culture of taking risk and being innovative in overall commercial banks of Afghanistan is restricted where failure or mistake is highly intolerable, which can be punishable. This prevents the employees from taking initiative from their own for problem-solving. This shows that this characteristic of the commercial banks in Afghanistan is categorized as a Role-Oriented culture type where Brown describes role-oriented cultural organizations that focus on specialization and functioning of the task, where the tasks are coordinated by a small group of senior executives where it is believed that clear lines of authority and formalizations avoid misunderstandings, conflicts, and unwanted personal problems (Brown,1998).

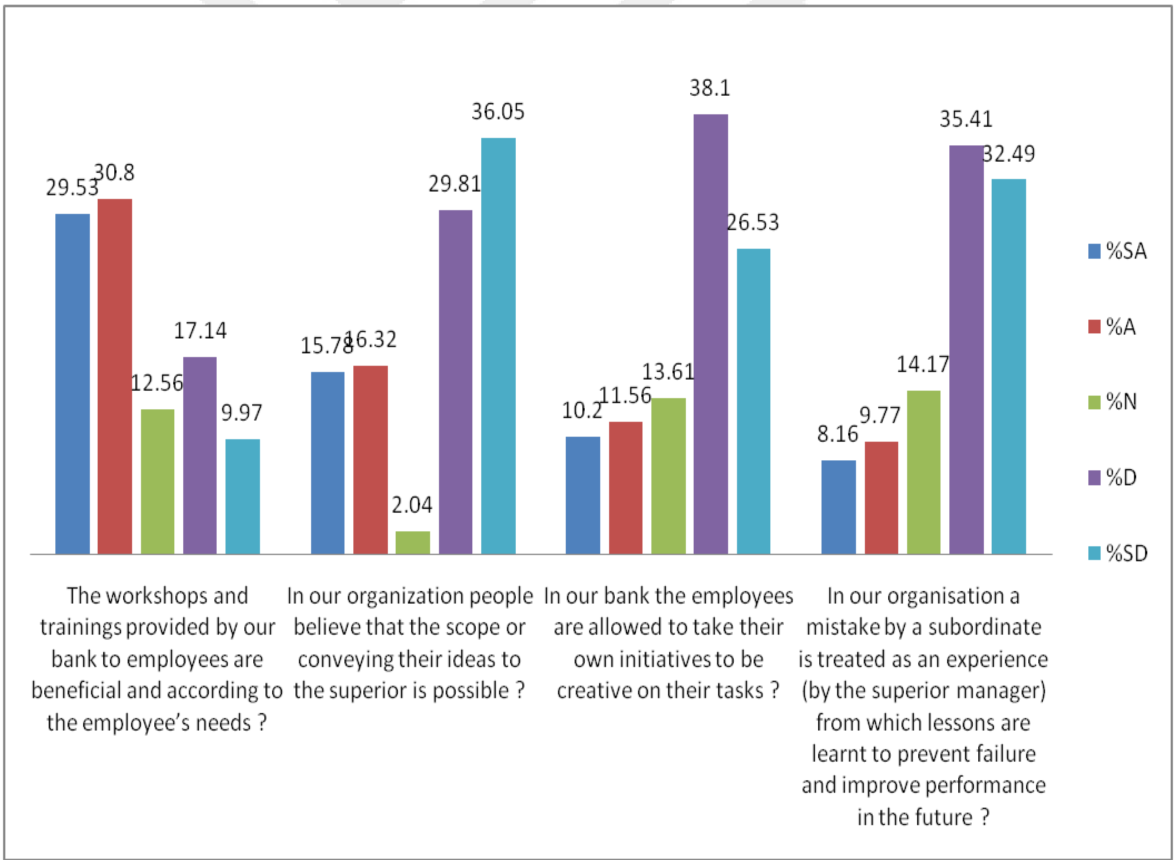

Figure 2. Employee's Empowerment (EE).

Source computed by Author

The graph explains the sources of the employee's empowerment in the banking management system. Four sources of employee empowerment, such as workshops and training, ideas creation, experience, and performance, were investigated. The outcome from this investigation helps to comprehend the level of employee empowerment in the commercial banks in Kabul. The graph indicates that 30.8% agree for workshop and training that are provided by the different commercial banks in Kabul. It means that there is a necessary effort to empower the employees to work properly in their working place. Though, 36.05% from this investigation shows that the culture of conveying the ideas from the bottom management level to the senior leaders is not efficient. However, 38.1% voted that the employees cannot take their initiative to develop their ideas to bring the changes in the working place. Further, 35.1% disagreed that the mistakes in their organization are taken as the lesson to prevent the future organization's failure.

Table 7. Continual improvement (CI).

Perception	**%SA**	**%A**	**%N**	**%D**	**%SD**
Our Bank has systematic measurement management, and it minimizes error during the delivery of services to the customers.	28.57	34.01	8.16	15.65	13.61
In our organization, there is a feeling of pressure to continually improve our personal and group performance.	26.53	27.18	13.60	21.81	10.88
Our organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.	30.61	27.89	2.72	12.24	26.53
In our organization, products or services are developed constantly.	21.77	40.82	8.16	8.84	20.41

Note:

i. SA represents Strongly Agree
ii. A represents Agree
iii. N represents Neutral, meaning that interveners do not know anything about the corresponding question,
iv. D represents Disagree
v. SD represents Strongly Disagree

All of the entities are expressed in percentages.

Data are obtained from the questionnaires.

The results from the table above show that the commercial banks at Kabul have an organizational culture of minimizing error while delivering the services to customers. This culture provides quality and standard system by integrating all the departments in the Bank to improve the services that the banks are providing. In this way, there is the tendency of feeling pressure to continually enhance personal and group performance. Therefore, the culture of acquiring new resources and creating new challenges within the banks enhances the development of the banking management and all departments. As the table shows that, the rate of the employees agreed about banking management emphasizes by acquiring new resources and creating new challenges. Bank trying new things and prospecting for opportunities in the market are valued to the organization.

