The Level Of Organizational Culture Within Sonelgaz - El Bayadh From The Point Of View Of Its Employees

By

Mohamed Bensefia

Laboratory of African Studies for Humanities and Social Sciences, Faculty of Humanities, Social Sciences and Islamic SciencesUniversité Ahmed Daraya, Adrar-Algérie
Correspondence Author Email: boybein32@gmail.com

Abstract

This study aims to explore the level of organizational culture within the company Sonelgaz - El Bayadh from the point of view of its employees. We used a descriptive-analytical methodology and a reliable questionnaire that was administered to 321 male and female employees. The results revealed a moderate level of organizational culture, largely influenced by employees' self-perception. The analysis showed variations in understanding of the concept of organizational culture, linked to factors such as education, training and gender. It also confirmed that organizational culture reflects interactions between employees. The study puts forward a number of recommendations highlighting the need to strengthen organizational culture through positive communication and harmoniousinteraction, as well as through support aimed at improving performance and developing professional skills. It also stresses the importance of integrating diversity and equity into promotions and professional development.

Keywords: Organizational culture, values, norms, beliefs, standards

1. Introduction

A report published in 2020 by SHRM, a US company specializing in human resources management, estimated that toxic workplaces cost companies billions. Nearly half of the employees surveyed said they had considered leaving their current employer because of their company's organizational culture. And almost one in five had left a job precisely forthis reason in the last five years.

The level of organizational culture in companies is one of the key aspects that determine their experience and success in the competitive marketplace. Organizational culture is not just a set of values and habits, but the living soul that drives a company and sets it apart from other organizations.

Organizational culture plays a vital role in shaping behaviors and interactions between members of an organization. It shapes the pattern of collaboration and interaction between individuals, and influences teamwork and the overall performance of work teams. Organizational culture can thus be said to be the driving force behind the achievement of success and sustainability in the organizational environment.

By understanding the level of organizational culture, leaders and managers can define the common values and goals that unite the members of the organization. In addition,

understanding the level of organizational culture helps determine the strengths, weaknesses and challenges facing the company, enabling the necessary strategies for development and improvement to be defined.

In addition, organizational culture plays an essential role in defining a company's identity, and attracts the right skills and talent to match its values and principles. Transparency, effective communication a n d positive interaction between. The organization's values, habits, norms and beliefs reinforce the level of organizational culture and act as a driving force for excellence and innovation. At the heart of this culture, values, habits, norms and beliefs harmonize to form the unique model that distinguishes each organization from others in the marketplace.

Values are the foundation of organizational culture, as they define the fundamental principles enjoyed by all members of the organization, and with which they speak with one voice. These values are reflected in the way employees behave and interact with each other, as well as with customers and partners. On the other hand, habits are the day-to-day aspects of organizational culture. They encompass the work context, communication and modes of interaction between work teams. Consequently, habits shape the work experience, influence employee performance and promote cohesion between them. Secondly, standards define the accepted and common criteria for good performance and the qualifications required to belong to the company. They establish the general rules to which employees must adhere, and encourage the development of skills and competencies.

Finally, beliefs are the psychological and cultural aspects of the company. They influence the way individuals think and act, and believe in the company's vision and common future. These dimensions of organizational culture form a harmonious whole and are an essential foundation for the success of organizations in an ever- changing business environment. In this article, we explore how to harness and develop these dimensions to improve business performance and achieve organizational excellence in these challenging times.

Given Sonelgaz's importance in Algeria's energy and gas sector, a study of its organizational culture is essential to understanding the factors that determine its success and achieve excellence and success in a competitive business environment.

Thus, the central problem lies in understanding the level of organizational culture within this Algerian company, namely:

- **What is the level of the organizational culture of employees within the company under study through the following dimensions: (values, beliefs and norms of expectations)?**
  To help answer this central question, we raised the following secondary questions:

1. **What is the level of values adopted by the company's employees, and how do they guide their behavior and actions within the organization?**
2. **What is the level of employees' personal beliefs that influence their behavior and decisions in the context of organizational work?**
3. **What standards and expectations do employees have of management and the company?**

RES MILITARIS
REVUE EUROPEENNE D ETUDES EUROPEAN JOURNAL OF MILITARY STUDIES

1) ***The importance of the study***

It contributes to improving company performance, defining shared values and objectives, developing strategies, attracting skills and talent, stimulating innovation and achieving success in the Algerian energy and gas market.

