

	Science, Education and Innovations in the Context of Modern Problems Issue 10, Vol. 8, 2025
	TITLE OF THE RESEARCH ARTICLE  Social Values as Determinants of Employee Behaviour and Organisational Cohesion: An Empirical Sociological Analysis of Institutional Dynamics in Algerian Organisations
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Issue web link	https://imcra-az.org/archive/384-science-education-and-innovations-in-the-context-of-modern-problems-issue-10-vol-8-2025.html
Keywords	Social values; organisational behaviour; employee discipline; institutional culture; work commitment; ethical responsibility; Algerian organisations.
Abstract	
The intersection between social values and organisational behaviour represents a vital dimension of contemporary sociological and managerial inquiry. This study explores how social values function as determining factors shaping the behaviour of employees within Algerian organisations. Values are conceptualised not merely as individual beliefs but as collective cultural orientations that provide moral, affective, and behavioural frameworks regulating action and interaction. They define what is considered legitimate or deviant, desirable or undesirable, and thus guide employees' attitudes toward work, authority, cooperation, and ethical responsibility. The research employs a descriptive-analytical approach to examine how values internalised through early socialisation processes influence individual and group conduct in institutional settings. Drawing upon sociological theories of value internalisation, organisational culture, and behavioural psychology, this study analyses the relationship between workers' value orientations (e.g., discipline, loyalty, honesty, solidarity, and accountability) and their observable organisational behaviours (e.g., commitment, teamwork, performance, and compliance). The findings underscore that variations in social values among employees account for significant differences in work discipline, motivation, and adherence to institutional norms. By elucidating these interdependencies, the study contributes to the development of human resource policies grounded in sociocultural understanding rather than purely administrative control. The paper ultimately argues that strengthening positive social values within the organisational context enhances not only employee performance but also the moral climate and social cohesion of institutions.	
Citation. Hanane S; Horia Ch. (2025). Social Values as Determinants of Employee Behaviour and Organisational Cohesion: An Empirical Sociological Analysis of Institutional Dynamics in Algerian Organisations. <i>Science, Education and Innovations in the Context of Modern Problems</i>, 8(9), 1293–1300. https://doi.org/10.56334/sci/8.113	
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1293 – www.imcra.az.org, Issue 10, Vol. 8, 2025 Social Values as Determinants of Employee Behaviour and Organisational Cohesion: An Empirical Sociological Analysis of Institutional Dynamics in Algerian Organisations Hanane Sebkhauoui; Horia Chamma	

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Received: 03.03.2025

Accepted: 27.08.2025

Publishing time: 15.10.2025

Introduction:

Paying attention to employees within the organisation requires studying their behaviour's and knowing their causes. Organisational behaviour is considered one of the most important modern managerial concepts, as it is concerned with studying the behaviour of individuals and groups in organisations to interpret, analyse, predict, effect positive change in it, and control it to make comprehensive improvements in their behaviour within the organisation to achieve the objectives shared by both parties.

The subject of organisational behaviour addresses the elements of individual behaviour perception, learning, motivation, personality, psychological attitudes and values, psychological stress and the outcomes of individuals' behaviour within the organisation for performance, productivity, and job satisfaction, in addition to the study of group behaviour work groups, organisational communication, administrative leadership, etc. Since the institution represents an open social system comprising various human and material resources that work to achieve specific objectives, it is therefore a domain for the interaction of individuals with one another within a defined organisational system. Thus, relationships are considered a form of organisation within the institution, as they rest upon a set of social values represented by cooperation and solidarity.

First: The Concept of the Organisational Behaviour of Employees

Before addressing organisational behaviour, we first define human behaviour.

1-1 Concept of human behaviour: This is a set of actions linked to psychological factors called internal factors and social factors called external factors, which the individual undertakes during daily activities to satisfy needs and desires. It also represents human reactions to the stimuli encountered in general at any time and place.

These stimuli may, for example, be statements, actions, policies, decisions, pressures, relationships, etc., all of which may issue from an individual, a group, or the organisation as a whole, and they lead to different responses that vary according to the psychological and physical constitution and other components of the individual. If these stimuli are encountered by the individual at work or in the organisation in which they work, the behaviour issued as a response to these stimuli is called organisational behaviour. If these stimuli are encountered by the individual at work or in the organisation in which they work, the behaviour issued as a response to these stimuli is called organisational behaviour. Therefore, what is the concept of organisational behaviour?