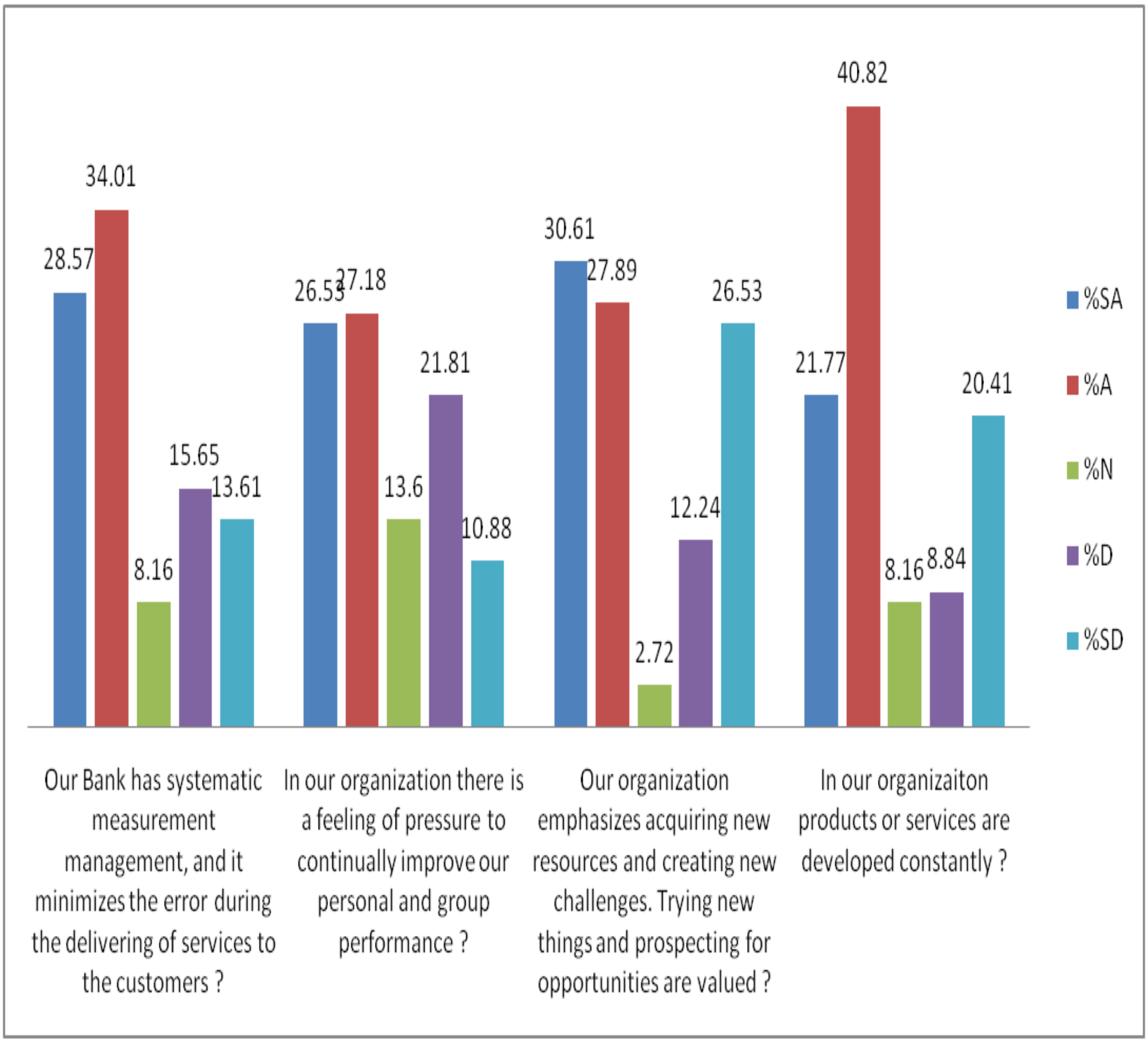

Figure 3. Continual improvements (CI).

Source; computed by Author

Continue improvement (CI) is a significant element in the organizational culture. The element contains system measurement, group performance, innovation, and delivery of services to the customers. About 34.01% of the interviewed employees agreed that commercial banks in Kabul have systematic measurement management, which minimizes errors during the customers' services. The graph shows that 27.18% voted to agree on the commercial banks continuous improvement to implement a culture of personal improvement to make the employees more competent. Most of the commercial banks support innovation as the means of acquiring new technology to provide efficient services to the customers. This has been found from the graph and is found to be 30.61%. Therefore, there is constant and maintaining of providing of good and services to the customers. 40.81% indicates the consistent performance of delivering services to the customers.

Table 8. Decision-making and support (DMS).

Perception	%SA	%A	%N	%D	%SD
In our organization, our management does not resent you checking everything with them, i.e., if you think you've got the right approach, you just go ahead.	8.16	11.56	8.84	48.30	29.13
In our organization, Decision-making is based on an analysis of relevant data and information	20.41	33.33	15.65	5.44	25.17
Our organization has been built up by taking calculated risks at the right time.	17.16	29.73	17.21	26.29	19.61
Our organization is a Dynamic and entrepreneurial place. People are willing to stick their necks out and take risks.	9.81	13.13	8.87	31.77	36.41

Note:

i. SA represents Strongly Agree
ii. A represents Agree
iii. N represents Neutral, meaning that interveners do not know anything about the corresponding question,
iv. D represents Disagree
v. SD represents Strongly Disagree

All of the entities are expressed in percentages.

Data are obtained from the questionnaires

Data obtained from this part indicates that the overall commercial banks have a highly controlled and centralized management culture. Where the employees are not allowed to take risks or to go with their initiatives while needed. The high disagree and strongly disagree rate in this table shows that the employees must check and take confirmation and permission of their supervisors in the time of uncertainty or if a customer problem occurs.

Thus, being a financial organization, the commercial Bank in Afghanistan is doing its utmost to minimize the risk of employee mistakes.

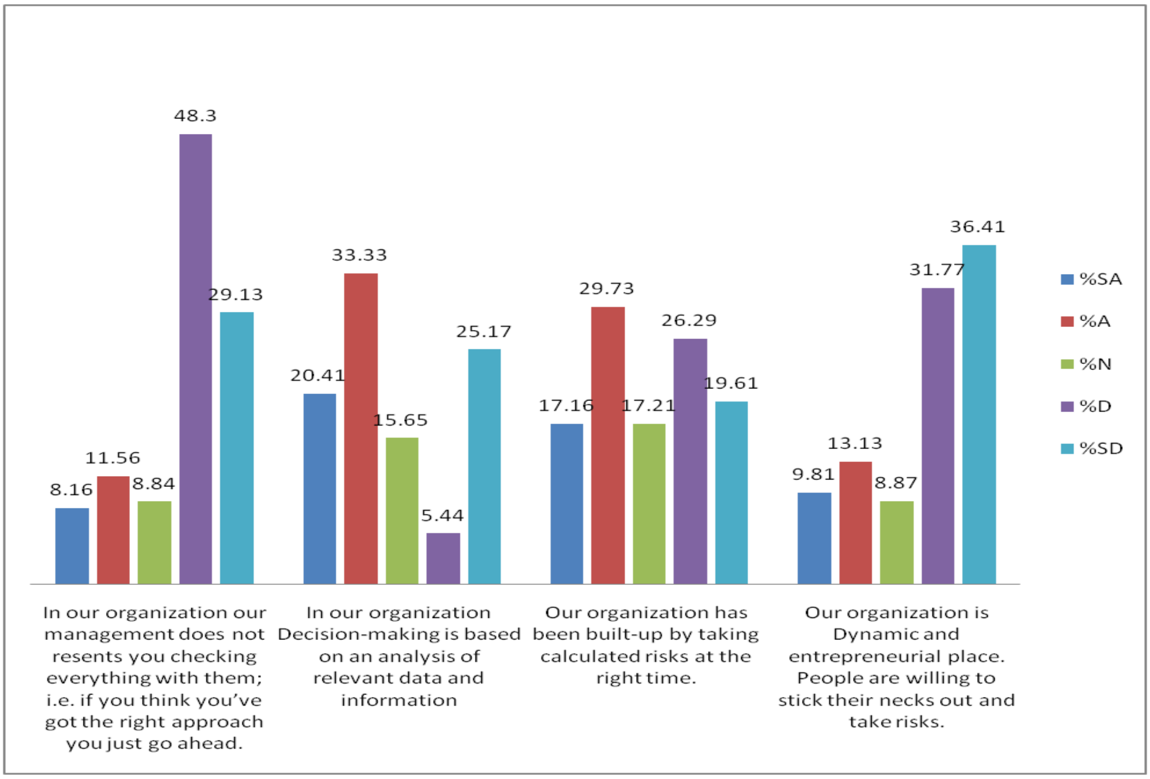

Figure 4. Decision-making and support (DMS).

Computed by Author

Decision-making and support (DMS) is an essential tool in the organizational culture. In this element, the employees can be able to determine as He/ She receive the appropriate services or not. According to this graph, 48.3% disagree shows the that the banking employees have to double check with their superiors here the role-dimensional culture is clearly obvious in commercial banks in Afghanistan. As the graph shows that 33.33% have voted to agree on the decision making and analyzing of information system of their organization where in case of problem reporting, they are decided by reporting and analyzing the data and information by the upper management. Thus, 29.73% have agreed that the decisions are being done by calculating the risk at the right time. Owing to this condition, most of the customers are not worried about taking the risk from these commercial banks. furthermore, the graph depicts that about 36.41% have voted that their working environment are very strict, and the management of the commercial banks do not tolerate risk taking and unnecessary innovations from their employees.

4.1.2. Quality management practices

A core definition of quality management practices (QMP) describes a management approach to long-term success through customer satisfaction. In a QMP effort, all members of an organization participate in improving processes, products, services, and the culture in which they work.

Table 9. Top management leadership and vision (TMLV).

