


Supportive Organizational Culture of Communities of Practice and Their Impact on Service Quality: Field Study in Hotels Biskra (Algeria)

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Abstract:

This study aims to determine the impact of supportive organizational culture and communities of practice on Biskra (Algeria) hotels' service quality. Supportive organizational culture was measured through its dimensions (communities of practices members motivation, management support, and knowledge culture); communities of practice was measured through (communities of practice activities and communities of practices identity); and the (SERVQUAL model) was adopted to measure a service quality. A sample of 109 employees within fifteen of twenty-two Hotels in Biskra city was used. Data were analyzed using AMOS 21.0 to determine the direct and indirect effect among study variables. This study confirms that supportive organizational culture has a positive direct effect on hotels' service quality and communities of practice, and the indirect effect on hotels' service quality. In turn, communities of practice have a positive direct effect on hotels' service quality. The study recommendations are also proposed.

Keywords:

Supportive Organizational Culture;
Communities of Practices;
Service Quality;
Hotels Biskra (Algeria);

JEL Classification Codes: M14,
M12, M31.

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1. INTRODUCTION

Due to intense competition between different service organizations, Quality has become one of the most important factors in order to reach and maintain the largest possible segment of customers. But this requires organizational capabilities, competencies and tools in all areas.

Among these tools, communities of practice (CoPs) are an effective organizational tool in reaching solutions and proposals for improving various aspects of business, including service quality improvement. However, belonging to communities of practice are not completely automatic behavior but should be supported by a supportive organizational culture, so employees can share ideas, knowledge because they see it as normal, not something they are forced to do.

With this great importance to the services sector, especially hotels, Algerian hotels are required more than ever to improve the quality of their services. From here the current study tries to examine the impact of CoPs as one of the modern organizational tools on service quality in the presence of a supportive culture to CoPs, and strive to answer the following question: **What is the effect level of communities of practice on the service quality in the presence of a supportive culture to CoPs?**

2. Theoretical Background

2.1. Supportive Organizational Culture (SOC):

A supportive organizational culture is manifested in a work environment that is trusting, people-oriented, and encouraging. Such culture facilitates open relationships among employees and provides a workplace that is equitable, friendly, helpful, and as such likened to an extended family (Yiing & Kamarul, 2009). According to (Chandler et al, 2000) supportive organizational culture contributes to the higher level of organizational learning. Other than that, (Schein, 2010, p.26) indicated supportive culture is conservative force for employee job satisfaction and a source of competitive advantage as a considered critical in attracting and maintaining high-quality talent. Also (Cegarra-Leiva et al, 2012) confirmed that a supportive culture indirectly contributes to a work-life balance that influences the organizational outcome. Contrary to the above assessment, (Jince, 2015, pp. 26-28) found that in the presence of a supportive culture people are rewarded in the same way although they might not have contributed in the same way so this could create frustrations and disagreement may be avoided, there is surface harmony and covert conflict, and when consensus cannot be reached the group may become indecisive and lose direction. (Asiedu, 2015) added that supportive culture can sometimes lead to displacement of goals and shift employees' attention from the organizational goals to their personal development and gains. In this study we focused on organizational supportive culture to the communities of practice.

2.2. Communities of Practice (COPs):

CoPs have emerged as a concept in social learning theory, but as the theory evolved, it has become a way for knowledge management in organizations and improving their competitiveness (Li, 2009). Stewart (1996) claims that CoPs: "are typically small groups of specialists that learn together". Lesser & Prusak (1999) identify CoPs: "as a structure that can be helpful in resolving the issues and challenges an organization faces, and argues that knowledge and human capital of an organization can be increased through the social capital accumulated through CoPs activities" (Pandey & Dutta, 2013). While (Wenger et al, 2002, p.4) refer to CoPs: "a group of people who share a concern, a set of problems, or a passion about a topic, and who deepen their knowledge and expertise by interacting on an ongoing basis".

