

The effectiveness of cultural values in shaping the organizational behavior of workers in the institution

مدى فعالية القيم الثقافية في تشكيل السلوك التنظيمي للعامل في المؤسسة

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Abstract:

The Algerian institution is characterized by a set of behaviors that have become elements of its organizational culture. Therefore, it was necessary to focus on studying the prevailing cultural values in society, which contribute to establishing rules for changing organizational behavior. Understanding the cultural and social frameworks of the worker is directly related to the values and symbols of society and the resulting interactions that have their own nature and components, which are embodied in patterns of behavior, attitudes, and thinking of individuals and the extent of their impact on the performance of the institution. Cultural values contribute to establishing rules for changing positive behavior towards effectiveness in order to guide the behavior of employees through cultural change and establish a reciprocal relationship between the objectives of the institution and the society in which it operates.

Keywords: Values; Cultural; Behavior; Organizational; Institution.

ملخص

تتميز المؤسسة الجزائرية بمجموعة من السلوكيات التي أصبحت تشكل عناصر لثقافتها التنظيمية لذلك كان لابد من الاهتمام بدراسة القيم الثقافية السائدة في المجتمع و التي تساهم في ترسيخ قواعد تغيير السلوك التنظيمي، إن فهم الأطر الثقافية والاجتماعية للعامل له علاقة مباشرة بقيم ورموز المجتمع وما ينتج عنه من تفاعلات لها طبيعتها ومكوناتها الخاصة والتي تتجسد في أنماط السلوك واتجاهات وتفكير الأفراد ومدى تأثيرها على أداء المؤسسة، إن القيم الثقافية تساهم في ترسيخ قواعد تغيير السلوك الإيجابي نحو الفعالية من أجل توجيه سلوك العاملين من خلال التغيير الثقافي ووضع العلاقة المتبادلة ما بين أهداف المؤسسة و المجتمع الذي تنشط فيه.

الكلمات المفتاحية: القيم؛ الثقافية؛ السلوك؛ التنظيمي؛ المؤسسة.

Introduction

There is a set of behaviors and practices that characterize the Algerian institution and which have become elements of its prevailing culture, and because the development of the institution's culture cannot be separated from the behavioral and intellectual development of Algerian society, especially since the Algerian institution suffers from a background with social and cultural rules for the worker, especially since it operates in a rapidly changing and evolving environment that requires creativity and quality in human resource practices.

These practices are characterized by a set of behaviors and practices that have become an expression of the prevailing organizational culture. The success, effectiveness, and improvement of an institution's efficiency depend on the extent to which it understands, analyzes, and predicts the human behavior of the individuals it deals with. Studying the professional behavior of the worker is an important element in effecting change in management practices within the institution to facilitate dealing with its employees, leading to improved performance and achieving goals through influencing its human resource and directing their behavior towards its development and contributing to increasing the organization's productivity by working on instilling appropriate organizational values and developing the worker's career paths. Especially since when a worker joins a workplace, they carry specific characteristics formed either by inheritance or acquisition, which initially guide their behaviors and interactions with changes and other people.

From here, the interest in the topic of acquired cultural values began, which play an important role in directing the worker's behavior, defining their personality traits, and their responsiveness to management styles through their performance and the standards through which they are linked to the work environment and motivated to perform tasks with proficiency. The institution receives the worker loaded with values, standards, habits, beliefs, ideas, and the culture of the environment from which they came, reflecting the role played in building the individual's personality, especially since what determines human behavior is their interaction with their society and culture and their continuous needs to gain the approval of others and seek positive reactions towards them, a social need due to the individual being a member of a group that always lives within social situations.

Here, the contradiction in the Algerian institution appears between the cultural and social values that determine the behavior of individuals and their actions and the requirements of modern work, which requires a high degree of discipline, formal organization, strictness, adherence to work schedules, and responsiveness to its requirements. For this reason, this paper came to find out the reality of the cultural

environment of Algerian society and how it affects the formation of the employee's behavior in the institution by examining the following points:

- Manifestations of the organizational behavior of the Algerian worker through his cultural and social environment ?
- The relationship between the formation of the organization's culture and the values of workers and their organizational behavior ?

