

Organizational values and their relationship to job performance among workers

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Abstract: The study aimed to address one of the most important topics in the field of human resources, which is organizational values and their relationship to the job performance of employees, as the individual is considered the vital nerve and the beating heart of the institution and one of the most important and influential inputs on the organization, as it is the basis of productive activity, which made it receive great attention from thinkers and researchers with the aim of using the latest systems in work, as it results in a set of results, including the performance of employees, especially if they are related to the organizational values of individuals. Values have a great impact on the behavior of individuals, so if their work system is based on efficiency or effectiveness, this has a great impact in stimulating their motivations and improving their performance towards work and raising their morale and other indicators with positive connotations, as the study of values constitutes the interpretive aspect of the behavior of individuals, as knowing the needs of individuals and the goals they want to achieve enables the institution to find ways to adapt the behavior of individuals to the goals they aspire to, which prompted us to study this topic by knowing the relationship between the research variables, as the study community consisted of administrative workers at the University of M'sila, and the study sample included (63) individuals. By applying appropriate statistical methods, the results of the study indicated the existence of a strong positive correlation with statistical significance in light of the values: management of management, task management, and relationship management. It is clear from these results that organizational values are related to achieving effective job performance, which was confirmed by the general hypothesis.

Keywords: organizational values, job performance, workers.

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1- Introduction

The study of values within organizations is one of the topics that have received a great deal of attention from organizational behavior studies, due to their great impact on both the individual, group, and even organizational levels. The organization is considered the appropriate place for the emergence of these values and their interaction, and thus determining the strategies of senior management regarding the values adopted by its managers on the one hand, and identifying the values of the individuals who belong to this organization on the other hand, as societies interact with each other within an integrated framework of diverse values and cultures. With the rapid development, communications, and advanced technology in the global village, the importance of these interactions between peoples has increased. Regardless of the terms of the existing inter-interaction between individuals and cultures in a certain period of time, organizational values play a prominent role in administrative practices, especially in adopting effective incentive systems, as incentives include external factors and influences that encourage the worker to increase his performance and productivity, and they awaken enthusiasm, desire, and motivations, which reflects on the good performance that represents the basis for the success of the institution and all workers in it.

1.1_The problem:

The era in which we live is witnessing rapid development in all areas of life, especially in the field of technological development, which is an integral part of our daily lives. Since the organization considers individuals the basis on which it depends, as the latter is one of the most influential inputs on the organization, since the human element is the basis of human activity, these organizations have begun to do everything they can to improve the provision of services. The world has witnessed many changes in recent years, affecting all economic, social and political institutions in countries of the world and at different levels of progress and growth. These changes have affected the structure of values and the system of societal relations, which forced it to have a new, different world that preceded its era, until the presence of human resources has become a necessity and an energy that must be taken care of. It is not possible to imagine a job without it, which makes the organization work to provide the best incentives that contribute to raising its performance and productivity. This is what various institutions have worked on, because these organizations have a character that distinguishes them from others.

Organizational values shape the behavior of the individual and affect his performance and all the work that is carried out through the values that prevail among individuals within it, which express the organizational culture of the institution, as it has become a subject of interest for researchers in order to search for quality, effectiveness and distinguished performance in the fields of management, performance of tasks and management of human relations within the institution. Given the importance of the subject, this study came to identify the nature of the relationship between the variables of the subject, as the study question came as follows: Is there a correlation between organizational values and performance among workers?

1.2_ Sub-questions:

- _ Is there a correlation between management and performance among workers?
- _ Is there a correlation between task management and performance among workers?
- _ Is there a correlation between relationship management and performance among workers?
- _ General hypothesis:
There is a correlation between organizational values and performance among workers.
- _ Partial hypotheses:
_ There is a correlation between management and performance among workers.
_ There is a correlation between task management and worker performance.
_ There is a correlation between relationship management and worker performance.

