

*An analytical reading of the concept of organizational culture from a
socio-organizational perspective*

Bougandoura Yamina^{1,*} , Ibraim Samia 

¹ University of Oum El Bouaghi (Algeria), bougandoura.yamina@univ-oeb.dz

( <https://orcid.org/my-orcid?orcid=0009-0001-3143-8123>)

²University of Oum El Bouaghi(Algeria), samia.ibraim@univ-oeb.dz

( <https://orcid.org/my-orcid?orcid=0000-0002-3483-800X>)

Received: 26/02/2026

Accepted: 23/05/2026

Abstract:

In light of the developments witnessed by the world across various fields, the profound importance of organizations regardless of their nature becomes evident, as they represent a vital actor in achieving this development. The existence and success of any organization primarily depend on its human resources, which are the force capable of driving development and innovation across all domains. Indeed, the effectiveness of any organization hinges on the extent to which its human resources can adapt to diverse changes, thereby contributing to the realization of desired goals. Organizational culture forms the essential foundation upon which understanding organizational behavior is based. Through this research paper, we seek to elucidate the concept of organizational culture, its characteristics, importance, components, dimensions and various functions, before addressing organizational culture from a socio-organizational perspective.

Keywords: *culture; organizational culture; socio-organizational; human resources; organizational behavior*

*Corresponding Author

I. INTRODUCTION

Recently, many researchers and specialists have become increasingly interested in the topic of organizational culture due to its prominent role in ensuring the survival and continuity of organizations. Organizational culture is one of the most influential elements in the work of organizations, as each society has its own culture, and since the organization is part of this society, it adopts the set of values and standards that characterize it, while trying to adapt them to achieve balance within organizations. The adoption of shared values within an organization by its members is proof of their belief in the power of these values, attitudes, and beliefs to guide their behavior in different work situations. The more committed individuals are to the values and standards that govern the work process, the stronger the organizational culture will be and the more it will serve the planned objectives, which increases the likelihood of achieving its goals and mission and ensuring its survival.

1. The concept of organizational culture:

Some define it as a specific set of shared values, norms, and rules that individuals and groups within an organization share, which govern the way they interact with each other and with other stakeholders. The values of the organization constitute the beliefs and ideas associated with the types of goals that members of the organization must adopt and the standards of behavior that members of the organization must adhere to in order to achieve those goals (Sharafi, Al-Alawi, 2025).

In other words, organizational culture serves as a guide for the behavior of individuals within the organization, dictating what they should and should not do so that there is no conflict between what individuals seek and what the organization aims to achieve.

Harrison defines it as beliefs about how work should be organized, how authority should be exercised, how individuals should be rewarded and monitored, as well as the degree of formal structure, the intensity and scope of planning, and the view of subordinates in the organization (Rigi, Maamari, 2021).

Shane defines organizational culture as a pattern of basic assumptions learned by the group in dealing with problems of external adaptation and internal integration, which have proven valid enough to be taught to new members as the correct way to think, feel, and act (Tabai, Sheikh, 2025)

Organizational culture is a composite of the values, norms, and organizational attitudes acquired by individuals within the organization, which serve as a guide for their various behaviors in order to meet the challenges posed by the work environment.

2. Characteristics of organizational culture:

The cultural characteristics of organizations vary, but there are certain characteristics that are related to organizational culture as a concept, namely:

- A complex system: consisting of interacting elements, including the moral aspect (an integrated system of values, ethics, beliefs, and ideas), the behavioral aspect (customs, traditions, practical practices, and rituals), and the material aspect (buildings, tools, and equipment).
- An integrated system: it constantly strives to create harmony between its various elements, so that any change in one aspect of the lifestyle is quickly reflected in the rest of the cultural pattern.
- Cumulative system (continuous and connected): Each generation passes it on to subsequent generations, and it is taught and inherited across generations through learning and imitation. Culture grows through what generations add to its components in terms of elements, characteristics, patterns of organization, and interaction within the latter.
- An acquired, changing, and evolving system: its continuity does not mean that it is transmitted as it is, nor is it transmitted instinctively, but rather it is in constant change,

with new features being added and old features being lost.