1. The Conceptual Meaning of Values, Cultural Values, Human Resources, the institution

1.1 Values: Values and attitudes play a crucial role in shaping judgments for individuals and groups. The concept of value can be defined as "the judgment made by an individual about something, guided by a set of principles and standards established by the society in which they live, determining the desired behavior. A value includes, legally or as a scale, a degree of stability (...). In a more comprehensive sense, it involves a constitution that regulates the patterns of actions, behaviors, and goals on an acceptable or unacceptable level, or the desired and undesired level"¹.

When we say that a person gives value to something, it means they attribute great importance to it. Values are also defined as "the beliefs that individuals consider valuable and commit to their contents. They determine acceptable and rejected behavior, right and wrong, and are characterized by relative stability. Values are a concept with many variations among thinkers. Mohamed Hassan Mohamed Hamadat defines values as "the beliefs that the human society believes in and play a role in the diversity of cultures. They are acquired through the society in which one lives, representing the beliefs that individuals consider valuable and commit to their contents"².

Values represent the standards through which individuals and society judge the correctness and incorrectness of actions and attitudes emanating from others. The term "values" also refers to "beliefs, perspectives, feelings, and goals that an individual cherishes after choosing them over others, after thinking and comparing between them and other alternatives. It is affirmed and adhered to even if it is threatened or attacked by others, regardless of their identity or affiliation, whether implicit or explicit. It can be known and observed by monitoring the individual's behavior"³. Values play a crucial role in the life of the individual, organization, and society in general, serving as the fundamental driver of behavior, sometimes even creating it. The pattern of values influences human behavior, making group cohesion and convergence or repulsion subject to prevailing value patterns within society and the institution.

2.1 Concept of Cultural Values: Many experts emphasize that cultural values are among the most significant determinants of social behavior. "Social values have

great importance in social interactions. It is a concept that refers to a set of perceptions and concepts that form a framework for standards and judgments, represented by beliefs and preferences that individuals develop through their interaction with individual and social experiences. These are manifested through interests, attitudes, practical or verbal behavior directly and indirectly, Values are linked to the direction manifested in behaviors and actions. Antony Giddens suggests that "many of our daily behaviors and habits are guided by cultural standards. This is evident in the context of social interaction we engage in daily, where movements, gestures, and expressions are influenced by cultural factors... Culture plays a crucial role in preserving values and standards in society, but it also opens the door to innovation, change, social movements, and groups that share life behaviors represent an influential driving force for change in societies"⁴

-Values are one of the fundamental components of culture, and each society is characterized by its culture, which includes ways and methods of life. It encompasses three essential components:

- Values, symbols, morals, aesthetics, beliefs, concepts, proverbs, standards, traditions, customs, and means and skills used by individuals in dealing with their environment⁵.

Thus, an institution includes a symbolic aspect in addition to the material aspect. It works on developing an organizational culture, meaning a pattern of shared attitudes and meanings among a social entity, capable of generating a certain type of behavior in specific situations. "There is a belief that organizations contain symbolic aspects, meanings shared by members of the organization that influence behavior (these are ideas related to power, decision-making, the institution, its members, as well as myths and legends specific to the organization). These symbols serve as models through which reality is perceived, and change, communication, and power play a significant role in shaping and using them as tools by management to motivate and direct people's behavior"⁶

3.1 Concept of Organizational Behavior: Human behavior is defined as "the multiple activities that individuals engage in during their lives to adapt to the requirements of their environment and the surrounding life. This means that human behavior consists of practices aimed at satisfying and fulfilling their needs. Indeed, the satisfaction of these needs through human behavior depends on the individual's ability to achieve these needs. Each individual has their psychological needs, capabilities, and personal motivations towards achieving and satisfying these needs"⁷, Human behavior can be described as the actions and deeds issued by individuals in various social situations. This behavior varies in its forms and patterns due to exposure to internal or external influences in different situations. There are several concepts of organizational

behavior, which is the interaction of the human element with other elements in the organization. These elements include the technology used in the organization, the organizational structure, the organizational environment, and the social environment outside the organization.

