

Modernity and Its Relationship to Organizational Culture in The Algerian Economic Institution - Algeria Telecom in Adrar as A Model -

Salem AISSA

Ahmed Draïa University(Algeria),aissa08111979@gmail.com

Received: 03/11/2024, **Accepted:** 12/05/2025, **Publication:** 05/06/2025

Abstract:

This study aimed to explore the relationship between modernity and the organizational culture of Algerian economic institutions. The researcher employed the descriptive method to provide an in-depth analysis of the phenomenon of modernity and its relationship to the culture of Algeria Telecom in Adrar, the study data was analyzed from the research population, which included all employees of the commercial agencies and technical centers within the operational units in Adrar, totaling (105) male and female workers.

To determine the study sample, the comprehensive survey method for all members of the research community was used. The study concluded that there is a relationship between modernity and the organizational culture of the Algerian public economic institution, as evidenced by the statistically significant relationship at a significance level of less than 0.01 between The analysis focused on the relationship between rational models and the institution's core values, as well as the connection between the use of modern technologies and the norms governing the institution under study.

Keywords: Modernity; Rationalization; Organizational culture; Organizational values; Organizational norms.

INTRODUCTION

Modern culture has transcended continents, and distinguishing between societies on cultural grounds has posed two possibilities for traditional cultures: either the original cultural identities dissolve if they are not imbued with the emotional, mental, and historical characteristics connected to their cultural contexts, while simultaneously being capable of self-renewal, or they retreat into themselves due to the dominance of foreign cultures. Organizational culture, formed within organizations and Institutions are influenced by the surrounding environment and the broader societal culture, which

Modernity and Its Relationship to Organizational Culture in The Algerian Economic Institution - Algeria Telecom in Adrar as A Model -

play a significant role in shaping their values, norms, and overall functioning in which it develops. Often, it is merely an extension of the larger societal culture, and organizational culture is affected by imported models of management, organization, and administration according to modern patterns. This influence can have positive or negative effects on the organization's culture, identity, and economic performance.

The Algerian state has worked on societal transformation through the production of a new man, relying on labor as a vital and primary activity, sourced from the factory (the institution), under the premise that institutions can contribute to modernity by rationalizing the institution, introducing technology and Modern models contribute to the development and enhancement of economic outputs and institutional products, leading to higher efficiency, quality, and competitiveness in the market quality. This reflects on society and individual behavior by increasing cultural awareness.

With the advancement of economic and social life, coupled with the emergence of technological and informational revolutions, institutions have been compelled to adapt to rapid changes and integrate innovative models to remain competitive and efficient or what is termed post-modern society, a new approach has been adopted in building a new state, known as the New Algeria. This involves modernizing society through rationalization at all levels and in various social, economic, cultural, political, and religious fields, attempting to reproduce a new man steeped in A new culture is cultivated through the institution to which one belongs, as well as from the organizational environment, influencing individual behaviors, values, and practices within the workplace culture that contributes This contributes to the formation of the institution's overall culture, with the individual playing an integral role in shaping and embodying its values and practices shaping this culture. This culture constructs a new identity towards his society, nation, and heritage.

From this perspective, the problem statement of the study is articulated through the central question: **Is there a relationship between modernity and the economic institutional culture in**

Algeria? From this main question, the following subsidiary questions arise:

- Is there a relationship between the use of rational models and organizational values within the study institution?
- Is there a relationship between the use of modern technologies and organizational culture practices in the study institution?

General Hypothesis:

- There is a statistically significant relationship between modernity and the organizational culture in Algerian economic institutions at a significance level of (0.01).

Specific Hypotheses:

- There is a statistically significant relationship between the use of rational models and organizational values in the studied institution at a significance level of (0.01).

A statistically significant relationship exists between the adoption of modern technologies and organizational practices in the studied institution, with a significance level of (0.01)

1. Theoretical Framework of the Study

1.1 Importance of the Study

The importance of this study stems from the relevance of its subject, which aims to illustrate the existence or absence of a relationship between modernity and the culture of economic institutions.

Organizational culture chronologically predates modernity and the modernization process that affected economic institutions and Algerian society. This study also aims to highlight whether modernity, with its external culture imposed on society and institutions, and its organizational values and norms, can contribute to enhancing the culture of the institution, which originates from the culture of society.

