

Organizational behavior and its role in creating an organizational culture for managing the diversity of human resources in organizations

السلوك التنظيمي ودوره في خلق ثقافة تنظيمية لإدارة تنوع الثروة البشرية بالمنظمات

Zakaria LATRECHE*

Imen AKROUF

Professor (B)

Laboratory of research in language,

Psychological and educational Applied

communication and new technologies-

laboratory-Constantine University2/ Faculty of

University of Algiers 3. Faculty of

Psychology and Education Sciences

Information and Communication

zakaria.latrache@yahoo.fr

akroufimen@gmail.com

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- **Abstract:** The current article discusses modern management theories that have relied heavily on its principles to study human behavior within Organizations and try to control it, because its success depends on organizational behavior in its effective role in creating organizational culture within Economic Organizational through behavioral values, customs, traditions and norms, and trends that are emerging at the Organization level; And analysis the relationship between them and the organizational behavior by demonstrating the link between the work environment and the management of human diversity that is reflected in individual behavior. Accordingly, this study indicates that the organizational behavior has a direct impact on the management of the diversity of human resources in the Organization through its illustration within the Organizational culture which belongs to the organization that is reflected in the behavior of its human resources.

- **Keywords:** human resources, diversity management, organization, organizational behavior, organizational culture.

- **المخلص:** يناقش المقال الحالي نظريات الإدارة الحديثة التي اعتمدت بشكل كبير في مبادئها على دراسة السلوك الإنساني داخل المنظمات ومحاولة الحكم فيه، لأن نجاحها يتوقف على السلوك التنظيمي بدوره الفاعل في خلق الثقافة التنظيمية بالمنظمات الاقتصادية من خلال القيم والعادات والتقاليد والقواعد السلوكية، والاتجاهات التي تبرز على مستوى المنظمة، وتحليل العلاقة بينها وبين السلوك التنظيمي بتبيان الصلة بين بيئة العمل وإدارة التنوع البشري الذي يظهر في سلوك الأفراد. وعليه خلصت هذه الدراسة إلى أن للسلوك التنظيمي تأثير مباشر على إدارة تنوع الموارد البشرية في المنظمة من خلال تجسده في الثقافة التنظيمية التابعة أو المميزة للمنظمة والتي تتجلى في سلوك مواردها البشرية.

- **الكلمات المفتاحية:** إدارة التنوع؛ الثقافة التنظيمية؛ المنظمة؛ السلوك التنظيمي؛ الموارد البشرية.

*-Corresponding author

- INTRODUCTION:

The point of view of this analysis study of organizational behavior from the psychological side toward the individual from its motivations, conscious and subconscious needs, as if the individual does not live with the group, and does not interact with its members, and is concerned only with personality, this observation is derived from the study of behavior within the personal framework. The study of behavior within the community, i.e., the study of social behavior or social action, means that the individual's goals are secondary, and the collective goals are the primary, but that the need for belonging is one of its basic concepts. Concern for the individual as an element of the Organization does not allow for a proper understanding of his or her actions and behavior, because he moves in a set of relationships and the conditions imposed by the nature of the organization's cultural pattern as a social entity, and behaviors arise according to the interaction that results from the aims and purposes of the people there. The individual performs as a team in the organization by participating in discussions within the group in a clear way. It is found that individual behavior is not carried out outside the interactive relationship, without a cooperative relationship, complementarity, and conflict, since behavior stems from collective motives, and for the community, to become a social interaction governed by social relations. The individual's interaction with members of that group is done through collective mental programming to build a mental base for behaviors that reflect a distinct cultural pattern of community behavior called organizational culture, which is the cumulative result of frequent social relationships among workers because they constitute the behavioral patterns of the socio-organizational system. It also helps the unity and integrity of the organization by bringing together workers about its elements of values, beliefs, norms, standards, and expectations.

Thus, the common element between behavior, culture, and organization is the human resource that has become; it has a great place in research in the management of diversity. As Thevenet (2007) points out, this does not mean that it is an emerging

phenomenon, but rather that the concept arises in the general debate. Similarly, « the measures are taken by the public authorities (on gender equality, employment for persons with disabilities, non-discrimination, racial or religious differences, and competencies and seniority are the same to encourage companies to take care of them » (Semache, 2009, p.345).

