

Organizational Climate as a Social Environment for the Development of Distinct Organizational Identities: A Socio-Organizational Analysis

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Abstract:

The identity of an organization is intricately shaped through its interactive relationships within the workplace environment, significantly influenced by the organizational climate. This research delves into the intricate relationship between an organization's identity and its climate, exploring how organizational identities are shaped by the unique dimensions and characteristics of the organizational climate. These elements are crucial in determining the form and nature of an organization's identity, encompassing leadership style, organizational culture, work systems, relationships, and interactions.

Employing a desk survey methodology, this study reviews the theoretical literature concerning the identity and its correlation with the organizational climate, followed by a critical rational analysis. The findings reveal that the organizational identity of social actors within workspaces can manifest as either negative or positive, closed or open, overlapping or distinct, shaped by the prevailing climate of the work environment.

Keywords: Organizational Identity, Organizational Climate

Introduction:

Socio-organizational theories scrutinize organizational identity as a variable within the social dimension, emphasizing the pivotal role of affiliation groups in shaping identities within the workplace. Identity acquisition is a process that commences through successive socializations experienced by an individual before entering the workforce, and it extends through organizational socialization upon employment.

The interest in the study of identity has surged as organizations have increased their engagement with the external world. This engagement suggests that organizational identity not only reflects but also extends the cultural identity of the community. As a social system, an organization is invariably influenced by the cultural context of its operational environment and cannot remain unaffected by these influences.

Simultaneously, organizational identity fulfills a dual role at both the internal and external levels of the organization; externally, it is expressed by establishing a unique identity and distinction from other entities operating within the same sphere. For instance, healthcare institutions cultivate an identity that distinguishes them from military or educational entities through distinct languages, activities, logos, organizational structures, and attires.

Internally, organizational identity plays a critical role in bridging the gap between individual employees and the organization. It unifies employees with varied characteristics and cultural backgrounds to achieve common objectives, fostering their integration and aiding their adaptation within the organizational structure. The influence of organizational identity is significantly shaped by various socio-organizational variables, such as the organizational climate.

According to Mahmoud Salman Al-Amian, the organizational climate is articulated as "the physical and non-physical internal environment within which an individual operates." This climate encapsulates the overarching social system of the employees within an organization, which encompasses culture, values, customs, traditions, norms, behavioral patterns, and social beliefs—elements that profoundly influence both human and economic activities and performances (Al-Amian, 2002, p. 305).

The organizational climate is pivotal in shaping individual behaviors, including how employees accomplish their tasks, uphold their beliefs and values, their degree of affiliation and loyalty to the organization, and how they interact with their work environment and perceive their roles within this context. Various dimensions such as leadership style, supervision patterns, and communication modalities significantly contribute to this influence.

The impact of the organizational climate extends further, influencing the construction and acquisition of organizational identity; it reflects the organization's image and characteristics and serves as a critical indicator through which the nature of the climate and its nuances can be assessed.

The organizational climate establishes the social milieu in which organizational identity emerges and sustains over time. Moreover, the interaction between organizational identity and organizational climate is marked by a reciprocal, direct pathway that necessitates the infusion of one variable by the quality of another. From this analytical standpoint, it becomes crucial to understand how the organizational climate influences the process of forming organizational identity.

In this discussion, we will delve into the duality of climate and organizational identity by addressing the following questions:

- How does the nature of the organizational climate affect the formation of organizational identity?
- What are the theoretical foundations of organizational identity?
- What are the descriptions of organizational identity under various organizational climates?

Study Objectives:

- To provide an analytical overview of the concept of identity based on theoretical literature;
- To explore the theoretical foundations of organizational identity in institutions within the light of organizational thought;
- To reveal the contribution of the organizational climate in shaping an organization's identity.

Study Significance:

The interplay between organizational climate and organizational identity has not garnered sufficient attention from researchers within the realms of management, administration, and sociology. This study aspires to enrich the academic discourse by elucidating the relationship between these two pivotal elements, providing valuable insights for students, researchers, and institutions.