2) ***Research objective***

Study and analyze the level of organizational culture within Sonelgaz through the dimensions (values, beliefs and norms of expectations).

3) ***Terms of the study***
a) ***Organizational culture :***

The researcher defines organizational culture in this study as a set of values, beliefs, expectations and practices shared by Sonelgaz employees and predominant in the work environment.

b) ***The level of organizational culture:***

The level of organizational culture is considered one of the fundamental aspects of understanding and analyzing culture.

It refers to the extent to which shared values, beliefs and behaviors are disseminated within the organization, and their impact on the overall behavior of its members and their work.

4) ***Fields of study***
a. <u>Thematic area</u>: The study covered a range of concepts related to organizational culture, reflected by the dimensions assessed in the questionnaire.
b. <u>Spatial domain</u>: The target population was Sonelgaz-El Bayadh employees.
c. <u>Human resources</u>: The study involved 321 Sonelgaz-El Bayadh employees.
d. <u>Timeframe:</u> The study ran from April 2023 to June 2023.

5) ***Previous studies***

There are numerous studies and research studies that have examined the level of organizational culture over the decades. Among the studies and

The most important works offering an overview of this subject include the following:

Organizational Culture and Leadership" by author Edgar H. Schein: This book is one of the most important classic sources in the study of organizational culture. Schein analyzed corporate culture and its impact on employee behavior and organizational performance.1 (Schein, E. 1985).

Geert Hofstede and Michael Bond's 1984 study: they developed Hofstede's Cultural Dimensions Model, which measures different cultures around the world. This model has contributed to our understanding of the impact of culture on organizational behavior.2 (Hofstede, G. 1980).

The "Competing Values Framework" study by Cameron and Quinn in 1999: they developed a model of four different organizational culture styles and their impact on organizational performance.3(Schein, E. 1985).

Research and books by Edgar Schein, Charles O'Reilly, Michael G. Pratt, Robert E.

Quinn, Denison and other leading researchers in the study of organizational culture.

These studies and research have contributed considerably to our understanding of the influence of culture on organizations, and have laid the foundations for an in-depth analysis of organizational culture and its role in the way companies operate.

6) Study methodology
Method:

We adopted a descriptive approach for our study, as this methodology allows us to study reality both quantitatively and qualitatively. We chose a quantitative approach for the collection and analysis of data and results, as it is consistent with the nature of the subject we addressed. We also used a qualitative approach to interpret the tables and results.

attempt to analyze them from a sociological point of view, commenting on the results obtained in a general conclusion based on discussion and analysis.

Study population and sample:

The target population for our study was made up of various administrators, technicians and control officers, totalling 345 employees. As for the study sample, it consisted of 321 employees, for whom the researcher used an exhaustive sampling method (census), collecting data on each individual in the study population.

7) Study tools

The study tools included a questionnaire comprising 26 statements, divided into 5 main areas (data and characteristics of the study sample, organizational values, beliefs and practices, expectations). These statements were measured using a five-point Likert scale (Never, Often, Sometimes, Rarely, Always).

Validity of the tool:

The researcher submitted the questionnaire in its initial form to several reviewers in order to assess the validity, reliability and suitability of the scale for measuring the study objectives.

Tool reliability:

Twenty randomly selected individuals from the study sample were asked to complete the questionnaire on two occasions. Their responses were then entered into SPSS statistical software. Cronbach's alpha was found to be 0.71, indicating that the fidelity of the data collection tool was acceptable.

1) Organizational culture

From the 1970s to the present day, the field of management has been heavily invested with the concept of "organizational culture". This notion has undergone increasing development and become almost a disciplinary field in its own right, with its own specializations, schools, trends, specialized journals and regular special issues i n major periodicals.

There are many definitions of organizational culture. (Ruigrok and Achtenhagen, 1999, p. 523): "Culture is made up of norms, beliefs, opinions and behaviors shared by the members o f an organization and taught to new ones, which focus on what to do or how to deal with various organizational problems". (Ruigrok and Achtenhagen ,1999, p. 523).