Perception	%SA	%A	%N	%D	%SD
The leaders of our Bank establish unity of purpose and directions for the organizations.	23.81	24.77	16.33	19.45	15.65
Our bank top management has the vision to transform the bank landscape from the present state to the future state.	8.16	24.49	11.56	23.81	31.97
The Top management of our Bank considers compliance to quality management practices as a documentation task rather than the opportunity to change to an improved and systematic management style. For example: Consequently, a quality manager is appointed without authority to make any real changes.	32.57	30.61	9.12	18.17	9.52
The Policies and organizational structure in our organization have been clearly defined.	19.53	21.80	14.56	31.17	39.09

Note:

i. SA represents Strongly Agree
ii. A represents Agree
iii. N represents Neutral, meaning that interveners do not know anything about the corresponding question,
iv. D represents Disagree
v. SD represents Strongly Disagree

All of the entities are expressed in percentages.

Data are obtained from the questionnaires

The management of commercial banks establishes a unity of the purpose and directions to develop effective management throughout the commercial banks in Kabul. The table shows most of the top management in the organizations do not show the vision to transform the management landscape from the present state to the future state. The top management of commercial banks in Kabul considers the compliance of the quality management practices as the documentation task rather than special equipment, which could enhance quality management within the banking institutions. The table indicates that there is no clear policy that helps to improve the quality management practices within commercial banks.

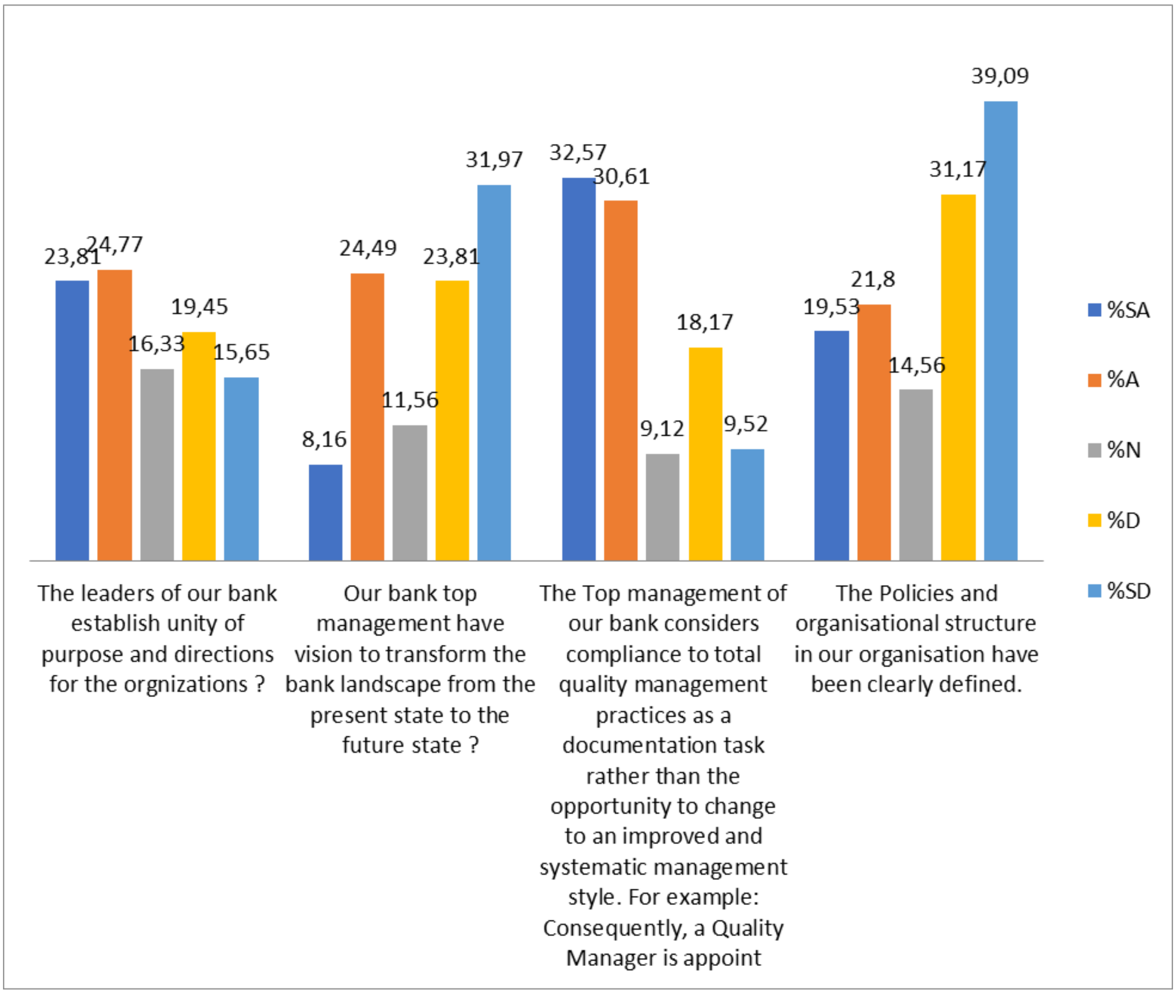

Figure 5. Top management leadership and vision (TMLV).

Computed by Author

Effective quality management practices lead to a successful financial management institution, Successful quality management practices always operates under the proper vision and right directions. Proactive leaders and strategic employees in the functioning management lead to building quality and applicable quality management practices. Consequently, this graph has been assigned to examine top management leadership's vision in the commercial banking management institutions. For instance, about 24.77% have agreed that the leaders of the commercial banks in Kabul have the unity of purpose and directions for their institutions. In addition, approximately 31.97% have voted that the top management in the commercial banks do not have the vision to transform the landscape of commercial banks from the present state to the future state.

Table 10. Organizational powers (OP) (core technology and speed).

Perception	%SA	%A	%N	%D	%SD
Our Bank uses the updated banking technology system.	39.46	27.45	8.16	16.77	8.15
The quality of speed in our banking services provided to customers is efficient.	12.04	15.93	10.12	42.86	19.05
Our Bank has a minimum unnecessary procedure of paperwork and documentation.	12.94	17.22	2.46	34.72	32.65
Our Bank emphasizes competitive actions and innovation. Hitting stretch targets and winning in the marketplace are dominant	18.29	31.94	15.65	19.82	14.29

Note:

i. SA represents Strongly Agree
ii. A represents Agree
iii. N represents Neutral, meaning that interveners do not know anything about the corresponding question,
iv. D represents Disagree
v. SD represents Strongly Disagree

All of the entities are expressed in percentages.

Data are obtained from the questionnaires

Commercial banks in Kabul use the updated technology to improve and facilitate the services to the customers as the commercial banks in Afghanistan are provided with the latest accounting and banking software programs. Although the updated systems are used to enhance the quality management practices within the banking systems, the speed of providing the services to the customers is not adequate. In addition, the system is governed by the unnecessary documentation and paperwork that make the systems operate at a low level. The table indicates that the Bank emphasizes competitive actions and innovation for hitting stretch targets and winning in the marketplace.