The Algerian state has worked on modernizing society by introducing technology and rationalization into the management of economic institutions with the aim of modernizing them, which in turn, it updates the society that embraces the culture of the institution and the culture of its workers

1.2 Objectives of the Study

Every researcher aims to achieve specific objectives within the framework of their research or study. The objectives of this study, inspired by the social and economic reality, are as follows:

- To understand modernity and the culture it imposes on societies at the economic and social levels.
- To understand the organizational culture of Algerian economic institutions.
- To examine the relationship between modernity and the organizational culture of economic institutions, particularly in relation to the modernization of human resources within the socio-professional context

1.3 Concepts of the Study

1.3.1 Modernity

When we look at modernity from the perspective of economic developments, we find it directly Linked to the concept of industrial society, while the concept of agricultural societies represents a pre-modern context societies. While it may be difficult to agree on a unified definition of modernity, there is no doubt that modernity signifies rationality, science, and progress. The concept may also convey additional meanings, including freedom, authority, justice, and the aspirations and hopes of future generations, particularly when examined from a social and behavioral perspective. From an economic and productive perspective, industrial society experiences continuous and successive change resulting from the changing tastes, needs, and desires of individuals and communities, which drives creativity and innovation. (Al-Balawi, 2005, pp. 107-108)

Mohamed Al-Misbahy defines modernity as a perspective that Prioritizes novelty and innovation, emphasizing the dynamic and active experience of it. From this standpoint, its close relationship with time becomes evident, as it reflects a person's feeling of presence and contemporaneity. (Al-Sabbahi, 2013, p. 356)

1.3.2 Values

Moulay defines values as "a hypothetical construct that provides an individual with a tendency to act according to specific behavioral patterns towards certain subjects, events, situations, people, or ideas." (Al-Atoum, 2009, p. 218)

Values are also defined as an implicit and explicit belief that the preferred conductor way an individual or group behaves influences their choice of methods, manners, and purposes of behavior. (Al-Umayan, 2005, p. 108) and representations held by an individual, group, or society as a whole to which they adhere. Through these values, individuals can discern and differentiate between acceptable and unacceptable behaviors. Values are an internal aspect of a person that grows and Develops alongside the individual's growth and interactions with others, including family, friends, school, and the workplace. (Kamel, 2010, p. 158)

1.3.3 Organizational Values

Jacks Arson and Pierre Helfer define organizational values as "a set of ideas and beliefs shared by members of the organization, which guide their behavior." (Saharawi, 2012-2013, p. 19)

Moussa Al-Wazi defines them as "the relatively stable characteristics of the internal environment of the organization that its members perceive, coexist with, and express." (Al-Louzi, 2002, p. 21)

Based on these definitions, it can be inferred that organizational culture encompasses a set of traits and concepts that shape the behavior of individuals or employees within an organization, aligning it to fulfill both the personal ambitions of individuals and the collective objectives of the organization.

1.3.4 Organizational Norms

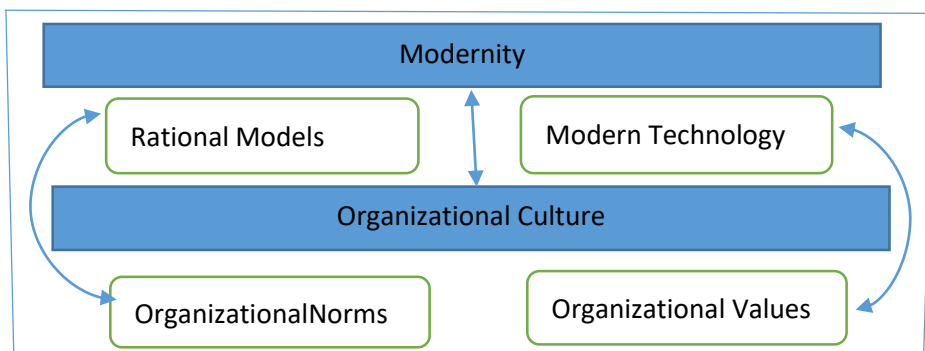
This is a description of organizational norms or practices that employees adhere to, considering them beneficial to the organization. An example of this is the institution's commitment not to hire both a father and his son within the same institution. These norms are supposed to be unwritten but mandatory to follow. (Saharawi, 2012-2013, p. 41)

Modernity and Its Relationship to Organizational Culture in The Algerian Economic Institution - Algeria Telecom in Adrar as A Model -

1.4 Study Model

To fulfill the study's objectives and address its methodological aspects and central question, the researcher developed a hypothetical model to illustrate the possible relationship between the independent and dependent variables. This model aims to explore and test the connection between the dimensions of organizational culture and those of modernity, as presented in the following model, which served as a foundation for formulating the study's hypotheses.

