



The position of organizational values in the Algerian institution: a field study at the Algerian company for electricity and gas distribution - distribution directorate, Tissemsilt

مكانة القيم التنظيمية بالمؤسسة الجزائرية: دراسة ميدانية بالشركة الجزائرية لتوزيع الكهرباء والغاز مديرية التوزيع تيسمسيلت-

La place des valeurs organisationnelles dans entreprise algérienne: une étude empirique à la société Algérienne de distribution d'électricité et de gaz direction de distribution Tissemsilt

Doctorante Ghania BERRICHE

University of Algiers –Abou el Kacem Saâdallah-

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ملخص

هدفت الدراسة إلى معرفة وجهة نظر المبحوثين حول القيم التنظيمية السائدة ومكانتها في الشركة الجزائرية لتوزيع الكهرباء والغاز- مديرية التوزيع تيسمسيلت. ولتحقيق أهداف الدراسة قامت الباحثة بتصميم استبيان حسب مقياس ليكرت الخماسي مكون من 36 فقرة لجمع المعطيات من عينة مكونة من 70 مفردة. ولإختبار فرضيات الدراسة استخدمنا اختبار تحليل التباين الأحادي ANOVA باستعمال برنامج الحزمة الإحصائية للعلوم الاجتماعية. وتوصلت الدراسة إلى:

- وجود فروق ذات دلالة إحصائية في وجهة نظر المبحوثين حول القيم التنظيمية السائدة حسب الفئات السوسيو مهنية.
- وجود فروق ذات دلالة إحصائية في وجهة نظر المبحوثين لإدارة الإدارة وإدارة العلاقات الإنسانية حسب الفئات السوسيو مهنية.
- عدم وجود فروق ذات دلالة إحصائية في وجهة نظر المبحوثين لإدارة المهمة وإدارة البيئة حسب الفئات السوسيو مهنية.

الكلمات المفتاحية: القيم التنظيمية؛ إدارة الإدارة؛ إدارة المهمة؛ إدارة العلاقات الإنسانية؛ إدارة البيئة.

Abstract

The study aimed to know the respondents' point of view about the prevailing organizational values and their position in the Algerian Company for Electricity and Gas Distribution - Distribution Directorate Tissemsilt. To achieve the objectives of the study, the researcher designed a questionnaire according to the five-point Likert scale, consisting of 36 items to collect data from a sample of 70 individuals. To test the hypotheses of the study, we used the one-way analysis of variance (ANOVA) using the Statistical Package for Social Sciences. The study found:

- There are statistically significant differences in the respondents' point of view about the prevailing organizational values according to the socio-professional categories.
- There are statistically significant differences in the respondents' point of view of administration management and human relations management according to socio-professional categories.
- There are no statistically significant differences in the respondents' point of view of task management and environmental management according to socio-professional categories.

Keywords: organizational values; administrative management; task management, human relations management; environmental management.

Résumé

L'étude analyse les avis des enquêtés sur les valeurs organisationnelles prédominantes afin d'étudier leur position au sein de la Société Algérienne de Distribution d'Electricité et de Gaz - Direction Distribution Tissemsilt. Pour atteindre les objectifs de l'étude, un questionnaire selon l'échelle de Likert en cinq points, composé de 36 items a été administré à un échantillon de 70 individus. Pour tester les hypothèses de l'étude, nous avons utilisé l'analyse de variance unidirectionnelle (ANOVA) en utilisant le paquet statistique pour les sciences sociales. Les résultats obtenus montrent :

- L'existence de différences statistiquement significatives dans le point de vue des participants sur les valeurs organisationnelles dominantes selon les catégories socioprofessionnelles.
- L'existence de différences statistiquement significatives dans le point de vue des participants sur la gestion administrative et la gestion des relations humaines selon les catégories socioprofessionnelles.
- L'inexistence de différences statistiquement significatives dans le point de vue des participants sur la gestion des tâches et la gestion de l'environnement selon les catégories socioprofessionnelles.

Mots-clés: valeurs organisationnelles; gestion administrative; gestion des tâches; gestion des relations humaines; gestion environnementale.