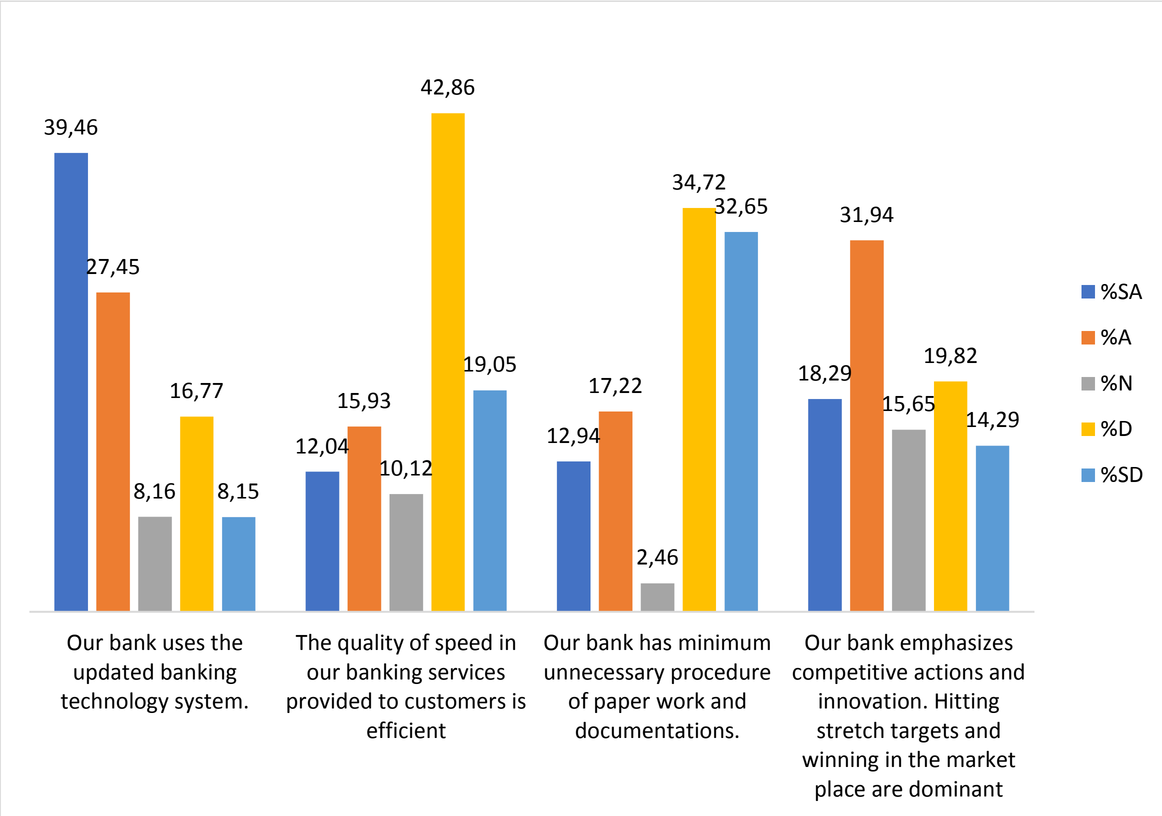

Figure 6. Organizational powers (OP) technology and speed.

Graph six represents the organizational power from technology and speed for delivering services to the customers. Technology is a vital figure in today's competitive business environment for any institution. Technology here represents the capacity of the commercial banks in Kabul to invest in research and development to deliver better banking services with quality and reasonable speed. Therefore, commercial banks in Kabul use the updated banking technology to facilitate banking services to the customers. As the graph indicates, about 39.46% of the employees are strongly agree that the commercial banks use the updated banking technology system to deliver benefits to the clients.

However, the standard and quality of the speed of delivering banking services are less efficient. The graph shows that 42.86% indicates that the quality of the speed in banking services provided to the customer is less satisfied. Apart from that, most of the commercial banks in Kabul still use the power work. As has been represented from the graph, about 34.72% voted that their commercial banks have massive unnecessary paperwork and documentation procedures. Thus, the commercial banks emphasize a competitive marketing strategy. And approximately 31.94% of the employees choose to agree that their organization is doing their utmost to maximize their marker share which is the highest percentage, which indicates the competitive marketing in the marketing equilibrium.

Table 11. Customer focus and satisfaction (CS).

Perception	%SA	%A	%N	%D	%SD
There is a strong mutual customer and employee relationship in our Bank.	21.77	25.85	13.61	22.45	16.33
Our Bank gives utmost priority to customer requirements and expectations rather than profitability.	11.32	20.41	2.72	31.97	33.56
People in our organization are giving more ideas, information, feedback to customers regarding the services of our Bank.	38.78	25.17	5.44	14.95	15.65
Our Bank's customers are well satisfied with our services.	12.45	19.45	6.8	33.13	28.1

Note:

i. SA represents Strongly Agree
ii. A represents Agree
iii. N represents Neutral, meaning that interveners do not know anything about the corresponding question,
iv. D represents Disagree
v. SD represents Strongly Disagree

All of the entities are expressed in percentages.

Data are obtained from the questionnaires

The table above shows the mutual correlations among the employees and customers in the context of the services providing. The relations among the employees and customers strength the quality management practices in the working place. But there is less effectiveness of employees on giving the customer priorities for the reliable perceiving services as have been expected by the customers. However, the customers and employees in different banks are offering more ideas, information, and feedback regarding the banks' services. Therefore, there is a need to improve the services that are being driven from the commercial banks to the customers. However, the table shows that the employees don't believe that the services of the commercial banks are as per the requirements of the customers and traditional market of Afghanistan, where the satisfaction of customers is meager. Consequently, effective quality management practices are determined due to the existence of efficient services to the customers.

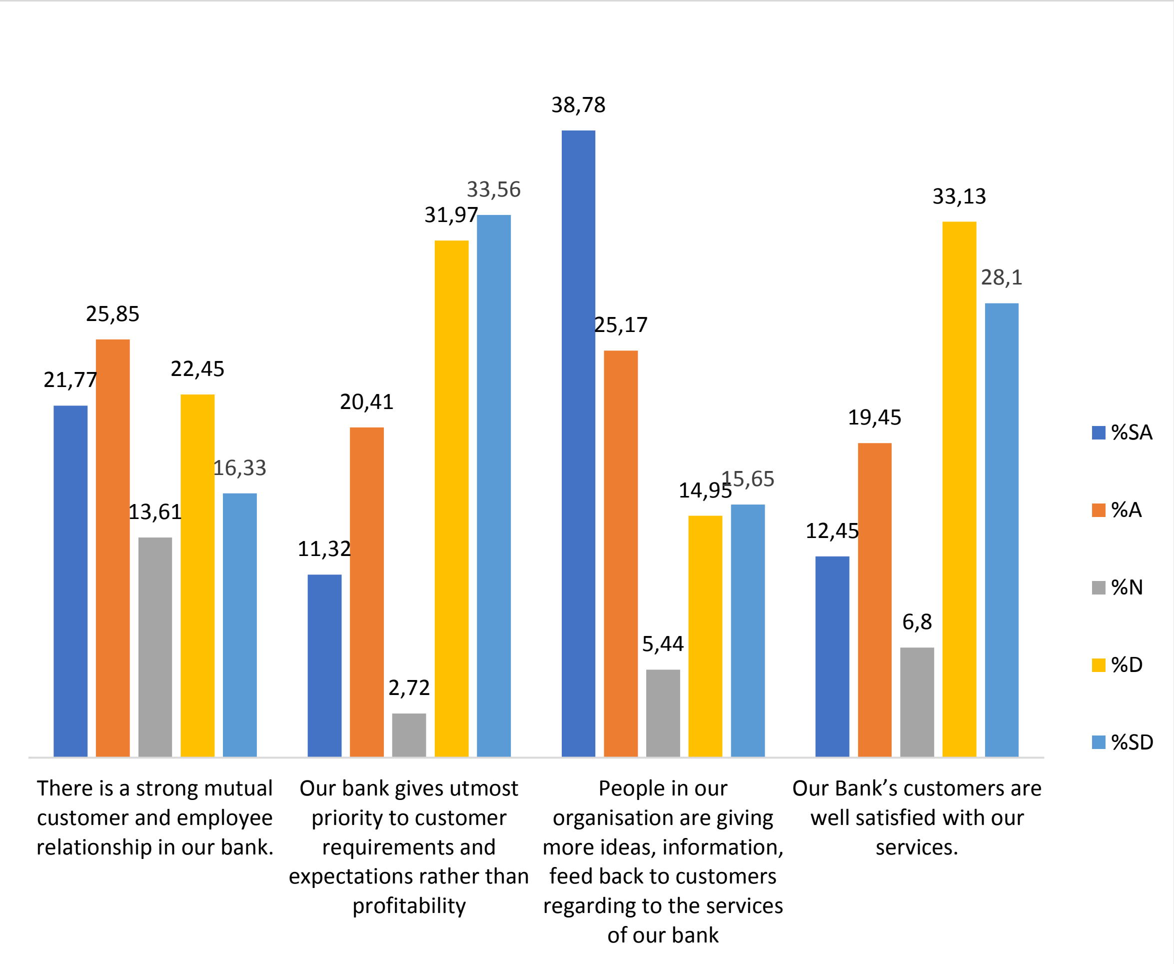

Figure 7. Customer focus and satisfaction (CS).