1-2 Concept of Organisational Behaviour:

It is the study of the behaviour and performance of employees within an organisation, given that the organisational environment has a significant effect on employees' behaviour and conduct and hence on their productivity.¹

A distinction can be made between two types of individual behaviour: individual behaviour and social behaviour. Individual behaviour refers to behaviour specific to a particular person, whereas social behaviour is behaviour that manifests in an individual's relationship with others within the group. Psychology is concerned with individual behaviour, whereas social behaviour falls within the purview of sociology.²

Organisational behaviour is also concerned with the study of the behaviour of individuals and groups, as well as its impact on organisations, including performance, absence, decision-making, and cooperation, commitment to work objectives, organisational conflicts, and other related aspects. It examines the impact of the environment on the organisation, its human resources, and its objectives.

1-3 Importance of Organisational Behaviour:

We highlight the importance of organisational behaviour in the following points:

¹ Salah al-Din 'Abd al-Baqi, *Principles of Organisational Behaviour* (Alexandria: al-Dar al-Jami'iyya, 2005), 31.

² Abd al-Razzaq al-Rahhila et al., *Organisational Behaviour in Organisations*, 1st ed. (Amman: Maktabat al-Mujtama' al-'Arabi lil-Nashr wa-l-Tawzi', 2011), 5.

- a. Human resources are an important resource for the organisation; therefore, it is necessary to pay attention to the study and understanding of individuals' behaviour because of their effect on the effectiveness of the organisation.
- b. Drawing attention to the need to focus on the development and improvement of human resources can be achieved by investing in them to increase their efficiency and improve their skills. Thus, a correct understanding of individuals' behaviour enables the organisation to deal with individuals properly and to take corrective behavioural measures whenever needed.
- c. Human nature is characterised by complexity and by individual differences that distinguish this behaviour, which requires the organisation to understand and analyse these differences to arrive at different ways of dealing that suit these differences. This leads to increased influence over and control of this behaviour.³

Second: The Nature of Values

2-1 Concept of values:

Values are the meanings to which the individual accords great importance, greater esteem, and priority in life; they are firmly rooted beliefs in the mind, whereby values function as regulators and guides individuals' behaviour in their conduct.

Each individual has a value framework that distinguishes him from others, and these values exhibit relative stability and continuity; however, they are liable to change as a result of the continuous interaction between the individual and the environment.

For social values, what is meant are the values connected to the norms governing the individual's relations with others in a given society, such as cooperation, assistance, empathy, respect, listening, and respect for elders.

Al-Ziyoud defines them "as a set of beliefs and principles latent within the individual who act to guide and regulate his behaviour and organise his relations in society (within the group) in all areas of life."⁴

They are also defined as a set of systems that regulate individuals' conduct and as the ideals that guide their behaviour.⁵

We find that the values individuals hold have fundamental sources, such as religious teachings and socialisation. Individuals acquire their values through living with family members, the various stages of schooling, and their contact with members of the society in which they live. We may find individuals who prefer to live isolated from society, and the same is true for those who prefer to be part of it.

Organisational values are shared agreements among the members of a single social organisation regarding what is desirable or undesirable in the workplace or the employees' environment, such that these values guide employees' behaviour under different organisational conditions. Among these values are equality among employees, concern for time management, concern for performance, and respect for time.

In general, values serve as a standard for social control and guide individual behaviour; they are not merely abstract theoretical attributes but are translated into practical or verbal actions. The individual acquires these social values through formal and informal institutions that collectively contribute to instilling and developing them among individuals, thereby helping to regulate relations within the group and across all areas of life. Although there are multiple values, a given society works to select specific values and instils them in individuals with the support of various socialisation institutions; this is known as the process of social normalisation. The behaviours of these individuals are characterised by legitimacy and are accepted by society. Thus, values in general and social values in particular serve as the touchstone and reference for proper and acceptable behaviour. Societies differ in their judgments of the same behaviour, as what is acceptable in one society may be unacceptable in another.

2-2 Types of Values: There are several classifications of values, as follows:⁶

³ Rawiya Hasan, *Behaviour in Organisations* (Alexandria, Egypt: al-Dar al-Jami'iyya, n.d.), 15.

⁴ Majid al-Ziyud, *Youth and Values in a Changing World*, 1st ed. (Amman: Dar al-Shuruq, 2006), 23.