1.3_ Significance of the study: The importance of the study is as follows:

- _ Organizational values form the current and future organizational behavior of the organization, which has a significant impact on the success of the process of adopting an effective incentive system, thus improving the quality of workflow and its distinction and achieving the goals of the institution.
- _ Organizational values direct the behavior of individuals in the organization through incentives, thus enhancing performance that leads to the failure or success of the organization, especially in light of rapid information and technological changes.

_The necessity of upgrading incentive systems, ensuring their continuity, and overcoming the resulting problems and difficulties that hinder the achievement of their goals.

1.4_ Study objectives: This study aims to know the relationship between organizational values and performance among workers by determining the nature of the relationship between the study variables represented in:

_ Knowing the relationship between management management and performance among workers

_Knowing the relationship between task management and performance among workers

_ Knowing the relationship between relationship management and performance among workers

1.5_ Operational Definitions :

_Organizational values: are a set of relatively fixed characteristics of the internal environment of the organization, which members of the organization realize, live and express, and are considered a basis and criterion for directing human behavior towards achieving goals.

Incentives: is the effort that workers in the institution exert in order to achieve the desired goals

The worker: is the one who is located at the bottom and top of the hierarchy in the institution and performs various tasks according to the various administrative levels.

1.6_Previous studies: _

The first of these studies is the study of Gill (2000), which aimed to know the relationship between individual values and organizational commitment, which was conducted on a sample of secondary school principals, the number of whom was (60) principals in the state of Minnesota. The comprehensive values scale prepared by Schwarlder for the organizational environment was used, while organizational commitment was evaluated using the Mayer and Allen scale, which has three elements of commitment. The results reached by the study are that the perceived values of the institution are the most important factor in determining and appreciating individual commitment. (Osama.2013.p65)

_ McKinney's study (2000) aimed to identify the relationship between the compatibility of values in Catholic secondary schools for girls with the degree of its impact on commitment and effectiveness. The study sample consisted of (302)

faculty members and (22) administrators. The results of the study indicated a positive relationship between the compatibility that includes faculty members and commitment and effectiveness. The results also showed the direct role of management in commitment and the importance of communication models in the organization. The more there is compatibility and similarity in the personal value system of individuals with the school's value system, the more commitment of individuals and the greater the effectiveness of work.

_ Murad Naamouni's study (2006) on values, their consistency and their relationship to organizational commitment in the stage of organizational change. The study aimed to examine the relationship between individual, organizational, group and supervisory value systems and organizational commitment in its three dimensions: emotional, continuous and normative through the following questions: _ Is there a statistically significant relationship between individual, group, organizational and supervisory value systems and organizational commitment? _ Do collective values outperform individual, organizational and supervisory values in the changes they cause in organizational commitment? _ Is there a statistically significant relationship between the consistency of value systems for individual, organizational, collective and supervisory values and organizational commitment? After applying the values questionnaire, the value consistency questionnaire and the emotional commitment scale to a sample of 246 workers at Sonatrach Production Department - North - it was confirmed that there is a statistically significant relationship between the aforementioned systems and organizational commitment. It also appeared through this research that despite the importance of the individual's commitment to the work group, the impact of organizational values remains the strongest compared to the impact of both collective and supervisory values. As for the relationship between the consistency of individual values and the rest of the other value systems, it was found that there is a significant relationship between the consistency of individual-organizational and individual-collective values and organizational commitment, while the relationship between the consistency of individual supervisory values and organizational commitment was not essential. The nature and strength of the connection between each of the organizational and supervisory values with each other or between organizational commitment in its three dimensions indicates the worker's belief that the supervisor is a representative of the organization and an extension of it. The value occupying important positions in the individual's value

system may lead to an increase in its impact on ongoing commitment. The values of justice, trust, group spirit, and role model occupy high positions in the individual's value system and have shown a clear impact on organizational commitment in general and ongoing commitment in particular. Also, the individual's lack of interest in a value does not prevent it from influencing the individual's organizational commitment. The value of excellence, which does not occupy important positions in the individual's value system, did not prevent it from greatly influencing his organizational commitment. This indicates that the relationship between commitment and values is complex and is affected by many variables related to the person himself, the people around him, the organization in which he is located, and the surrounding circumstances.(bilal,2009,p98)

