

THE ROLE OF ORGANIZATIONAL CULTURE IN IMPROVING JOB PERFORMANCE A FIELD STUDY AT THE INSTITUTE OF DISINFECTION AND IRRIGATION IN BISKRA STATE

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Abstract:

Various organizations are trying to achieve the goals for which they were founded, and they rely on a set of resources to achieve them, knowing that the job performance of workers in the organization is divided into good performance, average performance, poor performance, and in the case of poor performance, the organization is trying to find a solution to it, so we find them resorting to a number of variables, including organizational culture. Therefore, this research paper tried to search for the role played by organizational culture in improving the job performance of workers, and the study found that organizational culture contributes positively to improving the job performance of workers.

Keywords: Organization, Culture, Organizational Culture, Performance, Job Performance.

Introduction

Organizational culture is considered as the reflective mirror of the image of any organization, so we find different organizations attach great importance to the subject of organizational culture, noting that organizational culture with its various dimensions (organizational identity, organizational values, organizational expectations) differ from one institution to another, noting that organizational culture affects the organization in many aspects, and perhaps the job performance of workers is one of the most variables that can affect organizational culture, so we find this research paper trying to research this topic, and therefore the following main question was raised:

Does organizational culture have a role in improving the job performance of workers in the organization?

This question is followed by a set of sub-questions, which are as follows:

1 / do organizational values contribute to improving the job performance of workers in the organization?

2 / does the organizational identity contribute to improving the job performance of workers in the organization?

3 / do organizational expectations contribute to improving the job performance of workers in the organization?

Objectives of the study

This study aims to achieve the following objectives:

1 / Identify the role that organizational culture plays in improving the job performance of workers in the organization.

2 / disclosure of the role played by organizational values in improving the job performance of workers in the enterprise.

3 / trying to identify the role that organizational identity plays in improving the job performance of workers in the organization.

4 / an attempt to reveal the role that organizational expectations play in improving the job performance of workers in the enterprise.

First: the theoretical framework of the study

1-definition of organizational culture

Organizational culture is defined as the system of meanings, symbols, beliefs, rituals and practices that develop over time and become a special feature of the organization and the behavior expected of members. (Al-qaryuti, 2005, p. 373)

GIBSON and his colleagues defined it as something similar to the culture of a society, as the culture of an organization consists of common values, beliefs, perceptions, assumptions, rules, norms, man-made things and behavioral patterns... The culture of an organization is its character and climate - and the culture of the organization determines behavior, ties and motivates individuals.

Kurt Lewin defines it as: a set of assumptions, beliefs, values, rules and standards that are shared by the members of the organization, and it is like the human environment in which the employee performs his work, and it is possible to talk about the culture of the organization in a way that is felt but present and present everywhere, and it is like the air surrounding everything in the organization and affects it. (Al-Khafaji, 2009, page 373)

Through the definitions provided, we can define the organizational culture procedurally as follows:

It is a set of values, beliefs and organizational standards that employees within various organizations must adhere to and work by, through cooperation and mutual interaction among themselves.

2-components of organizational culture:

Organizational values: these are those principles that the individual is keen to acquire and maintain which allow all individuals to evaluate or judge things and influence them. These values are acquired from society through education, observation and imitation. It should be noted, however, that there are individual values and collective values, the importance of values is embodied in being a reference Constitution, allows the perception of decision, behavior and action, and also allows the change from perception to good from bad in behaviors, whether at the level of managing individuals, reward system or control management. (Zubaidi et al., 2015, p. 101)

Organizational beliefs: these are common ideas about the nature of work and social life in the organizational environment and how to accomplish tasks in the organization, for example: participating in the decision-making process and contributing to teamwork.

Organizational norms: are those perceived and intangible standards that employees adhere to within the organization, which are the standards that organizational workers adhere to because they believe that they are correct, necessary and useful for organizing the work environment. These norms are usually unwritten and members of the organization must follow them. (Ashuri and Yonsei, 2018/2019, page 100).

