

The Role of Organizational Culture in Achieving a Distinguished Business Organization from the Perspective of Employees - A field study in the institution of the High Plateau Tannery in Djelfa-

دور الثقافة التنظيمية في تحقيق منظمة أعمال متميزة من وجهة نظر العاملين
- دراسة ميدانية في مؤسسة مدبغة الهضاب العليا بالجلفة -

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Abstract: This study aims to know the role of organizational culture in the characterization of the high tannery of Djelfa , A questionnaire was designed to collect information from a random sample. The study has reached many results, the most important,are the following: A statistically significant positive effect on organizational culture dimensions (After consistency, homogeneity, adaptability, the encouragement of creativity, and teamwork) in the high tannery of Djelfa.

Keyword : Organizational culture; distinct business organization; homogeneity, adaptability, the encouragement of creativity, teamwork .

JEL Classification Code: M1, M12, M54 .

ملخص:

هدفت هذه الدراسة إلى معرفة دور الثقافة التنظيمية في تميز مدبغة الهضاب العليا بالجلفة، وقد تم تصميم إستبانة لجمع البيانات من عينة عشوائية، وقد توصلت الدراسة إلى العديد من النتائج أهمها: وجود أثر ايجابي ذو دلالة إحصائية لأبعاد الثقافة التنظيمية (بعد الاحتواء والترابط ، بعد الاتساق والتجانس، بعد القدرة على التكيف، بعد تشجيع الإبداع، وبعد العمل الجماعي) في تميز مدبغة الهضاب العليا بالجلفة.

الكلمات المفتاحية : الثقافة التنظيمية ؛ منظمة أعمال متميزة ؛ الاتساق والتجانس، القدرة على التكيف، تشجيع الإبداع، العمل الجماعي ؛

تصنيف JEL رقم : M1, M12, M54

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1. Introduction:

Recently, the subject of organizational culture has received wide attention by researchers in business administration and organizational behaviour, as it frame most of the decisions made within the organization and as one of the main determinants of the success and excellence of the business organization or failure, and since business organizations are currently experiencing a number of technological developments, economical, cultural, and social changes... etc, that makes the firms constantly strive for excellence, and the most important thing that distinguishes the organization from other organizations is that it has a strong and coherent organizational culture, which contributes in the achievement of its objectives.

1.1. The problem of the study:

from what was mentioned above the problem of our study can be formulated as follows:s

To what extent can organizational culture contribute in a distinct business organization? .

Based on the above fundamental question and for the purpose of familiarity with the subject of the study, the following sub-questions will be asked:

- What is the effect of post containment and interdependence on the distinctiveness of the high tannery of Djelfa.
- What is the effect of consistency and uniformity on the distinctiveness tanneries of the high Hills in Djelfa?
- What is the effect of the adaptive dimension on the distinctiveness of the high tannery of Djelfa?

What is the impact after encouraging creativity in the distinctiveness of the high tannery of Djelfa -What is the effect of the collective work after the high tannery of Djelfa?

1.2. Study hypotheses:

Main hypothesis:

- There is a statistically significant positive effect of organizational culture in all its dimensions (after containment and interdependence, after consistency and homogeneity, after adaptability, after encouraging creativity and innovation, after teamwork) in the high tannery of Djelfa.

Sub-hypotheses:

Hypothesis 1: There is a statistically significant positive effect of the organizational culture that is characterized by containment and coherence in the distinctiveness of the high tannery of Djelfa.

Hypothesis 01: There is a statistically significant positive effect of the organizational culture characterized by consistency and homogeneity in the distinctiveness of the high tannery of Djelfa.

Hypothesis 03: There is a statistically significant positive effect of the organizational culture that is adaptive in the distinctiveness of the high tannery of Djelfa.

Hypothesis 04: There is a statistically significant positive effect of the organizational culture which is characterized by encouraging creativity and innovation in the distinctiveness of the high tannery of Djelfa.

Hypothesis 5: There is a statistically significant positive effect of the organizational culture characterized by collective action in the distinctiveness of the high tannery of Djelfa.