Organizational identity transcends mere academic curiosity; it imbues an organization with a distinct identity, articulates its philosophy, and mirrors both its historical and contemporary ethos. It also fosters an inclusive culture that enhances a sense of belonging and loyalty among employees, thereby boosting their motivation.

In today's context, where organizations navigate through rapid changes and intense competition, identity not only serves as a cultural, social, and economic imperative but also as an economic asset and a managerial tool that can gauge and describe the nature of organizational climates. An organization's capability to compete and excel is intrinsically linked to its climate, making the organizational climate an essential barometer to predict the success, sustainability, or failure of organizations.

First: Theoretical Overview of Organizational Identity

This section is designed to provide foundational theoretical clarifications about the first part of the article's topic: organizational identity. We will dissect the concept into two fundamental elements—identity and organizational identity—and explore seminal ideas from René Sansouci, a prominent scholar in the field of sociology, specifically within the sociology of organizations.

1. Definition of Organizational Identity:

1-2 Definition of Identity:

As delineated in Ahmed Zaki Badawi's "Dictionary of Social Sciences Terms," identity encapsulates an individual's ability to distinguish themselves from others (Badawi, 1993, p. 206).

Erik Erikson, an American social psychologist and one of the pioneers to utilize the term 'identity' within the humanities and social sciences in 1950, defined it as "a process occurring within the social culture of the individual, coupled with a simultaneous psychological impact across all functional mental levels, enabling a person to self-assess in alignment with their self-perception and the perception of others. It represents a continuous and evolving psychosocial process" (Muslim, 2007, p. 153).

This definition underscores that identity is not static but a continuous journey shaped by an individual's ongoing socialization and is an integral aspect of the community's cultural framework, perceptible and comprehensible to individuals.

1-2-1 Definition of Organizational Identity:

The concept of organizational identity emerged concomitantly with the evolution of the organizational dimension in work environments. As groups transformed into organizations and individuals into actors, identity evolved into strategies of identification that are not fully realized but seek synchronization with the dynamics produced by the interaction between an organization's external environment and its professional milieu.

At this juncture, identity is viewed as a fluid arrangement wherein actors strive to adjust and align with the demands of their respective organizations (Sonia, 2018, p. 195), as elucidated by René Sansouci. Some theorists argue that identity manifests as "the extent to which employees feel a part of the organization as a whole, rather than merely connected to the units they work within" (Hareem, 2004, p. 328).

Hence, organizational identity reflects the shared values, principles, and culture among all members within an organization, significantly enhancing their sense of belonging to the organizational community. This sense of belonging invariably influences the behaviors and interactions of employees within their work environment.

Albert and Whitten (1985) emphasize that organizational identity is not an objective reality but is perceived through individuals' interpretations and perceptions of the central characteristics that differentiate their organization from others, independent of objective variables within the organizational environment (Whitten, 2006, p. 1).

From this perspective, it is evident that organizational identity is a dynamic entity, continuously shaped and reshaped by the changing perceptions and experiences of individuals within the organization, through their interactions with organizational attributes such as culture, values, policies, and the physical environment. These interactions are both influenced by and contribute to their participation in defining and shaping the organizational identity.

Organizational Identity as an Economic Value:

Organizational identity encapsulates the ongoing efforts of an organization to distinguish itself from its competitors. This endeavor hinges on the organization's ability to cultivate a unique identity that enhances its effectiveness and its significant impact on the community, particularly on the individuals within it.

Thus, researchers underscore the criticality of embedding specific content into decisions and strategic operations to imbue the organization with economic value (Sonia, 2018, p. 198). A quintessential example of an organization with a distinctive identity is Apple, whose iconic bitten apple logo has become synonymous with quality and innovation.

Organizational Identity as a Management Tool:

Organizational identity mirrors the positive influences of management and leadership styles on employees. The attributes of leaders and managers within an organization are manifest in the behaviors, beliefs, perceptions, performance levels, and employees' aspirations to affiliate with the organization and endorse its values and beliefs. These outcomes are shaped by the types of influences that the administrative leadership exerts.

Through the exploration of various definitions, it becomes evident that the concept of identity is both complex and contradictory. On one hand, identity signifies everything that is unique and distinct from others; on the other hand, it pertains to the matching or similarity in characteristics.

