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THE RELATIONSHIP BETWEEN ORGANISATIONAL CULTURE AND WORKPLACE VIOLENCE: AN ANALYSIS OF THE IMPACT OF EMPLOYMENT CONTRACT TYPES

العلاقة بين الثقافة التنظيمية والعنف في مكان العمل:
تحليل تأثير أنواع عقود العمل

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Abstract:

This research aims to examine the existence of a significant relationship between organisational culture and workplace violence whilst exploring the influence of employment contract type on these two variables. To this end, a quantitative survey was conducted with 301 workers from nine enterprises in the Béjaïa region, including various socioprofessional categories. Participants completed two scales measuring the perception of organisational culture and workplace violence. The results confirm the existence of a significant negative relationship between organisational culture and workplace violence: workers who perceive their organisational culture positively report lower levels of violence. Furthermore, workers on fixed-term contracts report higher levels of violence and evaluate organisational culture less favourably. These findings underscore the protective role of contractual stability and a positive organisational climate.

Keywords: organisational culture; workplace violence; employment contract types; workers health and well-being.

الملخص:

يهدف هذا البحث إلى دراسة وجود علاقة مهمة بين الثقافة التنظيمية والعنف في مكان العمل، مع استكشاف تأثير نوع عقد العمل على هذين المتغيرين. ولهذا الغرض، أجريت دراسة استقصائية كمية شملت 301 عاملاً من تسع شركات في منطقة بجاية بما في ذلك مختلف الفئات الاجتماعية والمهنية. وأكمل المشاركون مقياسين يقيسان ادراكهم للثقافة، التنظيمية والعنف في مكان العمل. وأكدت النتائج وجود علاقة سلبية كبيرة بين الثقافة التنظيمية والعنف في مكان العمل فالعمال الذين ينظرون إلى ثقافتهم التنظيمية بشكل إيجابي أبلغوا عن مستويات أقل من العنف. علاوة على ذلك، أبلغ العمال الذين يعملون بموجب عقود محددة المدة عن مستويات أعلى من العنف وقيموا الثقافة التنظيمية بشكل أقل إيجابية. وتؤكد هذه النتائج الدور الوقائي للاستقرار التعاقدية والمناخ التنظيمي الإيجابي. الكلمات المفتاحية: الثقافة التنظيمية؛ العنف في مكان العمل؛ أنواع عقود العمل؛ صحة ورفاهية العامل.

1. INTRODUCTION

Workplace violence is defined as the totality of intentional or deliberate behaviours adopted by workers within their professional environment, aimed at causing harm, suffering or dysfunction to others (colleagues, hierarchical superiors) or to the organisation itself. These counterproductive behaviours encompass both overt and explicit actions, as well as passive forms of inaction or strategic omission. They are characterised by an intentional deviation from the expected social and professional norms, thereby contravening collective objectives, organisational productivity and the well-being of the working collective. The study and prevention of such behaviour currently constitute priority axes in research in psychology, sociology and numerous other scientific fields.

The complexity of workplace violence lies in the fact that it occurs at the intersection of individual factors (psychological characteristics of the perpetrator, motivations), relational factors (interpersonal dynamics, latent conflicts) and organisational factors (organisational culture, managerial failures, degraded psychosocial climate). When evoking the concept of organisational culture, it is essential to consider its subtle yet profound influence on employee well-being. This influence, although often indirect, manifests itself through various aspects of professional daily life that shape individuals' work experience. A first point of contact between organisational culture and employee well-being lies in the general atmosphere and work environment. Enterprises that emphasise a pleasant and welcoming work environment create conditions favourable to their employees' mental and physical health.

Cameron and Quinn (2011) defined organisational culture as a socially constructed attribute of organisations that serves as "social glue" binding an organisation together; culture represents "how things are done here"; or the dominant ideology that individuals bear in mind; thus, culture influences the way in which organisation members think, feel and behave (Cloutier, 2016).