Figure 1:Study Model



Source: Compiled by the researcher.

2. The Methodological Procedures of the Field Study

2.1 Study Methodology

In preparing this research paper, we adopted the descriptive approach to describe the modernity scale and analyze its relationship with the organizational culture scale. The descriptive approach is considered appropriate for this study, as it is a method used in humanities and social sciences research that primarily involves gathering, comparing, analyzing, and interpreting information and facts to reach acceptable generalizations.

2.2 Research Population

The research population includes all employees working in the commercial agencies and technical centers of Algérie Télécom in Adrar, totaling (105) employees across two regions: the Central Touat

region and the Tidikelt region. These regions encompass three commercial agencies: the Adrar Agency, the Reggane Agency, and the Aoulef Agency.

2.3 study Sample

The sample represents a subset of the research population and is considered indicative of its characteristics. It is studied to gain insights into the population as a whole, allowing for the generalization of findings to the entire group. This is contingent upon ensuring that all individuals and elements within the sample accurately reflect the characteristics of the broader research population. (Mahdi, 2007, p. 78)

We utilized a comprehensive survey method to select the study sample from the research population, ensuring a higher level of representation and more accurate results. This approach is suited to the researcher's circumstances and capabilities in accessing the sample elements. Consequently, the study sample comprises the entire research population, totaling (105) employees from the commercial agencies and technical centers across the three districts.

2.4 Study Variables

This study centers on two primary variables: the first is the independent variable, modernity, which encompasses the dimensions of rationalization and technology. The second variable is the dependent variable, (organizational culture, which includes the dimensions of organizational values and organizational norms).

2.5 Data Collection Tools

In our study, we relied on data collection through interviews, which are considered an important research tool for gathering information. They allow the discovery of respondents' opinions and perceptions within the context of that interactive relationship. (Saboun, 2012, p. 156)

We conducted the interviews with some employees in this format. Additionally, in this study, we utilized a questionnaire as our data collection tool. The questionnaire consists of a set of specifically prepared questions distributed to the respondents or sent to them to record their answers, which are then compiled. (Shafiq, 2001, p. 115)

The questionnaire includes the following sections:

Part One: Pertains to personal data and includes four items.

Modernity and Its Relationship to Organizational Culture in The Algerian Economic Institution - Algeria Telecom in Adrar as A Model -

Part Two: Consists of 40 items divided into two main axes:

Axis One: Modernity scale, comprising 20 items divided into two dimensions:

- Rationalisation dimension: includes 10 items,
- Use of modern technology dimension: includes 10 items.

Axis Two: Organizational culture scale, comprising 20 items divided into two dimensions:

- Organizational values dimension: includes 10 items,
- Organizational norms dimension: includes 10 items.

We relied on the five-point Likert scale for the responses to the items, classified and graded as shown in the following table:

Table 1: Importance Level of Questionnaire Items

Likert Scale	StronglyDisagree	Disagree	Neutral	Agree	StronglyAgree
Score	1	2	3	4	5

Source: Prepared by the researcher according to the Likert scale.

2.6 Statistical Methods Used in the Study

After inputting the data into the Statistical Package for the Social Sciences (SPSS) version 25 and analyzing the questionnaire, the following statistical tests and tools were employed:

– Cronbach's Alpha Coefficient:

This is one of the primary measures to assess the reliability of the questionnaire items. Generally, a higher value of this coefficient (above 0.60) indicates a higher reliability rate.

– Spearman's Correlation Coefficient:

This is utilized to assess the validity of the questionnaire and to evaluate the degree of correlation between modernity and organizational culture.