These groups tend to interact regularly by meeting face-to-face or relying on technology to facilitate discussion (Jiwa et al, 2011), and differ from teams and functional units because they are self-organizing systems whose methods of interactions, rules, issues and lifespan are determined by members (Agrifoglio, 2015, p.26), these members don't necessarily work together every day, but they meet because they find value in their interactions (Wenger et al, 2002, p.32). According (Paasivaara & Lassenius, 2014) CoPs have three important characteristics that sets them apart from other communities: a domain, community, and practice. **The domain** (defines the area of interest in which the members collaborate to share and create knowledge). **The community** (means that a group of people who form relationships around a common purpose). **The Practice** (means that they develop a shared set of resources experiences, stories, tools and methods for addressing problems in their domain of interest).

In contrast, (Hamilton, 2011, p. 8; Scarso et al, 2009) noted that CoPs has received increasing attention among some of the largest organizations in the world (e.g: Xerox; National Semiconductor; Ben & Jerry's; Daimler Chrysler; Shell (Oil Company); Hewlett-Packard; IKEA; IBM; BP; Allianz (Insurance); SAP (Software Vendors); Ford; Ernst & Young; HP; and SAP) as a consequence of its wide range of benefits that it brings including: Assisting in implementing the strategic plan and designing a new strategy; Achieving knowledge flow; Improving work quality; Skills development; improving decision making and reduced costs through faster access to information; and Strengthening relationships between members of society (Allee, 2000). As (Murillo, 2011) also identified four types of CoPs: (1) Craft /task based communities; (2) Expert or creative communities; (3) Professional communities; and (4) Virtual communities. The three first of society are distinguished from each other by type of knowledge they deal with.

2.3. Service Quality:

Unfortunately, there is no agreement about a definition of service quality although originally quality was centered on specifications, service organizations have centered

on the customer to tackle whether the service provided has (or not) quality (**Moreira & Dias, 2010**). When quality is defined from the consumer's point of view, it can be considered as subjective and idiosyncratic, since it depends on the personal interpretation of the stimuli to which the consumer is exposed (**Mmutle & Shonhe, 2017**). In this context (**Lewis & Booms, 1983**) defines service quality is: "a measure of how well the service level delivered matches customer expectations". Therefore, the concept of service quality is related to the concepts of Expectation (beliefs about service delivery that serve as standards or reference points against which performance is judged), and Perception (the customer's actual experience about service) (**Almsalam, 2014**). According to this concept, the services quality is measured using the **SERVQUAL** model, Where the researchers differed in the dimensions that make up this scale, although the majority indicate five dimensions: **(1) Tangibility** (appearance of physical facilities, equipment, personnel and written materials); **(2) Reliability** (ability to perform the promised service dependably and accurately); **(3) Responsiveness** (willingness to help customers and provide prompt service); **(4) Assurance** (employees' knowledge and courtesy and their ability to inspire trust and confidence); and **(5) Empathy** (caring easy access, good communication, customer understanding and individualized attention given to customers) (**Muhammed et al, 2014**). While pointed out **Grönroos, (2000)** two dimensions to measure the service quality is: **(1) Technical quality (Core)** which involves the quality service in its final form and can be translated in the concrete aspect of the service, and **(2) Functional quality (Process)** that indicates the manner in which the service is delivered. This concerns the psychological interaction between the buyer and the seller that is perceived in a very subjective way (**Angelova & Zeqiri, 2011**).