Non-independence of the Term:

The concept of identity has not been ascribed a specific terminological meaning in social sciences and sociology, where it is often perceived as either a quest for recognition by others within the workplace or as the culmination of continuous socializations through a path of individual experiences of the employees. These interpretations are consistent with the main trends in the sociology of identity, exemplified by the stream of Sansouliu and Debar, who advocate for this concept under specific formative conditions.

Association with Socio-professional Categories:

Numerous studies in sociology tend to categorize identities based on socio-professional groups, as seen in the models and forms of identity proposed by Sansouliu. Each professional category endeavors to carve out its distinct identity from other categories or workgroups or supervisors, a process that can unfold through negotiation, conflict, or competition.

Relativity:

Identity is not a static entity; it is susceptible to threats and changes that may arise from the external environment or even within the organizational system itself.

1.3 Operational Definition of Organizational Identity:

By organizational identity, we refer to all the characteristics and traits that distinctly define an organization in contrast to other organizations. These traits directly influence the values,

beliefs, behaviors, and relationships of the individuals operating within the organizational environment.

2. Sansouliu as a Facade for Organizational Identity:

René Sansouliu's conceptualization of professional identity employs a cultural approach, treating the organization as a sociological space that facilitates socialization, normalizes actors, and molds their identities beyond merely being a production and manufacturing space.

In his seminal work, "Identity at Work," Sansouliu articulates that identity involves "the self-definition by the self in addition to self-definition through others." He posits that professional identity includes all standards, values, rules, and multiple affiliations that serve as reference points by which members of a workgroup are defined. This framework helps elucidate how an actor, whether at an individual or group level, performs their tasks, assumes their roles, and is perceived by their colleagues within the workplace (Cary, 2012, pp. 32-51).

According to the Sansoulian approach, identity construction unfolds through two intertwined processes; the first involves the self interacting with itself, which encompasses the individual's self-perception, self-understanding, personal experiences, values, and beliefs.

The second process pertains to the self interacting with others—individuals or the community—which acts as a reflective surface aiding individuals in self-understanding and identity formation. An individual is inseparable from the social context in which they are embedded, and their identity construction is influenced by the dynamic interplay between these two dimensions.

Sansouliu also seeks to clarify the elements of identity that impact its formation, such as standards, values, rules, and various affiliations, all of which illuminate the backgrounds through which the behaviors of workgroups and their perceptions of the organization's identity are interpreted.

Sansouliu envisions the actor from a strategic standpoint; through socialization, the actor strives to develop and adapt the values and rules of action according to various objectives and available resources for action. Actors position themselves in both solidarity and conflictual relations and construct strategies aimed at preserving their positions while navigating or escaping organizational constraints. From this perspective, he delineates four models of identities.

2-1 The Assimilation and Melting Model:

This model is characteristic of veteran workers who may lack formal qualifications and are often found in environments where tasks are repetitive and routine, or where there is limited control over their working conditions.

Despite their modest educational backgrounds, these workers typically possess significant manual skills and share a strong sense of solidarity, deriving from their belonging to the same professional category and social class. They are bound by a communal ethos. According to Sansouliu, this model presents limited resources because the individual has no alternative but

to assimilate into or merge with the workgroup, which then becomes the sole resource they can leverage (Sesawi, 2021, p. 155).

This model addresses key social processes occurring within organizations that house diverse identities. 'Assimilation' refers to the process wherein an individual adopts the culture and values of the workgroup while retaining aspects of their original culture. 'Melting,' conversely, involves individuals forsaking their original cultural attributes and fully adopting the language and behaviors of the group.

2-2 The Negotiation Model:

This model applies to actors with high qualifications who leverage their professional competence to garner social recognition as a distinct and separate category from others. They are capable of achieving the highest internal promotions and acquiring extensive new skills and knowledge through training targeted at realizing their objectives and interests, thereby securing recognition for their identity from their superiors (Yakoub, 2018, pp. 97-98).

In this model, workgroups employ negotiation as they possess the capability to engage in and prevail in conflicts due to their access to numerous authoritative resources.