2_Conceptual Framework:

2.1. The concept of organizational values: Organizational values are defined as: "A culture embodied in the physical, technical, and organizational nature and aspects related to human resources. These values are represented in achieving goals, stability, growth, independence, authority, and cooperation." (jamal.2002,p87)

Kathy Anns defines it as: "The beliefs held by individuals and groups related to the tools and goals that the organization seeks, i.e. achieving goals. (Muqaddam,1994,p52)

Muqaddam Abdul Hafeez defines it as: "The relatively stable characteristics of the internal environment of the organization that its members perceive, experience and express." (mohamed.2004,p74)

2.2. The importance of organizational values: They play an important role in shaping the behaviors of individuals. They are like the reference image that the individual works to conform to, meaning that they work to control human behavior and actions and direct them to be compatible and harmonious. Since any correction of human behavior, if it is intended to be permanent and based on the individual's self-conviction, cannot be done in isolation from correcting and rearranging the value system in a way that directs the person to follow the desired behaviors. It can be said that the importance of values lies in the following:

- _ The individual's values affect his perception of the situations and problems he faces.
- _They play an influential role in the individual's relationships with others and in the way he deals with them.

_They affect the quality and form of decisions taken, as they are the reference and basis

_On which the individual bases his decisions. It provides many principles and ethics that can be referred to in various individual behaviors.

_The group's commitment to it increases its cohesion and facilitates the process of dealing and communicating with it.

_It plays an important role in determining the level of achievement expected from the individual and thus determines the level of motivation to work

2.3_The concept of performance: It is the effort, whether physical or mental, that workers make within the institution for the purpose of achieving specific goals. (amr,1991,p58)

3_ Study methodology and procedures:

3.1_ The used method: The scientific method is considered essential for any research, as it is the path followed by the researcher in order to reach the results in a scientific manner, and in line with the objectives and nature of the study topic, we relied on applying the descriptive analytical method in order to identify the nature of the relationship between organizational values and incentives among workers because it is the method most used by researchers in such studies.

3.2_ Study community: The study community consists of workers in various university colleges, where the study was conducted on a purposive sample of 63 workers.

3.3_ Data and information collection tools: We relied on the questionnaire, which included two axes The first axis: deals with organizational values and includes 24 items, from item 01 to item 09 focused on the management dimension, and 09 items related to task management, and the remaining items focus on relationship management.

_ The second axis: We addressed the second dependent variable, which is job performance, and included 26 items. As for the number of alternatives for the questionnaire answers, they represented 5 alternatives: always, often, sometimes, rarely, never.

3.4_ Statistical methods: After collecting the information, the questionnaire data was emptied into raw scores and then entered into the computer using the SPSS program)) and then the calculations were performed by relying on the following statistical methods: Percentages: To describe the level of organizational values and quality as well as describe the study variables. Arithmetic mean: In order to

evaluate the level of both organizational values and the incentive system prevailing in various university colleges.

Standard deviation: This aims to measure the degree of dispersion and spread of answers from the arithmetic mean.

Yersin correlation coefficient: In order to know the relationship between the variables in light of the three hypotheses about organizational values among workers and their relationship to the performance system in university colleges.

Characteristics of the study sample:

Table No. (1) Distribution of sample members according to the variable of job rank.

ratio	number	Job rank
6.35%	4	Chief Executive Officer
14.29%	9	Administrative Officer
17.46%	11	Administrative Attaché
34.92%	22	Senior Technician
26.98%	17	Office assistant
100%	63	the total

Source: (Prepared by the researcher)

Regarding the sample distribution table according to job rank, the largest percentage is 34.92% and is represented by the rank of senior technician, while the lowest percentage is 6.35% for the rank of chief administrator.