3. Literature Review and Hypotheses development

3.1. SOC - CoP:

The previous study (**Enkel et al, 2002; Huq et al, 2006; Lin, 2007; Adel Ismail al-alwi et al, 2007; Hamilton, 2011; and Binder & Hall, 2014**) suggested the role of supportive culture as an important enabler that encourage or discourage the creation of CoPs within the organization. As (**Cooper, 2011, p. 19**) confirmed that the success of CoPs initiatives in an organization depends on commitment and support from top management, and a culture that places special value on knowledge sharing among employees at all levels throughout the organization. While, (**Kaar el al, 2007**) found that characteristics of a supporting culture of CoPs are an abandoning of a "knowledge is power" mentality where individuals view their know-how and expertise as their personal capital helping them to secure their position and standing within the organization, and considered knowledge sharing a threat to salary, career growth, if their reputation is decreased by the knowledge that is share or sought in a CoPs. Moreover, CoPs initiatives need enhance organizational learning, role models and the commitment

of top managers, foster social trust, and provide acknowledging that every person is a knowledge worker and has knowledge to share and transfer to other organizational members. Meanwhile, (Atwood, 2013, p. 38) believes that CoPs in the context of knowledge management needs to be adapted to fit into the culture, identified five steps about aligning CoPs with the organization culture, which includes: (1) Make a connection between CoPs and practical business goals; (2) Match the style organization rather than copy practices by another organization; (3) Link CoPs to widely held core values; (4) Enhance the networks that already exist; and (5) Recruit the support of people who already share ideas.

3. 2. COP and SQ:

While it is believed that CoPs is seen as a good way for organizations to handle problems more quickly and straightforward, (Jiwa et al, 2011) confirms that CoPs have a positive effect on service quality. Where studies by (Bate & Robert, 2002; White at al, 2008; Yang, 2010; and Cegarra-Navarro et al, 2017) suggested that CoPs have helped create more opportunities for employees to talk about their work, listen respectfully, share knowledge and discuss experience that they would not easily acquire on their own, and reducing the learning curve through the process of learning from each other's mistakes and feedback, which affects the improvement of their professional competencies. Thus, providing high-quality services meet customer needs in a timely manner, anticipate emergencies. Furthermore, the study (Fung-kee-Fung, et al. 2014) in health care supported that the use of CoPs works to break professional, geographic and organizational boundaries within the organization, and reduce occupational isolation among workers that affects the increase in creativity needed to implement services. In the same vein, (Bertella, 2011) found that the application of CoPs (the sense of belonging to an organization; the sense of togetherness within groups of practitioners; the meaning attached to the practice; and the presence of non-profit motivations and goals) has a direct positive impact on improving the quality of tourism as a result of its ability to create initiatives collaboration between employees leads to better coordination and superior service performance. In contrast, (Yang & Wan, 2004; Kleefstra & Stoffers, 2020) indicated that the lack of competencies and the high turnover, can be harmful to a hotel, resulting in poorer performance arising from inferior service offerings and higher costs, and suggested that hotel management focus on using CoPs to convert tacit knowledge into explicit knowledge in order to build stores of knowledge and organizational memory to maintain service levels provided.

3. 3. SOC – SQ:

(Musktaq et al, 2013) argued that service and hospitality organizations that ignore the importance of organizational culture cultivate several competing sets of values with conflicting interests or a weak culture that does not contribute to its effectiveness. Similarly, (Barney, 1986) notes that organizations that improve their performance

through their people generally have an organizational culture that supports and values the worth of the employee. Correspondingly, the previous study (**Harrison, 1987; Karatepe, 2012; Michel et al , 2012; and Gok et al, 2017**) confirmed the internal orientation that supportive culture focuses creates a climate that motivates employees to improve service quality, according to the theory of social exchange, when hotel employees realize that they are viewed as valued and supported by their hotel, they will adopt the same kind of caring behavior, which would result in providing a distinctive service quality in response to the positive treatment they received from the hotel. As (**Asree, 2010**), suggested that practices supportive organizational culture (attentive listening to staff, giving reward and recognition for their performance, and taking care of their welfare) would lead to a positive effect on the ability of a hotel to be responsive toward their customer needs in terms of (quality, speed, flexibility). Further, the results of a study (**Razali et al, 2018**) confirmed that among the three types of organizational culture (supportive, innovative, bureaucratic) identified by **Wallach (1983)**, supportive cultures (enhances employee commitment; fosters job satisfaction; and reduces labor turnover) so they are positively linked to customer satisfaction and associated with the fewest complaints the hotel receives. (**Gantsho & Sukdeo, 2018**) found that organizations operating in the hospitality industry that have a high supportive culture will more easily adapt to quality management systems.