2-3 The Attraction and Harmony Model (L):

This model is prevalent in scenarios characterized by professional mobility and promotions, where individual advancement results in a loss of affiliation with a specific work group. This situation is typical among executives, engineers, and technicians who maintain significant relationships with their superiors.

The strategies of actors in this model are focused on expertise and personal success. Such a strategy positions the actor within an individualistic framework, aiming for personal gains and professional advancement (Sesawi, 2021, p. 156). Because these strategies are predicated on achieving individual objectives, such as fulfilling ambitions and ascending the career ladder, the socio-professional relationships that bind individuals are not governed by principles of continuity.

Once the goals and interests are met, these relationships may dissolve or alter to align with the evolving objectives of the involved parties, hence the attraction or harmony is dictated by interests and purposes.

2-4 The Withdrawal Model:

Actors who adopt this identity strategy display a preference for individualism and opposition, often avoiding social relationships within the organization. Their circle of acquaintances is limited, as characterized by Sansouliu among women, new workers, and immigrants who pursue primarily material gains through their employment.

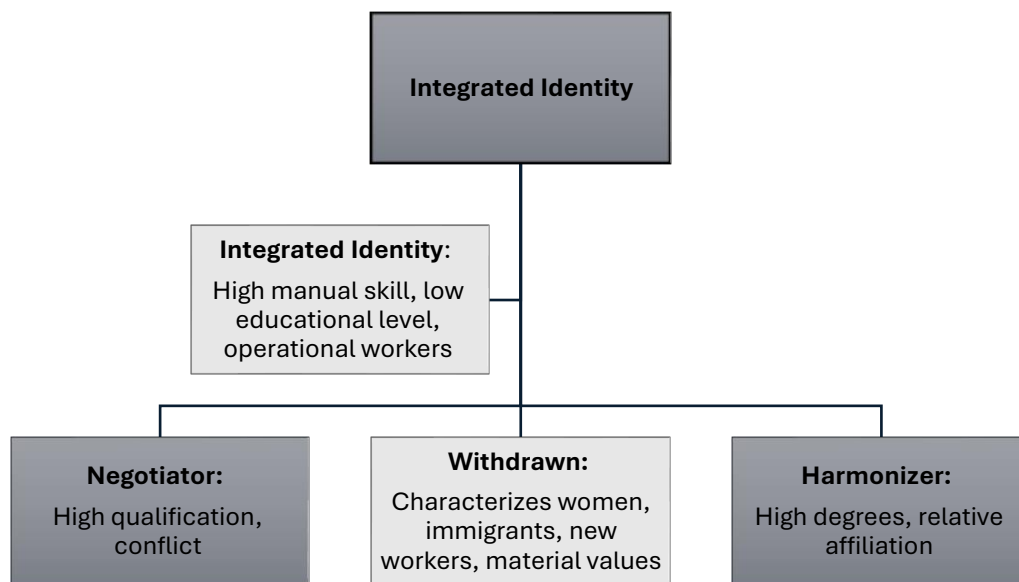
Actors in this model eschew personal commitments and work relationships, with economic (utilitarian) values predominating among the owners of this identity (Cary, 2012, p. 98). Traits of the withdrawal identity in organizational settings include indifference, reluctance towards

cooperative culture, and passive participation in meetings without contributing opinions or ideas.

Through the examination of these diverse models of identity, the significant role of social relationships, goals, interests, and values in shaping individual or collective identities within the organization becomes evident. Actors within organizational environments are acutely aware of the strategies that best serve their interests.

Consequently, the selection of a strategy is dictated by the interests of the actors, their status, and the resources at their disposal, be it skills, knowledge, or strategic positions. This analysis of the models underscores how contemporary organizational societies have evolved into arenas for learning through the socialization processes that individuals undergo within the organization.

Figure No. 1: Illustrates the identity models according to Sansouliu



Source: Prepared by the researchers

3. Leading Theorists on Organizational Identity: Claude Dubar and Jürgen Habermas

Identity, being a pivotal component of the social and cultural constructs of human societies, has garnered considerable attention from sociologists who analyze its components, formation, and influencing factors. This section delves into the concept of organizational identity through the theoretical frameworks provided by Jürgen Habermas and Claude Dubar.