Organizational expectations: it is a set of expected things that an individual determines or expects from the organization as well as the organization expects from the individual, during the period of the individual's work in the organization, for example: mutual expectations between the boss and subordinates, and from colleagues among themselves and similar with appreciation and respect and providing an organizational environment that supports the individual's economic, psychological and social needs. (Al-Maghrabi, 2016, Page 245).

3- Definition of job performance

Job performance is defined as: functional behavior directed towards achieving predefined goals that an employee performs during a certain period of time, and it is also a result associated with achieving the goals of the organization. (On Murzuk and Khattab, 2020, page 271).

Job performance is also defined as: the degree of achievement and fulfillment of the tasks and functions assigned to the individual, and it reflects the way through which the worker performs his tasks. (Dahawi, 2020/2021, page 26).

Through the definitions provided, we can define the functional performance procedurally as follows:

It indicates how the worker follows to accomplish the tasks assigned to him within the organization in which he works.

Second: the applied framework of the study

1- Areas of study

Spatial field: disinfection and irrigation establishment, Biskra state.

Time domain: from October 2023 to December 2023.

The human Field: the workers of the disinfection and irrigation establishment in the state of Biskra, estimated at 50 workers.

2 - Curriculum of study

In this study, the descriptive method was relied on to suit the nature of the subject of study, but we did not limit ourselves to a dry description of the phenomenon, but we used numbers and statistics to study the phenomenon in the field.

3-data collection tools

The questionnaire form was relied on in our study for its suitability for the study curriculum and the study sample, the study questionnaire form consists of 04 axes and 22 questions.

4-the study community

In our study, we relied on a comprehensive survey method for all members of the study community, estimated at 50 workers.

General characteristics of the sample

Table No. 01: shows the distribution of members of the study community by gender

Gender	Redundancy	The ratio %
Male	45	90
Female	05	10
Total	50	100

Source: prepared by researchers

We note from the results of the above table that 90% of the members of the study community are males, while the remaining 10% are females, and this is due to the nature of work in this institution, which is more field work than administrative work, and it is one of the jobs that requires physical strength and endurance, especially in winter, which are the qualities available in males, in addition to the nature of the military society that discourages the work of women in such tasks.

Table No. 02: shows the distribution of members of the study community by age

Age	Redundancy	The ratio %
Less than 30 years	08	16
From 30 to 50 years	39	78
Older than 50 years	03	06
Total	50	100

Source: prepared by researchers

We note from the results of the above table that 78% of the members of the study community are aged from 30 to 50 years, while 16% are under the age of 30, while 06% are over the age of 50, and this can not be explained that the tasks, jobs and activities carried out by the institution require physical fitness and strength, which is available in the youth and adult category, while the rest of the other age groups occupy the few administrative positions in this institution.

Table No. 03: shows the distribution of members of the study community by educational level

Educational level	Redundancy	The ratio %
Primary	01	02
Average	04	08
Secondary	35	70
Collectors	10	20
Total	50	100

Source: prepared by researchers

We note from the results of the above table that 70% of the members of the study community have a secondary level, while 20% have a university level, while we find the middle and primary level at 08% and 02%, respectively, and we can explain these results obtained that the nature of positions in such institutions does not require possession of higher education, except for some administrative positions that require a university education level.

Table No. 04: shows the distribution of members of the study community by social status

social status	Redundancy	The ratio %
Single	15	30
Married	35	70
Total	50	100

Source: prepared by researchers

We note from the results of the above table that 70% of the members of the study community are married, while 30% are single, and we can explain this result by linking it to the age variable on the one hand, as most of the members of the study community are older than 30 years, which is a suitable age for marriage at the moment, in addition to the salary obtained from working in such positions, allows to ensure a fairly average life.

