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The Role of Human Resources in Developing Organizational Culture to Improve Societal Behaviors

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ABSTRACT: *Human resources are considered one of the fundamental pillars of success, and their importance has significantly increased in recent years. The perception of HR has shifted from being merely a secondary production factor, often limited to physical effort, to being seen as a form of scientific and intellectual wealth, a source of creativity and excellence. Investing in human capital contributes to achieving the principle of sustainability by providing resources for future generations and preventing waste. In this context, communication emerges as a central mechanism within organizations, as it facilitates the transmission of values, coordination of tasks, and alignment of individual and collective goals. Effective communication strengthens relationships between members of the organization, enhances mutual understanding, and supports the creation of a coherent and productive organizational culture. It also plays a key role in shaping attitudes and guiding social behaviors through interaction, dialogue, and information exchange. Organizational culture, in turn, helps regulate social behavior within its characteristics and norms. It plays a major role in resisting those who aim to alter the current state toward development and sustainability. This paper aims to analyze the complex relationship between organizational culture and societal behaviors, to understand how each influences the other, and to explore the extent to which this interplay impacts organizational performance and development.*

KEYWORDS: Developing Organizational, Societal Behaviors, Human Resources, Organizational Culture, Psychology of Small Groups, Communication

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Introduction

The first Human resources play a central role in organizing individual behaviors. HR management contributes to establishing values, beliefs, and behaviors that shape the identity of an organization and guide employee conduct. Strengthening organizational culture is achieved through human resource roles and is implemented via a set of strategic practices and procedures aimed at embedding shared values and behaviors within society.
The importance of HR management is tied to the very success of institutions. Peter Drucker emphasized that managing people should be the primary focus of exceptional managers. Human resources are crucial in achieving what is known as the institution's competitive advantage.

Clearly, human resources are a developmental, productive, and effective element provided they are well managed and trained. This focus has helped major economies progress by developing strategic plans to make optimal use of human capital. For example, Malaysia's investment in its people enabled it to transition from a primitive agricultural country to a leading nation in high-tech exports, achieving around 8% annual growth one of the highest rates globally through its Vision 2020 strategy.

Organizational culture is a key factor that shapes behavior within institutions, as it stems directly from human resources. It is often considered an independent factor, with values being transmitted by employees into the organization through shared norms, language, symbols, and rituals that evolve over time. This view highlights the importance of consensus on the concept and elements of organizational culture among managers and staff.

At the same time, societal behaviors reflect values, traditions, and customs developed over time, influencing how individuals interact within their communities. Societies continuously evolve, and this evolution is mirrored in changes in individual behavior and environmental interactions.
Understanding the interaction between organizational culture and societal behaviors is complex, requiring extensive research and analysis. This relationship is characterized by mutual influence: individuals' behaviors within organizations shape the culture, and in turn, organizational culture affects how individuals behave and interact with society.

The objective of this research is to explore and analyze this intricate relationship between organizational culture and societal behaviors, examine how each influences the other, and assess how this interaction affects organizational performance and development. This leads to the core research question:
What is the role of human resources in developing organizational culture to improve societal behaviors?
Sub-questions include:

1- What is the concept of human resources?
2- What is human resource management?
3- What is organizational culture?
4- What is the importance of organizational culture?
5- What is the concept of social behavior?
6- What is the relationship between organizational culture and social behavior derived from human resources?

The Nature of Organizational Culture

Organizational culture is one of the distinctive characteristics of an organization rather than of individuals. It refers to the deep structure rooted in values, beliefs, and assumptions held by individuals within the organization. These shared values form the foundation for the organization's functioning, as they help maintain internal cohesion and give the organization its unique identity, distinguishing it from others (Chuang 2004, 34).

According to Park, organizational culture is "the shared basic assumptions learned by the organization while dealing with its environment and solving problems of external adaptation and internal integration"(Prk 2004, 106).

External adaptation refers to the organization's ability to respond to environmental changes and meet external demands.

Internal integration refers to creating harmony among individuals and groups within the organization, across various specializations and hierarchical levels.