Following the principle of Quinn and Rohrbaugh's (1983) competing values typology, which allows for the division of four cultures: The group culture, with its emphasis on the internal, transposes the idea of flexibility. This culture emphasises participation, cooperation, mutual trust, teamwork and individual growth. It fosters engagement and flourishing at work through human resource development. Based on confidence in human potential, cohesion and synergy, the key organisational value of this culture is social support.

Developmental culture, with its external orientation, also emphasises flexibility. Environmental vigilance, anticipation, experimentation and innovation are paramount in this culture. It favours continuous organisational transformation through internal growth or acquisitions on the market. This culture relies on learning capacity, creativity, adaptability and organisational expansion. Its key organisational value is innovation.

Hierarchical culture, with its emphasis on the internal, is oriented towards control. It seeks to foster stability and continuity through information control, division of labour, efficiency and formalisation of procedures. Its internal consolidation strategy is anchored in the valorisation of order, predictability and control. Its key organisational values are focused on rules.

Rational culture, with its external orientation and control, emphasises the rationality of decisions, performance indicators, individual or collective accountability and contingency of reinforcements. It aims at the productivity, competitiveness and profitability of the organisation. Its organisational strategy rests

on the maximisation of output. Its key values are focused on the achievement of organisational objectives and goals.

Workplace violence is a harmful behaviour that can take various forms, ranging from verbal aggression to acts of physical violence, passing through symbolic forms such as harassment; with disastrous consequences for employee well-being, productivity and the organisation's reputation. According to Didry's (2008) study, workplace violence is defined as the conduct of an organisation member aimed at harming or damaging other members of their organisation or the organisation itself. Two main dimensions of workplace violence are highlighted: interpersonal violence, which is violence exercised directly between individuals within the enterprise, among colleagues or between a superior and a subordinate. It can take psychological, symbolic, physical or verbal form. Organisational violence; this form refers to harmful conducts that affect the enterprise itself, notably through organisational injustices, managerial practices perceived as unfair.

The perception of organisational culture is differentiated by determining factors such as employment contract type, which influences workers' exposure to violence. Indeed, work psychology research emphasises that contractual security significantly influences workers' perception of organisational culture, notably in terms of justice, recognition and sense of belonging (De Cuyper et al., 2011). Employment contract type thus emerges as a structuring factor in psychosocial dynamics at work, influencing not only how workers interpret organisational culture, but also their adaptation strategies in the face of organisational contexts potentially generative of violence.

This study aims to better understand how organisational culture, as a central organisational variable, influences interpersonal dynamics and employee behaviour, particularly in terms of workplace violence. This innovative perspective will illuminate the relevance of organisational

culture as a key factor in understanding psychosocial phenomena in organisational settings. Understanding the factors that contribute to the emergence of workplace violence is thus essential for preventing and remedying it effectively. In other words, when employees believe that the organisation's decision-making processes lack equity or when they are treated with disrespect by their superiors, this drives them to adopt violent conduct to express their dissatisfaction (Hershcovis, M. S., & Barling, J, 2010).

This study proposes the idea that socioprofessional variables, particularly contractual stability, influence the perception of organisational culture as a common frame of reference that can either mitigate or amplify employees' violent behaviour. Within this framework, we hypothesised that violent behaviour at work is significantly correlated with the perception employees have of organisational culture. Furthermore, we established the second hypothesis that the perception of organisational culture and aggressive behaviour at work vary significantly according to employees' contract type.

By conducting this research, we will be able to understand workers' experiences and perceptions, as well as the factors that influence their perceptions of organisational culture and violent behaviour. This study will also enable enterprises to better identify the specific needs of their employees and develop strategies to improve their well-being and job satisfaction.

2. Method

In conducting the present study, a correlational survey using two scales measuring the perception of organisational culture and workplace violence was conducted among three hundred and one (301) workers, randomly drawn from all socioprofessional categories (senior manager, manager, supervisory agent, execution agent) across nine (09) enterprises from different public and private sectors in the Béjaïa region (Algeria).