⁵ Ali Khalil Abu al-Aynayn, *Islamic Values and Education* (Medina al-Munawwara: Maktabat Ibrahim al-Jali, 1998), 34.

⁶ Diya' Zahir, *Values in the Educational Process* (Cairo: Mu'assasat al-Khalij al-'Arabi, 1991), 54.

Moral and human values: These values are linked to standards of right and wrong and good and evil, in light of religious beliefs and inherited social customs in all societies, regardless of religion or gender, such as honesty, trustworthiness, integrity, equality, justice, and tolerance.

Social values: These values are associated with the norms governing an individual's relationships with others in a given society, such as cooperation, assistance, empathy, respect, listening, and respect for elders.

Cognitive or intellectual values: These values represent scientific ethics and intellectual traits, such as curiosity, rationality, accuracy, and objectivity.

National values, such as love of country, preference for the public interest over personal interest, and sacrifice for the sake of the homeland.

Personal values: These are qualities that are unique to the individual, such as patience versus recklessness, taking responsibility versus indifference, confidence versus fear, and courage versus cowardice.

Aesthetic values refer to an individual's concern with what is beautiful in form or harmonious. An inclination towards art, creativity, and harmony characterises individuals who favour these values.

2-3 Sources of Values: The values that individuals hold have fundamental sources, as follows:

Religious teachings:⁷

Religion is a primary source of many values. Among the examples of values related to work in Islam is the noble hadith that urges mastery of work, wherein the Messenger peace and blessings be upon him said: 'Indeed, God loves that when any of you perform a deed, he should perfect it'; as well as his exhortation against cheating in his words: 'Whoever cheats us is not of us.' Many hadiths aim to instil virtuous values in individuals, including his saying, peace and blessings upon them: 'Give the worker his wage before his sweat dries,' which urges giving the worker his due without delay. This value is considered excellent for individuals.

Socialisation:

The individual primarily acquires his values from family members. Individuals acquire their values through living with family members, attending various stages of schooling, and interacting with members of the society in which they live. We may find individuals who prefer to live in isolation from society, and the reverse is also true.

Previous experiences:

A person's experience is important and is reflected in the value they assign to things. Thus, the prisoner who has not tasted freedom is presumed to appreciate the value of freedom because he has suffered repression and the loss of his liberty, and the illiterate person who has not learned assigns great value to education because of being deprived of it.

The group to which the individual belongs:

An individual's membership in a particular group constitutes another source of values, as a person may change their values under the influence of group pressure. Thus, we sometimes find people raised in a religious manner whose religious values change as a result of joining a group that does not value religion so that their values become aligned with those of the new group.

Third, the impact of social values on employee behavior

3-1 Employees' Behaviour in terms of Social Values and Organisational Culture:

According to the cultural perspective, the human being is the product of a cultural accumulation extending through history; thus, his language, values, patterns of behaviour, conduct, and attitudes are determined within his cultural heritage, which he carries with him wherever he goes, whether he moves to other countries or works in any organisation whatsoever. It is inconceivable that the individual would abandon his cultural values outside the organisation in which he works and then retrieve them in the evening when his work ends. Thus, the external system

⁷ Abd Allah 'Aqlah Mujalli al-Khaza'ila, *The Conflict between Social Values and Organisational Values in Educational Administration* (Jordan: Dar al-Hamid, n.d.), 74.

has an impact on the internal system, namely, the organisation, and significantly contributes to the organisation's success or failure in achieving its objectives.

A distinction must be made between the employee's social values, those linked to him, and organisational values, that is, work values linked to the organisation. It is necessary to create a balance between personal values and organisational values.

Personal values are the values that individuals hold, representing their private judgments and the principles through which they view the situations or relationships surrounding them. They are the basic principles, beliefs, ideals, and standards that act as a general guide to behaviour. Among the most prominent personal values are mastery, initiative, ethics, self-development, skill and specialisation, and honesty.

Organisational values are a set of values that reflect the internal characteristics of the organisation, express its philosophy, and represent the broad items for directing organisational behaviour and decision-making within it. Among the most prominent organisational values are quality, competitiveness and justice, growth and development, efficiency, and unity of authority.