From this perspective, culture serves as a mechanism to guide new employees and teach them how to approach and resolve problems.

Wilson defines organizational culture as "the shared values, beliefs, assumptions, and practical practices that guide individual attitudes and behaviors within the organization" (Wilson 2001, 353).

Ralph Linton also describes it as the set of shared knowledge, attitudes, and behavioral patterns disseminated among specific members of a community.

Herskovits defines culture as "the man-made part of the environment" (Greenberg 2004, 324).

Organizational culture develops differently in each organization. No single culture is universally "the best"; each has its own traits that distinguish it. Thus, there is no ideal culture, only appropriate or effective cultures. Nor is there a one-size-fits-all formula for managing organizational culture, although certain theoretical approaches exist.

Managing culture means reinforcing the existing organizational culture or transforming one that is no longer effective. Managing culture involves analysis and diagnosis led by managers using a series of targeted interventions. Organizational culture evolves over time and is usually deeply rooted, making it difficult to change. A weak culture or poor alignment may present opportunities for change, but it's not easy to alter long-standing individual mindsets and behaviors (Grigoruta 2006 ,747).

One researcher argued that culture is difficult to modify, and its effectiveness is most apparent when two distinct cultures come into close contact such as during a merger. This demonstrates the consensus among scholars that organizational culture is rich, influential, and complex (Ogbonna 2007, 26).

Unlike many other concepts in organizational behavior, there is no widely accepted single definition of culture. Definitions tend to be either very broad or very narrow. The following table presents various perspectives:

Researcher/Year/Page	**Concept**	**the focus**
Schien,1992:12	A pattern of shared assumptions learned by a group in solving problems of external adaptation and internal integration, and taught to new members as a corrective method of perception and thinking.	Shared assumptions
David,1997:143	Patterns of behavior developed by an organization to overcome problems of external adaptation, internal adaptation, and which set the right path for new members.	Behavioral patterns
Claver et al.,1999:456	A set of values, symbols, and rituals shared by members of an organization that define how they carry out internal duties and responsibilities, and how the organization relates to customers, clients, and the environment.	Shared values and rituals
Dewitt,2001:1	The means that binds the organization together.	A means of relating to the organization

Mowat,2002:6	A hidden technique for coordination and directing each individual towards the common goal.	Coordination and direction technology
Buchanan&Huczynski, 2004:642	A hidden technique for coordination and directing each individual towards the common goal.	Unified applications
Khan,2005:3	A set of operational principles and foundations that determine the actions of individuals within the framework of the organization.	operational principles and foundations
A.Pitts&Lei,2006:448	A system of unwritten rules that determines how individuals work and the internal interdependence between them....	Informal rules
Wheeln&Hunger,2008: 248	A tool that has a powerful impact on both the behavior of employees in the organization and the organization's ability to shift the direction of its strategy.	A means of influence
*ADB,2009:1	Attitudes, experiences, beliefs, and values acquired through social learning that guide the way individuals interact internally and externally.	Acquired values
Tkefela,2010:3	A system of shared beliefs held by organizational members that determines how organizational members behave when faced with decision-making responsibility.	Shared beliefs

Table 1. Some concepts of organizational culture

The Importance of Organizational Culture

The importance of organizational culture is reflected in the following points (SELLOU 2001, 37):

1). A Foundation for Facing Change**:** Organizational culture acts as a strong and stable foundation on which organizations rely to cope with rapid local and global changes, especially in times of openness, technological advancement, and mergers between institutions. Communication plays a key role in this process by ensuring the continuous flow of information, facilitating adaptation, and enabling employees to understand and respond effectively to change.

2). Alignment Between Personal and Organizational Goals**:** Organizational culture serves as a framework in which individuals' personal traits merge with the organization’s higher objectives. Shared values become the medium through which this alignment occurs. In this way, personal fulfillment is realized through the achievement of organizational goals, which are embedded within the value system of the society. Effective communication and common linguistic practices reinforce this alignment by making expectations, values, and objectives clearly understood and collectively shared.