Definition according to different organizational theories : (Yves Bertrand, 1999, p. 44)

- <u>Mechanistic</u>: Culture is a set of facts that must be managed like any other sector of the organization;

  <u>Humanist</u>: Culture is the set of behaviors favored by people in an organization ;

- <u>Systemic:</u> Culture is an organizational subsystem serving primarily internal and external adaptation purposes;
- <u>Politics</u>: Culture is the set of values that are the subject of power struggles based on the convergent and divergent interests of the groups and individuals who are members of the organization ;
- <u>Cultural:</u> Culture is the set of symbols and myths, beliefs and values that define an organization ;
- <u>Cognitive:</u> Culture is the body of knowledge that guides thought and action in an organization.

In short, each approach sheds a unique light on organizational culture. Some focus on the concrete, manageable aspects, while others emphasize the deeper, symbolic dimensions. Understanding and analyzing culture from these different perspectives provides a more holistic and comprehensive view of the influence of culture on an organization's functioning and results.

1) *Various authors define organizational culture*

Bournois: "corporate culture corresponds to a framework of thought, a system of values and relatively organized rules, which are shared by all the company's players. (Bournois.,2013, p.10).

For Nadine Lemaitre, who offers a clear, operational definition: "corporate culture is a system of representations and values shared by all members of the company"[1] (Lemaitre.,2002, p.87).

Edgar SCHEIN gives us a sound definition that remains the central reference in management. For this author, "organizational culture is the pattern of basic values shared by a group, invented, discovered, or developed as it learns to overcome its problems of external adaptation or internal integration, values that have worked well enough to be taught to new members of the group as the right way to perceive, think, and feel about similar problems to be solved."[2] (Tessier R and Telliery Y,1991, p.175).

For E. Jaques, "a company's culture is its usual and traditional way of thinking and acting, more or less shared by all its members, which must be learned and accepted, at least in part, by new members". (E. Jaques,.,1991, p.03.)

The various definitions of organizational culture converge on the idea that it represents a shared set of values, beliefs, norms and behaviors within the company. This culture guides members' actions, influences their perception of problems and is passed on to new arrivals. It plays a crucial role in the company's adaptation to its external environment, and in its internal integration. In short, organizational culture is a fundamental pillar that helps shape the identity and functioning of the company.

2) Elements of corporate culture

Corporate culture also incorporates specific variables, made up of various elements intrinsic to the organization. These elements, unique to each company, help shape its culture and define its distinct identity. These variables include management practices, interpersonal relationships, communication processes, values rooted in the company's history, and the specific traditions and rituals that reflect its heritage.

The corporate culture will also incorporate its own variables, constituted by3(Sahnoun AdeRazak,2016, p. 39-40):

Table (01) *shows elements of corporate culture:*

	IT'S ABOUT PREFERENCES	DECLARED VALUES OF MAC DONALD'S: - AND BE
VALUE S	THE GROUP, TO THE BELIEFS OF THE GROUP, AND TO THE ESSENTIAL STANDARDS THAT DEFINE WAYS OF ACTING AND THINK. THESE VALUES FORM THE COMPANY'S PHILOSOPHY.	IRREPROACHABLE QUALITY, - PROGRESS FEEDING CHILDREN, - BEHAVE WITH ETHICS, - TO PRESERVE THEIR ENVIRONMENT. SOURCE : HTTP://WWW.MCDONALDS.FR /#/ENGAGEMENT/
The symbols	They are words, objects, gestures, clothing and styles. architectural elements... that have a meaning linked to the values essential.	Auchan employees' clothing, whose colors match those of the logo
The myths	They correspond to legends and stories associated with the company's past. Myths may be associated with the founder or with executives who left their mark on the company's history. the company (the hero).	Ingvar Kamprad made his fortune by creating the Ikea chain of stores. Prior to this success, in his youth he sold matches, then Christmas decorations, and later seeds... This man has a reputation as "Uncle Scrooge", driving around in an old car, doing his shopping on weekend sales and price reductions - first or last name. - the Ordre des Compagnons du Minorange at Bouygues, whose aim and mission is to retain and reward the best workers.
The rites	These are practices that stem from shared values at the level of recruitment, work meetings, etc. receptions...	Source : http://www.bouyguesconstruction.com/ 268i/carrieres/our- companions-duminorange.html
Tabo os	They correspond to the prohibitions in an organization, such as the subjects that must not be discussed, the acts that must not be carried out, etc. not do.	This is the result of failures and strategic errors.