Source: Computed by Author

This graph represents the customer focus and satisfaction proxy variable at the commercial banks in Kabul. The examination includes the relationship between the employees and customers, customer priorities, ideas, and service satisfaction. The graphs show the strong collaboration among the customers and employees for delivering banking services. About 25.85% have agreed that there is a strong correlation between the customers and employees for perceiving banking services. In addition, approximately 33.56% of the participated employees in this research have been strongly disagree that commercial banks prioritize customer requirements and expectations rather than profitability. In this context, 38.78% voted that the employee of their banks share enough information, ideas and exchanging information with customers regarding their services. However, these banking services are being delivered to the customers, but the customers are not well satisfied with the services provided by the commercial banks, even 33,13% of the employees have voted that their customers are not satisfied with the type of services the commercial banks in Afghanistan provide.

Table 12. Employees performance measurement (EPM).

Perception	**%SA**	**%A**	**%N**	**%D**	**%SD**
In our organization, employees are rewarded in proportion to the excellence of their job performance.	7.57	8.84	4.66	41.61	37.32
Our organization defines success based on the development of human resources, teamwork, employee commitment, and concern for people.	16.77	10.20	13.61	30.61	28.81
In our organization 'High' Performance is celebrated with everybody joining it.	25.77	34.05	10.20	16.80	13.18
Accountability and loyalty are used as the tools to measure the performance of employees in our Bank	11.61	14.33	3.40	33.13	36.53

Note:

i. SA represents Strongly Agree
ii. A represents Agree
iii. N represents Neutral, meaning that interveners do not know anything about the corresponding question,
iv. D represents Disagree
v. SD represents Strongly Disagree

All of the entities are expressed in percentages.

Data are obtained from the questionnaires

The chart shows, however, the high performers are rewarded and celebrated with everybody joining the celebrations. Still, the rewarding and promotional system is not on the proportional level to satisfy the employees. Further, the chart indicates the commercial banks are not giving priority to the loyalty of every employee to the organization. The data also suggest that the management system gives priority to personal achievement rather than teamwork.

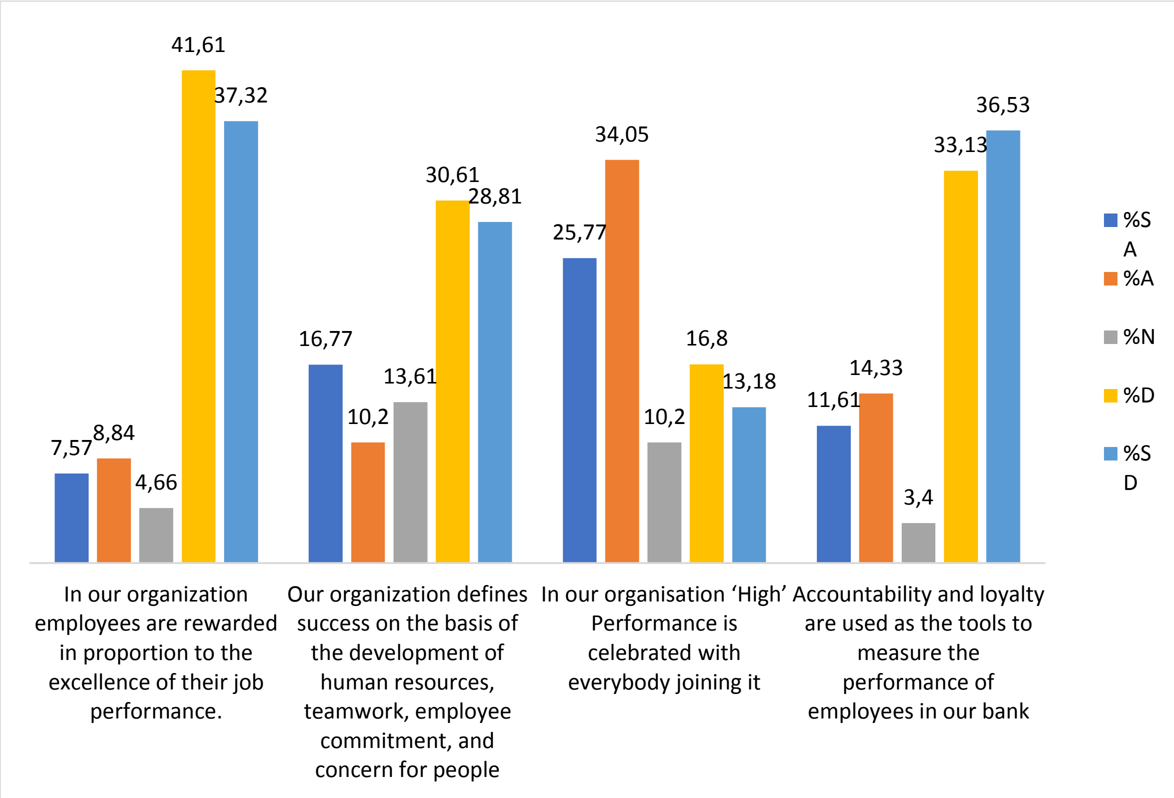

Figure 8. Performance measurement (EPM).

Graph above represents the performance measurement (EPM) of the employees to the quality management practices variable. Performance measurement is an essential element in strengthening quality management practices as the graph indicates that 41.61% have voted that commercial bank employee are not rewarded proportionally according to their excellent performance from their job. This is because commercial banks do not define success in developing human resources, teamwork, employees, and commitment.

To improve the quality management practices, there is the need to define human development resources as teamwork and commitment, which is a success. However, there is a culture of celebrating good performance within commercial banks. About 34.05% agreed that the commercial banks celebrate the performers with everyone in the organization. In addition, Therefore, about 36.53% choose to disagree that the commercial banks in Kabul measure performance based on accountability and loyalty to the organization.

4.2. Empirical Statistical analysis

This section transforms the collected data from the questionnaires to the statistical analysis, and it provides an unambiguous interpretation of the data to the analytical conditions. The sections include the art of Ordinary least square (OLS), descriptive statistics by showing the correlation of data and providing the coefficients' interpretation towards the quality management practices. This topic has been formulated to create significance by creating the statistical regression models with dependent and independent variables.

Consider the production function of the organizational culture and its quality management practices that stand as the independent variable as follows

$$QMP = f\,(C, OC^{\Upsilon}) \qquad [1]$$

Where QMPP is the quality management practices, and OG is the organizational culture. Then apply the natural logarithm of equation one above. Thus, equation one will be represented as follows; -

$$\ln QMP = \ln C + \Upsilon \ln OC \qquad [2]$$

Four proxy variables construct the organizational culture as Teamwork (TW), Employee empowerment (EE), Continue improvement (CI), Decision making and support (DMS), and C is the constant value. Thus, the general equation model of organizational culture on quality management practices is represented as

$$\ln QMP_t = \ln C + \beta_1 \ln TW_t + \beta_2 \ln EE_t ++ \beta_3 \ln CI_t + \beta_3 \ln DMS_t \varepsilon_t [3]$$