3-1 Identity According to Jürgen Habermas:

Jürgen Habermas's perspective on identity underscores the critical role cultural phenomena play in shaping social structures. He posits that values and norms facilitate communication among individuals, which in turn contributes to the formation of social identity. For

Habermas, identity is seen as a normative structural agreement linked to specific social roles that are institutionally established within a learning context and developmental levels (Habermas, 2002, p. 34).

A core tenet of Habermas's theory is the influential role of communicative action in identity formation, achieved through the creation of values and the strengthening of social bonds among group members or professional categories. The basis of these bonds is trust between actors—a trust that transcends mere professional or collegial relationships and extends into genuine human connections. Habermas highlights the critical function of communicative action and the power of language to forge these connections, facilitating openness and fostering a sense of belonging (Yakoub, 2018, p. 85).

Language, as a fundamental element of communicative action, not only reflects the identity and culture of a society but also the identity of an institution. For instance, in healthcare institutions, French may dominate, while Arabic is prevalent in Algerian educational settings. Additionally, within a single entity like Sonatrach, linguistic duality may exist where senior executives, having long tenure, often communicate in French, whereas professional workers and newer employees, trained in Arabic, predominantly use Arabic. This linguistic variation within workplaces exemplifies how language can characterize professional identities within any organization.

3-2 Identity According to Claude Dubar:

Claude Dubar, a distinguished scholar in workplace identity, contends that identity is not an immutable attribute conferred at birth. Rather, it is acquired and continuously shaped throughout an individual's lifetime, beginning from childhood and evolving across their lifespan.

Identity cannot be constructed in isolation but is the result of myriad cultural interactions and is deeply entrenched in social organizational methods. Dubar articulates that identity comprises a system of self-representations that are interconnected with a system of values and collective identity representations ("we"). Therefore, professional identity is sculpted through the interplay between personal identity, collective identity, and one's professional life or career (Holcman, 2006, p. 179).

This analysis provided by Dubar and Habermas offers a profound understanding of how organizational identity is not merely a static, inherent attribute but a dynamic construct continuously influenced by social interactions, communicative practices, and cultural exchanges within and beyond the workplace.

Claude Dubar's interest in socialization is intricately linked with his studies on identity, as expounded in his book *Socialization and the Formation of Identities in the Workplace*. He regards both socialization and organizational socialization as secondary forms of socialization, which are foundational in constructing professional identity.

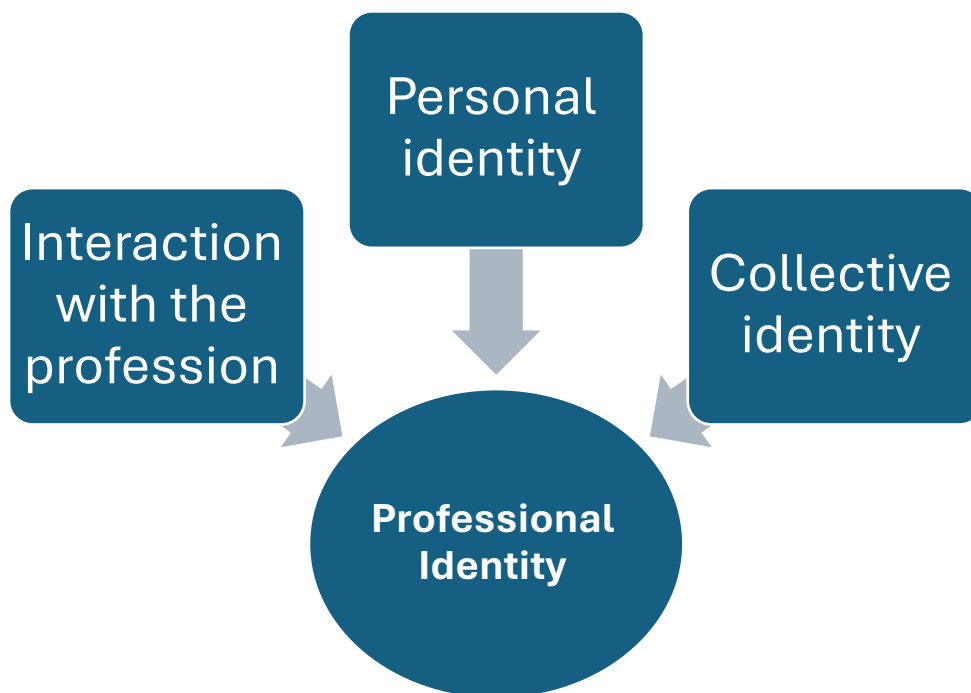
Dubar argues that these sources encompass individual, social, structural, and institutional aspects (Dalila, 2017, p. 119). He posits that identity is multidimensional, reflecting the