5-presentation and analysis of the study results

5.1-presentation and analysis of the results of the first sub-question: organizational values and improving the job performance of workers

Table No. 05: shows that workers respect the timeliness of their work

Alternatives	Redundancy	The ratio %
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Yes	48	96
No	02	04
Total	50	100

Source: prepared by researchers

We note from the results of the above table that 96% of the members of the study community respect the timing of their work through their commitment to the timing of entry to work and the timing of exit from work, while 4% do not respect the timing of their work, and we can explain this result that workers have full commitment and discipline about their work, and they also have awareness that non-respect for time will lead to penalties that may reach the deduction from their salary, which made them respect the timing of their work in the institution.

Table No. 06: shows the existence of an internal law in the institution

Alternatives	Redundancy	The ratio %
Yes	50	100
No	00	00
Total	50	100

Source: prepared by researchers

We note from the results of the above table that all members of the study community, i.e. 100%, confirm the existence of an internal law in the institution, which is one of the necessary things that must be present in any institution, in order to ensure the existence of discipline and commitment at work, in addition to workers' knowledge of their rights and duties within the institution, but what should be drawn attention to is the extent of workers' knowledge of the content of this internal law and the extent of their commitment to it, as we noticed that most workers are not aware of the content of this law and therefore do not comply with it.

Table No. 07: shows the nature of the relationship with colleagues in the enterprise

Alternatives	Redundancy	The ratio %
Good	45	90
Medium	05	10
Nasty	00	00
Total	50	100

Source: prepared by researchers

We note from the results of the above table that 90% of the members of the study community confirm that their relationship is good with their co-workers, while 10% believe that their relationship is good, which we can explain as there is mutual respect between workers among themselves on the one hand, and on the other hand, workers realize the importance of cooperation among themselves in order to accomplish the tasks assigned to them, and this confirms to us the importance of working in the spirit of teams or as it is called teamwork.

Table No. 08: shows the presence of control by the director of the enterprise

Alternatives	Redundancy	The ratio %
Yes	30	60
No	20	40
Total	50	100

Source: prepared by researchers

We note from the results of the above table that 60% of the members of the study community confirm that there is supervision by the director of the institution, while 40% believe that there is no supervision by the director of the institution, and we can explain this by the fact that the director of the institution realizes that there are some times and works that he must personally take care of and monitor the workers during their completion, especially those emergency works that require immediate intervention to address, especially during periods of rainfall and the resulting closure of water sinks and sewage channels.

Table No. 09: shows the presence of respect and appreciation of workers by the director of the enterprise

Alternatives	Redundancy	The ratio %
Yes	45	90
No	05	10
Total	50	100

Source: prepared by researchers

We note from the results of the above table that 90% of the members of the study community confirm that there is respect and appreciation by the director of the institution for them, while 10% believe that there is no respect and appreciation by the director of the institution for them, and we can explain this result that the director of the institution is fully aware of the importance of workers feeling respect and appreciation for them, because this contributes to increasing their morale, which is reflected positively on their performance of their assigned tasks.

Table No. 10: shows the workers ' mastery of their assigned work

Alternatives	Redundancy	The ratio %
Yes	42	84
No	08	16
Total	50	100

Source: prepared by researchers

We note from the results of the above table that 84% of the members of the study community confirm that they are working to perfect their work in the best possible way, while 16% do not master their work, which we can explain that there may be some obstacles that hinder them to perform their tasks in the right way on the one hand, and on the other hand we can explain the

indifference of workers to the quality of their work as much as they care about the speed of completion in order to get more rest times, in this case requires constant monitoring of workers while they complete their tasks.

5-2-presentation and analysis of the results of the second sub-question: organizational identity and improving the job performance of workers

Table No. 11: shows the instillation of work ethics among workers

Alternatives	Redundancy	The ratio %
Yes	50	100
No	00	00
Total	50	100

Source: prepared by researchers

We note from the results of the above table that all members of the study community, i.e. 100%, confirm that there is a direction and work by the director of the institution to carry out the process of instilling work ethics for workers, due to the fact that the acquisition of work ethics and working in it helps to ensure the proper conduct of work on the one hand, and on the other hand contributes to ensuring the improvement of the level of performance of workers for their assigned work.