(H1). $\ln TMLV_t = C_t + \beta_t \ln TW_{it}$

(H5). $\ln TMLV_t = C_t + \delta_t \ln EE_{it}$

(H9). $\ln TMLV_t = C_t + \Upsilon_t \ln CI_{it}$

(H13). $\ln TMLV_t = C_t + \phi_t \ln DMS_{it}$

(H2). $\ln OP_t = C_t + \beta_t \ln TW_{it}$

(H6) $\ln OP_t = C_t + \Upsilon_t \delta_t \ln EE_{it}$

(H10) $\ln OP_t = C_t + \Upsilon_t \ln CI_{it}$

(H14). $\ln OP_t = C_t + \Upsilon_t \phi_t \ln DMS_{it}$

(H3). $\ln CS_t = C_t + \beta_t \ln TW_{it}$

(H7)). $\ln CS_t = C_t + \delta_t \ln EE_{it}$

(H11). $\ln CS_t = C_t + \Upsilon_t \ln CI_{it}$

(H15). $\ln CS_t = C_t + \phi_t \ln DMS_{it}$

(H4). $\ln EPM_t = C_t + \beta_t \ln TW_{it}$

(H8). $\ln EPM_t = C_t + \delta_t \ln EE_{it}$

(H12). $\ln EPM_t = C_t + \Upsilon_t \ln CI_{it}$

(H16). $\ln EPM_t = C_t + \phi_t \ln DMS_{it}$

TW= Teamwork

EE = Employee empowerment

CI = Continual Improvement

DMS = Decision making and support

TMLV = Top management leadership and vision

OP = organizational power

CS = Customer focus & satisfaction

EPM = Employee’s performance measurement

ε = Correction of the error term and C is the constant or intercept.

β_t, represent the coefficient values of the respected variable.

Therefore, above equations represents the proxy variables of the organizational culture that have an impact on the quality management practices of commercial banks in Kabul, Afghanistan. Incredibly, the existence of an effective quality management practices depends on those proxy variables. Whenever there is a positive or negative contribution to quality management practices. Thus, the positive effect contributes to the efficiency of the quality management practices, and the negative contribution makes the quality management practices weak.

Table 13. An internal consistency measurement model.

Internal measurements	Values
CR	0.984563
EAV	0.522896
Α	0.895545

Note: Composite reliability (CR). Extracted Average Variance (EAV), α represent the Cronbach's alpha

Computed by Author

For the internal consistency of measurement of data, three conditions should be achieved. First, the Cronbach's α should be greater than 0.7, the composite reliability should be greater than 0.7, and the extracted average variance should be greater than 0.5. As the table indicates Cronbach's α is greater than 0.7, Extracted average variance is greater than 0.5, and the composite reliability is greater than 0.7. Thus, the empirical analysis shows the internal consistency of the model is stable and efficient.

Table 14. Descriptive statistical analysis.

	QMP	TW	EE	CI	DMS
Mean	2.4838	1.9040	1.8845	1.8848	1.9358
Median	2.5162	1.9439	1.8704	1.9256	2.0308
Standard Deviation	0.1508	0.1276	0.1512	0.1994	0.1492
Kurtosis	3.7459	3.8030	0.2137	1.2304	0.9804
Skewness	1.7631	1.7625	0.4884	1.0732	1.0459
Maximum	2.6349	2.0395	2.0808	2.1136	2.0484
Minimum	2.1714	1.6397	1.6271	1.5137	1.7039
Range	0.4634	0.3996	0.4537	0.5998	0.3445

Note: Quality management practices practice (QMP), Teamwork (TW), Employee empowerment (EE), Continue Improvement (CI), Decision making and support (DMS)

Computed by Author

The descriptive analysis is based on summarizing and analyzing a data set that is subjected to random variation. Thus, the descriptive analysis is categorized into the measure's central tendency and measures' reliability of the data set. The central tendency measures the mean and median. In contrast, the variability measures the normal distribution of the data, including the standard deviation, variance, minimum and maximum range, kurtosis, and skewness from the given data set.

Central tendency: Referred to the table above indicates that quality management practices have the most average mean compared to the rest of the proxy's independent variables. Both the average mean and median of the Quality management practices are about 2.4838, followed by the decision-making of 1.9358. At the same time, the last is employee empowerment 1.8845, which has a minor difference with the continual improvement, 1.4848.

Reliability: In this section, the analysis focuses on determining the distribution of the data in the context of standard deviation, kurtosis, skewness, maximum, minimum and range are considerable are investigated. As Quality management practices are dependent variables, the ordinal least square of this model can be represented as follows

Table 15. OLS: Top management leadership & vision is a dependent variable.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-.236	.201		-1.178	.241
	TW	.204**	.086	.204	2.381	.019(**)
	EE	.700***	.069	.678	10.100	.000(***)
	CI	.272***	.053	.290	5.167	000(***)
	DMS	-.170*	.088	-.165	-1.920	.057 (*)

a. Dependent Variable: TMLV

Table 16. Organizational power is dependent variable

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-.050	.177		-.282	.778
	TW	.072	.075	.076	.958	.340
	EE	.763***	.061	.777	12.509	.000
	CI	.235***	.046	.262	5.057	.000
	DMS	-.106	.078	-.108	-1.368	.174

a. Dependent Variable: OP

Table 17. Customer focus & Satisfaction is dependent variable.

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	-.539	.202		-2.675	.008
	TW	.259***	.086	.251	3.001	.003
	EE	.854***	.070	.804	12.268	.000
	CI	.226***	.053	.234	4.270	.000
	DMS	-.301***	.089	-.284	-3.387	.001

a. Dependent Variable: CS

Table 18. Employees performance measurement is dependent variable.

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	.250	.207		1.209	.229
	TW	.166*	.088	.173	1.881	.062
	EE	.473***	.071	.477	6.617	.000
	CI	-.177***	.054	-.196	-3.255	.001
	DMS	.527***	.091	.532	5.778	.000

a. Dependent Variable: EPM

Table 15,16,17 and 18 measures the significance probability of coefficients or parameters by using 5%. When the coefficient's probability of a respected variable is less than 5%, meaning that the variable is significant or affects the dependent variable; otherwise, it is not. Therefore, the table shows that the first column contains the independent variables such as Teamwork, Employee empowerment, continuous improvement, and Decision-making support. Columns two, three, four, and five represent coefficient, standard error, t-statistic, and probability.

4.3. Interpretation of Equation

The data analysis results from linear regression model indicates the positive correlation of the variables. however only in two cases where the correlation of team work on organizational powers and correlation of Decision making & support on organizational power are negative. This does not mean that the team work and decision making & support does not have any significant relation with organizational power of quality management practice in commercial banks of Afghanistan. Hence, the negative correlation of these two variables is determined with how the data is collected and the perception of the people during the data collection. It doesn't mean the team work and decision making and support has no impact with the organizational power of quality management practices.