3). A Driver of Growth or Decline**:** Culture is a cornerstone in the growth, development, and progress of an organization. Conversely, a negative or weak culture can lead to the organization's regression and decline. Communication practices within the organization such as dialogue, feedback, and managerial discourse play a decisive role in strengthening or weakening this cultural dynamic.

4). Foundation for Change and Quality Initiatives**:** Organizational culture is the basis for the success of transformation processes, development efforts, and the implementation of total quality management. Many organizational transformation efforts fail because leaders do not understand or identify the existing culture, nor do they develop or adapt the culture to support the change process. In this regard, clear and strategic communication is essential, as it helps translate change objectives into understandable messages and ensures that all members share a common understanding of quality and transformation goals.

5). Predicting Behavior**:** Organizational culture helps predict individual and group behaviors. When individuals are faced with specific situations or problems, they act based on their culture. Without knowledge of the culture an individual belongs to, it becomes difficult to anticipate their behavior (El Amiane 2004, 313). Language and communicative patterns are key indicators of this cultural belonging, as they reveal shared norms, values, and implicit rules that guide interaction within the organization.

Components of Organizational Culture

Organizational culture is the cultural environment that forms within the organization and influences both individual behavior and overall performance. It is composed of several key elements that together define the organization's unique identity and operating style. Here are the main components (Sellam 2004, 5):

1. Organizational Values: These are the guiding principles that individuals strive to acquire and uphold. They allow employees to evaluate, judge, and influence things within the organization. Values are typically acquired through education, observation, and modeling, and can be both personal and collective. Values act as a reference framework that informs decisions, behaviors, and actions. They help individuals distinguish good from bad behavior whether in management, reward systems, or performance evaluation. Examples include fairness, equality among workers, time management, performance quality, and mutual respect (El amiane 2004, 313).

2. Myths or Legends: These refer to stories and narratives about the organization's history, including its founding events. Myths help preserve and reinforce organizational values and are often passed down to maintain cultural continuity.

3. Symbols: Symbols carry special meanings within the cultural system. They include things like dress codes, rewards, and interaction patterns that reflect the symbolic aspects of participation in the organization. Over time, symbols can become so central that they almost are the culture itself. They also serve as indicators of how the organization adapts to its environment.

4. Heroes or Heroic Figures: These are individuals whether founders or standout employees who significantly contributed to the success of the organization. Their achievements become part of the organization's collective memory and continue to inspire and influence others.

5. The Cultural Network: This represents the invisible structure within the organization that links its elements. It involves promoting values, spreading myths, accessing insider knowledge about how the organization actually functions, forming friendships, and gaining allies. The cultural network is only effective if two conditions are met: The organization must have a coherent culture. Heroes must actively contribute to shaping this network.

6. Organizational Beliefs: These are shared views about the nature of work and social life within the organization. They guide how work is performed and responsibilities are managed. One key belief is the importance of participation in decision-making and collective governance (Hassan 2021, 616).

7. Rituals and Ceremonies: Rituals are born from symbols and help strengthen employees' sense of belonging. They emphasize important cultural events and ensure the continuity of values despite changing external conditions (Khallil 2005, 44). In organizations, rituals may include meetings, group outings, or ceremonies that reinforce the organization's culture (El atibi 2005, 179).
8. Language : Language is a vital communication tool among employees and facilitates job-related understanding. Every organizational action, interaction, and meaning is tied to language and internal discourse (El faouri 2005, 154).
9. Ethics: Ethics are a core cultural component, including values, modes of thought, and communication styles both internally and externally. Organizational ethics derive from various sources: Personal ethics from family, religion, friends, and school. Professional ethics that guide workplace behavior, Social ethics shaped by formal laws, and societal practices.

Definition of Human Resource

The human resource is, first and foremost, a mental and intellectual energy a source of information, suggestions, and innovations. It is an active element capable of positively contributing ideas and opinions (Hmdaoui 2004, 25). Most scholars agree that human resources refer to the totality of individuals and groups that make up an organization at a given time. These individuals differ in background, experience, behavior, attitudes, ambitions, job roles, managerial levels, and career paths (Mounir 2019, 31).