Introduction

Organizational values are gaining an important role within an organization as the main component of organizational culture. It is considered the vector of the behavior and attitudes of its employees. This is what made it attract the attention of specialists in the field of organization and management, because it directly affects the performance of employees, which is reflected in the goals and effectiveness of the institution.

Organizational values express the identity of the institution and make it different and distinguished from other institutions. Through these organizational values we can understand the organizational behavior within the organization that influences the decisions of managers as well as their relationships with their subordinates. This is what made it gain an important position within the institution and is the focus of our study.

Organizational values are the essence of the organizational culture of the institution, which is evident through the legislation, policies, regulations, rules and procedures that govern its relations with the elements of both the internal and external environment. these values are also seen in the behavior of the institution's employees and their dealings with each other and with others.

These organizational values are linked to the system, and tend to be more favorable to it than to the individual, as they mean for the individual a comprehensive framework for the goals of the institution to which he belongs. They may correspond to the direction of individuals and may differ. Hence, the importance of organizational values lies in the fact that they constitute the beating heart and the guiding reference upon which the institution is based and have a clear impact on the trends and motivation towards work and the functional practices of its members.

What is interesting and worth studying is that there is a discrepancy in the organizational values adopted by each institution. This is what our field study shows in the Algerian Power Company SONELGAZ - Tissemsilt - by asking the following central question:

Are there any statistically significant differences in the respondents' point of view about the prevailing organizational values in the Algerian Power Company SONELGAZ - Tissemsilt -?



- Are there statistically significant differences in the respondents' point of view about the management of administration according to socio-professional categories?
- Are there statistically significant differences in the respondents' point of view about task management according to socio-professional categories?
- Are there statistically significant differences in the respondents' point of view about the management of human relations according to socio-professional categories?
- Are there statistically significant differences in the respondents' point of view about environmental management according to socio-professional categories?

To answer these questions, we formulated the following hypotheses:

- There are statistically significant differences about the prevailing organizational values in the Algerian Power Company SONELGAZ - Tessemsilt - according to the socio-professional categories.

From which the following sub-hypotheses were derived:

- There are statistically significant differences in the respondents' point of view about the management of administration according to the socio-professional categories.
- There are statistically significant differences in the respondents' point of view about task management according to the socio-professional categories variable.
- There are statistically significant differences in the respondents' point of view on the management of human relations according to socio-professional categories.
- There are statistically significant differences in the respondents' point of view about environmental management according to socio-professional categories.



1. literature review of the study

1.1 Previous studies:

1.1.1 research paper on "Organizational Values and their Relationship to Performance Efficiency"

A study whose objective was the following:

- Identifying the workers' vision of organizational values related to management style, task management, relationship management and environmental management.
- Determining the extent to which organizational values and performance efficiency are related to personal and functional variables.

The researcher reached several results, the most important of which are:

- The organizational values applied within the organization are high.
- The level of performance efficiency of the workers is high.
- There is a positive relationship between organizational values and personal and functional variables.
- There is a positive correlation between the dimensions of organizational values of law and order, competition, strength, defense and competence, and performance efficiency.

1.1.2 Research paper on "values, their consistency and their relationship to organizational commitment in the stage of organizational change".

It is a doctoral thesis, where the researcher tried to diagnose the conditions of the Algerian institution in the field of its ability to respond to internal and external environmental changes, as well as to create the appropriate factors to facilitate the process of organizational change through a deeper understanding of the format and orientations of the Algerian worker's values, degrees of his organizational commitment and types, and the relationship between values and Commitment.

The researcher aimed at identifying the relationship of individual, organizational, collective and supervisory value systems to organizational commitment in its three dimensions: emotional, continuous and normative.

Finally, the researcher made sure that there is a statistically significant relationship between value systems and organizational commitment, and the research showed that despite the importance of the individual's commitment to the work group, the effect of organizational values remains the strongest compared to the effect of both collective and supervisory values. As for the



relationship of the consistency of individual values with the rest of the other value systems, it has been found that there is a significant relationship between the consistency of individual values, organizational and supervisory, and organizational commitment, which was not essential.