Corporate culture plays an essential role in enabling an organization to face up to opportunities and challenges with a shared vision and a collective attitude, thus helping it to achieve its objectives. A strong organizational culture will be felt at all levels of the company, and will be a major asset in reinforcing its image and fostering growth.Presentation and discussion of study results.

Table (02) *shows the data and characteristics of the study sample:*

Variable	Categories	Workfor ce	Percentage
Type	Men	278	86.60 %
	Woman	43	13.40 %
	Total	321	100 %
Age	24 - 44 years	282	87.85 %
	45 - 49 years old	27	8.41 %
	50 and over	12	3.73 %
	Total	321	100 %
Years of experience	Ages 4 to 9	124	38.63 %
	10 - 20 years	85	26.48 %
	20 years and over	16	4.98 %
	Total	321	100 %
Hierarchical level	Executives	73	22.74 %
	Control agents	161	40.81 %
	Executives	117	36.45 %
	Total	321	100 %
Education level	Medium	2	0.62 %
	Secondary	109	33.96 %
	University	210	65.42 %
	Total	300	100 %

The table provides data on the number of employees within Sonelgaz, as well as certain societal and organizational characteristics that concern them. Here is a sociological analysis of the data presented:

Breakdown by gender :
The table shows a predominance of men at Sonelgaz. This disparity may reflect a tendency towards masculinity in certain professional areas related to the company, and may call for an in-depth study of the reasons and challenges involved in achieving gender equality in the workplace.

Age distribution :
The majority of Sonelgaz employees are aged between 24 and 44 (87.85%). This can be explained by the company's hiring policies, which aim to attract qualified young people to work for the company.

Years of experience :
The data show that a large number of employees (38.63%) have between 4 and 9 years' experience, indicating that the company tends t o retain employees with practical experience, thus promoting organizational stability and the transfer of knowledge and skills.

Breakdown by hierarchical level :
The table shows a diversity of positions within Sonelgaz. This diversity could indicate

a well-balanced organizational structure that promotes efficient company management.

Distribution by level of education :

Employees with a university education represent the overwhelming majority (65.42%). This reflects the importance of education and knowledge in work within the company, and can be attributed to the company's preference for hiring people with high academic qualifications.

This sociological analysis can contribute to a better understanding of Sonelgaz's social dimension, its organizational structure, as well as the gender equality and diversity of its workforce and the educational development of its employees. This information can be useful in developing strategies to improve the working environment, increase productivity and promote social interaction within the company.

What is the level of organizational culture at Sonelgaz El-Bayadh?

Table (3) *shows the means, standard deviations and rankings for the level of organizational culture at Sonelgaz - El- Bayadh, ranked in descending order.*

The number	The organizational concept	The average	Standard deviation	The row	Application level
4	Organizational expectations	3.58	1.47	First	High
3	Organizational practices	3.56	1.59	Second	High
1	Organizational values	2.75	1.45	Third	Average
2	Organizational beliefs	2.72	1.47	Fourth	Average
Total		3.15	1.55	Average	

Table (7) presents data on the level of organizational culture at Sonelgaz - El-Bayadh, across four key aspects of organizational culture: organizational expectations, organizational practices, organizational values and organizational beliefs. These aspects were measured using the arithmetic mean and standard deviation of the scores obtained for each aspect. In addition, the degree of application of each aspect was determined to indicate its expected level within the company.

Organizational expectations:

This aspect obtained the highest mean of the four aspects with a value of 3.58, with a standard deviation of 1.47. This high level may indicate that the company sets clear and defined expectations for employee behavior within the organization.

Organizational practices:

This aspect ranks second, with a mean of 3.56 and a standard deviation of 1.59. The high level of this aspect suggests that the company has specific practices and rules for behavior and actions within the organization.

Organizational values:

This aspect has a mean of 2.75 and a standard deviation of 1.45, indicating an average level. This suggests that there is a challenge in embedding organizational values in the company's culture.