Table 2: Reliability Coefficients of the Study Scales

Questionnaire Axes	Number of Items	Cronbach's Alpha Value
Modernity	20	0.689
Organizational Culture	20	0.701
Overall Questionnaire Reliability	40	0.790

Source: Prepared by the researcher according to the outputs SPSS v25

We observe from Table 2 that the Cronbach's Alpha value for the overall questionnaire reached (0.79), which is greater than (0.60). This indicates that the scale has a high degree of reliability, exceeding the standard used in social studies.

2.7 Descriptive Data Analysis

Table 3: Characteristics of the Study Sample

Variable		Frequency	Percentage	Variable		Frequency	Percentage	
Gender	Male	35	%33.33	Educational Level	Primary	-	-	
					Intermediate	6	%5.71	
	Female	70	%66.67		Secondary	53	%50.48	
					University	46	%43.81	
Age	Lessth an 25 years	9	%8.57	Seniority in Work	Lessth an 5 years	-	-	
	From 25 to 35 years	75	71.43%		From 5 to 15 years	83	%79.05	
	More than 35 years	21	20%		More than 15 years	22	%20.95	

Source: Prepared by the researcher based on the outputs from SPSS v25

Modernity and Its Relationship to Organizational Culture in The Algerian Economic Institution - Algeria Telecom in Adrar as A Model -

Through the data presented in the table above, it is observed that the percentage of females is higher than that of males, with females estimated at (66.67%) and males at (33.33%). We can interpret these data through the ongoing developments that represent the changing social role of women. Originally confined to domestic duties, women have now transcended this traditional role by gaining economic status. They are no longer mere consumers but have become productive contributors, marking a social evolution that outlines the emergence of a new class of workers. Women have relatively succeeded in transforming work into a source of pride in their social and economic lives, overturning previous perceptions that considered such roles shameful, particularly in this specific region.

As evident from the same table, the age group ranging from [25-35] years represents (71.43%) of the total research population. This indicates that after entering the Algerian market, Algeria Telecom sought to employ a new workforce that aligns with the ongoing developments in both society and the job market.

As observed from Table 3, half of the employees at the company across the three agencies and centers possess a secondary education level stands at (50.48%), which can be attributed to the nature of work within this company, which provides mobile phone services and production, and has direct customer relationships. Additionally, as society has developed a technological awareness and information culture, it is imperative for individuals in this sector to have an acceptable level of education to ensure effective promotion of the company's products and rapid connection to fixed phone and internet services by production (technical) centers. Furthermore, it is noted that (43.81%) of the study community has a university level of education, indicating The company facilitates the employment and training of workers in both commercial and technical fields to enhance their academic levels, which positively reflects on their professional performance within the company.

It is also evident from Table 3 that the majority of the sample individuals have been in the profession for a period ranging from [5 to 15] years, accounting for (79.05%). This percentage indicates that the

company has updated its workforce by recruiting new employees who are in line with the technologies used by the company in its economic and service performance. Following this, (20.95%) of the sample have over 15 years of experience, representing a group that carries the company's culture and possesses significant expertise and skills.

2.8 Presentation and Analysis of Study Results

In this main section, we will present and analyze the various findings of the study, derived from testing both the general hypothesis and the sub-hypotheses.

2.8.1 Findings from Testing the First Sub-Hypothesis

The hypothesis proposed that there exists a statistically significant relationship at the 0.01 significance level ($\alpha \leq 0.01$) between the application of rational models and the organizational values within the economic institution under investigation.

Table 4: Results of the Correlation Coefficient Test between the rational models and Organizational Values

	Organizational Values			
	Pearson Correlation Coefficient	Sig. Value	SignificanceLevel	Significance
Rational Models	0,611	0.00	0.01	Significant

Source: Prepared by the researcher based on SPSS v25 outputs.

From Table 4, it is evident that the calculated significance value (sig) is (0.00), which is less than the threshold value ($\alpha \leq 0.01$), indicating statistical significance than our adopted significance. Therefore, the null hypothesis, which suggests no statistically significant relationship at the (0.01) significance level between rational models and organizational values, cannot be accepted. Instead, the alternative hypothesis, indicating a strong correlation between rational models and organizational culture at Algerian Telecommunications Company, is accepted. The confidence level of these results is (99%), with this corresponds to a probability of error of (1%).