1.1.3 research paper on organizational values and their relationship to organizational effectiveness

The study aimed at discovering the relationship between the attitudes of responsible frameworks towards organizational values and organizational effectiveness, by searching for an answer to the following questions:

- What are the attitudes of senior managers towards the organizational values prevailing in the organization and related to the style of administration management, task management, relationship management and environmental management?
- What are the attitudes of senior managers toward organizational effectiveness?
- What is the nature of the relationship between the attitudes of senior managers towards these values and their attitudes towards the effectiveness of the organization?

This study concluded that there is a positive direct relationship between the attitudes of the responsible frameworks towards the prevailing organizational values in its four dimensions and their attitudes towards the effectiveness of the organization.

1.1.4 Research paper on "Organizational values and their relationship to organizational conflict"

The study aimed to know the prevailing values among the execution staff in the plant of Excavators and Cranes in the wilaya of Constantine. it also tried to show the impact in conflicts raising, its impact on the individual and organizational levels, and to know the relationship between the values carried by the execution staff and the conflict between them and the administration. The research problem question was:

What is the relationship between organizational values and organizational conflict among execution staff at the plant of excavators and cranes?

The hypotheses were as follows:

- Organizational values have a relationship with the organizational conflict within the organization



- Economic values (profit and production) are related to the organizational conflict
- Social values (cooperation and Belongingness) are related to organizational conflict.

Among the results reached, those related to the importance of economic values (profit and production) compared to social values (cooperation and belongingness) of the members of the studied sample. The results of the arithmetic means and standard deviations also showed a convergence between each of the dimensions of economic and social values.

1.2 Organizational Values

Maurice Thévenet considers values to be those that allow all individuals to evaluate, judge and influence things, and also arise from the individual's lived experiences in the groups to which he belongs, including what is individual and what is collective. It is important because it is considered a reference constitution that allows for the conception of decision, behavior and action. It also allows expressing the awareness of good from bad in behavior, whether at the level of personnel management or the reward system and management control. (Thévenet, 1992, p217,232).

Organizational values are everything that expresses the way the organization thinks and behaves and the pattern of relationships in which it operates inside and outside the organization (Kacimi, 2011, p. 107).

They reflect the internal characteristics of your organization, express the organization's culture and provide an outline for guiding behavior. It is essential in making choices, motivating behavior and making decisions” (Boukhdar, 2005, p. 146).

1.2.1 Classification of Organizational Values

Dave Francis & Mike Woodcock have classified organizational values into four main dimensions distributed over sub-organizational values (Francis and Woodcock, 1995), as follows:

- **Administration Management:** which means that the organization must deal with issues related to influence (power). This process is called administration management, it includes the values: power, elite, reward.
- **Power (influence):** referring to the entitlement to authority:
 - Information, power and career position.



- A personal relationship in which one person tries to get another to do something, and therefore force includes individuals trying to change the behavior of other individuals.
- **Elite:** through which the best candidates for administrative work are obtained, and their competencies are continuously developed, so it builds the value of the elite always at the top.
- **Reward:** is the organization's recognition of the efforts of its employees. It may be a material or moral reward that helps to improve the level of his performance in the organization.
- **Task management:** It means that the organization must deal with issues related to the performance of the work accurately and efficiently. This dimension includes: effectiveness, efficiency, economy.
 - **Effectiveness:** linked to performance and the ability to choose the right alternative from the alternatives available to senior management, in order to achieve the expected requirements.
 - **Efficiency:** through which resources are exploited and production elements are integrated to achieve the required results with the least cost and effort.
 - **Cost-effectiveness:** by controlling costs and unnecessary expenditures.
- **Human Relations Management:** by dealing with organizational issues to obtain the best contribution from its employees. As they need to be treated nicely and to feel that they have value, and to have confidence in the fairness of the organization. This dimension includes values: justice, teamwork (work teams), law and order.
- **Equity:** giving workers rights on the basis of equality and integrity, which leads to an increase in the sense of organizational belongingness and loyalty.
 - **Task forces** (team work): based on mutual assistance between individuals and groups within the organization, which achieve gains for all parties on an equal basis. Team building means coordinating the performance behavior of the work group to achieve the goals of the organization, and the feeling that the collective achievement is more than the individual achievement.