"Organizational behavior is the study and understanding of the behavior of employees, their personalities, work motivations, job satisfaction, attitudes, values, and practices as individuals or groups. The interaction of this behavior with the organization's environment is studied to achieve the goals of all employees and the organization simultaneously"⁸, John W. Newstrom and David Keith for believe that it is the study of the organization and a human means to serve humans. It applies broadly to the behavior of all people in all organizations, businesses, government organizations, and schools. Scientists and researchers see organizational behavior as directly understanding and interpreting human behavior in organizations, predicting and controlling it to effectively achieve their goals⁹.

Organizational behavior can be defined as a field of study that examines the impact of individuals, groups, and organizational structure on behavior within the organization. The purpose is to classify the study results towards developing organizational performance. With a focused reading of this definition, it becomes clear that organizational behavior is a field of study aimed at understanding how individuals and groups behave within an organization, with the goal of improving organizational performance, with a focused reading of this definition, it becomes clear:

1. Organizational behavior is a field that is concerned with a comprehensive study of determinants (the three influencing factors of behavior in the organization: the individual, the group, and the structure).
2. Organizational behavior aims to apply the knowledge acquired from studying individuals, groups, and the structure, as well as the organization's systems and processes, towards developing organizational performance¹⁰

It can be collective and represent a type of behavior that reflects the individual's relationship with others in the group to which they belong. It is a behavior that occurs between the individual and the group, and the individual's behavior is determined by the group's behavior. The individual interacts with other group members, aligning their behavior with that of the group, responding to its demands. Consequently, the individual becomes connected to the group and adopts the group's model as a model for their behavior. Human behavior is the multiple activities individuals engage in during their lives to adapt to the requirements of their environment and surrounding life. This behavior aims to satisfy and fulfill their needs, and the satisfaction of these needs depends on the individual's capabilities. Each individual has their psychological

needs, capabilities, and personal motivations towards achieving and satisfying these needs¹¹, Therefore, the effectiveness of an organization in managing its material and non-material resources to obtain the necessary knowledge and organizational culture essential for achieving its goals is affirmed through various activities, including education, training, skills, capabilities, and qualities. Many researchers emphasize that there are various capacities, qualifications, and acquisitions that qualify employees for success.

4.1 Concept of the institution: The institution takes several definitions and names in terms of the semantic field, including establishment, organization, company, enterprise... because they are related to the meanings of establishment, initiation, and organization... How much its name differs in terms of its fields of work and functions (social, economic, service...) and in terms of... In terms of the nature of its ownership (public and private) and in terms of its size (small, medium, large... in this context Karl Marx defines the organization as a liberal concept, where a large number of workers work simultaneously under the same management in the same place to produce the same type of goods¹². Drokere presented a concept of the institution as “a human group consisting of specialists working together to perform a common task, and it is distinguished, unlike traditional social gatherings (society, group, family) by an intentional design and does not depend on the psychological nature of the person or his needs. “Biological and designed as human production to last for a significant period”¹³.

The institution is also defined as "a set of human, material, and financial production elements used and organized to produce goods and services for sale efficiently. This is ensured by management control through various means such as budget management, accounting techniques, and performance indicators tables.

the institution, characterized by their modernity, indicate a transition from coordination within the institution according to classical management traditions to coordination both within inside and outside, “Talcott Parsons” described the institution as a direction primarily aimed at achieving a specific goal, a social pattern that differs from other social units in its pre-directed coordination towards accomplishing a specific goal or set of goals. Robert Merton emphasized the formal and rational nature of organizational structure in defining patterns of activities related to achieving the organization's purposes and goals. It involves various functions, responsibilities, and privileges defined by official rules or instructions, possessing efficiency and effectiveness, and determining responsibilities.¹⁴

In another concept, we find that the institution is “a specific production organization whose goal is to create a specific market value by combining various

production factors and then selling them in the market to achieve the difference between the total revenue resulting from multiplying the price of the commodity by the quantity sold and the production costs”¹⁵. It can only be noted that, the institution also works to provide entertainment and cultural means that impact the intellectual level of the worker, improving their performance.