But there are also concerns about the consequences of diversity in the human resource on the company's performance or teams, and many authors highlight strong issues as (Milliken and Martins, 1996; Ely and Thomas, 2001; Bunderson and Sutcliffe, 2002; Delhay and Cornet, 2004) these are economic, commercial or administrative issues. This shows us that if diversity is rooted in the society in general, organizations can benefit from it through effective management Semache (2009), among the various possible measures to manage diversity, Cornet and Warland presented organizational culture as basic support, the latter developed through « Media success » from 1980 Thevenet (2003) which supported the culture of organizations and which is highlighted. Its abstract nature makes it extremely difficult to highlight it and more to determine how well organizational culture can permit the management of diversity in the human resource.

1- Study objectives:

This study aims to provide an overview of the human dimension of organizations and to attempt to interpret organizational attitudes and interpersonal, group and organization, and organization as well as the identification of key aspects of organizational behavior and its relevance to organizational culture; particularly in the context of high-performance regulation and globalization, and analyze the behavior of both the individuals and the groups in the organization, a reading of the relationship between organizational behavior and organizational culture and try to demonstrate the links demonstrate the links between organizational culture and managing diversity in human capital.

2- Organizational behavior and its relationship to organizational culture:

2.1- Organizational behavior:

Organizational behavior is based on a range of knowledge in the human sciences - psychology, sociology, and anthropology - as well as in the social sciences related to economics and politics. The specificity of this approach lies in the fact that it integrates and applies this knowledge, to achieve better compatibility between the organization and the individual. It is a research-based application science that uses an emergency approach, recognizing that any administrative practice must adapt to the context. In this context academics and scientists have been studying corporate and institutional management for more than a century, if initial research has focused mainly on management and industrial engineering since 1940, the scope of the study has now expanded to include the human dimension of organizations. As Poirot's research (2012), organizational behavior current is based on scientific analysis of two areas:

- ❖ Individual and collective behavior within the organization;
- ❖ The impact of organizational structures, systems, processes and management systems on employee morale and performance.

2.2- Organizational culture:

As Thevenet (2003) recalls, the concept of organizational culture can be defined as a specific way for companies to respond to problems, differentiating the organization from others in its appearance and way it interacts with its environment and interacts with everyday situations. Organizational culture represents everything that goes and regulates the life of the Organization: They offer a global vision. However, it is a concept that remains in its intangible side very difficult to highlight.

The concept of organizational culture is a modern concept of management, since the early 1980s, particularly through Diyal and Kindy Dial's writing on the same subject, and under the concept of organizational culture involves many concepts such

as values, models, ethics, technology, principles, attitudes, and so on. As with culture, there are many definitions of organizational culture, once defined it as « the set of beliefs, ideology, language, rituals, and legends we put into what we call organizational culture » (Battah, 2006, p.47).

The study of organizational culture is both practiced by managers and historians because organizational culture is very often the result of a temporal process, it sets in over time. It needs « to live » changes, activities, crises, different personalities. History is therefore the glue in which the various components will take on as the « stories » of the company progressively. « It will serve as an anchor and thus allows a certain stability of the identity of the organization over time despite the crises it may go through » (Beltran and Ruffat, 1991, p.220).

2.3- The components of the organizational culture:

Organizational culture relates to corporate history, so it refers to the past while affecting the present. (Coze and Potin, 2006) identified five components of organizational culture:

- **The tradition:**

- **Company history:** the point of understanding the history of the company is to identify its culture since, according to Thevenet's definition, « culture is built according to a learning process, throughout history ».

- **The creators of the company:** it is a question of observing the characteristics of founder such as his education, his formation, his experience, his beliefs and social positions, so as to understand more precisely the context which surrounds him and therefore the bases which he instills in his company. They are « characters » of the company who are admired and serve as an example.

- **The job:** It is necessary to know the information relating to the business of the company since it concerns the references acquired by the company in its activity. To understand where the constituent elements of the organizational culture are located, it is necessary to analyze the three aspects relating to the trade: the trade

linked to the activity, the trade linked to the know-how and the trade linked to the ways to do.

- **The Values:** according to Thevenet (2003), the values stem from lived experiences. Each community creates its own values, by reference to existing external codes; he distinguishes three types of values:
 - Declared values, traces of which are visible on official documents, speeches of the downline and external institutional communication;
 - Apparent values, particularly in the choice of «heroes», leaders, in the choice of « what we consider to be a success »;
 - Operational values which are found in certain management procedures, these values must be internalized by individuals in order to guide their behavior when faced with specific situations and in a habitual manner as well.