- **Law and order:** It refer to the rules that are defined in the organization and that work to direct the behavior of working individuals towards achieving its goals.
- **Environmental management:** where the organization must know the environment in which it operates, and search for how it affects this environment for its own benefit. This dimension includes the values of: defense, competition, exploitation of opportunities.
 - **Defense:** a successful organization studies external threats and then develops a strong defensive plan, to confront internal and external threats by developing strategies to confront challenges and dangers.
 - **Competition:** The organization takes the necessary steps to be competitive from the perspective of "the fittest survives" . The competition may be internal between members of the organization, or it may be collective between the different administrative units. As for the external competition, it is between the organization and other organizations that perform the same tasks and services.
 - **Exploiting opportunities:** This is achieved by searching for opportunities from abroad and seizing them quickly, and not giving the organization the opportunity for others to extract the best opportunities from them and to commit themselves to exploiting them.

1.2.2 Importance of Organizational Values

Despite the unanimity of various researchers and thinkers on the importance of values, there is a degree of disagreement about the extent of this importance. In general, this can be seen in two main positions:

- **The first position:** values are viewed as a force that creates behavior and movement, and therefore any change in society or in different organizations must be preceded and paralleled by changes and rearrangement of the prevailing value system.
- **The second position:** values are viewed as a controlling and regulating force for behavior only, and that the basis of the change process lies in the material elements represented in the tools and means of production in the first place. Supporters of this position say that the values themselves change and adapt according to material changes. (Assaf, 1999, pp. 142-145).

The importance of organizational values lies in the fact that they:



- It ranks first in the list of cultural elements affecting organizational behavior (Al-Qaryouti, 2003, p. 161).
- The values that pervade any organization have an impact on the behavior of the individual working in the organization.
- It enhances the stability of the social system in the organization.
- They are the basis for understanding trends and drivers and influence our perceptions.
- Define goals and policies, so that they must be compatible with values.
- Clearly affect organizational behavior.
- Understanding the prevailing values in any society facilitates an understanding of the expected organizational behavior of individuals.
- The organization resorts to it in evaluating the behavior of employees.
- Managing by values is a new trend, and it is considered a new tool and method of strategic leadership.
- Leadership influences and influences employees through a positive exchange of values.
- The future of the organization is determined through the continuous development of positive values that guide behavior and the role of leadership is to establish and strengthen the system of values.
- Values are the basis for establishing an organizational culture with a positive future direction.
- The goal of establishing organizational values is to strengthen the future organization (Asfour, 2008, p. 177).
- The unification of values within groups and organizations leads to a reduction in the causes of dishonest disharmony or conflict
- The destructive, or the reasons for the lack of understanding between them, which enhances the unity and cohesion of groups and organizations and increases their effectiveness.

2. Study Methodology:

2.1 Study Methodology and Tools

In our study, we relied on the analytical descriptive approach that fits with the objective of the study to find out the prevailing organizational values in the Algerian Power Company SONELGAZ - Tissemsilt - namely: administration management, task management, human relations management, environment management. A questionnaire following the five-point Likert scale (strongly agree, agree, neutral, disagree, strongly disagree) was used as a tool to collect data.



2.2 Research community and study sample

The research community consists of all employees of the Algerian Company for Electricity and Gas - Distribution Directorate Tissemsilt - which amounted to 276 employees. The total number of employees involved in the sampling was 192. The use of sampling in this study was not a goal in itself, but rather a necessity. Because the goal was to conduct a comprehensive survey of all the employees of the Algerian Company of Electricity and Gas - the Directorate of Distribution Tissemsilt - but we encountered difficulties in communicating with the field workers because they work outside the headquarters of the company. Therefore, we excluded the field workers. The study was limited to senior officials and control workers. Where we relied on stratified random sampling: 70 employees, (consisting of 30 senior official and 40 control agents).

2.3 Statistical methods used

The data were analyzed and processed by the Statistical Package for Social Sciences (SPSS) version 21. To test the hypotheses, we used the one-way analysis of variance (ANOVA) lab.

2.4 Stability and validity of the measuring instrument

In order to ensure the validity of the questionnaire to collect the necessary data for our study from the research field, some specialists in the company were consulted and the initial questionnaire was tested on a group of employees in order to correct the incomprehensible and vague phrases. the questionnaire consisted of 36 statements.