Sometimes, the institution finds itself compelled to train new workers and retrain experienced ones to enhance their skills to keep pace with the rapid developments in production methods¹⁶. In general, the culture of an institution is the pattern of values, standards, and behavioral norms that shape social relationships. "The cultural paths of the institution are formed based on its workforce, who, in turn, are connected to the environment in which the institution exists. Therefore, the primary source of external and direct influence on the institution's culture exists within itself, manifesting through its human resources. Before entering any institution, an individual has already been exposed to the influence of various and diverse cultural systems, such as family, social groups, and educational institutions, in addition to the impact of various work fields and other organizations. These factors significantly contribute to shaping one's character, behavior, and attitudes"¹⁷

2. Manifestations of the worker's organizational behavior through his social and cultural environment

There is a growing interest in culture as a factor influencing individuals' personal and professional behaviors. Management methods are produced through the interaction of organizations with their cultural and social environment. Organizations continuously seek to impact society members by developing the skills and behaviors of employees, aiming to increase productivity and direct societal energy towards achieving prosperity, there is a belief that organizations contain symbolic aspects, meanings shared by organization members that affect behavior (conceptions related to power, decision-making, the organization, its members, as well as myths and organization-specific legends). These symbols serve as models through which reality is perceived, and change, communication, and authority play a crucial role in shaping them. The management uses these symbols as tools to motivate and direct individuals' behavior. Therefore, the focus on organizational behavior as the primary source of organizational growth, investing in it rather than considering it an expense, is essential.

Every society is characterized by a set of values shared by individuals, regulating their social behavior. "Values contain a set of standards and goals that must exist in every organized society. They penetrate individuals' minds and appear in both apparent and unconscious behavior. Values are determinants of individual behavior and actions through defined and agreed-upon standards within the social system and

priorities"¹⁸, Various factors contribute to shaping individuals' cultural values, such as social upbringing, education, history, religion, politics, economics, and other organizational factors that interact with each other. "The relationships between managers and workers in modern societies are formal relationships where each side knows its duties, rights, and ways of behaving in different situations. Workers perform their duties for remuneration without considering the behavior of their managers outside of work...". As for the professional behavior of workers, it is highlighted through their relationships with colleagues and supervisors, their methods of interaction, and their approaches to addressing raised issues. Their positivity in dealing with various professional situations is crucial. Understanding cultural factors is key to regulating employees' professional behavior and elucidating ways to motivate and drive them to work¹⁹.

The cultural dimension of the human resource poses many management challenges within the institution. "Difficulties in the cultural and social environment and its lack of integrity result in negative practices within production institutions. This includes practices related to worker promotions, bonus award systems, and methods of dealing with various violations. Poor organization and the negativity of the prevailing culture in society usually lead to the adoption of unscientific methods in promoting workers to positions of responsibility. Nepotism, personal relationships, and external interventions often interfere with promotion processes, and scientific criteria are frequently neglected"²⁰, Consequently, employees are significantly influenced by the prevailing values in their society, giving substantial importance to the cultural heritage of any community. This heritage contributes to determining professional behavior, especially since the strategy of any institution requires a precise and comprehensive understanding of operations for social and professional preparation of its resources, ultimately achieving desired goals. The dominant culture in society shapes the values, behaviors, and actions of individuals within the work environment. Thus, most human problems in institutions can be linked to their cultural and social environment.

Despite the advancements and changes in Algerian society, particularly in education for all segments of society, it still faces difficulties due to the impacts of cultural values ingrained in the behaviors, thoughts, and practices of individuals. There exists a strong connection between the behavior practiced by workers within the work environment and the prevailing culture in society. Therefore, the cultural dimension may lead to the formation of positive and negative patterns of professional behavior within the institution.

3. Shaping the organization's culture through workers' values and organizational behavior

The Algerian institution needs to conduct a comprehensive evaluation of all its tools, methods, and means to achieve its goals and effectiveness. This highlights the concept of values and their role in shaping the culture, which can be separated from the intellectual and behavioral development of society's groups and their relationship with the cultural environment. The individuals are influenced by a set of values in their environment. The numerous behavioral and organizational problems in the institution have resulted in difficulties in directing the workers' behavior, especially since there are opposing cultural values that hinder the establishment of individual work rules, perseverance, and diligence. Recognizing the cultural motivations behind professional behavior is essential for working on its adjustment to contribute to the improvement of individual efficiency and performance.