1.3- Study Objectives :

The study tries to achieve the following objectives:

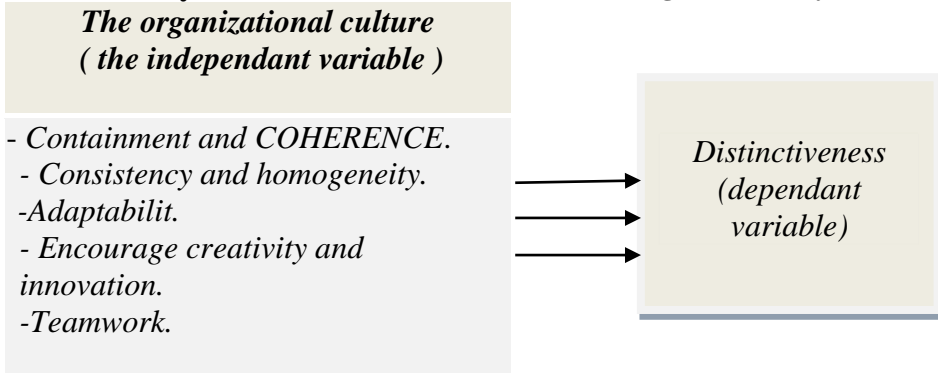
- To outline the theoretical framework of organizational culture and its importance for the employees of the organization included in the study in order to promote the behaviours, supporting the excellence of a business organization.
- To identify the cultural values prevailing in the tannery of the high hills Djelfa included in the study.
- To contribute to increase the effectiveness and excellence of the high hills tannery of Djelfa by making recommendations contribute to raise the level of awareness of individuals to organizational culture and thus increase the level of belonging to the organization.
- To identify the nature of the relation between the organizational culture and its dimensions in the distinctiveness of the tannery of the high hills of Djelfa included in the study.

1.4-The importance of the study:

The importance of this study is highlighted by its attempt to fill the lack of research related to the concept of organizational culture as well as the results of study will give for the decision makers in the institution in the place of study important informations about the level of dominant culture the tannery of the high hills in Djelfa therefore it helps them to take the suitable measures in order to improve the level

of efficiency and effectiveness, so as to be an organization distinct from other organizations.

1.5- Study Model:



Source: prepared by the reaserchers

1. 6- Previous Studies:

In the framework of the theoretical aspect we have encountered many previous studies that dealt with the variables of the study, each variable individually, while there was a rareness of studies that combined the variables of the study has benefited greatly from these studies in the construction of paragraphs of the questionnaire, and choose the dimensions of organizational culture and I mean the study of (LAMOUR Rumaila, 2014) and the study of (Mustafa bin Odeh, 2018),in the following paragraph we will review the most important studies from the most recent to the oldest:

1.6.1-The study of (Reem Amam, Farhat Abbas, 2019)

Represented in an article entitled: The impact of organizational culture on job performance, a field study.

The purpose of this study is to determine the relation between the organizational culture components and job performance. The study sample was (72) employees in Laghouat province. The study sample

was random and the most important results which were reached by the two researchers were as follows:

A high positive relation between organizational culture and job performance. This study also recommended to encourage teamwork and empower individuals to accept work needs.

1.6.2-The study of (Mustafa bin Odeh, 2018)

Which is represented in an article entitled: Study and analysis of the dimensions of organizational culture of an economic institution, a field study.

The purpose of This study is to analyze the dimensions of organizational culture in tanning establishments in Algeria. The study of population reached (714) employees. The study sample reached (142) employees. The sample of the study was random.

A high level of awareness of all dimensions of organizational culture (customer orientation, consistency and homogeneity, results orientation, adaptability, team orientation) except after (encouraging creativity and innovation, containment and interdependence), which reached intermediate levels.

The organizational culture of the institution in question is characterized primarily by a client-oriented culture due to the strict conditions imposed by the world market.

The organizational culture of the institution under study is consistent and homogeneous.

The organizational culture of the institution in question is adaptive.

1.6.3- The study of (LAMOUR Rumaila, 2014)

Represented by a doctoral thesis entitled: The impact of organizational culture on the achievement of total quality management in the Algerian banking sector, a field study: The purpose of this study is to investigate the relation between organizational culture and achieving total quality in the banking sector (National Bank of Algeria and Al Baraka Bank of Algeria). They were as follows:

- Existence of organizational culture dimensions in achieving total quality management in National Bank of Algeria and the Al Baraka Bank of Algeria alike.