-Stability of the instrument: The stability of the measuring instrument (the questionnaire) was tested using Cronbach's Alpha shown in Table No. (1) from the list of annexes. Which amounted to 0.916 for the variables of the total study, which reflects the stability of the measurement tool to a large extent.

3. Results of the field study:

This paper will try to address the organizational values prevailing in the Algerian Power Company SONELGAZ- Tessemsilt -: administration management (power, elite, reward), task management (effectiveness, efficiency, cost effectiveness), human relations management (equity, teams work, law and order), environmental management (defense, competition, exploitation of opportunities).

The following decision rule has been adopted to test the hypotheses:



Accept H0: If the calculated significance level is greater than the approved significance level (0.05)

Reject H0: If the calculated significance level is less than the approved significance level (0.05)

3.1 Study and analysis of the first sub-hypothesis

There are statistically significant differences in the respondents' point of view about the organizational values of administration management (strength, elite, reward).

Table n°1: Results of a one-way ANOVA test for the respondents' point of view about the values of administration management by socio-occupational categories.

Socio-occupational categories	Arithmetic mean	Standard deviation	F	Significance level
Senior executives	3.86	0.633	8,832	000
Official	3.24	0.606		
Control worker	2.72	0.855		
Total	3.02	0.846		

The value of the calculated significance level 0.000 is less than the approved (0.05), and therefore we reject the null hypothesis H0 and accept the alternative hypothesis H1, and this means that there are statistically significant differences in the respondents' point of view about the organizational values of administration management (strength, elite, reward) according to the socio-occupational categories. The arithmetic mean, which reached 3.02 shows the average spread of these organizational values within the Directorate of Power and Gas Distribution - Tessemsilt -

Subsequently, the presence of statistically significant differences about the organizational values of the administration management indicates the discrepancy in the prevailing organizational values in the Algerian Company of Power and Gas - the Tessemsilt Distribution Directorate - and these organizational values pertain to the leadership category in the institution. This is due to the efficiency of the leadership category and its personal and professional characteristics.



3.2 Study and analysis of the second sub-hypothesis

Table n° 2: The results of the one-way ANOVA analysis, the respondents' point of view on the values of task management by socio-occupational categories.

Socio-occupational categories	Arithmetic mean	Standard deviation	F	Significance level
Senior executives	3.44	0.325	1.798	0.174
Official	3.18	0.698		
Control worker	2.98	0.711		
Total	3.10	0.685		

The calculated significance level value of 0.174 is greater than the approved (0.05), and therefore we accept the null hypothesis H0 and reject the alternative hypothesis H1, and this means that there are no statistically significant differences in the respondents' point of view about the organizational values of task management (effectiveness, efficiency, cost-effectiveness) according to the Socio-occupational categories. The arithmetic mean, which reached 3.10, shows the average spread of these organizational values within the Directorate of Power and Gas Distribution - Tessemsilt -

So the absence of statistically significant differences about the organizational values of the task management is explained by the contribution of the leadership category in raising the performance efficiency of its employees in order to achieve the basic objectives of the company.



3.3. Study and analysis of the third sub-hypothesis

Table n° 3: Results of a one-way ANOVA analysis for the respondents' point of view on the values of human relations management according to socio-occupational categories.

<i>Socio-occupational categories</i>	<i>Arithmetic mean</i>	<i>Standard deviation</i>	<i>F</i>	<i>Significance level</i>
Senior executives	3.47	0.534	0.021	4.101
Official	3.17	0.381		
Control worker	3.19	0.102		
Total	3.22	0.068		

The calculated significance level value of 0.112 is greater than the approved (0.05), and therefore we accept the hypothesis H0 and reject the alternative hypothesis H1, and this means that there are no statistically significant differences in the respondents' point of view about the organizational values of environmental management (defense, competition, exploitation of opportunities) according to the categories Socio-occupational.

The arithmetic mean, which reached 3.03 shows the average spread of these organizational values within the Directorate of Power and Gas Distribution - Tessemsilt -

So, there are no statistically significant differences about the organizational values of environmental management, explained by the average spread of these organizational values within the company. This is due to the company's interest in the external environment surrounding it in order to benefit and achieve the basic objectives (economic, service providing).



3.4 Study and analysis of the fourth sub-hypothesis

Table n°4: Results of a one-way ANOVA analysis for the respondents' point of view on the values of environmental management according to socio-occupational categories.