Organizational beliefs:

This aspect has a mean of 2.72 and a standard deviation of 1.47, also indicating a medium level. This suggests that there is potential for improving employees' organizational beliefs. The overall level of organizational culture is represented by a mean of 3.15 and a standard deviation of 1.55, indicating an average level of organizational culture in the company. Means and standard deviations were calculated for individual estimates of the study sample for each aspect separately, as follows:

Table (04) *shows the means, standard deviations and ranks for the level of organizational values.*

Expression	Organizational values	Average	Standard deviation	Rank	Application level
6	The prevailing values in our company do not support continuous employee learning.	2,25	1,29	5	Low
7	The employees of our company lack the opportunity to participate in proposing new forms and types of products. services that can be provided to customers.	3.86	1.23	1	High
8	Company goals and plans are not a priority for employees.	2.41	1.32	4	Low
9	Commitment to official working hours is not a priority for our employees. employees in the company.	3.12	1.54	2	Average
10	Our employees are not bound by ethical values such as integrity and transparency.	2.85	1.34	3	Average
11	Collaborative work teams are not seen as an integral part of a team. of our corporate culture.	2.00	1.1	6	Low
Total	-	2.75	1.45	-	High

Sub-question 1
The level of organizational values at Sonelgaz - El Bayadh?

It was found that:

The prevailing corporate values generally encourage employees' continuous learning and encourage them to take an active part in all administrative operations, supporting their personal skills and boosting their self-confidence.

However, the social value of employee involvement in proposing the forms and types of services that can be offered to customers. remains out of reach. There is a generally unsatisfactory picture of the company's knowledge system regarding its target audiences and how best to meet their needs.

On the other hand, it's clear that the organizational value embodied in the company's goals and plans is not in the minds and minds of employees. There is a relative commitment on the part of employees to official work schedules, and this behavior requires reinforcement

from organizational leadership in terms of compliance with internal regulations. Adherence to work schedules is a professional duty and an appearance of civility.

There is a relative link with moral values in business, which individuals draw from their religion and the virtues of their society. Teamwork leads to mutual cooperation and support, reducing individual competition. It also enables a free and fluid exchange of necessary information.

In conclusion, it was possible to observe that the predominant orientation of employees' organizational values, such as employees' continuous learning and their pursuit of corporate goals, as well as the value of teamwork, are linked to the general atmosphere prevailing in the company and the nature of the activities that can only be achieved through teamwork and cooperation. There is an attachment by employees to ethical values such as integrity and transparency, while employee involvement in proposing possible solutions for customers remains elusive and needs to be ingrained in the minds of employees. There is an average commitment to formal working hours, suggesting a certain level of understanding within the working environment about the norms governing individual behavior, and these values need development

Sub-questionnaire number 2:
What is the level of organizational beliefs at Sonelgaz - El Bayadh?

Table (05) *shows the arithmetic means, standard deviations and ranks of the organizational belief level.*

Expression	Organizational beliefs	Average	Standard deviation	Rank	Application level
12	In our company, the belief that the time factor is not important and that it can be wasted predominates.	2.48	1.35	3	Low
13	There is a prevailing belief in our company that time is not a factor. not important and should be wasted.	3.33	1.54	2	High
14	Individuals with management skills believe they will have no real opportunities to develop their careers professional...	3.84	1.2	1	Low
15	Our company is not concerned customer satisfaction and service.	1.87	1	5	Average
16	Our company lacks a spirit of collective cooperation between employees	2.06	1.17	4	Average
Total	-		2.75	1.47	

Beliefs about the time factor: In this organization, there are divergent beliefs about the importance of the time factor. On the one hand, one group considers that time is not important and can be wasted, while on the other, another group firmly believes that time must not be wasted. The first belief is perceived as low, while the second is considered high. This difference in perception of time management can lead to conflicts of interest within the

organization.

Opportunities for professional development: The majority of individuals with management skills believe that they will have no real opportunities to develop their professional careers. This belief is perceived as low, which could lead to frustration and a lack of commitment on the part of these individuals to their professional tasks.

Customer satisfaction and service: Concern for customer satisfaction and service is perceived as average in the company. This could indicate a lack of attention to customer needs. and customer expectations, which could have a negative impact on the organization's reputation and customer loyalty.

Collective spirit of cooperation: It is considered that there i s no collective spirit of cooperation anchored in the company between employees, this belief being judged as average. Lack of cooperation can create an unfavorable working climate, leading to difficulties in carrying out joint tasks and projects.

In conclusion, these organizational beliefs can influence corporate culture, employee commitment and customer satisfaction. To foster a more harmonious work environment and improve overall performance, it would be essential for the organization to take these beliefs into account and implement strategies to strengthen internal communication, foster cooperation between employees and improve customer satisfaction. This may require training, awareness-raising and the implementation of new organizational practices.