The methodological choice of this study rests on its principal objective of determining and describing the relationship between organisational culture and workplace violence.

The collection of field data lasted 6 months, from January 2025 to June 2025. This period was divided according to when authorisations of access to enterprises were granted, and the availability of workers from different socioprofessional categories.

2.1 Sample characteristics

The table below shows the characteristics of the entire sample:

Table 01: Descriptive statistics of the sample

Age		Frequency	Percentage
Valide	Less than 20 years	5	1,7
	20-30 years	53	17,6
	31-40 years	120	39,9
	41-50 years	123	40,9
	Total	301	100,0
Gender		Frequency	Percentage
Valide	Male	193	64,1
	Female	106	35,2
	-	1	,3
	Total	300	99,7
Missing	-	1	,3
Total		301	100,0
Socioprofessional category		Frequency	Percentage
Valide	Senior Manager	21	7,0
	Manager	107	35,5
	Supervisory agent	100	33,2
	Execution agent	72	23,9
	Total	300	99,7
Missing	-	1	,3
Total		301	100,0
Professional experience		Frequency	Percentage
Valide	less than 5 years	78	25,9
	5-15 years	104	34,6
	16-20 years	57	18,9
	plus de 20 years	62	20,6
	Total	301	100,0
Educational level		Frequency	Percentage
Valide	primary	12	4,0
	Lower secondary	31	10,3
	Upper secondary	62	20,6
	university	183	60,8
	post-graduate	13	4,3
	Total	301	100,0
Marital status		Frequency	Percentage
Valide	single	94	31,2
	married	202	67,1
	divorcé	5	1,7
	Total	301	100,0
Employment contract type		Frequency	Percentage
Valide	Fixed-term	55	18,3
	permanent	244	81,1
	4	1	,3
	Total	300	99,7
Missing	Système	1	,3
Total		301	100,0

The analysis of the 301 respondents' sample, representing the totality of 100%, divides them into four age groups: 1.7% are less than 20 years old, 17.6% are between 20 and 30 years old, 39.9% are aged 31 to 40 years, and 40.9% are aged 41 to 50 years. It emerges that the majority of participants fall within the age brackets 31-40 years (39.9%) and 41-50 years (40.9%).

The table highlights a gender distribution with one missing respondent. Among the 301, 193 men constitute 64.1% of the sample, whilst 106 women represent 35.2%, with less than 0.3% missing data.

Regarding socioprofessional categories, from a total of 300 respondents (99.7% of the sample), with 0.3% missing, the distribution is as follows: 21 senior managers (7%), 107 managers (35.5%), 100 supervisory agents (33.2%), and 72 execution agents (23.9%). This distribution emphasises the predominance of the manager and supervisory agent categories, representing together the majority of respondents.

The examination of the data indicates that professionals with 5 to 15 years of experience constitute the largest share of the sample, representing 34.6% of the 301 respondents. Those with less than 5 years of experience represent 25.9%, followed by 20.6% with more than 20 years and 18.9% with 16 to 20 years of experience.

The analysis of data shows that respondents with a university education level constitute the majority of the sample, representing 60.8% of the 301 participants. Respondents with secondary education occupy the second position with 20.6%, followed by those with lower secondary education at 10.3% and primary education at 4%. Finally, participants holding a post-graduate diploma represent 4.3% of the total. These results indicate a strong preponderance of university education level within the sample studied.

The results reveal that the majority of respondents are married, representing 67.1% of the total sample ($n = 301$). Single respondents constitute 31.2% whilst divorced individuals represent only a small proportion of 1.7%. These data suggest that the population studied is predominantly composed of married individuals.

According to the data presented in the table above, the majority of respondents benefit from a permanent employment contract, representing 81.1% of the valid sample ($n = 300$), conversely, 18.3% of participants report having a fixed-term employment contract, whilst one single case (0.3%)

corresponds to missing data. This finding highlights considerable professional stability within the sample.