- **The Rituals:** Their function is to develop the feeling of belonging, to give importance to the events which convey pivotal values and to fix culture to prevent it from fluctuating according to modes.

- **The symbols:** They relate to dress, signage, furniture, logos, etc. They expressly signify the signs and codes; the environment and the atmosphere conveyed by the company and demonstrate the coherence of the organizational culture that's applies within the organization.

2.4- The contribution of organizational behavior to build an organizational culture for organizations:

In many ways, the study of organizational behavior looks for concrete ideas to help organizations achieve their productive goals, without breaking their ethical and social responsibility obligations. In this context, it is necessary to take into account all staff members and not only senior managers of the organization.

In organizational behavior Poirot (2012), the quality of professional life becomes a global indicator of the effectiveness of human activity at work. The standards for excellence in enterprise human management include:

Self-government: Integrating staff into decision-making to make them responsible for achieving strategic objectives.

Trust: Give employees enough time to engage in the success of the work.

Recognition: Create fair and logical reward systems that promote well-being, quality of work, and productivity.

Respect: Ensure that no one is subjected to humiliating behavior in the workplace.

Diversity: assessing differences, in a work environment where everyone is satisfied and accepted.

The balance of life: Allowing people to reconcile work requirements with their activities.

Innovation: Generate and implement new ideas that can meet the needs of customers and, or improve working methods.

Adaptation: Modifying attitudes, behaviors, and organizational dynamics, to deal with changes in the professional environment more than ever, organizational superiority means that the human element is at the heart of decisions.

3- Organizational culture and its role in managing diversity Human resources:

Definitions of diversity management of human resources and organizational culture vary. We suggest a quick presentation of these concepts Next; we will analyze how organizational culture impacts diversity management by favoring the creation of a learning organization and knowledge management.

3.1- The concept of human resource diversity:

The diversity of human resources is defined as « the operation and use of diverse individuals in terms of their characteristics and self-characteristics such as Age, race, sex, breed » (Sayed Mohamed, 2005, p.32).

- While also known as this mixture of type, origin, race, age, physical abilities and so on, diversity, in essence, means the difference between the behavior of individuals due to their different cultures and characteristics.

« In Algeria, for example, employment in many Algerian institutions varies in terms of age, gender, physical capacity, income, scientific degree, practical experience, social status, administrative level and so on another dimension of diversity is that these differences affect the way individuals think and behave » (Al-hamza, 2017, p.143).

●Cox (2001) also defines it as the different cultural and social hobbies of individuals working together in the working environment.

3.2- The concept of managing human resource diversity:

Diversity management is an expressly American concept. Can it be easily transferred and grafted onto management systems of other countries? (Das and Parker, 1999) argue that there is not a best way to manage diversity. The approach that each organization will take will depend on the pressures for diversity management that they experience. They hypothesize that there are internal and external pressures for diversity management approaches to be adopted. The authors identify a typology of diversity perspectives: resistance, discrimination and fairness, access and legitimacy, and learning perspective. They note that each approach has its associated prescriptions respectively arranged and sustaining homogeneity, assimilating individuals, celebrating difference and acculturation and pluralism. They propose that the higher the pressures for and priority of diversity in an organization, the better the organization will integrate diversity concerns its other activities. At the level of international management pressures as well as urgency of diversity management interventions vary more extensively than the level of domestic operations. This means that global diversity approaches are informed by the pressures both at the domestic and international level.

«The international level pressures are the increased convergence of legal pressures to combat different forms inequality, the regional influences such as the case of the social charter of the European Union and the influence of incipient international campaigns and organizations » (Özbilgin, 2005, p.12-13).