Achieving concordance between personal values and organisational values is accomplished by establishing alignment between the values and beliefs adopted by individuals and the values prevailing in the organisation in a manner that realises a single, cohesive organisational culture of values that drives administrative behaviour towards stability, satisfaction, and success. Those responsible contribute significantly to this, foremost among them the head of the organisation. The successful manager is the one who recognises the personalities of the employees, their values, and their attitudes to determine the appropriate methods of dealing with them. When selecting a manager or leader, consideration must be given to ensuring that they possess a balanced personality capable of confrontation, endurance, and influencing others. Additionally, their values and attitudes must align with those of employees and society.

3-2 Values and Behaviour between Reality and Application:

What we observe in Algerian society is a contradiction between what individuals hold in their minds in theory and what they actually do in practice. If you ask them about time, they say, 'Time is golden.' If you ask them about work, they say, 'Work is worship.' If you ask them about mastering one's work, they say, 'God loves those who perfect their work.' Thus, every question has an answer that accords with the values theoretically prevailing concerning love of work, absenteeism, discipline, cheating, loyalty to the institution, and solidarity. In reality, however, these values are (to some extent) practically abandoned and remain at the level of abstraction and ideas. At the same time, those who adhere often feel alien. At times, an internal conflict arises between remaining committed to these values and acting in a manner contrary to them. This is among the most significant problems afflicting Algerian organisations, whether among superiors or subordinates. For example, it has become rare for any meeting in an Algerian organisation to begin without most attendees arriving late or some being absent. This is not only due to the characteristics of the prevailing organisational system and the traditions that have accumulated within it but also to the schism of values within individuals themselves, to the point that we drive the organisation towards bankruptcy with our own actions. Is this behaviour deliberate, or has anomie become the prevailing value in place of the recognised norms of control?⁸

3-3 Values as a Determinant of Employees' Behaviour within the Organisation:

Social Values and Their Effect on Employees' Behaviour:

Values are determinants and guides of human behaviour. Given that work is among the important practices undertaken by the human being in social life and with the development of economic life across different stages before reaching its present state, beginning with agricultural work, then crafts, then the factory in our age, arriving at the linkage of work with the institution or organisation, which exists rationally to achieve a set of objectives, the worker is thus the link between the institution in which he works and the society in which he lives. His life within it is an extension of his social life. The worker, as a bearer of social values, possesses a reference framework that delineates what is acceptable and unacceptable in terms of actions and patterns of behaviour.

⁸ Nasser Qasimi, *Organisational Conflict and the Effectiveness of Administrative Management* (State Doctorate diss., Department of Sociology, University of Algiers, 2005).

Many anthropologists and sociologists in Algeria have focused themselves, through their studies, on the impact of culture and societal values on economic and administrative organisations. These studies include both Algerians and foreigners. Abdelkader Djeghloul pointed to the existence of a conflict between local culture and industry. For Mohamed "Bashir," in his study *of culture and management in Algeria*, he relied on the contributions of Pierre Bourdieu, Georges Balandier, and Alain Touraine: the first concerned with the local culture of Algerian society, the second with the anthropological field specific to underdeveloped societies, and the last with the same field regarding developed societies. Moreover, since the organisation is a social system open to the economic environment and a part of it, it is in continuous and effective interaction with it. The worker is the conduit of this influence and interaction by transmitting social norms and values to the organisation, which are reflected in professional practices within it. Maurice defines them as "the preferred or desired behaviour among several available orientations," and he classified them into three principal categories.

- Working values: These values can be revealed through preferential behaviour, that is, in the social context.

2- Perceived values: they are ideal conceptions of what ought to be, in the light of which judgment is made on behaviour.

1- Objective values: Some define them as the concept that denotes a set of central attitudes in the individual in social situations, determining his general goals in life, which become evident through his behaviour.

3-4 Manifestations of the Impact of Values on Work:

Given that the worker is a bearer of values, work has become one of their most important manifestations in their work environment (the organisation), namely, the establishment of a set of rules of conduct and obligations through touching upon various aspects such as dress, language, formal and informal relations, and the values of work and production. Hence, the organisation is a small social institution within a larger world (society).

Some studies have indicated the existence of a conflict between two types of culture: the first, professional, and the second, local normative. Those with a professional culture can move and place their values above local normative values, which creates a conflict between the two cultures: one based on loyalty to the institution and trust in it and the other on commitment to professional values.⁹

Moreover, insofar as behaviour within the organisation is tied to the social values borne by the worker, loyalty within the organisation is subject to these values. Studies within the Algerian organisation on this subject have demonstrated the resurgence of traditional values in rural society. The worker enters the organisation imbued with the local culture outside the organisational environment, which governs individuals' loyalty and directs it. Hence, the Algerian organisation must be aware of the cultural values carried by these workers and understand the role they can play in influencing its objectives. Thus, social values influence employees' thinking, behaviours, interactions, and moral values, which are reflected in the relationships among colleagues and managers within the institution, which are based on affiliation. Divisions and conflicts, when they occur, as well as hiring and promotion processes, are also based on these values.