2.8.2 Findings from Testing the Second Sub-Hypothesis

The hypothesis posited that there is a statistically significant relationship at the 0.01 significance level ($\alpha \leq 0.01$) between the utilization of modern technology and organizational norms within the economic institution under study

Table 5: results of the correlation test between modern technologies and organizational norms

	Organizational norms			
	Pearson Correlation Coefficient	Sig. Value	Significance Level	Significance
Modern Technology	0.723	0.00	0.01	Significant

Source: Prepared by the researcher according to the outputs SPSS v25

From Table 5, it is evident that the calculated significance value (sig) is (0.00), which is less than the significance level we adopted (0.01). Therefore, we cannot accept the null hypothesis, which posits no statistically significant relationship at the (0.01) significance level between the use of modern technology and organizational norms at the Algerian Telecommunications Company. Instead, we accept the alternative hypothesis, which suggests a strong correlation between organizational norms and modern technologies in the company under investigation across the three states. The confidence level of this result is (99%), corresponding to a probability of error of (1%).

2.8.3 Results of Testing the General Hypothesis

The general hypothesis of the study asserts that there is a statistically significant relationship between modernity and the organizational culture of Algerian economic institutions at a significance level ($\alpha \leq 0.01$).

Table 6: Results of Testing the Correlation Coefficient between Modernity and Organizational Culture

	Organizational Culture			
	Pearson CorrelationCoeffi ent	Sig. Value	SignificanceLev el	Significanc e
Modernity	0.749	0.00	0.01	Significant

Source: Prepared by the researcher according to the outputs SPSS v25

Considering Table 6, we observe that the Spearman correlation coefficient value reached (0.749) between modernity and the variable of organizational culture. This value is both significant and positive, indicating a strong correlation between them. The correlation coefficient value is statistically significant, demonstrating a robust relationship since the calculated significance value (Sig) is (0.00), which is smaller than our adopted significance level (0.01). Therefore, we cannot accept the the null hypothesis, which denies the existence of a relationship, and we accept the alternative hypothesis that states there is a significant relationship between modernity and organizational culture is a strong correlation between organizational culture and modernity in Algeria Telecom in Adrar, which is a public economic institution. The confidence level in the accuracy of this result is (99%), with a (1%) probability of error.

2.9 Discussion of the Results of the Study Hypotheses

The results of the study demonstrated a correlation between modernity and organizational culture within the commercial agencies and technical centers of Algeria Telecom in Adrar. The calculated Spearman correlation coefficient for this relationship was significant at the ($\alpha \leq 0.01$) level, reaching (0.749), which is a positive value indicating a strong correlation. Additionally, the correlation between the dimension of rationalization and the dimension of organizational values was significant at the 0.01 level ($\alpha \leq 0.01$), with a Spearman correlation coefficient of 0.611. This positive value indicates a moderate correlation. Furthermore, the study revealed that the correlation between the use of modern technologies and organizational norms was strong and statistically significant at the (0.01) level ($\alpha \leq 0.01$), with a Spearman correlation coefficient of (0.723). This positive value signifies a direct relationship.

Modernity and Its Relationship to Organizational Culture in The Algerian Economic Institution - Algeria Telecom in Adrar as A Model -

This strong correlation between modernity in society and the organizational culture of Algeria Telecom in Adrar can be explained by the company's reliance on modern models in management, exploitation, production, and investment in the field of mobile phone and internet services production. On one hand, the introduction of rationalization and technology into the company's management is a factor that may contribute to enhancing and developing its organizational culture. This is achieved by increasing organizational loyalty, enhancing organizational trust among employees, promoting a culture of self-monitoring and organizational commitment, and fostering a culture of respecting the time required to complete tasks. On the other hand, it also promotes a culture of collective participation in decision-making and teamwork as an integrated work team.

In the absence of a strong organizational culture, modernity and its associated technologies and rational management models will not contribute to the development and enhancement of the organizational culture. In fact, it may have a negative impact on the institution's performance. Thus, adopting and utilizing these modern models and techniques for managing social interactions within the organization would be meaningless. Modernity may also involve promoting organizational cultures, values, and norms of the sources of these modern models, which may, in some cases, conflict with the cultural heritage of the institution and the local community in which it operates.