2.2 Research technique

To measure organisational culture, a scale containing 26 items, representing four dimensions (group culture, hierarchical culture, developmental culture and rational culture) was applied. The reliability of the scale was calculated using Cronbach's alpha coefficient, which stands at 0.897 for a total of 26 items, indicating very good internal consistency.

The workplace violence measurement scale comprises 20 items representing two dimensions (interpersonal violence and organisational violence). To verify the reliability of the workplace violence scale, we also opted for Cronbach's alpha coefficient, which stands at 0.889 for a total of 20 items, indicating very good internal consistency.

The present study opted for the convenience sampling technique; this methodological choice is explained primarily by the difficulty of accessing exhaustive lists of workers within the different enterprises concerned. Indeed, the absence of these comprehensive lists rendered impossible the implementation of probabilistic sampling.

Moreover, the organisational structures studied often present informal human resource management, where updated employee databases are lacking or inaccessible for administrative or confidentiality reasons. This situation limits access to a clearly defined population and poses a significant challenge to the construction of a representative sample using classical methods. Faced with these constraints, convenience sampling proved to be a pragmatic alternative enabling data collection within a reasonable timeframe and with limited resources. It rests on the selection of workers easily accessible and available at the time of the survey, which guarantees the feasibility of information collection without compromising the intrinsic quality of collected data. Despite its limitations in terms of generalisation, this

method is relatively appropriate to the principal objective of this study, which is to explore the relationship between the two variables "organisational culture and workplace violence".

The data arising from this study were analysed using quantitative statistical techniques, allowing us to test the hypotheses and measure the relationship between organisational culture and workplace violence across all surveyed enterprises.

3. RESULTS

3.1 Interpretation of correlations between the studied variables

Table 02: Analysis of correlations between the research variables

	Workplace violence	age	gender	Socioprofessional category	Professional experience	Educational level	Marital status	Employment contract types	Organisational culture
Workplace violence	1	-,140*	,027	,117*	-,089	-,105	-,119*	-,123*	-,269**
age	-,140*	1	-,233**	-,212**	,745**	,050	,560**	,414**	,096
gender	,027	-,233**	1	,037	-,134*	,069	-,083	-,116*	-,009
Socioprofessional category	,117*	-,212**	,037	1	-,244**	-,387**	-,232**	-,233**	-,087
Professional experience	-,089	,745**	-,134*	-,244**	1	-,142*	,500**	,321**	-,040
Educational level	-,105	,050	,069	-,387**	-,142*	1	-,042	,223**	,244**
Marital status	-,119*	,560**	-,083	-,232**	,500**	-,042	1	,354**	,030
Employment contract types	-,123*	,414**	-,116*	-,233**	,321**	,223**	,354**	1	,165**
Organisational culture	-,269**	,096	-,009	-,087	-,040	,244**	,030	,165**	1

The examination of significant correlations highlights several significant relationships between the key variables of workplace violence and organisational culture, as well as with other variables in the study.

The link between organisational culture and workplace violence shows a significant negative correlation ($r = -0.269^{**}$; $p < 0.01$). This indicates that a positive perception of organisational culture tends to coexist with lower reported workplace violence. In other words, environments perceived as valuing respect, trust and shared values appear to provide a climate less conducive to violent behaviour. These results suggest that

strengthening organisational culture could constitute a relevant prevention lever.

Workplace violence presents a significant negative correlation with employment contract type ($r = -0.123^*$, $p = 0.033$), which indicates that workers on fixed-term contracts report higher levels of workplace violence. Significant negative correlations were also observed between workplace violence and socioprofessional categories ($r = 0.117^*$, $p = 0.043$), suggesting that certain categories are more vulnerable than others to the violence phenomenon.

Employment contract type presents a positive correlation with organisational culture ($r = 0.165^*$, $p = 0.004$), which demonstrates that workers on stable employment contracts (permanent) perceive their organisation's culture more favourably.