- There is a difference in the impact of organizational culture dimensions in achieving total quality management between the two banks which is under study.
- The most important recommendation of the study is the need to strengthen further the dimensions of organizational culture and practically in each of the two banks under study, and this because of its significant and direct impact on the achievement of total quality management in the two banks under study.

1.6.4-The study of (Fouad Hassan Jassem, 2013) represented in an article entitled: The role of organizational culture in enhancing the effectiveness of the organization, a field study:

- The purpose of this study is to show the role of organizational culture in enhancing the effectiveness of the organization for the General Company for commercializing medicines. The sample of the study was (50) employees, the study sample was intentional, and the most important results that the researchers reached, were as follows
- A correlative and influential relation with the culture of the researched organization in the effectiveness of the organization.
- This study is also recommended to confirm the senior management of the company in order to establish the organizational culture in all its dimensions.

1.7-The location of the current study from previous studies:

After reviewing previous studies we concluded that:

- The scarcity of studies on organizational culture and its impact on the excellence of business organizations.
- The current study is taken from the study of (Mustafa Ben Odeh, 2018) in terms of the choice of conducting the field study that the study of Mustafa Ben Odeh chose 12 leather tanning institutions in a tannery across the entire Algerian territory , while our study was limited to one institution, tannery high hills in Djelfa, and differed from them In terms of discussion, the current study has a dependent variable which is excellence and independent variable, which is

organizational culture, while Ben Oudeh study aims to diagnose the dimensions of the prevailing culture in the tanneries in Algeria.

- It is also close to the study of (Fouad Hassan Jassem, 2013) and different from the fact that the current study examines the full dimensions of the organizational structure that is interested in building the organization while Fouad study focuses on the effectiveness as different from the place of conducting the field study so that the study of Fouad conducted his study in an institution in the company The commercialization of medicines, which is different from the leather tanning sector.
- It is close to the study of (Lamour Rmeileh, 2014) but it differs from it in terms of the dependent variable because the study of LAMOUR dealt with organizational culture of total quality while the current study dealt with the variable of excellence as a dependent variable along with culture.
- Most of the previous studies dealt with each variable either as a dependent or independent variable and the study variables were not studied in one study in the Arab environment, or even foreign within the limits of the researchers.

2. The conceptual framework of study variables :

2.1- Structure of the business organization :

(Daft & Non, 2001, p. 12) indicates that the element of the organization is not the building or set of policies and procedures but the individuals and their relations with each other, that is to say that, the organization exists when individuals interact with each other to accomplish basic functions through the division of tasks. This structure is subject to environmental fluctuations in the light of the strategic objectives adopted, and organizational culture with its distinctive characteristics is one of the most important influential elements, distinct organizations must strive to adapt it to the developments in the external environment by working to adopt cultural values commensurate with the requirements of the new stage, and we note the difference among researchers in break one division and the dimensions of the components

of business organizations and by (Daft, Jonathan, & Huch, 2010, pp. 17-18) are generally divided into two main:

- - **Structural dimensions:** These are the headings that describe the internal characteristics of the organization
- - **Peripheral Dimensions:** Dimensions describe the organization as a whole and can be conceived as a set of overlapping elements that contain in the organization structure and work structure, through which organizations are understood and evaluated and include these dimensions (size, technology, strategy and objectives, environment, **organizational culture**).

It is noted that there is a mutual effect between the dimensions of these two main parts as one affects the other and as far as our current research will focus on the organizational culture dimension, which is detailed in our next topic.

2.2- Organizational culture:

There are many concepts of organizational culture, but we do not have room to mention them all, but we will try to review some of the concepts that we believe are comprehensive for all elements of organizational culture.

- "Kurt Lewin" defines it as "a set of assumptions, beliefs, values, norms and standards that are shared by the members of the organization. It is the human environment in which the worker performs his work. In the organization and affects it (Ahmad Lamour, 2018, p. 16)

- "Jones" defines the culture of the organization as "a set of common values and standards, which give the interactions of the members of the organization with each other, and with suppliers, customers and other individuals outside the organization" (Ahmad Lamour, 2018, p. 15).