Based on these, the following hypotheses are developed:

H₁: Supportive organizational culture has a direct effect on community of practices.

H₂: A community of practice has a direct effect on service quality.

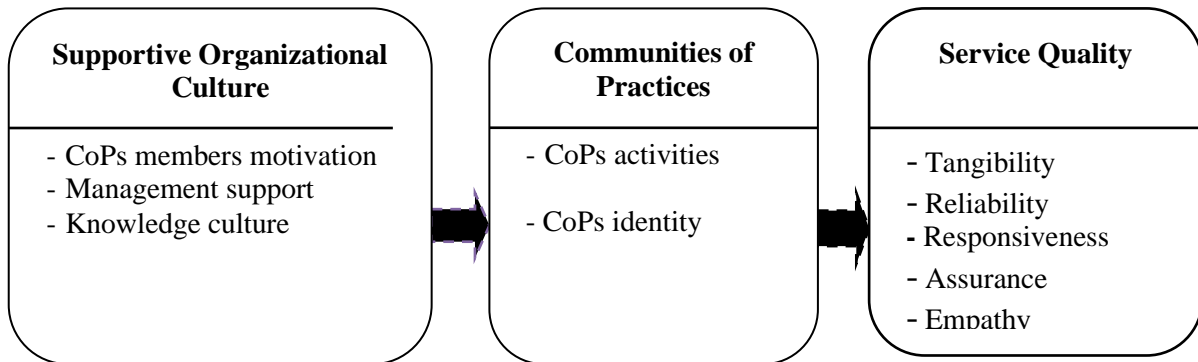
H₃: Supportive organizational culture has a direct effect on service quality.

H_{3a}: A community of practice has a moderator role in the effect of supportive organizational culture on service quality.

3. 4. The Study Model:

This study focuses on employees from hotels in Biskra (Algeria), with their supportive organizational culture, communities of practices as the independent variables, and service quality as the dependent variable; shown as figure (1) and table (1).

Figure (1): Study Model



Source: prepared by researchers based on previous studies.

Table (1): Building the model of current study.

Variables	Dimensions	Source
Supportive Organizational Culture	- CoPs members motivation - Management support - Knowledge culture	(Huq et al, 2006); (Kaar et al, 2007); (Adel Ismail, 2007); (Asree, 2010); (Hamilton,2011); (Cooper, 2011); (Binder, 2014).
Communities of Practices	- CoPs activities - CoPs identity	(Zboralski, 2009); (Atwood, 2013); (Agrifoglio, 2015).
Service Quality	- Tangibility - Reliability - Responsiveness - Assurance - Empathy	(Moreira & Dias, 2010); (Musktaq et al, 2013) (Muhammed et al, 2014).

Source: prepared by researchers based on previous studies

4. Methods

4.1. Research Design:

In the context of analyzing the effect of SOC and CoPs on SQ, we relied on the hypothetical-deductive method, where we provided a theoretical explanation of the study variables, and a set of hypotheses were built from previously existing theories, and testing these hypotheses in order to get a set of results that can be generalized to the population of the study (Davis, 2005, p. 49). As well as we relied on the quantitative approach as the questionnaire was used to collect data from the respondents, and then analyze it using the statistical program (Mnisi, 2005, p. 78).

4. 2. Population and Sampling Design:

4. 2.1. Research Population:

The population of the study consists of all employees of hotels in Biskra city (Algeria), whose number is (307) employees in (22) hotels (see table (1)) , and this study focus on fifteen hotels from them.

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Table (2): List of Hotels in Biskra City (Algeria) in 2021.