Professional behavior is affected by the social and cultural reality in which an individual grew up and was nurtured. The cultural remnants have effects on the individuals' behavior within the organization and influence human resource management methods. The prevailing values, with a dominating and hegemonic nature, are reproduced for cultural and historical reasons that reflect the characteristics of Algerian society. These values often lean towards tradition and do not align with modern industries, which require a high degree of organizational culture characterized by discipline, formal organization, strictness, commitment to work schedules, and responsiveness to the requirements of modern management. This is in the context of the rapid developments in the business and financial environment, as well as the modern changes at the local and international levels.

Establishing a management system that allows setting and achieving goals is crucial for adapting to modern changes. The Algerian institution operates within an environment influenced by the prevailing culture, considering that individuals coming to work bring with them the socio-cultural values they belong to. Studying the cultural and social framework of the organization helps understand and interpret the behavior and attitudes of individuals, their beliefs, and the values they adhere to. Essential qualities for success in the field include time management, organizational behavior, perseverance, and the desire for achievement, willpower, mastery of work, achieving quality, and honesty. All of these are necessary characteristics for success, and their utilization varies with different cultures. It can be said that organizational values represent the values in the workplace, guiding employees under various organizational conditions. Some of these values include equality among employees, time management, and respect for others²¹.

It expresses the organization's philosophy through a set of beliefs and ideas shared by its members, serving as guiding principles for their behaviors. Each society has its unique culture and societal values, regardless of its level of advancement or backwardness, and its relationship with reality. As mentioned earlier, we agree that culture is a fundamental source of values, providing comprehensive and general values for society. Therefore, the organization must strive to eliminate conflicts between individuals and their environment to achieve successful management methods.

Here, the role of social values, acquired by individuals, becomes crucial. These values should not conflict with the organizational culture of the institution to avoid conflicts that later reflect on the behavior of individuals, especially since one of the most important sources of values is the social source. An individual is part of the society in which he lives, and his values differ from those of another person in another society. For example, Western society is characterized by material values more than Eastern society, which is characterized by familial closeness and tribal affiliations²².

Feelings, symbols, values, and standards constitute the basic fabric of organizational culture. They significantly determine administrative behavior in decision-making, communication patterns, leadership, and management methods, including dealing with organizational members, problem-solving, and crisis resolution. Social difficulties lead to negative practices within the institution and the adoption of irrational methods in management because "values reveal themselves through behavior, known as social behavior, one of the most important dynamics that guide individual behavior in daily life, representing active centers in the social-psychological apparatus of each individual, shaping human relationships in various groups"²³.

The spread of negative values in the society in which the institution operates affects the worker's behavior, leading to the emergence of negative practices such as absenteeism, tardiness, and a biased attitude towards women's work. The Algerian society's culture tends to be tolerant and forgiving of such practices and professional errors. Cultural remnants, as defined are cultural legacies associated with a number of beliefs and practices that persist in society through various stages of its development. They possess the natural strength to survive and continue thanks to their status in the cultural context of the society to which they belong. Culture is a subsystem of the overall societal system. It encompasses all values, beliefs, ideas, attitudes, symbols, and behaviors related to how work is conducted within an organization. Its source is both the institution itself and the culture of those interacting with it, influencing the worker's sense of belonging and attitudes during social interactions in performing their tasks. It remains consistent over time.

1.3 Management practices in the Algerian institution through its culture

According to Bouteldja Ghiath, "The distinctive culture of Algerian institutions can be attributed to the prolonged period of colonization and the backwardness experienced by Algerian society. Algerian institutions, like those in other Arab and third-world countries, have emerged from this environment with a set of values among individuals within the institutions. These values include loyalty to the tribe, a tendency towards laziness, neglecting the importance of time, and not being accustomed to working under the supervision of a manager and obeying their orders"²⁴, therefore, in many organizations, employees find justifications for absenteeism and lack of discipline, citing reasons such as transportation difficulties, special circumstances, family events, and familial priorities over work and employment is still carried out on tribal and communal lines, based on family ties and kinship, far from the element of competence, experience, testimony, and the extent of the ability to bear responsibility, given that the Algerian institution's view of its competence is merely a material relationship between them and the institution.

Nacer Kacimi observes, "What we notice within organizations is the contradiction between what individuals theoretically believe and what they actually do in reality. If you ask them about time, they say time is gold. If you ask them about work, they say work is worship. If you ask them about mastering work, they say that God loves those who master their work. This is a theoretical view of the truth, but these theoretical values are practically neglected to some extent in the actual reality"²⁵.