Table No. 12: shows the availability of the enterprise to all the necessary means for the workers to perform their work

Alternatives	Redundancy	The ratio %
Yes	50	100
No	00	00
Total	50	100

Source: prepared by researchers

We note from the results of the above table that all members of the study community, that is, 100%, confirm that the institution has all the necessary means to perform their work, which can be explained by the fact that the institution is working to provide all the means that help workers to perform their tasks, and this is due to the fact that the work of this institution is related to the lives of individuals, especially in the winter, which witnesses weather fluctuations, which would pose a threat to the lives of individuals in the event of non-repair of water sinks, sewage channels and others.

Table No. 13: shows the existence of a register of complaints and suggestions

Alternatives	Redundancy	The ratio %
Yes	50	100
No	00	00
Total	50	100

Source: prepared by researchers

We note from the results of the above table that all members of the study community, i.e., 100%, confirm that the institution has a register of complaints and suggestions, and we can explain this result that there is a presidential mandatory concerning the need for all institutions to create a register of complaints and suggestions and put it at the disposal of citizens in the institution, with the need to oblige the director of the institution to read this register and try to meet the complaints of citizens as much as the institution can.

Table No. 14: shows the presence of a clear organizational structure in the enterprise

Alternatives	Redundancy	The ratio %
Yes	34	68
No	16	32
Total	50	100

Source: prepared by researchers

We note from the results of the table that 68% of the members of the study community confirm that the institution has a clear organizational structure, while 32% confirm that the institution does not have a clear organizational structure, and we can explain this result that any institution requires to have an organizational structure, but it differs from one institution to another, and the degree of understanding and clarity of the organizational structure to address it by organizing an awareness day or a study day to explain the organizational structure to all workers.

Table No. 15: shows the company's commitment to its social responsibility

Alternatives	Redundancy	The ratio %
Yes	33	66
No	17	34
Total	50	100

Source: prepared by researchers

We note from the results of the table that 66% of the members of the study community confirm that the institution bears its social responsibility, while 34% confirm that the institution does not bear its social responsibility, and this is what we can explain this to the result that every institution has a social responsibility towards society and individuals, it had to bear it, which was observed and reached in our field study institution.

5-3-presentation and analysis of the results of the third sub-question: organizational expectations and improving the job performance of workers

Table No. 16: shows the expectation of fairness in the treatment of workers by the director of the enterprise

Alternatives	Redundancy	The ratio %
Yes	41	82
No	09	18

Total	50	100
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Source: prepared by researchers

We note from the results of the table that 82% of the members of the study community confirm that they expect there is justice in the treatment of workers by the director of the institution, while 18% expect there is no justice in the treatment of workers by the director of the institution, which we can explain that the workers feel that there is respect and appreciation by the for their performance of their tasks.

Table No. 17: shows the expectation that all workers will receive punishment in case of making the same mistake

Alternatives	Redundancy	The ratio %
Yes	28	56
No	22	44
Total	50	100

Source: prepared by researchers

We note from the results of the table that 56% of the members of the study community confirm that they expect all workers to receive punishment in case of committing the same punishment, while 44% expect the opposite, and we can explain this result that workers trust in the management of the enterprise and expect justice among them, as already reached in the previous question, namely question No. (16).

Table No. 18: shows the expectation that workers will receive bonuses if they deserve it

Alternatives	Redundancy	The ratio %
Yes	28	56
No	22	44
Total	50	100

Source: prepared by researchers

We note from the results of the table that 56% of the members of the study community confirm that they expect and believe that they deserve to receive bonuses, while 44% believe the opposite, and we can explain this result by referring to the workers ' lack of knowledge of the criteria that are relied on by the institution in choosing workers who deserve to receive bonuses, meaning that the applicable criteria for receiving bonuses.