- Adaptability: Organizational culture is characterized by flexibility and adaptability in response to human demands and needs and in order to be appropriate to the geographical environment (Abbas, 2018).

In other words, organizational culture is cumulative and capable of change and adaptation to the needs of human resources and in line with its organizational environment, so that the basic characteristics and features are summarized in the set of values, standards, trends, and ideas (the moral aspect) that individuals acquire and become a common element among them and guide their behaviors (customs and traditions) in various situations within the organization, which is formed of tools and equipment (the material aspect).

3. The importance of organizational culture:

Organizational culture plays a significant role within organizations by establishing the organizational behavior on which they are based. Its importance lies in the following:

- It supports the management of the organization, facilitates its mission, and helps it achieve its goals.
- It develops employees' thinking, organizes their work and relationships, and helps them understand the organization's requirements without resorting to formal procedures to enforce proper behavior.
- It supports employees' sense of responsibility and encourages them to exercise self-control in the performance of their work and duties.
- It encourages collective commitment and social stability and achieves harmony and integration between the organization and its environment.
- It encourages innovation, excellence, creativity, leadership, crisis management, and overcoming competitors.
- It affects the organization's ability to change and keep up with the changes happening around it (Aina, 2024).

The importance of organizational culture lies in the fact that it is considered the main pillar and foundation that helps achieve the organization's goals. In addition, it works to develop and nurture creative and innovative thinking among human resources, which may lead to modifying their organizational behaviors and increasing the value of self-control. The importance of organizational culture is also evident in its ability to adapt to changes and transformations occurring in the organization's external environment.

Culture shapes individuals' behavior within its conditions and characteristics. Any violation of one of the tenets of culture or acting contrary to it will be met with rejection. Based on this, culture plays a major role in resisting those who aim to change the status of individuals in organizations from one position to another.

- Culture broadens the horizons and perceptions of individuals working in the organization regarding events occurring in their work environment. In other words, the culture of the organization forms a frame of reference within which individuals interpret events and activities.
- It helps predict the behavior of individuals and groups. It is well known that when an individual faces a particular situation or problem, they behave according to their culture. Without knowledge of the culture to which an individual belongs, it is difficult to predict their behavior (Al-Amian, 2018).

Not far from the above, organizational culture is of great importance within the organization as it helps individuals interact positively with each other and creates an atmosphere of stability within the work environment, which reinforces positive behaviors and achieves balance and harmony within the organization. All individual

behaviors are a result of the culture they carry

The importance of organizational culture stems from three main functions:

Providing organizational identity:

Organizational culture contributes to strengthening employee loyalty by reinforcing shared values and ideas, which increases their connection to the organization's mission and makes them feel that they are active participants in achieving its goals.

Strengthening organizational commitment :

A strong culture enables individuals to transcend personal interests in favor of the collective good, as a sense of belonging generates a conviction that the organization is worthy of dedication, thereby increasing loyalty and shifting employees' priorities toward strategic goals.

Unify standards of behavior :