- The definition of "SHIEN" is one of the most common acquaintances, which is defined as "the overall choices and assumptions that have been acquired, produced or developed by a certain group in its attempt to find solutions to the problems of external adaptation and internal integration, which proved to be effective za for them. Recognize and treat these problems." (al-Mahdi ibn Issa, 2005, p. 67).

Researchers believe that organizational culture refers to the set of values, rituals, customs and traditions that distinguish the members of the organization from one another in other organizations. These values

and customs may be discovered or acquired through learning or transferred from the external environment to the internal environment of the organization.

2.3- The Role of Organizational Culture in Achieving Distinguished Business Organizations:

In this paragraph, we will try to answer the question raised above (to what extent can organizational culture contribute to achieve distinguished business organization ?) in terms of theoretical origins pending the results of the field study in the institution under study :

Numerous studies indicate that there is an influential role of the culture of the organization in the excellence of business organizations in many aspects and the foremost of these aspects that there is a relation between the culture of the organization and organizational structure and the excellence of business organizations in terms of performance, creativity and commitment, and also some studies indicate that the impact of culture on The organization has positive and negative results in the following aspects (Harim, 2003, p. 339).

2.3.1- The culture of the organization and effectiveness:

The study conducted by (Waterman, Peters) in 1983 on the characteristics of organizations with distinct performance that there is a positive relation between strong culture and the effectiveness of the organization, it was found that the dominance and cohesion of culture is a fundamental characteristic in organizations with high performance and achievement in organizations Powerful to remove the need for manuals, organizational charts and official rules people know what they are supposed to do and appropriate behavior was constantly determined by symbols, anecdotes, decrees and rituals (Harim, 2003, p. 340).

2.3.2-Organizational culture and organizational structure:

Organizational culture affects the type of organizational structure and management practices such as leadership, decision-making, communication, etc., and that the suitability of the organizational structure of the culture of the organization which helps to achieve efficiency and excellence for business organizations, as well as strong organizational culture that determines the acceptable behavior of individuals and this leads to some kind of tacit control and consequently the administration's interest in developing formal

regulations and instructions to guide the behavior of individuals decreases (Sakarna, 2011, p. 374).

2.3.3-Organizational culture and belonging:

Employees of organizations with a strong culture are characterized by a high degree of commitment and belonging to the organization. (Sakarna, 2011, p. 375) .

It is clear from what was mentioned above that organizational culture has a great impact on all corners of the organization because it reflects the prevailing pattern of these organizations and any change in these elements has an impact on the organization as a whole and therefore organizational culture has a great role in building a distinct and effective business organization, because the culture is entrenched. Do not forget that culture plays an important role in the cause of belonging and loyalty because if the individual's culture corresponds to the culture of the organization and its strategy, this achieves complementarity and harmony and becomes defended with full force, a The organizational culture plays an important role in the excellence of the business organization and the performance of its employees in terms of impact and impact. We may enrich our view through what (Handsen & Wernerfelt) showed (1989): The effectiveness and excellence of an organization, as indicated by MRMC. 2010: 3, indicates that the effectiveness and excellence of an organization is linked to the effectiveness of the internal elements of the organization, which in turn are influenced by the prevailing culture.

3. Study Methodology :

Based on the problem of the study, its objectives, hypotheses and the information which we want to get in order to know the opinions of workers about the contribution of organizational culture in all its dimensions to the excellence of the High Hills Tannery Institution in Djelfa, a descriptive approach was adopted, which relies on the study of the phenomenon as it exists in reality and described accurately, diagnosis and analysis Two methods have been adopted:

-Theoretical Part: It was used to build and formulate the theoretical framework of the study and to present the intellectual foundations of

the organizational culture and the structure of the business organization.

-Practical Part: It was used to diagnose, describe and analyze the problem of the study, based on a questionnaire distributed to the staff of the High Hills Tannery Institution in Djelfa, and by used SPSS program we perform these test below:

* Cronbach Alpha test (Cronbach Alpha) to determine the stability of the paragraphs of the resolution, where the value ranges from zero to one correct and the closer the value to the one the more the paragraph more stable, for the study to be acceptable the alpha coefficient must be at least 0.6.