The Institute of Personnel Management (UK) defines human resource management as: "That part of management concerned with people at work and their relationships within the organization."
Another definition describes HRM as: "A set of functions and activities aimed at attracting, developing, rewarding, integrating, and maintaining human resources to achieve the institution's goals." From this perspective, scholars identify two key reasons behind the growing importance of HRM:
1). Recognition of Human Resources' Role in Performance Organizations have increasingly realized the importance and capability of human resources to direct and influence performance in a way that enhances productivity. Effective HR departments can attract highly qualified and skilled individuals with a strong willingness to contribute.
2). Understanding the Role of Human Performance in Productivity, human performance is now seen as a core determinant of productivity. This reflects the idea that while machines, equipment, and physical resources support the work process, the human element with its skills, capabilities, and motivations is essential for achieving optimal productivity.

Human Resources in Relation to Organizational Culture:

Human resources are an integral part of organizational culture and form its primary component. This is due to the values, thought processes, and communication methods that human resources bring into the organization (El maghribi 2001, 215). The human resource is also a source of creativity and innovation, engaging in an integrated process that utilizes individual cognitive capacities to produce something new and beneficial for both the organization and society. Creativity and innovation are reflected in the final output, which is achieved through an inventive process carried out by individuals using their mental or intellectual capabilities.

The Importance of Human Resources in Organizational Culture

The significance of human resource management stems directly from the importance of the human element itself. As Peter Drucker emphasized: "Managing people should be the top priority of the outstanding manager."

Human resources are thus seen as the decisive factor in gaining competitive advantage. Moreover, increasing levels of education and public awareness have enhanced workforce consciousness. This calls for specialized HR managers and modern tools to handle emerging workforce complexities effectively.

The importance of the human resource is also evident in the learning and development process, where education helps individuals acquire knowledge and skills to shape habits and attitudes.
Training involves developing individual capacities to help them better understand and respond to organizational challenges.
Education is more theoretical and provides foundational knowledge. development represents the added value that enhances the individual's existing knowledge whether theoretical (ideas) or practical (skills) (Harouche 2011, 221).

The Social Behavior of Human Resources and Organizational Culture

Researchers have offered multiple perspectives in their attempts to define social behavior. Broadly, human behavior refers to: "Any activity or action performed by a human being, whether internal such as motivations, emotions, cognitive processes or external, such as observable behaviors directed toward others."

No individual lives in complete isolation from others. In reality, every person exists within a social environment that influences their actions even those that appear purely personal, like dreams, imagination, sleep habits, and eating patterns. These behaviors are deeply rooted in social context and aim to influence it in return (Dakt 2000, 13).

In 1971, Hollander explained that: "An individual's social behavior is shaped by expectations developed through their experiences both their own behavior and that of others. The structure of daily social relationships relies on people sharing these expectations within the roles they perform, according to prevailing social norms and values."

The individual's expectations of others and of themselves shape their behavior (Djebir 2014, 46).
Bo, another researcher, noted that: "A person engages in social behavior most effectively when they understand others' expectations expressing affection and fulfilling desires, especially when they feel a need for others. However, this behavior can also be manipulative if used for personal gain. The highest form of social behavior occurs when it is guided by moral integrity, selflessness, and a genuine desire to build friendships and social harmony."

Purpose and Nature of Social Behavior Social behavior organizes human relationships through friendliness, cooperation, and moral engagement. It is a learned behavior, shaped by previous experiences. Its forms vary based on individual needs, situational contexts, interaction with others, and how others behave in return. It is essentially directed toward others for the purpose of communication and influence, relying on prior experience and driven by internal needs (Djebir 2014, 46).

Social behavior may be direct (clearly observable), or indirect (inferred from outcomes or context). It results from the interaction of biological factors (internal motivations) and social factors (external environment).
Social motivations guide this behavior, and they are acquired, not innate. Examples include:

- The need to belong to a group
- The desire for social interaction
- The need to attract attention
- The need for security and self-esteem

Behind every social behavior lies a motivation. A single motivation can lead to multiple types of behavior depending on the person and the situation, and a single behavior can be the result of different motivations (Zahrane 1977, 109).