Furthermore, organisational culture is positively associated with educational level ($r = 0.244^*$, $p = 0.01$), indicating that workers with higher education are more predisposed to perceive organisational culture positively. Overall, these results reveal that organisational factors (culture, contract type), personal factors (educational level) and social position factors (professional category) together play an important role in shaping experiences of workplace violence and in the perception of organisational culture. The significance of the correlations highlights the importance of a comprehensive approach integrating organisational culture, contractual policy and individual contexts for any prevention or intervention strategy in an organisational setting.

3.2 Results of t-test comparing mean values of variables

Table 03: t-test for independent samples

t-test for independent samples						
	contract types	N	Mean	t	df	Sig. (bilateral)
organisational Culture	Fixed-term	55	86,22	-2,862	297	,005
	permanent	244	92,80			
Workplace Violence	Fixed-term	55	35,60	2,900	297	,004
	permanent	244	31,07			
Culture groupale	Fixed-term	55	22,31	-2,773	297	,006
	permanent	244	24,19			
Developmental culture	Fixed-term	55	16,55	-1,600	297	,111
	permanent	244	17,32			
Hierarchical Culture	Fixed-term	55	20,13	-2,080	297	,038
	permanent	244	21,57			
Rational Culture	Fixed-term	55	19,82	-3,256	297	,001
	permanent	244	22,13			
interpersonal Violence	Fixed-term	55	16,07	1,982	297	,048
	permanent	244	14,50			
organisational Violence	Fixed-term	55	17,60	3,173	297	,002
	permanent	244	15,01			

The results of the t-test for equality of means show a significant difference between employment contract type groups (fixed-term/permanent) for organisational culture ($t = -2.862$, $p = 0.005$) and workplace violence ($t = 2.900$, $p = 0.004$). These results indicate that the perception of organisational culture differs significantly according to the group considered, as does the reporting of workplace violence. Organisational culture is here perceived as less positive among workers on fixed-term contracts with a mean of (86.22) compared to those on permanent contracts (92.80), whilst workplace violence is higher in the group with fixed-term contracts (35.60) versus (31.07) in the group with permanent contracts.

With regard to the dimensions of organisational culture, significant differences between groups emerge for group culture ($t = -2.773$, $p = 0.006$), hierarchical culture ($t = -2.080$, $p = 0.038$) and rational culture ($t = -3.256$, $p = 0.001$). Whilst no significant difference was found between the two groups for the developmental culture dimension.

Likewise, significant differences were found between the two groups (fixed-term and permanent contracts) on interpersonal violence ($t = 1.982$, $p = 0.048$) and organisational violence ($t = 3.173$, $p = 0.002$). This suggests that certain specific dimensions of organisational culture and forms of

workplace violence vary according to the employment contract groups studied.

These results suggest that workers on fixed-term contracts perceive their organisational environment less favourably, with increased perceived violence and weaker organisational culture, which may explain their different behaviour in relational and organisational terms within the enterprise.

4. Discussion

4.1 The relationship between organisational culture and workplace violence

The results of this study confirm the existence of a significant relationship ($r = -0.269$; $p < 0.01$) between organisational culture and workplace violence, consistent with prior research in the field of organisational social psychology. Several studies demonstrate that positive dimensions of organisational culture such as care, social support, recognition and organisational justice contribute to limiting violent behaviour and incivilities. Cloutier (2016) shows that group culture is associated with lower levels of incivilities and aggression at work. Similarly, Dion, Quenneville, Savoie and Brunet (2000) as well as Croucy, Savoie and Brunet (2003) emphasise the importance of cooperation and organisational climate as levers for preventing workplace violence.

The negative link observed between positive perception of organisational culture and reported workplace violence is supported by the conclusions of studies such as those by Cloutier (2016), Dion et al. (2000), and the report by INSPQ (National Institute of Public Health of Quebec, 2004), which indicate that the trivialisation or normalisation of violence in certain organisational contexts favours the resurgence of verbal, physical or psychological violence. Consequently, an active policy valorising the work climate, organisational justice and collective support constitutes a central lever for preventing violence in professional settings.