*Spearman correlation coefficient to ensure the internal consistency between each paragraph of the questionnaire and all paragraphs of the tool and correlation coefficient (Pearson) to ensure the structural consistency of the paragraphs of the study with the study as a whole.

* One Way ANOVA test to see if there is an effect of the dependent variable on the independent variable due to demographic variables.

* Simple and multiple regression: to test the hypotheses in addition to testing the significance of the relevant significance, using the program spss

* Determination coefficient R²: To determine the explanatory power of each independent variable to determine the effect of each independent variable on the dependent variable.

4. Study Results :

4.1- Study Sample:

The researchers selected a simple random sample from the study population by 30%, the random sample is randomly selected and its size is determined according to the following method: (Abdul Ghani, 2007, p. 57) Determine the sample size = $(98 \times 30) \div 100 = 29.4$, of which the appropriate sample size is 209 workers and more. (65) Questionnaires were distributed to the employees of the institution under study, 57 questionnaires were returned with 87% retrieval. It is valid for distribution.

4.2 -The validity and consistency of the questionnaire: To determine the degree of stability of the study tool with respect to organizational

culture and its variables, the Alpha-Kronbach equation was used. (85) Containment and interdependence, (95) consistency and uniformity, (77) adaptability, (89) encouraging creativity and innovation, (80) teamwork, (74), All are highly stable.

Table (01): Alpha-Cronbach equation for measuring the stability of the study tool

Variable	Number of paragraphs	Stability coefficient
Containment and coherence	4	85
Consistency and homogeneity	4	95
Adaptability	4	77
Encourage creativity and innovation	4	89
Collective work (team work)	4	80
Distinguished Organization	5	74
Macro Organizational Culture	25	83

Source: Prepared by researchers based on the results of the SPSS program

4.3 - Presentation and interpretation of results: Description of the study variables (organizational culture): The data collected from the respondents about the study variables were analyzed by using arithmetic averages and deviations. Consistency and homogeneity, adaptability, promotion of creativity and innovation, teamwork, it is clear from the following table that organizational culture and dimensions, were high and the study sample was more in the dimension of collective work (**4.49**) followed by the ability to adapt (**4.35**) in the salary The second, after that comes after consistency and homogeneity (**4.13**) in third place as we recorded their achievement at all high levels and these results may be consistent with the results of the study of (**Mustafa Ben Odeh, 2018**) conducted by the leather tanning institutions in Algeria, and the study of (**Lamour Rmeileh**), it was carried out in the banking sector (**Mustafa Ben Odeh, 2018**), and it was also different from the one of (**Cherif Hamzaoui, and Soumia Zaeem, 2018**) so that he conducted his study at the institution of the compound Hajjar iron and steel in Algeria (**Annaba**) and got weak rates in terms of culture Community and culture of creativity and innovation .

Table (02): Arithmetic averages and standard deviations of organizational culture variables.

Variables	Arithmetic average	Standard deviation
containment and COHERENCE	3.77	0.95
Consistency and homogeneity	4.13	0.75
Adaptability	4.35	0.76
Encourage creativity and innovation	3.52	0.90
Collective work	4.49	0.81
Macro Organizational Culture	4.052	0.67

Source: Prepared by researchers based on the results of the SPSS program

4.4 -The test of the study hypotheses

The hypotheses will be tested first and then the main hypothesis of the study.

1 –Test of the first sub-hypothesis: There is a statistically significant positive impact of the organizational culture, which is characterized by containment and coherence in the characteristic tannery of the high hills in Djelfa.

Table (03): Regression analysis results in testing the relation of dependent variable (excellence) and independent variable (containment and correlation) .

Degree s of freedom	Significance level T	The value of T	Significance level F	The value of T	R ²	R
1.324	0.288	10.336	0.775	102.024	0.004	0.052

Source: Prepared by researchers based on the results of the SPSS program

Table (03) shows the relation between the dependent variable (excellence) and the independent variable (**containment and correlation**), where the variable containment and correlation explains the amount (**0.004**) of the variation in excellence, and the correlation coefficient (**0.052**), while the value of (**F**) The value of (**T**) (**10.336**) and the level of (**0.288**) which is greater than the level of significance

(0.05) This indicates that the value of (**F**) and (**T**) are not statistically significant, and accordingly we reject the hypothesis that there is a statistically significant positive effect of the organizational culture that is contained and coherent in High hills tannery in djelfa.