Hotels					
Category 1*			Category unclassified		
Name	Year Founded	Number of Employees	Name	Year Founded	Number of Employees
Salami	2001	14	Abdi2	2016	4
Abdi	2006	6	El Soltane	2018	10
Vescera Sud	2019	15	Palace	2017	8
Royal	2012	14	Salami2	2015	8
Category unclassified					
Name	Year Founded	Number of Employees	Name	Year Founded	Number of Employees
Ziban	1969	50	Sidi Yahia	2018	40
Ennakhil	2013	15	M'chouneche	2016	14
A.N	2018	15	Bab Sahara	2018	7
Nacibe	1989	5	Barbari	2019	5
Diab	1989	8	Chaoui	2014	9
Oasis	2014	8	Ptt	2000	22
El Qods	2011	7	Dar El Moualem	1993	24
Total :22/307					

Source: Directorate of Tourism and Handicraft (Hotel Organizations) in Biskra, 2021.

4. 2.2. Research Sample and Sampling Design:

The number of survey questionnaires distributed to hotels Biskra city (Algeria) was (130) questionnaires. Among the distributed questionnaires, (109) questionnaires were returned valid for analysis, at (83,84%) response rate. The following table shows the distribution of the questionnaires by hotel name:

Table (3): Distribution of Questionnaires According to Name of the Hotels

Name of hotel	Number of Employees	Frequency	Name of hotel	Number of Employees	Frequency
Ziban	50	11	Salami	8	6
A.N	15	10	Salami2	14	10
Vescera Sud	15	9	Nacibe	5	4
Ennakhil	15	9	Oasis	8	6
Palace	8	7	Abdi	6	4
Royal	14	10	Abdi2	4	4
El Qods	7	7	Dar El Moualem	24	6
Diab	8	6	Total	201	109

Source: prepared by researchers.

4. 2.3. Variables measurement:

The table (4) shows the procedural definitions for each of the independent variables and the dependent variable.

Table (4): Constructs Operational Definitions and Measurement Items

Variables	Dimension Measurement	Sources	Items
Supportive organizational culture to CoPs	Refers to the culture that exhibits CoPs, members-oriented, encouraging and trusting the working environment.	(Razali et al, 2018)	11-1
Communities of practice	Refers to a group of people formed through establishment and fruition of common interests.	(Huq et al, 2006)	18-12
Quality Service	Refers to the delivery of excellent or superior service relative to customer expectation.	(Alamgir & Shamsuddoha,2004)	29-19

Source: prepared by researchers based on previous studies.

4. 2.4. Instrument Reliability and Validation:

A. Reliability:

Reliability refers to get the same results or convenient result if the study is repeated in similar circumstances using the same tool (Twycross & Shields, 2004) . To measure the reliability the researchers used the Cronbach's alpha scale to measure internal consistency. where If the value of Cronbach's alpha for each construct would be more than 0.7, the construct is accepted, otherwise it would be rejected (Saunders, et al, 2003).

Table (5): Results of Cronbach's Alpha

Construct	Cronbach's Alpha
Supportive organizational culture	0.850
Communities of practice	0.824
Quality Service	0.937

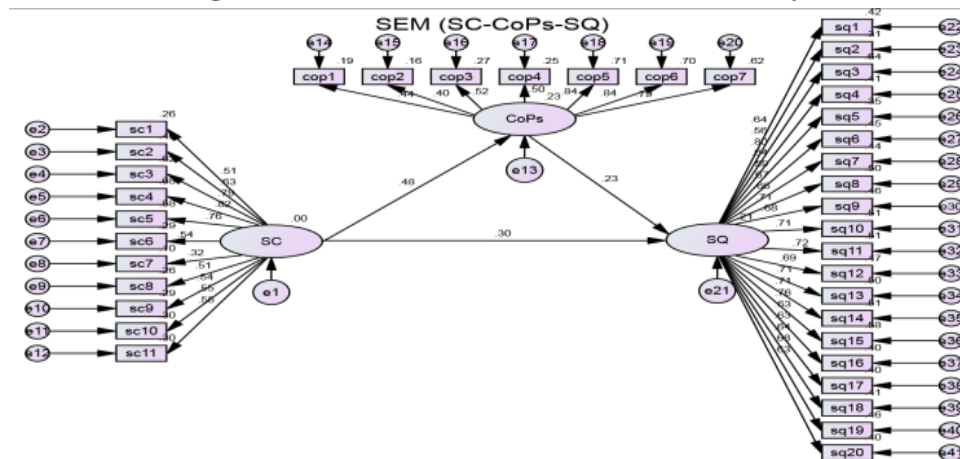
Source: Prepared by researchers based on SPSS output.