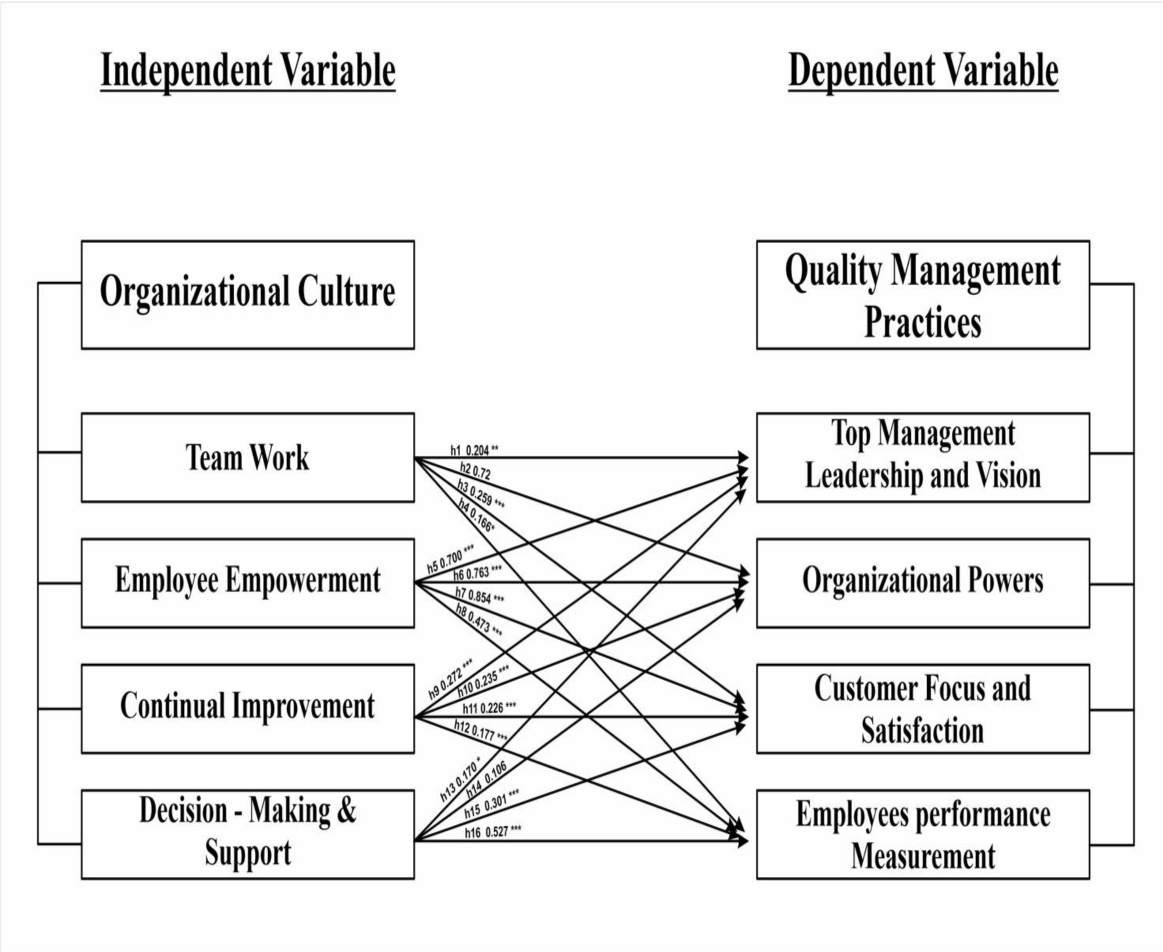

Figure 9. Statistical framework model.

Table 19. The post estimation.

Measure	Values
R-square	0.9599
F-statistic	116569.5948
Probability	8.57851-E06

Computed by Author

The table above presents the post-estimation of the linear regression model that involves the R-square, F-statistic, and Probability values of the linear regression model. The main objective of this part is to measure the effectiveness and the strength of the usable data in our analysis phase. The graph shows that the R-square is approximately 95.99 percent, which shows that the data fit the linear regression. Therefore, the data can be helpful for data prediction. The F-statistic measure the significance of the variables in the linear equation. Since the F-statistic shows that they are greater than the probability values, meaning that the values of the confidence related to their variables are significant.

CHAPTER FIVE

5. CONCLUSION AND POLICY RECOMMENDATION

5.1. Conclusion

By constructing influential commercial banks worldwide, the organization culture and quality management practices contribute to building successful strategic management in banking institutions. Organizational culture grouped different cultures' behavior and revealed the problems by finding their solutions. Every organization perceives a negative and positive organizational culture, therefore knowing what kind of solution that must be implemented to resolve the issues and improve the organizational culture within the administrations. However, there is a strong correlation between organizational culture and quality management practices. The process of establishing an influential organizational culture in management is not an easy task. It needs a lot of research to develop a strong and effective organizational culture. According to this research, Kabul's commercial banks have both effective and less effective components of the organizational cultures. The dimensional culture of teamwork shows significant results, meaning that employees in different banks in Afghanistan operate as teamwork.

Following the complexity of solving the problems within the working places, the only thing that can diminish the challenges is teamwork. Teamwork facilitates the work to operate in advanced performance. Thus, the presentation of the desired model leads to improve the quality management in the administration. Employees' empowerment shows a positive correlation to quality management practices. Moreover, the continual improvement and decision making, and support also have impact on quality management practices of commercial banks in Afghanistan. Only there is negative impact of decision making & support and team work on organizational powers of quality management practices. Which lead to the rejections of hypothesis two and hypothesis fourteen.

Cementing the whole investigation indicates that the organizational culture affects the quality management practices in the commercial banks in Kabul. The improvement of leadership, good communication, decision making from the top management to the lower management, practicing science and technology have a significant effect on the improvement to the quality management practices. It is revealed that the organizational culture is based on human behavior; therefore, excellent leaders are primarily aware of their organizations based on the basic assumptions. In this undertaking, the commercial bank leaders should take actions to moulid and refine.

Not only has the research being implemented and victorious over the months, but it has passed from the different challenges while conducting its process. The following are some of the challenges that were experienced while conducting this research. Rejections of the questionnaire by the employees that did not accept to be interviewed. Thus, it tends to reduce the number of the sample size needed to collect their information. The main objective of this investigation is apparent, and it is not based on political issues or religious matters, but basically, it is based on the assess the impact of the organizational culture on the quality management practices of commercial banks in Kabul. The main idea here is to develop new recommendations that construct applicable policy that would improve the organizational culture dimensions and quality management practices in Afghanistan’s commercial banking industry. Rejections of not participating in this research are to block the information which is very important to the market of Afghanistan.

This research aims to investigate the impact of the organizational culture on quality management practices of commercial banks in Kabul, Afghanistan. The study applies the quantitative methodology whereby the questionnaires' primary data was conducted through the different commercial banks in Kabul. About eight commercial banks based in Kabul used the questionnaires interview from their different employees related to the positions. The questionnaires consist of questions that reflect on perceiving information about the organizational culture and quality management practices. The questions from questionnaires are classified into three sections. The first section questions the demographic status of the respondents, the second section asked about the organizational culture, and the third section asked about the quality management practices.

In addition, the thesis consists of two main variables to examine the impact of organizational culture on quality management practices of commercial banks based in Kabul. The variables standing as the main actors of the compilation of the data analysis. The quality management practices are dependent variables, while the organization culture is a independent variable. The relation indicates that organizational culture has a significant influence on quality management practices practice. This thesis uses statistical tools such as linear regression techniques and ordinary least squares to analyze the results.

These techniques have been applied to find the correlation among the variables. With the help of the SPSS software, the empirical analysis shows that there is a positive relationship between teamwork and employee empowerment on quality management practices nevertheless, continuous improvement and decision-making support have a negative effect on quality management practices.

The results from the empirical analysis answer the questions asked from the research questions. The estimated results show that the organizational cultures have an impact on quality management practices in the commercial banks in Kabul. Only the two proxies of organizational cultures have a negative correlation with organizational power of quality management practices, and the rest of the proxy variables have a positive impact on the quality management practices. The results revealed that most of the commercial banks in Kabul work from their working places as teamwork and cooperative. In addition, there are good programs for employee empowerment. These two factors enable the improvement of the quality management practices.

On the other hand, there are some challenges in the corporate culture in the decision-making and support as the workers in the working places. It shows a negative impact on quality management practices. There is a minor improvement in the area of continuous improvement programs for employees. Also, the culture of decision-making and support within the employees seems to be not effective. These are reasons why these two proxy variables of the organizational culture represent the negative sign. Therefore, the commercial banks in Kabul should take the initiative to improve the culture of continuously improving programs for the workers to attain the efficiency of the quality management practices. Programs should be progressive and focused on the objectives and goals of improvement of the commercial banks. The workers should receive workshops and training several times by the building capacity. In the case of the decision-making and support. The management should give the right and true freedom of decision-making to the staff so it could enhance employees' performance and minimize time-wasting.

The research shows the organizational culture influences quality management practices. Indeed, applicable quality management practices of commercial banks depends on the organizational culture of the organization and employees. On top of that, the empirical analysis of this research rejects the hypothesis two and fourteen that states the teamwork and decision making & support does affect the organizational power of quality management practices of commercial banks in Afghanistan. and accepts the rest fourteen hypothesis of this study, the organizational culture affects the quality management practices of commercial banks in Afghanistan. The rejection of the two hypothesis is due to the fact that the percentage rate of the statistically calculated values is less than the t-statistical value. Therefore, these hypotheses two and fourteen (H2, H14) are rejected; meanwhile, there is a relationship between the organizational culture and quality management practices in the commercial banks in Afghanistan.