2- The second sub-hypothesis test: There is a statistically significant positive effect of the organizational culture which is characterized by consistency and homogeneity in the characterization of the high hills tannery of Djelfa.

Table (4): Regression analysis results for the test of the dependent variable (excellence) and independent variable

Degree s of freedom	Significance level T	The value of T	Significance level F	The value of T	R2	R
1.324	0.000	11.527	0.000	132.094	0.291	0.540

Source: Prepared by researchers based on the results of the SPSS program

Table **(04)** shows the relation between the dependent variable (excellence) and the independent variable (consistency and homogeneity), where the variable consistency and homogeneity (**0.291**) of the variation in excellence, and the correlation coefficient (**0.540**), while the value of (**F**) (**T**) (**11.527**) and the level of (**0.000**) which is less than the level of significance (**0.05**) This indicates that the value of (**F**) and (**T**) are statistically significant, and accordingly we accept the hypothesis that there is a statistically significant positive effect of the organizational culture characterized by consistency and homogeneity in the tanneries of the High hills of Djelfa.

3-Test of the third sub-hypothesis: There is a statistically significant positive effect of the organizational culture characterized (adaptability) in the characterization of the high hills tannery of Djelfa.

Table (05): Regression Analysis Results for testing the relation of the variable (Independent) and Independent Variable (Adaptability)

Degrees of freedom	Significance level T	The value of T	Significance level F	The value of T	R2	R
1.324	0.000	12.929	0.000	127.173	0.342	0.575

Source: Prepared by researchers based on the results of the SPSS program

Table (05) shows the relation between the dependent variable (excellence) and the independent variable (adaptability), where he explained the adaptive variable (0.342) of the variation in excellence, as the correlation coefficient (0.575), while the value of (F) (T) (12.929) and the level of (0.000) which is less than the level of significance (0.05) This indicates that the value of (F) and (T) are statistically significant, and accordingly we accept the hypothesis that there is a statistically significant positive effect of the organizational culture that is adaptable in the characterization of the high hills tannery. To Djelfa.

4-Test of the fourth hypothesis: There is a positive impact of statistically significant organizational culture, which is characterized by encouraging creativity and innovation in the distinctive tannery of the High hills of Djelfa.

Table (6): Regression Analysis Results for Relation Variable (Independent) and Independent Variable (Encouragement of creation and innovation.

Degrees of freedom	Significance level T	The value of T	Significance level F	The value of T	R2	R
1.324	0.951	11.223	0.268	903.045	0.032	0.012

Source: Prepared by researchers based on the results of the SPSS program

Table (06) shows the relation between the dependent variable (excellence) and the independent variable (characterized by encouraging creativity and innovation), where a variable characterized by encouraging creativity and innovation explains the amount of (0.032) of the variation in excellence, and the correlation coefficient (0.012), while The value of (F) is (903.045), the level of significance (0.268) is greater than the adopted level of significance (0.05), as well

as the value of (**T**) (**11.223**) and the level of significance (**0.951**) which is greater than the level of significance adopted (**0.05**). However, the value of (**F**) and (**T**) is not statistically significant, and accordingly we reject the hypothesis that there is a statistically significant positive effect of organizational culture characterized by encouraging Innovation and innovation in the tannery of the high hills Djelfa.

5- Test of the fifth sub-hypothesis:

There is a statistically significant positive impact of organizational culture characterized by collective action in the characterization of the high tannery of Djelfa.

Table (7): Regression analysis results for testing the relation of dependent variable (excellence) and independent variable (teamwork).