We can notice from the table (5) that Cronbach's Alpha values coefficients of all constructs in our study exceeded the accepted criterion for reliability analysis (0,70), which indicates that the questionnaire items are of high reliability.

B . Validity:

Validity is defined as "measure what is intended to be measured" (Taherdoost, 2016),to verify the correctness of the measurement model, Construction viability of the prior factor structures were assessed using the load factors, as all standard factor loads for each construction were high (above 0.5) (see Figure 2).the Content validity or face validity has also been determined by through an extended literature search and expert judgment. In view of their suggestions, several adjustments were incorporated into the instrument with the inclusion of some new questions that greatly improved clarity. Based on factors loading that are significant and the face validity, the researchers assure the internal validity of the adopted model.

Figure (2): The structural model for the study



Source: Prepared by researchers based on AMOS output.

4. 2 .5 .The Relevance of The Study Model:

To assess how well-specified models explain the observed data. Nine common model-fit measures were used to assess the model’s overall goodness-of-fit. Comparison of all fit indices with their corresponding recommended values, as shown in Table (6), provided evidence of a good model fit. And all the measures suggest that the model has a satisfactory model fit, implying that the selected indicators are a good representation of their corresponding underlying constructs.

Table (6): Measurement Model Fit Indices

Fit Indices	Recommended value*	Indices Value
Chi-square/degree of freedom (χ^2/df)	≤ 3.00	2.01
Goodness of fit (GFI)	≥ 0.90	.903
Adjusted goodness of fit (AGFI)	≥ 0.80	.843
Normed fit index (NFI)	≥ 0.90	.954
Comparative fit index (CFI)	≥ 0.90	.947
Incremental Fit Index (IFI)	≥ 0.90	.953
Tucker-Lewis index (TLI)	≥ 0.90	.919
Root mean square error of approximation (RMSEA)	0.05 to 0.08	.078
Root mean square residual (RMSR)	≤ 0.10	.066

Source: Prepared by researchers based on AMOS output.

* (Won, 2004; Lia et al, 2007; & Albright & Park, 2009).

5. Results and Discussion

5.1. General Information About the Respondents:

The table (7) displays general information about the study sample, showing the frequencies and percentages of the variables (gender, age, and educational level).

Table (7): Frequencies and Percentages of Respondents

Measure		Frequency	Percent
Gender	Male	33	33%
	Female	76	67%
	Total	109	100%
Age	Less than 30	44	40.4%
	30-39	43	39.4%
	40-49	20	18.3%
	50 or more	2	1.8%
	Total	109	100%
Educational Level	High school	40	36.7%
	T.S	44	40.4%
	License	24	22%
	Eng	1	0.9%
	High education	0	0%
	Total	109	100%

Source: Prepared by researchers based on SPSS output.

5. 2. Testing the Hypotheses:

The reported values of skewers and kurtosis would indicate if there were normality and outlier problems that may influence the results in structural equation modeling. The skew index ranges from (-0.544) to (-0.980) and kurtosis index ranges from (-0.054) to (-0.558) Table (8). Following (Antonio et al, 2007) recommendation that the skew and kurtosis indices should not exceed an absolute value of (3) and (10) respectively, the data in this study is regarded as normal for the purposes of structural equation modeling.