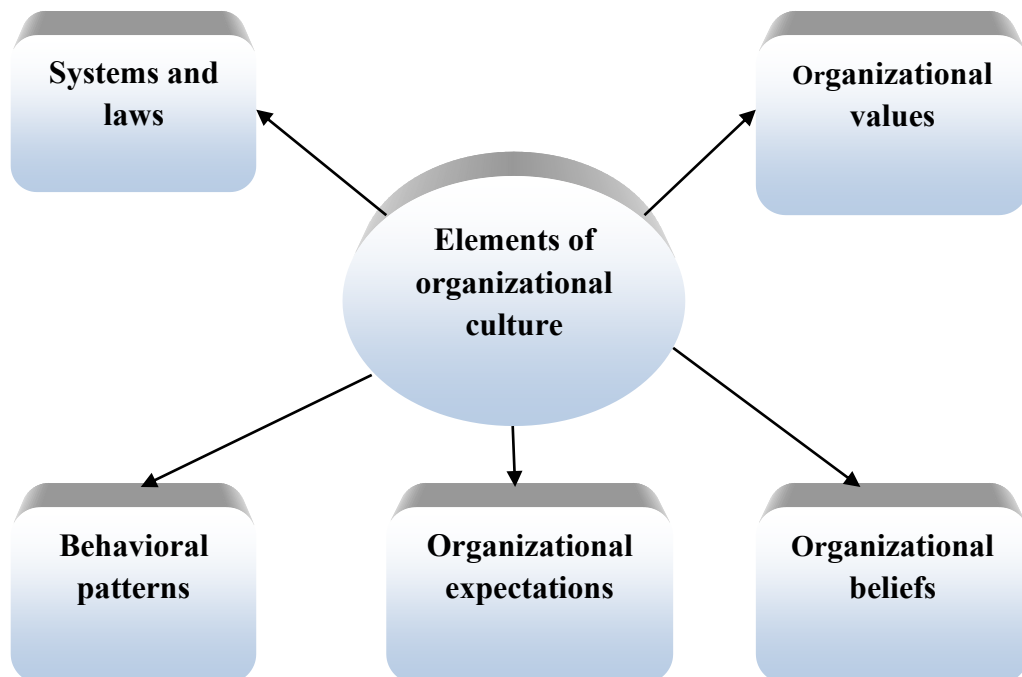
Culture clearly defines performance and job behavior standards, making it easier to predict individuals' reactions in different situations and maintaining organizational stability by ensuring that practices are consistent with institutional values (Ben Skim, 2025).

Organizational culture plays a pivotal role in supporting and encouraging individuals and increasing their organizational commitment by defining the standards on which various behaviors of individuals within the organization are based. Therefore, the stronger the organizational culture and the standards it adheres to, the more individuals' attachment to the organization increases as their awareness of their responsibilities towards it growth. This makes them active individuals who strive through their practices to achieve its goals and maintain its survival and continuity.

4. Elements (components) of organizational culture:

The elements of organizational culture are numerous and can be illustrated by the following figure:

Figure (1): Illustrates the elements (components) of organizational culture



The source: prepared by the research

- Organizational values: Guiding employee behavior and encouraging desirable

behavior in the work environment, such as equality among employees and respect for customers.

- Organizational beliefs: Shared ideas about the nature of work and how tasks are accomplished, such as the importance of participation in decision-making and achieving organizational goals.
- Organizational expectations: Unwritten expectations between the individual and the organization during the individual's employment, such as providing an organizational environment that supports the psychological and economic needs of the employee.
- Behavioral patterns: These are the employee's commitment to positive behaviors that contribute to the accomplishment of job tasks and the job performance required to create a good mental image.
- Systems and laws: These are the set of laws, systems, regulations, instructions, and rules in force in the organization, which guarantee job rights, define work procedures, and ensure that plans are carried out in accordance with these systems (Al-Sharari, 2024).

Organizational culture is defined as a complex construct; thus, organizational culture has various components, such as values, which guide human resources toward everything positive, while beliefs are the ideas that human resources hold about work and how to accomplish it, and expectations are the moral aspect that human resources expect from the institution. Each component has its own importance, function, and role that is indispensable to the balance of organizational culture.

- **Organizational norms:**

Organizational norms express the standards that employees in the organization adhere to. Although they are unwritten, they are binding, and all employees within the organization are committed to them.

Organizational standards are a set of standards that employees in an organization adhere to, without the need to write such standards, because they are known within any organization, and all individuals working in the organization are committed to applying and adhering to them, considering that these standards are beneficial to the organization and the work environment.

- **Organizational trends:**

Trends are one of the concepts invented by psychologists in an attempt to understand what goes on in the human mind, which produces different forms and patterns of human behavior. Therefore, trends can be inferred, and scientists have differed on the concept of trends and its precise definition (Abu Lubda, 2025).

Despite the multiplicity and diversity of the components of organizational culture, they all contribute to the set of concepts that must be adhered to and applied within organizations, as they constitute a safety valve that defines and directs various behaviors within the organization. They serve as a regulator of various administrative processes and a source of positive behaviors that promote the values of respect and equality.