Given the statistically significant relationship between rationalization and organizational values, it suggests that stronger organizational values within an economic institution will reinforce and enhance the effectiveness of rational models, and vice versa. Additionally, the strong and statistically significant relationship between organizational norms and the use of modern technologies indicates that a greater respect for and acceptance of the institution's established norms will promote the adoption and utilization of modern technology. This, in turn, will activate and strengthen adherence to these norms while also fostering the development of new norms that align with modernity and are consistent with the prevailing norms in the local community surrounding the institution.

CONCLUSION:

In light of the data analysis and the main objective of the study—examining the relationship between modernity and organizational culture in economic institutions, with Algeria Telecom as a model—the researcher concludes that this topic is both contemporary and worthy of scientific inquiry. It is a focal point of interest for a range of contemporary researchers, particularly among Algerian scholars, as well as for sociologists, administrators, and management experts. Based on the conclusions drawn from the study's data and the analysis of the statistical tables, the study has arrived at the following results:

- There is a statistically significant relationship between modernity and organizational culture within the institution under study at the (0.01) significance level.
- There is a statistically significant relationship between the use of rational models and organizational values in the institution under study at the (0.01) significance level.
- There is a statistically significant relationship between the use of modern technologies and organizational norms in the institution under study at the (0.01) significance level.

Based on the obtained results, the researcher suggests the following recommendations:

1. Since the study has demonstrated a strong relationship between modernity and organizational culture, leaders of these institutions should pay more attention to organizational culture to ensure that modernity has a positive impact on the institution's culture.
2. When introducing modernity to an economic institution, it is essential to consider the dimensions of organizational culture and their alignment with the requirements of modernity and the local community to avoid rejection.
3. The relationship between modernity and organizational culture can have either a positive or negative impact. Therefore, it is important to identify and reinforce positive aspects while addressing and correcting negative ones.
4. Focus on organizational values by using modern models to rationalize task performance, promoting a culture of time respect, and encouraging collective decision-making.

Modernity and Its Relationship to Organizational Culture in The Algerian Economic Institution - Algeria Telecom in Adrar as A Model -

5. Pay attention to organizational norms by incorporating modern technologies to enhance the institution's culture, such as using the established language within the institution and fostering organizational loyalty.
6. Conduct more in-depth studies and research to explore the role of modernity on the organizational culture of economic institutions, considering that such a relationship exists.

Bibliography List

Books:

1. Hazem Al-Balawi. (2005). Modernity and Arab Modernity. Damascus: Dar Petra for Publishing and Distribution.
2. Said Saboun. (2012). Methodological Guide for Preparing Theses and University Dissertations in Sociology. Algiers: Dar Al-Qasbah for Publishing.
3. Adnan Youssef Al-Atoum. (2009). Social Psychology (1st edition). Amman: Dar Ithraa for Publishing and Distribution.
4. Mohammed Al-Sabbahi. (2013). Dialectics of Reason and City in Arab Philosophy (1st edition). Beirut: Forum for Knowledge.
5. Mohammed Al-Qassasi Mahdi. (2007). Principles of Social Statistics and Measurement. Egypt: Mansoura University.
6. Mohammed Salman Al-Umayan. (2005). Organizational Behavior in Business Organizations (2nd edition). Amman: Dar Wael for Publishing and Distribution.
7. Mohammed Shafiq. (2001). Scientific Research: Methodological Steps for Preparing Social Research. Alexandria: Modern University Office.
8. Mohammed Kamil. (2010). Concepts and Foundations of Individual and Group Behavior in Organization (4th edition). Amman: Dar Al-Fikr for Publishing.
9. Musa Al-Louzi. (2002). Organization and Work Procedures (2nd edition). Amman: Dar Wael for Publishing.

Theses:

10. Najat Qurishi. (2016). Organizational Values from Western and Islamic Perspectives: A Comparative Study. Biskra, Department of Social Sciences, Algeria: University Mohammed Khider.
11. Wafiya Sahrawi. (2012-2013). Organizational Culture and its Relationship with Occupational Stress, Organizational Loyalty, and Self-Efficacy among University Executives: A Field Study at the Former University of Algiers. Algiers, Department of Psychology, Education Sciences and Ethnophonics, Algeria: University of Algiers.