Sub-questionnaire number 3:
What is the level of organizational norms at Sonelgaz - ElBayadh?

Table (06) *shows the arithmetic means, standard deviations and ranks for the level of organizational norms.*

Expression	organizational norms.	Average	Standard deviation	Rank	Application level
17	It is agreed that the company will not does not participate in its employees' social events.	2.93	1.58	4	Average
18	It is agreed that team spirit does not does not distinguish the work of individuals in our company.	2.88	1.61	5	Average
19	It is agreed that profitability and business concepts are company policy.	4.10	1.35	2	High
20	Lack of proof of a real desire the employee to play a positive and influential role.	3.05	1.5	3	Average

21	It is agreed that the company does not endeavor to encourage best practices among employees and disseminate them as a model to follow.	4.83	0.72	1	Very high
Total	-	3.56	1.59	-	High

It emerges that despite the company's economic focus on making material profits, it also recognizes the importance of paying attention to its internal public by participating in employee social events and encouraging cultural and human development. This organizational approach is seen as having a positive social and psychological impact on its human resources.

The preservation of team spirit and collaborative working is considered essential in the company. To this end, it implements open communication so that every team member can express his or her questions and concerns. In addition, the company takes care to link individual employee objectives to those of the team, thus reinforcing everyone's commitment to the collective.

Sonelgaz's business culture is primarily focused on the pursuit of profitability at the lowest cost, which is common in many economic organizations. However, the company must balance its priorities to put its employees first, and ensure that it understands their motivations and needs, aligning their personal interests with the company's management methods. The willingness of employees to demonstrate their positive and influential role received an average response. To boost motivation in the face of challenges, i ti s recommended that employees adopt an optimistic attitude, irrespective of their culture or region of origin.

As far as organizational practices are concerned, it was agreed that the company does not sufficiently promote best practices among employees, nor disseminate them as a model. This preference for tried-and-tested, routine- based organizational methods can limit innovation and hinder the development of innovative practices.

The "Organizational Norms" mentioned in the table refer to the rules and standards that Sonelgaz employees undertake to respect, as they are perceived to be beneficial to the organization. These norms are often tacit and form an integral part of the corporate culture.

In conclusion, it appears that Sonelgaz is facing significant challenges related to "Organizational Norms". These challenges have been identified as high, and it is crucial for the company to recognize these aspects and take steps to strengthen the culture. innovation and improve employee well-being.

Sub-questionnaire number 4:
What are the organizational expectations at Sonelgaz - El Bayadh?

Table (07) *shows the arithmetic means, standard deviations and ranks of the level of organizational expectations.*

	Expression organizational expectations	Average	Stan dard devia tion	Rank	Application level
22	I expect that employees will not do not spontaneously sign up for qualifying training sessions.	2.93	1.58	4	Average
23	I expect that the company will not does not reward the most deserving employees.	2.88	1.61	5	Average
24	The person in charge of a specific task does not have the opportunity to make most work-related decisions without consultation. his line manager.	4.10	1.35	2	High
25	I expect that employees will not be promoted according to a clear and precise sequence. announced.	3.05	1.5	3	Average
26	I expect my superiors not to treat me with respect in the course of my work. our professional relationship.	4.83	0.72	1	Very high
Total	-	3.56	1.59	-	High

It turned out that :

Disparity in expectations: The table reveals a clear disparity between the company's expectations of its employees and the employees' expectations of the company. This disparity has a significant impact on the work environment and the relationship between the company and its employees.

Lack of skills: The fact that the company doesn't expect employees to show initiative is a major factor contributing to lower skill levels within the company. When employees are not encouraged to improve and innovate, this can demotivate them to work harder and improve their performance.

Lack of motivation: Similarly, the fact that the company does not expect to materially and morally reward the most committed employees is a major factor in the company's success. The fact that employees are not rewarded for their efforts affects their desire to strive to excel in their work. When employees' efforts go unrewarded, they may lose interest in their performance and fail to give their best.

Mutual respect: Employees' expectations of respectful treatment from their superiors highlight the importance of reinforcing corporate behavior. When employees are respected and treated with courtesy and respect at work, it fosters positive relationships within the company and supports a culture of initiative and excellence.

Promotion mechanism: Employee expectations regarding the existence of an objective promotion mechanism are key to reinforcing a culture of fairness and equitable career progression. When employees are offered fair opportunities for progression and advancement based on their merits and qualifications, they are motivated to work harder and perform better.