5. The function of organizational culture:

The functions of organizational culture can be summarized in four main functions:

- It gives members of the organization an organizational identity: When employees share the same standards, values, and perceptions, it gives them a sense of unity, which helps develop a sense of common purpose.
- Facilitates collective commitment: A sense of shared purpose encourages strong commitment on the part of those who accept this culture.
- Promotes system stability: Culture encourages ongoing coordination and cooperation among members of the organization by raising a sense of shared identity and commitment.

- Shapes behavior by helping individuals understand what is going on around them: Organizational culture provides a source of shared meanings that explain why things happen the way they do. By fulfilling the above functions, organizational culture acts as glue that binds the members of the organization together and helps to promote consistent, coordinated behavior at work (Mousa, 2018).

Organizational culture plays a pivotal role in shaping the identity of the organization's members, as it paints a clear picture of the organization's methods, activities, and goals. It represents the bond that brings different individuals together, contributing to the cultivation of values of participation and teamwork and increasing their organizational commitment, while attempting to identify positive behaviors that can achieve harmony and stability.

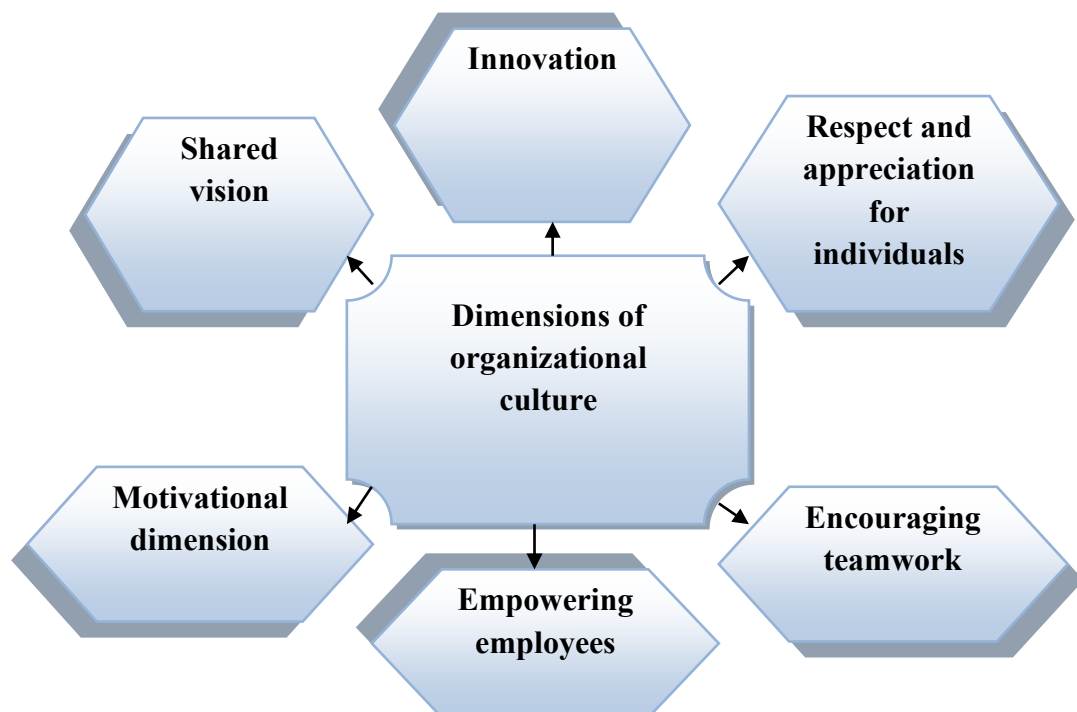
Organizational culture gives the organization its personal identity that distinguishes it from other business organizations.

- Organizational culture leads to commitment from all employees.
- Organizational culture leads to stability within the organization through everyone working together to achieve the organization's goals.
- It determines the behavior of the organization's employees through a culture that is a source of shared meanings among them.
- Culture leads to cohesion among the organization's parts and departments.
- Culture influences the organization's goals and philosophy, as well as its mission and vision (Derey, 2019).