Table No. 19: shows the expectation of workers to be treated well by the manager

Alternatives	Redundancy	The ratio %
Yes	48	96
No	02	04
Total	50	100

Source: prepared by researchers

We note from the results of the table that 96% of the members of the study community confirm that they expect to receive good treatment by the director of the institution, while 04% believe the opposite, and we can explain this result that the management of the institution and its director seriously know that the lack of Distinction and favoritism among workers, contributes to ensuring the proper functioning of work and the institution, which is why they always try not to distinguish between workers, as they are trying to treat them in the same way.

Table No. 20: the expectation of workers shows the presence of a favorable organizational climate in the enterprise

Alternatives	Redundancy	The ratio %
Yes	46	92
No	04	08
Total	50	100

Source: prepared by researchers

We note from the results of the table that 92% of the members of the study community confirm that they expect that the institution is able to provide a suitable organizational climate for work, while 44% believe the opposite, and we can explain this result that the institution is working to provide the right climate that helps workers to perform their work in the right way, which can be considered an indicator that the institution aims to achieve the well-being of its workers and this is due to its knowledge that workers are the main pillar of the success of the institution.

6-discuss and draw conclusions of the study

6.1-discussion and drawing conclusions of the first sub-question: organizational values and improving the job performance of workers

Based on the results obtained from the items of the first sub-question, we came to:

- 96% of the members of the study community respect the timing of their work through their commitment to the timing of entry to work and the timing of exit from work.
- All members of the study community, that is, 100% confirm the existence of an internal law in the institution.
- 90% of the members of the study community confirm that they have a good relationship with their co-workers.
- 60% of the members of the study community confirm that there is supervision by the director of the institution.
- 90% of the members of the study community confirm that there is respect and appreciation by the director of the institution for them.

- 84% of the members of the study community confirm that they are working to perfect their work in the best possible way.

Overall, we can see that organizational values contribute to improving the job performance of workers.

6.2-discussion and drawing conclusions of the second sub-question: organizational identity and improving the job performance of workers

Based on the results obtained from the items of the second sub-question, we came to:

- All members of the study community, i.e. 100%, confirm that there is a direction and work by the director of the institution to carry out the process of instilling work ethics for workers.

- All members of the study community, i.e. 100%, confirm that the institution has all the necessary means to perform their work. - All members of the study community, i.e., 100% confirm that the institution has a register of complaints and suggestions.

- 68% of the members of the study community confirm that the institution has a clear organizational structure.

- 66% of the members of the study community affirm that the institution bears its social responsibility.

Overall, we can conclude that organizational identity contributes to improving the job performance of workers.

6.3-discussion and drawing conclusions of the third sub-question: organizational expectations and improving the job performance of workers

Based on the results obtained from the items of the third sub-question, we came to:

- 82% of the members of the study community affirm that they expect fairness in the treatment of workers by the director of the institution.

- 56% of the members of the study community confirm that they expect all workers to receive punishment if they commit the same punishment.

- 56% of the members of the study community confirm that they expect and believe that they deserve to receive rewards.

- 96% of the members of the study community confirm that they expect to receive good treatment by the director of the institution.

- 92% of the members of the study community confirm that they expect that the institution is able to provide a suitable organizational climate for work.

Overall, we can conclude that organizational expectations contribute to improving the job performance of workers.

Conclusion

Based on all the above, we see that the purification and irrigation establishment in the state of Biskra has an organizational culture that distinguishes it from the rest of the institutions, both in terms of organizational values, organizational identity and organizational expectations, which made it work in an appropriate and calm atmosphere almost free of all obstacles that could affect its work and the performance of its workers, which shows us the great importance that organizational culture can play in any institution.

This research paper has reached the following results:

- Organizational culture plays a major role in improving the job performance of workers in the organization, which is shown by the fact that all dimensions of organizational culture contribute to increasing and improving the level of job performance of workers within the organization.
- Organizational values contribute to improving the job performance of workers.
- Organizational identity contributes to improving the job performance of workers.
- Organizational expectations contribute to improving the job performance of workers.

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