Levels of Social Behavior in Human Resources

Social behavior is the outcome of numerous interactions and influencing factors within the individual's social environment. Studying the levels of social behavior helps to categorize and analyze these interactions methodically. These levels range from individual interactions to collective group behaviors, all of which shape and reflect the broader social culture.

The following are three primary levels, as described by Duckt (Dakt 2000, 13):

1. Psychology of Dyadic (Two-Person) Relationships: This behavior emerges from an individual's relationship with another person such as a parent, spouse, colleague, or friend. Several factors influence the strength and development of these relationships:
- Complementarity: People are drawn to those who fulfill their needs e.g., a child seeks wisdom from an elder; a poor person seeks support from someone wealthy; a patient seeks care from a doctor.
- Self-Esteem Needs: Traits like fear, courage, anxiety, friendship, success, failure, and intelligence require validation from others.
- Similarity: People tend to be attracted to those similar to themselves children gather with children, adults with adults, etc.
- Implicit Appreciation: Knowing that someone admires or compliments you often increases attraction toward them.
- Physical Proximity: Closeness leads to more interaction, which increases familiarity and perceived similarity.
- Physical Appearance: A well-dressed and tidy person is often more attractive than someone who appears disheveled. Good appearance is seen as a reflection of internal organization and positive emotions.
- Belief in a Just World: People tend to sympathize more with innocent victims, increasing positive emotional responses toward them.

2. Psychology of Small Groups: This level of social behavior arises from an individual's relationship with a small group. Motivations for joining and interacting within a group include:
- Personal Benefit: Gaining social status, higher pay, or a sense of security. Desire for Belonging: Seeking strength from the group, emotional support, and a sense of acceptance.
- Altruism: Fulfilling a desire to help, guide, or support others, which is only possible through group interaction.
- Shared Beliefs and Attitudes: Individuals tend to join groups that align with their values.
- Group Cohesion: Strong feelings of unity and belonging foster greater social activity and engagement within the group (Dakt 2000, 13).

3. Collective Behavior: This is the behavior of large crowds or public gatherings, where individuals enter into unique social relationships and shared goals (Djebir 2014, 46).

People interact in collective settings such as: Political parties, Religious institutions, Workplaces, Educational settings, Social clubs, Media and sports events, In these contexts, people participate not as individuals, but in their roles as citizens, party members, employees, viewers, or audience members (Dakt 2000, 13). Collective behavior includes unplanned social phenomena like: Rumors, Demonstrations, Protests, Crowd cheering, Campaign rallies, Public reactions in large events.

Communication and its Relationship to Social behavior

Communication plays a crucial role in motivating positive social behavior and forms the cornerstone of human resource development. Indeed, the success of any work environment or society depends on it.

The effectiveness of communication lies in guiding individuals toward cooperation, fostering a sense of belonging, and cultivating a stimulating environment for creativity and continuous improvement.

We can summarize the role of communication as one of motivating and guiding social behavior and enhancing human resources by instilling shared values. Continuous communication fosters a culture of cooperation, mutual respect, and teamwork. Furthermore, communication helps highlight the role of each individual within the team, which reduces conflicts and disputes. It is thus a crucial factor in managing and anticipating expectations and setting goals with utmost precision.

In addition to the above, open communication channels effectively enable the expression of opinions and suggestions, which gives individuals a sense of appreciation and interest, which in turn raises the morale of individuals and is reflected in the performance of the team.

Language, Linguistic Practices, and Social Behavior in Organizational Communication.

From a language and linguistics perspective, communication is not merely the transmission of information but a social and cultural practice through which meanings, values, and organizational norms are constructed and negotiated. The linguistic choices used by managers and employees including forms of address, politeness strategies, persuasive discourse, and feedback mechanisms play a significant role in shaping interpersonal relationships and influencing social behavior. Effective communication relies on clarity, coherence, and the appropriate use of language to foster understanding, trust, and collaboration among organizational members. Moreover, discourse within organizations contributes to the development of a shared organizational identity and culture by reinforcing common beliefs, expectations, and behavioral standards. Therefore, language serves as a strategic resource in human resource management, facilitating positive social interactions, reducing misunderstandings, and promoting a culture of cooperation, inclusion, and mutual respect.