Table (8): Assessment of Normality

Variables	skew	Kurtosis
Supportive organizational culture (SOC)	- 0.544	- 0.054
Communities of practices (CoPs)	- 0.980	- 0.558
Service quality (SQ)	- 0.741	- 0.303

Source: Prepared by researchers based on AMOS output.

5. 3. Hypotheses Tests:

The standardized regression weights and t-values for direct, indirect, and total effect are shown in Table (9).

Tabel (9): Direct, Indirect, and Total Effect

Paths	Direct Effect		Indirect Effect		Total Effect	
	Path Coefficients	t-Value	Path Coefficients	t-Value	Path Coefficients	t-Value
SOC -> CoPs	0.477	2.931**	-----	-----	0.477	3.024**
CoPs -> SQ	0.233	2.236*	-----	-----	0.233	1.970*
SOC -> SQ	0.301	3.646***	0.111	1.965*	0.412	2.402**

*** p< .001, ** p<.01, * p<.05, based on two-tailed test; t (p< .001) = 3.29; t (p< .01) = 2.58; t (p< .05) =1.96.

Source: Prepared by researchers based on AMOS output.

According to the Table (9):

H1: Supportive Organizational culture has a positive direct effect on CoPs. This hypothesis is verified (with β coefficient = 0.477; $t = 2.931$). It shows that the higher “Supportive organizational culture” in hotels, the higher would be the emergence of “CoPs”. Thus, H1 was approved.

H2: CoPs has a positive direct effect on service quality. This hypothesis is verified (with β coefficient = 0.233; $t = 2.336$). It shows that the higher emergence of “COPs” in hotels it achieves a higher level of “service quality”. Thus, H2 was approved.

H3: Supportive organizational culture has a positive direct effect on “service quality”. This hypothesis is verified (with β coefficient = 0.301; $t = 3.646$). It shows that the higher “Supportive organizational culture” in hotels, the higher would be the “service quality”. Thus, H3a was approved.

H3a: Supportive organizational culture has an indirect effect on hotels' service quality through “CoPs”. This hypothesis is verified (with the path coefficient = (0.111; $t = 1.965$). Thus, H3a was approved. The total effect (direct and indirect) of “Supportive organizational culture” on “service quality” is significant with coefficient = (0.412 and $t = 2.402$).

5. 4. Regression Analysis Values:

AMOS provides the squared multiple correlation (R^2) for each endogenous construct. (R^2) is used to measure the percentage of construct variation that the model explained (Wixom & Waston, 2001). The R^2 value for hotels' service quality is (0.21) for this model, which indicates that (21%) of the variance in hotels' service quality of the sample is explained by the model and its determinants, providing strong evidence of the strength of the model in explaining and predicting hotels' service quality. Other values of R^2 show that Supportive Organizational culture explained (23%) of Communities of Practices. Table (10) shows the summary.

Tabel (10) : Regression Analysis (R^2) values

Construct	R^2
Communities of Practices (CoPs)	23.0%
Service Quality (SQ)	21.0%

Source: Prepared by researchers based on AMOS output.

5. 5. Discussion of the Findings:

The researchers proposes the discussion as follows:

5. 5. 1. SOC -CoPs: The study found that supportive organizational culture has a direct positive impact on CoPs. This finding is similar to what other previous studies have found (Enkel et al, 2002; Huq et al, 2006; Kaar el al, 2007; Cooper, 2011; and Hamilton, 2011). When Biskra (Algeria) hotels send positive messages to employees through supportive culture practices that CoPs are advantageous to both the individual

and community instead of harmful, this creates a sense of comfort in them about participating in CoPs and increases their awareness of the value of CoPs, thus the communities emerge automatically. Therefore, if the hotels want to ultimately provide a better service experience for their customers by foster CoPs, it is recommended that more attention be directed toward knowledge-friendly culture, with CoPs members motivate by increasing mutual trust between them by building social events to help them get to know each other and to interact with decision-makers and experience in the hotel, it is also necessary for the hotel management Biskra (Algeria) to provide financial and moral support to CoPs, encourages contact horizontal, vertical, network, and this contact be made through open dialogue and honesty in discussion and exchange of ideas and feelings.