Moreover, workplace violence can be understood as a behavioural response shaped by organisational factors, notably organisational culture. Since it presents a set

of values, norms and practices shared by workers, it directly influences their ways of acting and reacting in professional situations. Thus, when organisational culture tolerates, minimises or normalises certain behaviours, it can favour the emergence of violent conduct.

4.2 The influence of employment contract type on the perception of organisational culture and exposure to workplace violence

The results of the present study highlight the effect of employment contract type (fixed-term/permanent) on the perception of organisational culture ($r = 0.165$, $p = 0.004$) and vulnerability to workplace violence ($r = -0.123$, $p = 0.033$). The analysis of this study's results converges with the conclusions of Munaf, S, et al (2025), which show that job insecurity resulting from contractual precarity leads to a decrease in autonomy, poor quality of social relationships, reduction in recognition and an increase in stress and conflicts at work. Similarly, Reuter et al. (2020) have highlighted that workers on fixed-term contracts are more exposed to abusive behaviour and psychosocial violence in the enterprise, due to limited access to collective regulation, reduced social protections and reduced capacity to contest abuses. The European Working Conditions Survey conducted by Eurofound (2021) confirms that workers under fixed-term contracts experience higher rates of stress, violence, psychological insecurity and deterioration of organisational well-being. Official Prevention (2024) and INSPQ (National Institute of Public Health of Quebec) stress the link between employment insecurity, contractual precarity and exposure to psychosocial risks, of which workplace violence constitutes one of the most concerning markers. Thus, the feeling of structural exclusion and contractual fragility translates into a negative perception of the organisational climate and increased vulnerability to forms of violence, which directly echoes the findings of the present study.

Furthermore, organisational culture and contractual stability play a protective role against workplace violence. These convergences strengthen the relevance of a management policy focused on both the valorisation of the collective, recognition of workers and the limitation of contractual precarity to improve well-being and reduce violent conduct within organisations.

5. CONCLUSION

The principal objective of this research work was to examine the existence of a statistically significant relationship between organisational culture and workplace violence; to analyse the effect of employment contract type on the perception of organisational culture and vulnerability to violence, and to clarify the contribution of individual and organisational variables structuring within a sample of 301 workers from enterprises in the Béjaïa region.

The results obtained confirm the existence of a strong relationship between organisational culture and workplace violence: a positive perception of organisational culture is systematically accompanied by lower reported levels of violence, thus joining the conclusions of prior studies on the importance of climate, social support and organisational justice for violence prevention.

Regarding employment contract type, the analyses show that workers on fixed-term contracts perceive organisational culture more negatively and report increased exposure to violence, whether interpersonal or organisational. These results suggest that contractual stability acts as a protective factor in psychosocial dynamics at work. Beyond the direct culture-violence relationship, this study also highlights various significant effects of socioprofessional variables, notably status, seniority and educational level, which would modulate vulnerability to violence or adherence to perceived organisational culture.

Nevertheless, certain elements limit the scope of these results: the use of a convenience sample restricts the generalisation of observed trends to the

totality of workers, the relative over-representation of permanent contracts may mask the differentiated magnitude of certain phenomena, and sectoral heterogeneity, despite the comparative interest, complicates the interpretation of certain contextual specificities, calling for caution in the generalisation of results.

For organisations, the entirety of the results underscores the importance of strengthening organisational culture through policies favouring recognition, collective support and contractual stability, veritable levers for improving quality of working life and preventing the emergence of violent conduct. Finally, this research work opens the path to future research drawing on enlarged samples, including different regions or sectors, and combining quantitative and qualitative approaches through interviews to deepen understanding of the processes at work and to study the evolution of these variables over time and according to specific organisational contexts.

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