Resistance to change: The text mentions moderate resistance to change among employees, linked to their personal lifestyles and fears for their interests. This highlights the need to p r o v i d e support and guidance to employees to improve their ability to adapt to necessary changes within the company.

In **conclusion**, Sonelgaz - El Bayadh faces a number of challenges affecting the implementation of organizational standards. To overcome these challenges, it is essential to strengthen the culture of initiative and motivation, provide support and guidance to employees, improve the working environment and promote communication and interaction between the company and its employees. This will help improve company performance and achieve the desired excellence and distinction.

Conclusion

Through the sociological analysis of the table and the results concerning the level of organizational culture at Sonelgaz - El Bayadh, several important points can be deduced:

Average assessment of organizational culture: The analysis reveals that the level of organizational culture within the company was average, indicating that there is room for improvement to achieve a more positive and motivating organizational culture.

Impact of personal perceptions: The results indicate that the assessment of the level of organizational culture depends largely on personal perceptions.

personal perceptions of employees. This underlines the need to provide objective and tangible indicators for a more objective and comprehensive assessment of organizational culture.

Variability in understanding of organizational culture: The analysis confirms that understanding of organizational culture can vary according to factors such as parental and social upbringing, level of education, age and gender. Thus, t h e assessment process must take these factors into account to avoid bias and the influences of employees' personal experiences.

Organizational culture as a reflection of prevailing relationships: The results clearly show that organizational culture reflects the prevailing relationships and dynamics between employees within the company. Consequently, it is essential to create an organizational environment that fosters a positive organizational culture and encourages positive interaction between employees.

Overall, the sociological analysis highlights an urgent need to improve the organizational culture within Sonelgaz - El Bayadh by taking measures to promote positive communication and interaction between employees, providing additional support and encouragement to improve their performance and develop their skills. In addition, it is important to take account o f diversity and variation in understanding organizational culture, and to provide an organizational environment characterized by fairness and transparency in promotions and professional development opportunities.

Recommendations

In light of the study's findings, we can offer a few recommendations regarding the challenges of organizational culture and the application of organizational learning in companies:

- ✓ Work on raising awareness of t h e importance of organizational learning by putting in place mechanisms to reinforce it at.
- ✓ within the Algerian company, by creating training programs that reinforce the culture of collective learning.
- ✓ Diagnose and address learning challenges scientifically and practically, in relation to the achievement of performance and
- ✓ objectives of Sonelgaz.
- ✓ Realize of studies future similar addressing the demographic variables. By integrating and implementing these recommendations
- ✓ effectively, Sonelgaz can improve its organizational culture and develop a work environment that encourages organizational learning and motivates employees to achieve excellence and innovation in their work.
- ✓ Strengthening the positive interaction between the company and its employees contributes to the company' s growth and prosperity, while at the same time achieving lasting success.

References

BOURNOIS quoted by : OLIVIER Meier, management interculturel " Stratégie-Organisation- Performance ", 5th edition, DUNOD, Paris, 2013, p.10.

Cameron, K. S., & Quinn, R. E. (2006). Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework. San Francisco: Jossey-Bass.

E. Jaques, L'information et la communication, Théorie générale, Hachette Supérieur, Paris, 1991, p03.

Hofstede, G. (1980). Culture's Consequences: International Differences in Work-Related Values. Beverly Hills, CA: SAGE Publications.

LEMAITRE Nadine quoted by : P. Dupriez, S. Simons: "La résistance culturelle". Édition, De Boeck Université, 2002, p.87.

Ruigrok, W., & Achtenhagen, L. (1999). "Culture and Context in Human Behavior Change: Theory, Research, and Applications." European Psychologist, 4(4), 523-533.

SAHNOUN Abd Razak,. The nature of organizational culture. Recherches de l'université d'Alger1, v. 2, n. 10, 2016,p. 39-40.

Schein, E. (1985). Organizational culture and leadership. San Francisco, California: Jossey-Bass Publications

TESSIER R. and TELLIER Y., "pouvoir et culture organisationnelle", Université du Québec Press, 1991, p.175.

YVES Bertrand, "culture organisationnelle", collection communication organisationnelle,

presses de l'université du Québec 1991, p.44.

Organizational culture: what type for your company? https://fr-en.workplace.com/blog/organizational-communication April 2023 at 23:4