5. 5. 2. COP-SQ: Some researchers (**Bate & Robert, 2002; Bertella, 2011; Jiwa et al, 2011; and Fung-Kee-Fung et al, 2014**) support the hypothesis that CoPs have a direct impact on service quality. In a complex hotel's environment (seasonal business, time pressure, hotel services are very interdependent and dependent on each other and requires cooperation and support between employees), the personal and direct contact achieved by the CoPs helps in making the employees of Biskra hotels (Algeria) more aware of the service delivery process, contributes through an open sharing of knowledge to address hotel problems, thus avoid errors and negative events during service provision, increase their knowledge of the dynamics of dealing with customers. (**Auer et al, 2020**) found that employees in CoPs provide better customer service, such as giving effective answers and being patient with customers' requests. While (**Lesser & Storck, 2001**) emphasized CoPs represent an important tool for organizations through their ability to speed up socialization, respond more quickly to customer needs and inquiries, spawning new ideas for services. In addition, the collective learning, competencies of practitioners and the shared insight provided by the CoPs are crucial elements for improving the hotels' service quality (**White et al, 2008**).

5. 5. 3. SOC- SQ: the study found that the supportive organizational culture has a direct positive impact on service quality. This finding is similar to that of other previous studies (**Karatepe, 2012; Michel et al, 2012; Gok et al, 2017; and Gantsho & Sukdeo, 2018**).The level of services that client receives depends on the ability of the supportive organizational culture of Biskra hotels (Algeria) to motivate its members and obtain a commitment from them to serve customers in the intended way, as the employees are convinced to consistently provide a service quality, because they want to feel the satisfaction and self-motivation derived from the created culture. (**Michel et al, 2012**) reported that the support culture is positively related to the self-efficacy of employees in service institutions, as it gives them confidence to perform their service better.

5. 6. Recommendations:

5. 6.1. Research Recommendations:

- Algerian universities need to establish specializations related to hotel management that would accelerate the development of Algerian hotels, and are a base for supporting tourism in Algeria.
- The hospitality sector is one of the sectors most in need of CoPs so that the hotel can provide a variety of services according to required quality standards, especially the chain hotels (**Hallin & Marnburg, 2008**). Therefore, Algerian hotels must recognize the value of the CoPs and not consider it a secondary behavior. It is usually related to the requirements to get work done.
- Biskra hotels (Algeria) need to adapt their reward systems to support participation in CoPs, provide an appropriate technological infrastructure (e-mail, social media), relying on an open-door communication policy.
- Improving employee perceptions of hotel culture can help increase their satisfaction and engagement. Because we know that committed employees become productive employees who are able to provide the levels of service that customers have come to expect.
- Hotels can benefit from competencies developed by CoPs not only in improving services quality but also in adopting new concepts that make them compete in international markets.

5. 6. 2. Future Research:

In the light of our study of this topic, we deduced several topics that we tried to raise as future prospects, including:

- Antecedents communities of practice.
- Organizational culture and its relationship to the degree of total quality management practice .
- The reality of service quality in tourism and travel agencies.
- The role of perceived organizational support on service quality under social exchange
- Knowledge sharing, organizational learning and service innovation in tourism.
- The impact of strategic planning on tourism readiness.

6. Conclusion

This study found that supportive organizational culture in term of (CoPs members motivation; management support; and knowledge culture) has a positive direct effect on service quality and CoPs in hotels Biskra (Algeria), and indirect effect on service quality. In turn, CoPs in term of (CoPs activities and CoPs identity) has a positive direct effect on service quality in hotels Biskra (Algeria).

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