The Relationship Between Organizational Culture and Societal Behaviors

The behavior of individuals as part of a group within society often exceeds the mere sum of their individual behaviors. Understanding this level of behavior is crucial especially in the field of organizational behavior because an individual's conduct as a member of a workgroup often differs from their behavior when acting alone. Thus, the influence of social groups on behavior is substantial.

Below are the key ways in which organizational culture impacts societal groups:

- Clarity and Direction through Strong Culture, a strong and well-defined organizational culture provides a clear vision for all members of the organization. This shared clarity guides behavior, decision-making, and interactions both inside and outside the organization.
- Building Trust and Security, Organizational culture fosters a sense of security and trust among groups. This is because such a culture acknowledges and respects individual values shaped by religion, ethics, and societal norms. A culture that aligns with these values enhances employees' confidence in the organization. Since every organization operates within a particular social context, it must take into account the human, material, and ethical components of its environment. This alignment increases employees' sense of trust and belonging.
- Identity Formation and Experience Building Through work experience, individuals shape their professional identities and attitudes toward their jobs and organizations.
- Work–Person Compatibility, Organizational culture ensures alignment between the individual and the job by analyzing and shaping behavior in a way that fits the organizational context. As Abdel-Ghaffar Hanafi

emphasized: “It is essential to analyze and diagnose the behavior of individuals in the workplace” (Hanafi 2016 ,253).

From the above, it’s evident that organizational culture offers various benefits to both individuals and society at large, without excluding any element. This idea is echoed by Stephen Covey, who stated: “When attitudes are misaligned, it is necessary to focus on harmonizing goals, structures, systems, and procedures to empower people and support cultural development that aligns with the organization’s vision and values.”

Organizational Culture as a Driver of Societal Behavior organizational culture plays a significant role in shaping societal behaviors. This is due to the deep and reciprocal relationship between organizations and the communities in which they operate. Organizations are social units that exert major influence on their surrounding environments. Through their actions, they can shape public values, beliefs, and behaviors. Organizations often become woven into the social fabric, taking on responsibilities that go beyond economic interests to include social and cultural contributions. For example: Supporting community initiatives Contributing to local development through sustainability programs Promoting social awareness and participation in community events By doing so, organizations help build more cohesive and progressive societies.

Additionally, they provide: Employment opportunities Improved working and living conditions This elevates community satisfaction and encourages the adoption of positive behaviors.

The Influence of Society on Organizational Culture Conversely, societal behavior also impacts the internal culture of organizations. Employees are influenced by the social and cultural factors they experience outside the workplace. Community values, traditions, and beliefs can shape internal organizational norms and ethical standards.

Thus, the relationship between organizations and communities is symbiotic each shapes and supports the other. This mutual interaction fosters societal development and promotes sustainable growth, both locally and globally.

Conclusions

This article has shown that organizational culture plays a vital role in developing societal behaviors, which are largely shaped by human resources. It is unrealistic to expect organizations to thrive without considering the society in which they operate and vice versa. Societies cannot live in isolation from their surrounding institutions.

This research has demonstrated the interdependent relationship between organizational culture and societal behaviors. Both organizations and communities constantly influence one another. Studies confirm that organizations are not separate from the societies in which they function; rather, they are part of the broader social and cultural structure.

Organizations develop their cultures based on surrounding societal values and beliefs, while the community is likewise influenced by the policies and initiatives of these organizations. Thus, understanding the dynamics between organizations and communities helps us better comprehend how social behavior is formed and how societies evolve.

To advance this relationship, it is essential to: Invest in human resource development Promote positive organizational culturesn, uphold social responsibility, transparency, and effective communication with local communities, strengthening organizational cultures can promote social justice, support community initiatives, and contribute to building more cohesive and sustainable societies.

Ultimately, understanding the relationship between organizational culture, human resources, and social behavior is essential to community development and social progress. Continued research and the implementation of policies that foster positive interactions between organizations and communities will significantly improve quality of life and support sustainable development around the world.

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