Degree s of freedom	Significan ce level T	The value of T	Significa nce level F	The value of T	R ²	R
1.324	0.007	10.985	0.005	125.256	0.198	0.446

Source: Prepared by researchers based on the results of the SPSS progra

Table (**07**) shows the relation between the dependent variable (excellence) and the independent variable (teamwork), where the teamwork variable (**0.198**) explained the variation in excellence, the correlation coefficient (**0.446**), while the value of (**F**) (**T**) (**10.985**) and the significance level (**0.007**) which is lower than the adopted indication level (**0.05**). This indicates that the value of (**F**) (**T**) is statistically significant, and accordingly we accept the hypothesis that there is a statistically significant positive effect of organizational culture characterized by collective action in the characteristic tanneries of the High Hills.

6-Test of the main hypothesis of the study: There is a positive impact of statistically significant organizational culture in all its dimensions (after containment and interdependence, after consistency and homogeneity, after the ability to adapt, after encouraging creativity and innovation, after teamwork) in the excellence of the tanneries of the High Hills Djelfa.

Table (8): Regression analysis results for testing the relation of dependent variable (excellence) and independent variable (total organizational culture).

Degree s of freedo m	Significan ce level T	The value of T	Significa nce level F	The value of T	R ²	R
1.324	0.000	12.665	0.000	129.006	0.610	0.781

Source: Prepared by researchers based on the results of the SPSS program

Table (08) shows the relation between the dependent variable (excellence) and the independent variable (total organizational culture), where he explained the organizational culture variable (**0.610**) of the variation in excellence, as the correlation coefficient (**0.781**), while the value of (**F**) (**129.006**), the level of significance (**0.000**), which is lower than the approved indication level (**0.05**). (**T**) is statistically significant, and accordingly we accept the hypothesis that there is a statistically significant positive effect of organizational culture in all its dimensions (after containment and interdependence, after coherence and consistency), Homogeneity, after the ability to adapt, after encouraging creativity and innovation, after teamwork) in the hills marked the high tannery in Djelfa.

4.5-Main findings: The results of the study indicated that the level of awareness of organizational culture in all its dimensions was high among the study sample. This is reflected in the high levels of culture dimensions (after consistency and homogeneity, after adaptability, after teamwork) which means that these three dimensions were more important, homogeneous and appropriate. In the institution under study after containment and interdependence, we recorded weak scattering rates more homogeneity and less homogeneity and these results may be consistent with the results of the study of (Mustafa bin Odeh, 2018). The prevailing organizational culture of the High Hills Tanning Institution in Djelfa is characterized by a coherent and homogeneous culture, as it always entrenches employees to agree on the values of respect and build good relations between superiors and subordinates so that workers can perform their work efficiently and excellently.

- The dominant organizational culture of the High Hills (hills) Tanning Institution in Djelfa is characterized by the ability to adapt to internal and external environmental changes in the business environment, as

well as to keep pace with technological developments in the means of production in order to meet the needs of the market.

- The dominant organizational culture of the High Hills(hills)Tanning Institution in Djelfa is characterized by a culture that discourages creativity and innovation in the institution under study, which is confirmed by a decrease in the average degree of this dimension in the answers of the respondents.
- The organizational culture prevailing in the Tannery of the High Hillss of Djelfa is characterized by a culture that loves collective work and is oriented.
- The organizational culture prevailing in the Tannery of the High Hills of Djelfa is characterized by the fact that it does not contain the employees of the institution under study, which is confirmed by a decrease in the average degree of this dimension in the answers of the respondents.

4.6 Recommendations:

Based on the results, the study recommends the following:

- Strengthen the cultural dimensions prevailing in the High hills tannery of Djelfa (after consistency and harmony, after adaptability, after collective action) to avoid threats in the leather sector in Algeria.
- Treatment of weakness in the dimensions of the low organizational culture (after containment and interdependence, and after encouraging creativity and innovation) so that the institution which is under study exploits the opportunities surrounding the local environment and why not penetrate the foreign market.
- The work environment today requires organizations in general to try to adapt their culture so that it is commensurate with the changes and accelerated changes thtat suits the nature of its work and strategic directions, it is successful culture that achieves internal integration between different levels so as to respond to the external environment, allowing them to further improve their continuity, survival and excellence than other organizations.

- Due to the complementary relation between the organizational culture dimension and other dimensions of the organization, senior management needs to consider promoting a commitment to cultural values in the diverse nature of its activities and operations.
- The need of work on the recruitment of individuals with high qualifications and skills in cooperation with universities and training to find new ideas .

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