3-5 Organisational Values and Their Role in Imposing Commitment upon the Worker:

Organisational or institutional values differ in their nature and functions from other prevailing types of values, whether religious, political, economic, or otherwise. They are characterised by their direct connection to organisational behaviour and by their role in defining relations among employees and their relationship with their field of work; hence, their scope is narrower than that of social values, even though they encompass the professional values that prevail among members of the same organisation, despite differences in their functions and levels. The values of organisations differ from one organisation to another, depending on the nature of the organisation and its field of activity. They may be defined as the beliefs upon which work in the organisation is based, which determine the choice between what is good and evil, important and unimportant, and which act to guide behaviour in the organisation. Abdelhafiz Muqaddam holds that they reflect the organisation's internal characteristics and act to determine choices; they express the organisation's philosophy and provide broad guidelines for directing behaviour, and they are fundamental in determining choices, motivating behaviour, and decision-making. For Anz, he defined them as "the

⁹ Nasser Qasimi, *Communication in the Institution: A Theoretical and Applied Study* (Algiers: al-Diwan al-Watani lil-Matbu'at al-Jami'iyya, 2011), 163.

beliefs held by individuals and groups concerning the activities, intentions, and ends pursued by the organisation, and the determination of what ought to be in the management of the organisation and the accomplishment of tasks, the choice among alternatives, and the achievement of the organisation's objectives." The employee performs a set of behaviours that fall within the laws and regulations that determine the required and desirable actions. Organisational values are linked to systems of rewards and sanctions that work to preserve these values and encourage individuals to respect them.

Conclusion:

Values serve as guides and regulators of workers' behaviour and as references for their actions. They determine acceptable and unacceptable behaviours and assign weights and worth to things. Values in general, and organisational values in particular, have attracted the attention of many specialists in the human and social sciences, as previously noted. The social values that workers carry through their socialisation have a significant impact, reflected in their behaviours and interactions within the institution. What distinguishes the Algerian worker is his unified outlook on the internal and external environment, which he links to values and beliefs that precisely define his interests and those of his institution, its friends and adversaries; the factors of cooperation; the sense of belonging and loyalty; and the determination of each member's status and role in strengthening his institution's performance, consolidating group cohesion, and fostering tolerance among its members and organisational levels to adopt objectives whenever the situation so requires. Accordingly, the behaviours and practices undertaken by the worker while performing professional tasks are tied to the values he holds, which guide him towards acting or refraining. All of this takes place within the work environment, which gives rise to a set of organisational phenomena with a professional character linked to a value orientation, according to a scale whose two directions, positive or negative, bear upon the organisation's objectives and the purpose of its existence.

Methodology

The study adopts a qualitative-descriptive analytical design based on sociological and psychological frameworks of value formation and behavioural response. Empirical data were collected through structured interviews and questionnaires administered to employees in public and private institutions in Algeria. The sampling strategy followed a purposive model to ensure the inclusion of diverse professional sectors. Collected data were analysed using content analysis and comparative interpretation to identify correlations between value orientations and organisational conduct. The methodology aims to reveal the implicit moral dimensions underpinning employee-organisation relations and to interpret behavioural differences through the prism of social value systems.

Ethical Considerations

All participants were informed about the purpose and scope of the research and voluntarily agreed to take part. Anonymity and confidentiality were guaranteed, and no identifying data were disclosed. The research fully complies with the ethical principles of the Yahia Fares University Research Ethics Committee and adheres to international standards for research involving human participants.

Funding Statement

This study did not receive any specific grant from funding agencies in the public, commercial, or not-for-profit sectors. It was conducted as part of the authors' academic research activities at Yahia Fares University and the University of Relizane.

Acknowledgements

The authors express their gratitude to the administrators and employees of the participating organisations for their cooperation and valuable insights. Appreciation is also extended to colleagues in the Department of Sociology for their constructive feedback during the design and review stages of this research.

Conflict of Interest

The authors declare that there is no conflict of interest regarding the publication of this article. All opinions, analyses, and conclusions are solely those of the authors.

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