diverse and varied experiences of human beings who assume multiple roles, thereby fulfilling their fundamental identity needs.

In this vein, Dubar discusses socialization as the mechanism through which individuals integrate into the culture of the community or group they belong to. This process is observable in institutions where seasoned employees impart the necessary cultural knowledge to new employees, equipping them with the skills required for optimal performance in their roles (Dalila, 2017, p. 120).

Thus, identity formation is not merely about acquiring knowledge, skills, practices, and values for professional activities; it is also about profound and comprehensive change within individuals or groups, resulting from ongoing practices within their social environments.

Figure 2: Elements Shaping Professional Identity According to Claude Dubar



Source: Prepared by the researchers.

It is concluded that Jürgen Habermas was theoretically ahead of both Dubar and Sansouliu in addressing the issue of identity, starting in the early 1970s. However, the approach he introduced is congruent with the theories presented by Claude Dubar and René Sansouliu. All three scholars concur that identity is shaped and acquired over time through a process, rather than being a static or final state. They emphasize that identity is the result of collective interactions and highlight the role of socio-cultural variables—such as values, language, norms, and actions—in shaping identity.

The differences in their theoretical approaches are outlined in the following table:

Table 1: Differences in the Concept of Identity Among Habermas, Sansouliu, and Dubar

Scholars	Differences in the Concept of Identity
Jürgen Habermas	Focuses on identity through interaction and communication, and the role of institutions or social structures.
René Sansouliu	Approaches identity from a critical and philosophical perspective, highlighting its plurality and complexity.
Claude Dubar	Concentrates on understanding identity in the context of cultures and continuous socialization processes.

Third: Identity in the Context of Organizational Climates

Before exploring the interrelationship between organizational identity and climate, it is imperative to first define the concept of organizational climate.

1. Definition of Organizational Climate:

Farouk Fleih and El-Sayed Abdel-Majid characterize organizational climate as a compilation of policies, procedures, and systems prevailing within an organization that significantly influences employee performance and effectiveness. This influence extends to factors related to administrative leadership, organizational structure, and the dominant organizational culture (Fleih & El-Sayed, 2005, p. 291).

Pelin Kanten and Funda Er Ulker describe organizational climate as a "complex, multi-level, and multi-dimensional phenomenon derived from employees' perceptions of their experiences within the organization. It is stable over time and widely shared within a specific organizational unit" (Pelin Kanten & Funda Er Ulker, 2013, p. 146).

From a broader perspective, researchers view organizational climate as encompassing a variety of administrative, social, psychological, physical, and environmental conditions prevailing within the organization. These conditions significantly affect the functional relationships between its members (Fleih & El-Sayed, 2005, pp. 292-293).

Based on the various definitions of this concept, we summarize its characteristics as follows:

- The organizational climate is a broad concept encompassing various dimensions related to administrative, social, physical, and environmental aspects.
- The organizational climate is both objective and subjective. It can be viewed in terms of the distinctive characteristics of the work environment and in terms of the impression and mental image formed by individuals about those characteristics.
- The organizational climate has a certain degree of relative stability.

- There are different levels of organizational climate depending on the unit of analysis, such as psychological, administrative, or organizational climate.
- The organizational climate influences individuals' behavior, attitudes, and values, and is also influenced by them.
- Organizational climate is not the same as culture; however, it expresses and is affected by it, and also influences it.
- The organizational climate reflects the characteristics of the internal work environment.