Table No. (2) Distribution of sample members according to the variable of service duration

ratio	number	Length of service
31.75%	20	From 1 year to 05 years
49.20%	31	From 06 to 10 years
19.05%	12	10 years and above
100%	63	the total

Source: (Prepared by the researcher)

Regarding the sample distribution table according to the length of service, the percentage of 49.20% is the largest percentage whose length of service ranges from 6 to 10 years, and this shows us that workers need more work and more years in order to be able to establish more concepts about performance as well as organizational values.

Table No. (3) Distribution of sample members according to the variable of college type

ratio	number	College type
60.32%	38	Humanity
39.68%	25	Scientific
100%	63	the total

Source: (Prepared by the researcher)

It is noted from the table above that the largest percentage of the calculated sample was estimated at 60.32%, which represents the various humanities colleges and literary specializations, while the lowest percentage was estimated at 39.68%, which represents the various scientific colleges. This is due to the extent of the response of the various humanities colleges to the study topic, which is greater than the response of the scientific colleges through the number of investments recovered from the various colleges. 5_Presentation and analysis of the results:

Table No. (4) shows the results of the hypotheses.

Dimensions	Pearson correlation coefficient	Significance level
Management of the administration	** 0.51	0.01
Task management	0.55	0.01
Relationship management	0.68	0.01

Source: (Prepared by the researcher)

3.5_ Discussion and interpretation of the results in light of the hypotheses:

- Discussion of the first hypothesis: which is that there is a statistically significant correlation between management and performance among workers. It became clear through the statistical processing of the data of this hypothesis and using the Yersin correlation coefficient that the correlation value of 0.51 at the significance level of 0.01 and with a significance of 0.00 which is less than 0.01, we conclude that there is a statistically significant direct correlation, meaning that the higher the value of management, the higher the value of incentive system management.
- Discussion of the second hypothesis: which states that there is a statistically significant correlation between task management and performance among workers, as it became clear through the statistical processing of the data of this hypothesis and using the Pearson correlation coefficient that the correlation value of 0.55 at

the significance level of 0.01 and with a significance of 0.00, which is less than 0.01, we conclude that there is a strong, statistically significant, direct correlation, which means that the higher the value of task management, the higher the value of incentives among workers.

– Discussion of the third hypothesis: which states that there is a statistically significant correlation between relationship management and performance among workers, as it became clear through the statistical processing of the data of this hypothesis and using the Pearson correlation coefficient that the correlation value of 0.68 at the significance level of 0.01 and with a significance of 0.00, is less than 0.01, we conclude that there is a statistically significant, direct correlation, which means that the higher the value of relationship management, the higher the value of incentives among workers.

_ Discussion of the general hypothesis: Through the statistical processing of the various hypotheses of the study and its results, we conclude the value and importance of the organizational values of workers and the performance in the institution as an important pillar on which the success or failure of organizations and institutions depends. Based on the above, we conclude that the general hypothesis has been achieved, which is that there is a statistically significant correlation between organizational values and incentives among workers, with a correlation value of 0.67 at a significance level of 0.01 and a significance of 0.00, which is less than 0.01. From this, we conclude that there is a statistically significant direct correlation, which means that the greater the value of practicing organizational values in their various dimensions, the greater the effectiveness of job performance in the university.

4_Conclusion:

Through the answers of the sample members on the organizational values axis as well as on the performance axis, we note that the results of the degree of practicing values, as well as the results of the degree of practicing performance, were close in general. Accordingly, we conclude that the value and degree of practicing performance decrease and increase with the increase in the degree of practicing organizational values, which explains the direct relationship between organizational values and performance, as stated in the results of the study hypotheses. Organizational values as a balanced and harmonious social system through the adoption of an effective incentive system that cares about all organizational, human and environmental aspects, such as harmony between

interest in implementing laws and regulations, authority and responsibility, and interest in the effectiveness of the work climate and its material and financial capabilities on the one hand, and interest in human relations such as justice, equality and participation, and working to create a flexible organizational environment that helps to apply various concepts of noble human values and keep pace with the technological developments that have occurred and manage them successfully and work to encourage creativity, positive competition and the spirit of teamwork, and spread awareness of the importance of values that help to establish broader concepts with a positive direction that help extract the best of the human element in terms of performance.

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