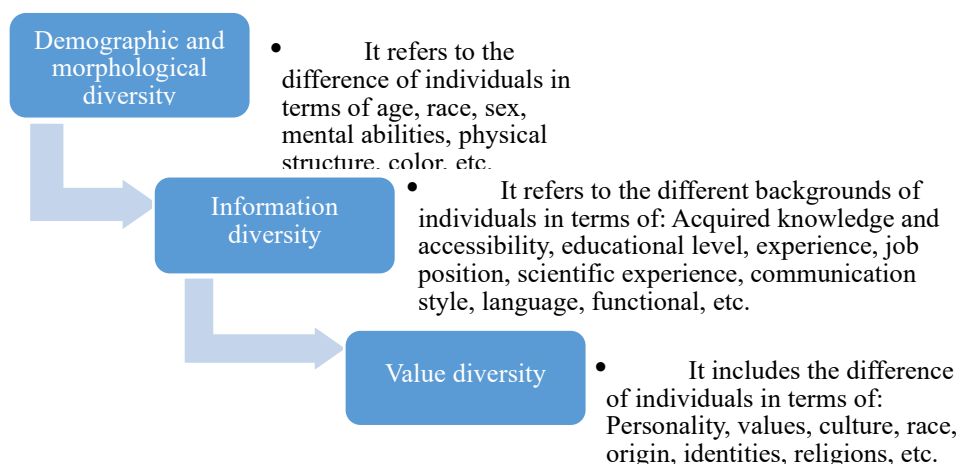
Managing human resource diversity, defines it as a new way of thinking about how to adapt, address differences among individuals, recognize their contributions to organizations, and make the organizational changes needed to ensure greater individual and organizational performance and increase organizational productivity (Kreitner and Kinicki, 2001).

3.3- Management of diversity of human resources:

Teams have already been contacted on many occasions in sociology and social psychology. If the business focuses too much on analyzing identities, the more recent works indicate that diversity is not limited to diversity of identities but incorporates the characteristics of individuals, which can or may not be observed (Pfeffer, 1985; Nemeh, 1986; Semache, 2009). As Semache, these definitions « will be followed by different classifications addressing the physical, psychological, organizational and life-span of individuals, between the distinction between births and those acquired by individuals » (Semache, 2009, p.347).

If classifications are of an interesting practical nature because they make the concept applicable, they still emphasize the complexity of the concept and offer a very reductive vision. It is therefore essential that we make our observations.

❖ Species of human resource diversity:



Prepare researchers based on (Anderson and Metcalf, 2003)

3.4- Strategies for managing human resource diversity:

The diversity management portal contains many personal and organizational strategies, practices and techniques such as diversity training strategy, organizational learning, and building diverse teams, wareness or coercion strategies.

Organizations still face major challenges in managing diversity today. Although many of them have actively studied this issue in order to facilitate the integration and professional development of people from the target groups, the results are still slow. From the point of view Kalev and Dobbin (2016), companies often rely on three main strategies to better manage diversity, as cited by Devanta (2017).

Providing diversity training;

- These same trainings put too much emphasis on the negative impacts of discrimination on the company;
- The manager often has the impression that the tools or processes implemented deprive him of his autonomy;
- Implement complaint management mechanisms to protect employees who feel unfair due to administrative decisions that are considered discriminatory.

3.5- Managing human resource diversity as a strategy of motivation:

Organizational leaders in the global economy recognize the benefits of a diverse workforce and see it as an organizational strength, not as a mere slogan or a form of regulatory compliance with the law. They recognize that diversity can enhance performance and drive innovation, conversely, adhering to the traditional business practices of the past can cost them talented employees Parsi (2017).

Dobin and Kalev suggest more effective means to encourage the emergence of greater diversity at work:

- Involve employees in defining strategies to promote diversity in their workplace;
- Promote opportunities for collaboration in the context of special projects where employees are required to work with people from target groups;

- Implement mentoring programs for target groups.

3.6- Human resources diversity management objectives:

The project resource diversity management portal seeks to achieve the following objectives:

- Develop and improve the work environment for all employees;
- Provide a positive and fair working environment for all employees;
- Prevent and reduce the discrimination and inequity among workers;
- Accept the differences between the two staff members and consider them the origin and wealth of the organization rather than the responsibility and commitment of the organization;
- Building and forming various formal and informal working groups in the organization, Al-Hamza (2017).

« A comprehensive management portal designed to bring about comprehensive development of the working environment for all employees at all levels, whether individual, group or organizational », a synthesis of definitions of diversity management in human resources (Warland and Cornet, 2008, p.10). In these definitions, we note that authors always stress the importance of organizational culture.

3.7- The role of organizational culture in managing human resource diversity:

According to current literature, we can take on the role of organizational culture from three different angles.