6. Dimensions of organizational culture:

Organizational culture has many dimensions, which we will summarize as follows:

Figure (2): Illustrates the elements (components) of organizational culture.



The source: prepared by the research

There are many dimensions to organizational culture, which we will summarize below:

- **Innovation :**

Organizational culture encourages innovation, which distinguishes between

organizations with an innovative culture and those without. One of the characteristics of a culture that encourages innovation is rapid response to change.

- **Respect and appreciation for individuals :**

This is achieved by paying close attention to the human element in the organization and relying on cooperation, initiative, and team spirit in all situations, in addition to achieving a high level of satisfaction and loyalty by paying attention to the needs of individuals and achieving organizational justice.

- **Encouraging teamwork:**

Effective teamwork relies on good group interaction among individuals, which reflects effective communication between them (Mojar, Barcan, 2024).

The dimensions of organizational culture depend on keeping pace with the various changes taking place in reality by encouraging innovation and teamwork and promoting effective communication and respect among different individuals within the organization, thereby contributing to raising their level of organizational commitment. It is no secret that human resources are the most effective element within organizations of all kinds, as paying attention to them increases the chances of their survival and continuity in light of the developments imposed by the world.

- **Empowering employees:**

This is essential for increasing productivity and the growth of the organization, as it increases employee participation in decision-making and gives employees the authority to handle their daily tasks and activities.

- **Motivational dimension:**

Organizational culture represents a shared awareness among employees that distinguishes the organization from others and guides behavior within the work environment, motivating individuals to advance and move within the organization as a means of reward and incentive (Al-Rafou, Al-Awda, 2025).

- **Shared vision:**

A single vision is adopted through the individual and personal visions of employees and leaders, which are created through communication, coordination, interaction, and collective participation in decision-making. The more the institution trusts the skills of its employees, the more attention is paid to their opinions and personal goals (Mrabati, Bosna, 2023).

The dimensions of organizational culture lie in placing trust in employees by taking their opinions into account regarding work, which creates a positive work environment that encourages effort and giving. This motivates individuals toward creativity and innovation and is reflected in the achievement of the organization's goals in light of the rapid changes imposed by the external environment.

7. Organizational culture from a socio-organizational perspective:

Organizational culture plays a major role in shaping social relationships, as it represents a system of values, norms, attitudes, beliefs, and expectations shared among individuals, which are formed through social interactions. Through this system, the features of authority and responsibility within organizations become clear, and forms of interaction are determined. It is an important element in increasing the social integration of individuals within organizations, as the value system held by individuals forms the frame of reference that is used in various work situations, including the culture of society, adapted to the characteristics and features of the organization so that there is no conflict between the values held by individuals and those imposed by the organization. The stronger the culture characterizes the organization the greater the sense of belonging among its members. Therefore, organizational culture must be established as one of the mechanisms adopted by organizations to strengthen the bonds between their various members and enhance their sense of belonging and organizational commitment.

and take it upon themselves to achieve the organization's goals above all else by prioritizing the public interest over private interests and believing that achieving the public interest will ultimately serve their personal interests. All of this contributes to increasing belief in organizational values, which in turn is reflected in the level of organizational efficiency and effectiveness.

Organizational culture is shaped by the culture that individuals acquire from their social environment, which the organization adapts to serve its goals, in addition to promoting a set of organizational values that encourage cooperation, respect, discipline, commitment, and other values that maintain the stability of the organization and achieve flexibility in dealing with various organizational methods and activities that create organizational trust, which contributes to raising the level of job performance. It is also important to note the prominent role that leadership plays in influencing employee behavior by embodying various positive and repeated practices that help to reinforce positive behaviors among members of the organization in order to achieve the desired organizational effectiveness. For example, but not limited to, enhancing communication between individuals within the informal organization and directing it in a way that serves the goals of the formal organization can encourage individuals to interact with each other in a way that allows them to work as a team to achieve the organization's goals.