<i>Socio-occupational categories</i>	<i>Arithmetic mean</i>	<i>Standard deviation</i>	<i>F</i>	<i>Significance level</i>
Senior executives	3.40	0.486	2.266	0.112
Official	3.06	0.521		
Control worker	2.94	0.593		
Total	3.03	0.571		

The calculated significance level value of 0.112 is greater than the approved (0.05), and therefore we accept the hypothesis H0 and reject the alternative hypothesis H1, and this means that there are no statistically significant differences in the respondents' point of view about the organizational values of environmental management (defense, competition, exploitation of opportunities) according to the Socio-occupational categories. The arithmetic mean, which reached 3.03 shows the average spread of these organizational values within the Directorate of Power and Gas Distribution - Tissemsilt -

So, there are no statistically significant differences about the organizational values of environmental management, explained by the average spread of these organizational values within the institution. This is due to the institution's interest in the external environment surrounding it in order to benefit and achieve the basic objectives (economic, service providing).

3.5 Study and analysis the main hypothesis

There are statistically significant differences about the prevailing organizational values in the Algerian Power Company - Tissemsilt - according to the socio-occupational categories.



Table n° 5: The results of the one-way ANOVA analysis, from the respondents' point of view about the prevailing organizational values according to the socio-occupational categories.

Socio-occupational categories	Arithmetic mean	Standard deviation	F	Significance level
Senior executives	3.545	0.266	4.101	0.021
Official	3.162	0.480		
Control worker	2.960	0.612		
Total	3.090	0.570		

The value of the calculated significance level 0.021 is less than the approved (0.05), and therefore we reject the null hypothesis H0 and accept the alternative hypothesis H1, and this means that there are statistically significant differences in the respondents' point of view of the prevailing organizational values in the Directorate of Power and Gas Distribution - Tessemsilt - according to socio-occupational categories.

Consequently, we resort to the Scheffé's dimensional test to find out the source of the differences:

Table n° 6: Scheffé's test results

Socio-occupational Categories	Averages differences	Significance level	
Senior Executive/Executive	0.382	0.245	Non-significant
Senior Executive/control worker	0.584	0.027	Significant
Executive/control worker	0.202	0.382	Non-significant

Hence, the presence of statistically significant differences for organizational values (administration management, task management, human relations management) according to socio-occupational categories indicates the disparity in the prevailing organizational values.

Scheffé's test showed that this disparity is shown by the category of Executives and control workers. Here, it can be said that the organizational values prevailing in the Algerian Power Company - Tessemsilt Distribution Directorate - are rather average.



The organizational values in the organic organizational structure are characterized by their horizontal, flexible, directive, consultative, and loyal position, unlike the organizational values in the bureaucratic automated organizational structure, because they are part of the system, regulations and rules that are not adjustable, and are of a vertical path only. Organizational values as a general system take the organizational aspect as a source and a goal, and the process of their application is the human being within the system, even if the human element is its representative and is the one in charge of its implementation. (Abu Ayed, 2006, p. 301)

Conclusion

The formation and context of organizational values have been linked to the organization, its goals, culture and areas of interest. The interest in values within the Algerian Power Company is due to the nature of its activity. Therefore, organizational values are related to the system, and tend towards it more than they relate to the individual. For the individual, they represent nothing more than a framework that brings together the regulations, goals, and direction of the institution to which he belongs. This tendency may agree or may differ with the direction of individuals.

Organizational values also take the form of a system and are characterized by its features. Organizational values as a general system take the organizational aspect as a source and a goal, and the process of their application is the human being within the system, even if the human element is its representative and is the one in charge of its implementation. However, they may deviate from the individual's desires, and exceed their predispositions and goals.

Organizational values derive their survival and continuity from the culture of the company. The strong organizational culture is considered a challenge to any institution, including Sonelgaz, because of the interesting dimensions it presents: values, standards, rituals... which express the company's perceptions and philosophy.

Emphasizing the importance of organizational values in institutions remains an important focus that must be reconsidered, because they are closely linked between the company's material and human inputs and outputs in terms of performance and products. So that harmony and compatibility of values helps the institution to achieve its goals.



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