- **The study of indicators:** The culture of the organization can be revealed through the study of specific indicators such as time, information and environment (Hall and Hofstede, 1980). These indicators can be considered and understood as common threads for a better understanding of differences between cultures. This approach has the advantage of suggesting concrete and measurable indicators (even if this does not mean that we can categorize each individual in a category in a certain and final way) but does not allow attention to the company's past in particular. Then, « Schein (1985)

suggested that organizational culture be important by revealing values, beliefs, and the organization's model », cited by (Semache, 2009, p.349).

However, this vision remains extremely superficial and does not allow a realistic approach to the life of the organization. We will complete this with an analysis of the cultural fabric of (Johnson and Skoles, 2005), which seems to us most appropriate for analyzing organizational culture through.

- Learning and managing diversity: How can a diverse organizational culture be created?

As (Johnson and Schulz, 2005) pointed out, « the organization [...] seems able to benefit from a variety of knowledge, experience, and skills that its members possess through a culture that encourages debate, challenges, and uncertainty within a common vision or common goal ». To learn diversity, there are two visions:

* **Behavioral approach:** defines learning as a regulatory response to incentives. This learning relates to the company's implicit knowledge (Argyris and Schön, 1978).

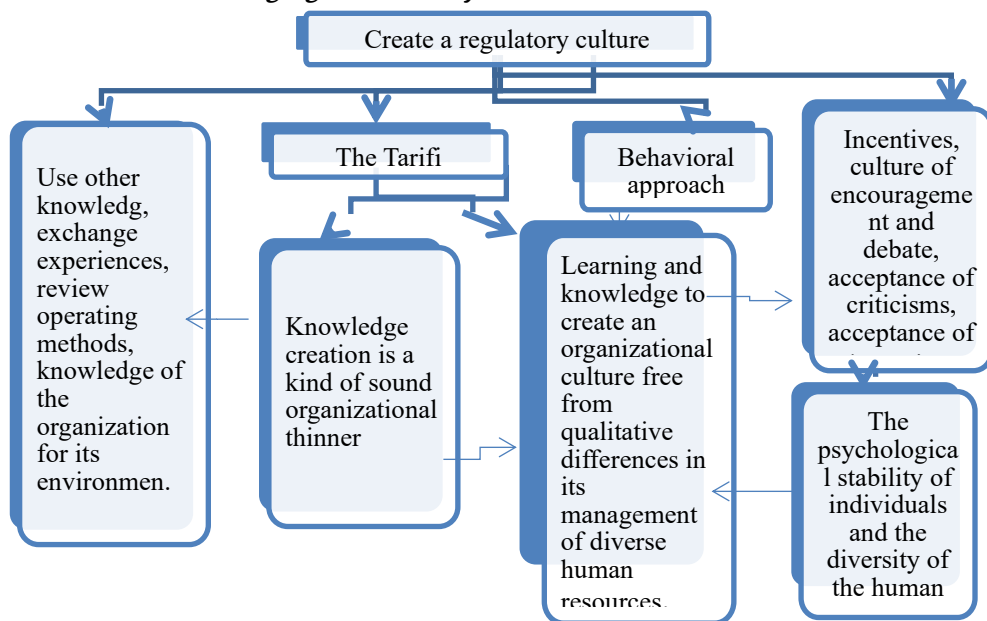
* **Cognitive approach:** identifies two-stage learning. First, it distinguishes qualified learning as a « simple episode » and this from a short-term perspective. Then, there is also learning as a "double-loop" where it comes to exploiting the potential capabilities of all individuals and moving toward improvement by leveraging the knowledge of others. This dual-loop learning creates an educational organization, a concept that has aroused the interest of many researchers (Argyris and Schön, 1978).

The concept of organizing learning is based on the concept of continuous improvement, which is why the idea of accepting questions and criticisms by members of the organization's team or, in general, the organization for development and improvement is highlighted. Everyone must agree to review their operating methods on the one hand, and on the other, to accept the evolving dynamic nature of knowledge. « Failure should be linked not to the idea of sanctions by staff, but rather to the way forward » (Semache, 2009, p.349).

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Thus, they are driven by cognitive analysis, which suggests that the organization seeks to understand its environment and can learn and learn. For this reason, we mention the importance of the policy of protection and knowledge creation (a kind of organizational culture). This type of organizational culture will have a positive impact on the management of diversity (psychological stability of human resources). Thus, we can believe that « culture is a unifying element [...] that is likely to facilitate the integration of the resources and assets that different company offerings require » Qaldurand (2000) cited by (Semache, 2009, p.340). In our view, organizational culture at this level will play a very important role in assessing people-to-people communication, group cohesion, and also in the critical analytical vision of failure to derive knowledge from it Sanctions regulation can lead employees to hiding failure.