Operational Definition of Organizational Climate:

Organizational climate is defined as the set of organizational conditions and characteristics, including leadership style, social relationships, and values, that constitute the environment in which an organization's identity is formed and molded. These conditions may be positive or negative, and they may manifest in either a closed or open form.

2. Identity in the Context of Organizational Climate Models:

This section endeavors to delineate certain organizational identities based on the type of climate present. By analyzing the interplay between "climate and identity," we clarify the role of specific climate patterns in shaping an organization's identity. We focus on the two most prevalent types of organizational climates: the open climate and the closed climate, also known as the positive climate and the negative climate, respectively. Halpin and Croft (2007) proposed that an organization's climate exists on a continuum that ranges from open to closed, encompassing various other climate types in between (Hassan, 2007, p. 40).

1. The Closed System Climate:

In stark contrast to the open climate, the closed organizational climate is marked by a pervasive sense of indifference, negligence, and diminished morale. Within this environment, a notable absence of trust and cooperation among organizational members prevails. Leadership and employees often seem to operate on divergent tracks, mired in confusion and emotional upheaval.

In such climates, strict adherence to rules and regulations takes precedence over the needs of employees and their problem-solving efforts within the organizational framework. This rigid focus adversely impacts the leader's capacity to effectively guide employees in fulfilling their tasks, consequently resulting in diminished job satisfaction (Al-Chammari, 2006, p. 62).

Organizational identity models prevalent in such climates are often characterized by conflict or negotiation, also termed as bureaucratic identities. These identities are consistent with the bureaucratic structures described by Max Weber, which are defined by their rigidity, routine, and centralization. This centralization is a result of the fixed distribution of tasks, the predominance of formal relationships, restricted personal interactions, and the stringent

enforcement of rules and regulations. These elements collectively foster deviations from established norms and guidelines (Al-Shammaa & Hammoud, 2007, pp. 34-35).

All these factors contribute to the creation of a negative climate that engenders adverse attitudes and emotions, ultimately failing to fulfill the goals and aspirations of individuals. Consequently, the organization becomes a breeding ground for conflicting identities rather than nurturing robust organizational identities, with each faction striving to achieve its objectives at the expense of others.

This focus on individual gains over collective welfare is underscored by Al-Sheibani's study, which examines the organizational climate of educational institutions and its role in the fragmentation of professional identity. The study highlights how the prevalence of individualism and the erosion of shared values that govern social and professional relationships among educators lead to the disintegration of professional communities and the destruction of both individual and collective professional identities (Al-Chibani, 2013, p. 650).

Given that individual identities are shaped by organizational values and the interactions between staff and administrative leaders, conflictual relationships and negative values culminate in fragile, undesirable organizational identities. These identities are characterized by a lack of loyalty and belonging to the organization, compelling individuals to engage in deviant behaviors such as embezzlement or the disclosure of confidential workplace information.

Furthermore, such negative identities pose a substantial threat to the present and future of the institution as they undermine its economic value and tarnish its image and reputation within the external environment where it operates (S. Tsui, Y. E. Tse, et al., 2005, p. 535).

2. The Open Climate:

The open organizational climate is marked by an atmosphere of high morale, characterized by enthusiastic and complaint-free work environments where boredom is rare and teamwork flourishes with minimal conflicts. This climate is particularly conducive to nurturing leadership initiatives.

In such settings, leaders demonstrate a heightened concern for employees, adopting leadership styles that emphasize participatory decision-making and the empowerment of individuals. Monitoring within these climates tends to be less stringent, leading some researchers to describe this climate as positive or independent.

The identity model prevalent in an open climate is typically positive and robust. This phenomenon can be attributed to the fact that organizational identity is intricately linked to organizational culture. In environments where a culture of cooperation, trust, and participation predominates, the likelihood of developing a hostile climate is significantly reduced.

Individuals in these settings enjoy harmonious interactions and exhibit a pronounced sense of pride and belonging to the organization, which translates to higher levels of job satisfaction.

Organizations actively strive to cultivate this type of identity, recognizing it as a desirable trait that not only facilitates the achievement of organizational objectives but also ensures its long-term sustainability (Edmondson, Denison, et al., 2006, p. 1115).