These results justify that the majority of organizational culture elements like teamwork, employee empowerment, continual improvement and decision making & support shows the positive response, which indicates effective performance, but only teamwork and decision-making & support have low efficient probability. Still, they respond in negative directions. The reason behind these two organizational cultures indicates the weak performance of quality management practices. Therefore, the hypothesis represents that the organizational culture in the workplace place influences strengthening and improve the quality management practices of commercial banks. The effectiveness of quality management practices almost depends on a solid and influential organizational culture. Thus, the analysis revealed that the exogenous values are both negative and positive towards the indigenous values. Therefore, this research verifies two of the hypotheses that have been mentioned above. The hypothesis's clarifying helps us make an analytical decision, which will contribute to this research.

The study's general objective is to investigate the impact of the organizational culture on quality management practices of commercial banks in Kabul by identifying the core relationship between the two variables. And the specific objective of this research is to determine the effect of organizational culture based on teamwork performance, employee empowerment continuity improvement, and decision-making and support on quality management practices. Therefore, it has been shown that all four proxy variables are efficient. Still, two among them affect the only one proxy variable of quality management practices in negative. Thus, all of these specific objectives have been achieved by identifying the effects that have been identified from the empirical analysis.

Furthermore, the research uses descriptive statistics to investigate the standard and quality of the data. The results show that the data that has been collected is significant. This is because the R-square is about 95.99% which is substantial and the F-statistic of the data, which measures the whole regression equation, is 116569.59. Its probability is 0.05, equal to 5%; all of this information indicates that the post-estimation of the data is very clear. And the estimated results which are obtained from the analysis can have a significant meaning.

The research finds some challenges during the conducting this study, which can be stated as the low rate of female participation in this research compared to the male and the participants of the questionnaires. In addition, some employees do not be aware of the significance of the study. Furthermore, the manpower for collecting data from one source to another is minimal and another limitation is the collection of primary data from the participants of Kabul city only due to the less budget, time and resources that were available for data collections. But all in all, the research is succeeded because most of the data collected are very clean and show integrity and consistency.

The research justifies the organizational management theory, which states that the theory justifies that the effectiveness of the quality management practices is created from the organizational culture. The model from the conceptual framework represents the relationship of the proxy variables, including teamwork organization employee's empowerment continuity improvement and decision-making and support. The model justifies by identifying the efficiency results for the quality management practices and proxy variables of the organizational culture. Thus, the research indicates that there is a compelling contribution of the organizational culture on quality management practices of the commercial banks in Afghanistan. However, the continuous improvement and decision-making support show decreasing in performance.

Teamwork: - within the employees of commercial banks creates a friendly atmosphere that prevails among the people in their organization in Afghanistan. Teamworking cultural organizations lead to good communication culture among the employees from top management to lower management level of the working environment. Therefore, employees show cooperation and work together to solve challenges and problems in their tasks. So, the bank employees once have been assigned tasks they usually work together. Thus, this organizational culture is very successful in the commercial banks of Kabul. Effective teamwork determines the solid quality management practices of commercial banks. Thus, through the financial institutions, the commercial banks are responsible for maintaining and improving the culture of performing the different tasks in the banking system as cooperative and teamwork.

Employee empowerment: - The management of commercial banks in Kabul provides workshops and training to strengthen the quality management practices within the banks. The empowerment of the employees in the organization structure is beneficial, and it is as per the employees' and market need. Through the empowerment of employee's strategy, the employees might understand the vision and scope and of the organization. Thus, the employees to convey their constructive ideas to the superior level also it is possible. As a result, different initiatives, and creativity to strengthen the quality management practices effectively improved. Later, the empowerment of the employees in the organization creates the experience of performing an excellent job in commercial banks. The only thing that employees have taken to the workshop and training to make them more competitive and to be equipped with the modern science, technology and administrative skills as the primary tool to strengthen the quality management practices.

Continual improvement: - Although commercial banks in Kabul have systems of measurement that minimizes the error or risk while delivering the services to the customers, which is not enough efficient. In this context, financial institutions should work very hard to improve the efficiency of the banking measurement management. Sometimes the employees working under pressure. Of course, it is not an appropriate way to deserialize the workers. Every employee has to know his or her responsibility. An excellent personal improvement is to work without pressure. Therefore, the commercial banks emphasize acquiring new resources and creating new challenges to improve the capability of solving banking system issues. Thus, trying new things and prospecting for opportunities are valued.

Decision-making and support: - The workshop and training variable is constructed by performance appraisal, formal diversity training, and exchanging programs with other organizations. The organizations must have a strategic benchmark to measure the performance of the employees. This analysis shows that the performance appraisal is very high among the staff. It is suitable for any organization to understand the coverage of doing the jobs of the employees. Employees must exchange programs from one organization to another organization to share ideas and experiences from their workplaces. The exchanging programs also reduce some problems in the working places.

The analysis shows that there are exchange programs among the workers from one organization to another. But there is a problem with formal diversity training among the employees. The employees receive practical training concerning leadership skills. Generally, the workers must receive workshops and training to improve their skills. Training refreshes the workers related to the new systems that exist in working places. If the employees do not receive the training, it becomes so difficult to tackle some current complex issues. The workshop and training improve employee satisfaction for organizations; therefore, the achievement of offering quality workshops and training will positively impact organizational performance. Organizations must provide workshops and training to their employees by inviting the expertise related to the field to come to the programs to share new ideas with the workers. Always workers will be satisfied by perceiving new ideas from the expertise. Hence, it tends to act as a catalyst for motivating and eradicating some common problems within their working places. In winding up this point, there is a mutual correlation between the workshop and training on organizational performance. But the general conclusion shows that in Afghanistan, there is a smaller number of seminars and training to be provided to the employees towards the organizations and institutions. Pay and benefit as well as working environment looks to be effective but more effort should be made to improve this area. The improvement of these areas will lead to organizational performance. Thus, this research emphasizes the impact of organization culture on quality management practices of commercial banks of Afghanistan. Some factors contribute to the enhancement of the organization's quality management initiatives. These factors are well described in terms of the global changes constructed with technological changes and organizational culture.

5.2. Policy Recommendation

According to the investigation conducted to investigate the impact of the organizational culture on quality management practices, the followings are policy recommendations. Further research should be conducted to examine the impact of organizational culture on quality management practices. More research provides an incentive to develop more results with different outcomes related to organizational culture and quality management practices. At this point, other models related to organizational culture and quality management practices will be created and implanted. For example, different cultures could be applied to the commercial banks because it will better define and explain much about the employees' behavior. On top of that, more variables should be included to foster the impact of the organizational culture on quality management practices, including the human resource department and trade investment.

Attempting to rise top management engagement in fostering a deep corporate culture centered on learning, growth, mastering efficiency, and enhancing the quality of its offerings to draw clients and differentiate the company from others in a way that positively impacts the organization's financial performance, this implementation entails re-engineering most of the company's operations and procedures to facilitate the removal of non-value-added exercises. The improvement of leadership, good communication, decision making from the top management to the lower management, practicing science and technology have a significant effect on the improvement to the quality management practices. It is revealed that the organizational culture is based on human behavior; therefore, effective leaders are primarily aware of their organizations based on the basic assumptions. In this undertaking, the commercial bank leaders should take actions to moulid and refine. In addition, to attain the requisite quality efficiency, the banks must design the work description to satisfy the expectations of executing the operations and processes in the organization, which must be revised and improved constantly and annually.

The commercial banks in Kabul should take the initiative to improve the culture of continuously improving programs for the workers to attain the efficiency of the quality management practices. Programs should be progressive and focused on the objectives and goals of improvement of the commercial banks

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