Values thus become a source of indiscipline and a form of unease for administrative leaders. There is a lack of confidence in leaders who are not from the same region or tribe as the majority of workers. A study by "Bachir Mohamed" on management and culture in Algeria concluded that "authority is characterized by personalization among Algerian leaders in the production unit. In his analysis of the organizational culture versus the society's culture, he delves into the depth of social belonging outside the organization, linking it to the argument of acquiring power through alliances. These alliances are initially based on rural affiliation and also on dual affiliations, rural and urban, on exceptional occasions"²⁶, Values face a challenge represented by the cultural environment surrounding the institution, manifested in the continuity of these value orientations in the form of cultural remnants that imprint the general behavior of the worker.

They persist and remain conservatively aligned. Hence, the most significant external sources of cultural remnants are embodied through the deeply rooted culture in society, related to the organization existing in the external social environment. It originates from individuals within the society and their heritage through various

cultural patterns formed by individual practices. These patterns constitute the subcultures surrounding the institution, leading to problems in management methods and control over the behavior of workers, which is an expression of these cultural remnants. Open management methods, as seen in developed countries, assist in improving and directing the organizational behavior of workers, facilitating communication, raising the sense of belonging and pride in working for the institution.

The Algerian institution should strive to change its culture and adapt to global developments. Understanding the change project, primarily based on cultural learning among individuals, makes the worker feel that their success is linked to the success of the institution and the commitment to its interests. Given that the Algerian institution is experiencing a cultural gap reflected in its management methods, it must acquire behaviors that align with modern organizations, especially since these practices constitute some disadvantages in management by virtue of their connection to the traditional cultural product of society, which is still framed by loyalty to the group for the purpose of obtaining protection and strengthening authority. "But what can be confirmed is the existence of values that have the quality of control and domination that are still being reproduced for cultural and historical reasons related to society", Algerian and sub-values of secondary importance.

All of this is the source of directing management practices in the Algerian institution²⁷, the Algerian institution is experiencing a large cultural gap that appears through the prevailing management methods bureaucratic systems, leadership, etc. Therefore, it must acquire new, modern organizational behaviors based on cultural learning methods among individuals, the most important of which is the value of time, rigor in work, and discipline.

Conclusion

The prevailing atmosphere in the institution is only a reflection of what is happening within society, the institution is a culture like any human society and must be studied, modern organizations are a feature associated with the evolution and complexity witnessed by societies. The Algerian institution has gone through several historical, organizational, and managerial stages within the framework of social and economic change. This realization of the importance of development and quality improvement, especially after the emergence of economic blocs and technological advancements, has been accompanied by a social pattern linked to its cultural components. It extends as an extension of the cultural heritage of the colonizer with its values and patterns throughout each historical stage, forming cultural remnants deeply rooted in individuals and creating a contradiction between the requirements of modern organizations and the ethical and values dimension of the institution.

The effectiveness of cultural values in shaping the organizational

Cultural values serve as a guide for the professional behavior of workers, impacting the overall performance of the institution. The social environment plays a significant role in shaping the behavior, attitudes, and practices of workers due to cultural differences. The society, with its culture, influences the perceptions and views of individuals towards work. There is a close relationship between negative practices within the institution and the prevailing culture. Therefore, it is essential to pay attention to the cultural and social characteristics of the human resources by studying their social environment. This study aims to motivate individuals to align their behavior with advanced management methods adopted by contemporary capitalism.

Social and cultural values have significant effects on the behavior of individuals within the work environment, influencing their thinking, actions, and approaches to addressing challenges. The positivity of their response to various professional situations depends on the formation of these attitudes. However, these practices may pose some obstacles in management. Values are not alien to Arab Muslim society, and therefore all of these positive values are within our cultural heritage of diligence in work, mastery, respect for time, and dedication to work...there must be a reconsideration of the cultural values prevailing in the Algerian institution, which constitute the special organizational culture. In light of the developments and changes that the world is experiencing today. It appears from the above that the Algerian institution is experiencing a large cultural gap that appears through the prevailing management methods, bureaucratic systems, leadership, etc. Therefore, it must acquire new, modern organizational behaviors based on cultural learning methods among individuals, the most important of which is the value of time, rigor in work, and discipline.

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