Given that an organization serves as a nexus for the production of cultures and the shaping of identities, achieving a positive organizational identity requires the presence of a diverse array of psychological, administrative, social, and cultural factors within the organizational environment. The organizational climate, in particular, plays a pivotal role in sculpting the institution's identity and reinforcing the employees' sense of belonging.

The relationship between organizational climate and identity is inherently interactive; by analyzing the distinguishing characteristics of the climate, one can infer the type of identity prevalent within any institution. Moreover, the identity an individual adopts, along with the positive or negative representations they harbor about themselves, are largely shaped by the perceptions and impressions they form about the organizational climate.

Table 2: Summary of the Relationship Between Organizational Climate and Identity Based on Organizational Identity Models

Organizational Climate	Organizational Identity	Attributes	Outcomes
Closed Climate	Conflictual, Negotiating, or Bureaucratic Identity	<ul style="list-style-type: none"> - Indifference, negligence, and low morale. - Decline in trust and weakened cooperation. - Rigidity, routine, and centralization. - Prevalence of formal relationships and restriction of personal relationships. - Strict application of rules and regulations. 	<ul style="list-style-type: none"> - Negative feelings and attitudes. - Failure to achieve individual goals and aspirations. - Organization becomes a space for identity conflicts. - Weak sense of belonging and loyalty. - Deviant behaviors (embezzlement, etc.). - Decline in economic value and tarnished image.
Open Climate	Positive and Strong Identity	<ul style="list-style-type: none"> -High morale. - Work without complaints or boredom. - High level of teamwork and reduced conflicts. - Leaders care about individuals. 	<ul style="list-style-type: none"> - Culture of cooperation, trust, and participation. - Interactive harmony, pride, and belonging. - Increased job satisfaction. - Desired identity for

		- Participation in decision-making and employee empowerment. - Reduced supervision.	achieving goals and ensuring sustainability.
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Source: Prepared by the researchers.

Conclusion:

In conclusion, the discussions presented in this research paper allow us to summarize our findings in the following points:

- Organizational identity has surfaced as a modern concept within the sociology of organizations. Researchers have increasingly shifted focus from the traditional productive and economic functions of organizations to explore their social and cultural roles, such as the production of identity, organizational socialization, and organizational learning.
- This concept is characterized by its diverse dimensions, which accounts for the variety of definitions that exist. These definitions vary in terms of type, individual perceptions, degree of belonging, and the prevailing culture within the institution. Nevertheless, there is a consensus among thinkers like Jürgen Habermas, René Sansouliu, and Claude Dubar regarding the significant role of cultural values, socialization, and professional socialization in shaping organizational identity.
- A key characteristic of organizational identity is its relativity. When discussing identities within organizational climates, stating that the identity of institution X is positive does not mean that only positive identities exist within that institution. Identities are inherently relative; their assessment is based on prevalence. Even in institutions known for their positive identities, dormant negative identities may exist, stifled by the lack of a nurturing environment. Field studies are expected to provide deeper insights into these dynamics.
- The organizational climate mirrors the characteristics of an organization's internal environment, integrating various social, cultural, and psychological variables. These elements significantly contribute to the formation and development of organizational identities among individuals within the organization. The nature of these identities and their capacity to influence individual behaviors, values, and attitudes hinge on the prevailing climate. Strong and positive organizational identities are typically cultivated in environments characterized by a positive organizational climate. Conversely, in environments where a negative climate prevails, organizational identities tend to be weak and fragile.

Based on our findings, we propose the following recommendations:

A- Recommendations for Organizational Leaders:

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- Focus on improving the organizational climate as it is a key to success for organizations aiming for excellence and organizational success by:
 - _ Promoting organizational justice;
 - _ Opening communication channels between management and employees to enhance understanding of shared values and goals;
 - _ Adopting leadership styles that emphasize caring for employees and the work itself;
 - _ Building trust between employees and management.

B- Recommendations for Researchers Interested in This Topic:

- Organize national or international scientific events that address the relationship between organizational climate and identity;
- Conduct field studies that explore the topic from various perspectives.

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