II. Conclusion:

It is clear from the above that organizational culture is one of the most important components on which any organization is based and which is relied upon to understand the organizational behavior of individuals. The stronger the organizational culture is and the more it adheres to fair standards, the more the values of teamwork and organizational commitment spread among individuals within the organization. Just as every society has its own culture that distinguishes it from other societies, every organization also has its own culture that must be followed and embodies various values and standards that it imposes. Given its importance in achieving the organization's goals and mission, human resources are capable of achieving excellence only if they are imbued with a strong organizational culture based on common foundations that promote cohesion and cooperation within the organization. Therefore, attention must be paid to these resources, their cultures, and their needs, and they must be guided in a way that serves the organization's goals.

Through this research paper, we have concluded a set of recommendations, which are listed below :

- Importance must be given to the role that organizational culture plays in establishing values and standards that can promote positive behaviors within the organization.
- A strong organizational culture should be created that promotes a sense of commitment and belonging among individuals toward the organization they work for.
- Organizations of all kinds should strive to create an organizational culture that is consistent with the values and standards of their members in order to prevent conflicts that hinder the achievement of planned goals.
- Encourage teamwork and cooperation among individuals by establishing organizational values that strengthen the sociological bonds between them, which motivate them to work within an integrated and cohesive team .
- Strive to adopt an organizational culture that is flexible and capable of adapting to the various changes imposed by the environment.

- Emphasize the need to focus on organizational values that encourage creativity and innovation, which contributes to creating an atmosphere of positive competition among members of the organization.

Referrals and references:

- Abbas, S. (2018). Organizational culture and change strategies in organizations (2nd ed.). Laboratory of Psychological and Educational Applications, Abdelhamid Mehri University.
- Abu Labda, S., & Sabrine. (2025). Organizational culture and its role in enhancing administrative creativity in civil society institutions. Algerian Journal of Economic and Administrative Studies, 5(1), 40-60.
- Ainaa, A. S. M. M. (2024). Cost reduction between organizational culture and improved financial performance in Yemeni humanitarian organizations. Journal of Economics and Finance, 10(2), 81-99.
- Al-Amayyan, M. S. (2018). Organizational behavior in business organizations (6th ed.). Dar Wa'el for Publishing and Distribution.
- Al-Rifai, Ahmed Nahar, Al-Awawda, Thamer Ahmed. (2025). The impact of organizational culture on enhancing green human resources management practices: An applied study on commercial banks in Jordan, Journal of Economic Insights, Volume 15, Issue 01, 89-117.
- Ben Skim, Basma. (2025). The role of organizational culture in empowering digital transformation: An effective digital culture in modern organizations, Journal of Economic Studies, Volume 19, Issue 02, 116-226.
- Diri, Z. M. (2019). Organizational behavior (2nd ed.). Dar Al-Maseera for Publishing, Distribution, and Printing.
- Marabti, Sanaa, Bousna, Nesrine. (2023). The impact of organizational culture on talent management: A field study at the Commercial Agency for Telecommunications Algeria Khroub Constantine, Journal of Economic and Financial Research, Volume 10, Issue 02, 287-306.
- Mojar, Boualam, Barkan, Lnisa. (2024). The importance of organizational culture and its relationship with organizational radiation: A case study of Algerian universities, Journal of the Economic Spring, Volume 7, Issue 2, 313-328.
- Musa'ida, M. A. M. (2018). Organizational behavior (2nd ed.). Dar Al-Maseera for Publishing and Distribution.
- Rigi, R., & Maamari, H. (2021). The level of organizational culture among employees of the Ghardaia Water Resources Directorate. Ansa Journal for Research and Studies, 12(2), 209-225.
- Sharari, A. D. A. (2024). The relationship between organizational culture and building a learning organization from the perspective of faculty members at Northern Borders University. Journal of Public Administration, 5(1), 27-50.
- Sharfi, M., & Alwat, A. B. (2025). Organizational culture and its impact on achieving organizational effectiveness: A field study at the Chr  a Public Hospital Institution. Scientific Horizons Journal, 17(2), 341-360
- Tabouai, B., & Al-Dawi, A. S. (2025). Organizational culture as an entry point to improve the quality of public facilities: A theoretical study in light of modern public management approaches. Journal of Economic Development, 10(2), 65-73.