❖ **Figure the contribution of learning to the formation of organizational culture for managing the diversity of the human resource:**



By: Researchers.

4- Management of knowledge and organizational culture: Link to the management of diversity:

The importance of intangible resources such as business knowledge is not new. It also generated much research in economics and management. First, it led to the emergence of the theory of imports.

Knowledge Management: defined as the process of « creating, enriching, capitalization and disseminating knowledge that involves all actors in the organization, as consumers, actors and producers knowledge management assumes that knowledge is captured where it is created and shared by men and ultimately applied to a business process » Prax (2000), According to (Ermine and Grundstein, 1996), « the knowledge Management project contains three hidden problems behind three keywords: The concentration of Capitalize- Share-Creer » (cited by Semache, 2009, p.350).

Through these three concepts, we can note that km is part of the past, present, and future of the company. Thus, by managing knowledge, the company must be able to maintain existing knowledge, and ensure its dissemination, but also remain in contact with its economic environment and new creation. These three challenges are aimed at improving the management of the company's intellectual capital to make it a competitive long-term advantage.

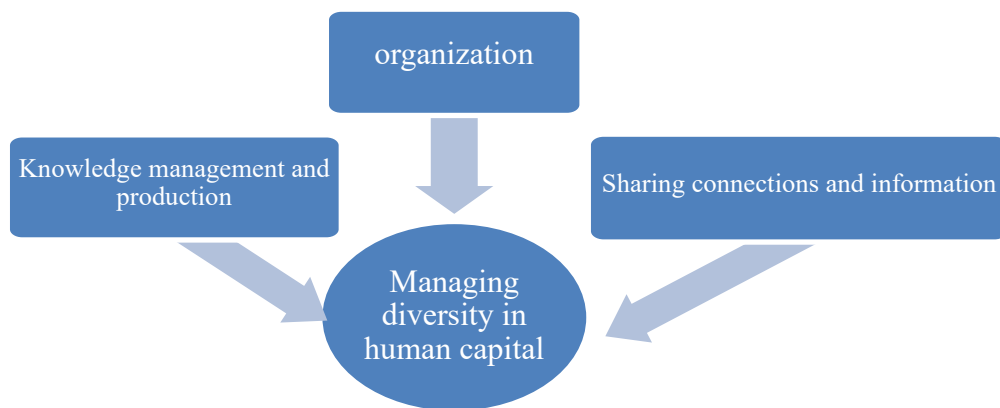
- The focus is on using the company's memory, which will allow everyone easy access to the company's knowledge. To this extent, we can conclude that there is a positive relationship between knowledge management and the management of human resource diversity. Knowledge management will allow better access to good practice rules and to company experiences for all.

- However, optimal knowledge management is possible only if there is real interaction, genuine collaboration among individuals in a workgroup. Such a project would enable individuals to unite around a common goal, but we can also emphasize.

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Thus, we can establish a positive relationship between a participatory organizational culture including communication and information, and knowledge management. According to the above, organizational culture will prove to be very important, as we will see a post-project knowledge management project. Therefore, if the organization has a communication and information flow organizational culture, it will be easier for it to establish a more structured knowledge management project that will naturally facilitate the management of diversity by improving the management of the company's intellectual capital. This organizational culture and knowledge management will be facilitated by the availability of a common language and a common reference framework. This aspect seems more important because the difference is heterogeneous. However, the positive impact of organizational culture on diversity management must be precise and one cannot be satisfied with drawing an ideal picture of the relationship between the two concepts.

❖ **The figure represents the contribution of knowledge management to managing human resource diversity:**



By: researchers

5- CONCLUSION:

Organizational culture tends to support communication and knowledge transfer according to Nonaka and Takeuchi model (1997), and thus to improve diversity management. Similarly, the dialog provides time and allows the transfer of

information to create collective competence areas (Dubois and Retour, 1997). All of this is easy to take advantage of the widely used knowledge management system: Employees do not have a negative image of their knowledge management system and use it very automatically.

According to (Potin and Cose, 2005-2006), the individuals belong to the company constantly create the corporate culture, which aims to initiate and encourage employees to creativity and innovation. However, this concept includes them in « a system that requires constant innovation while respecting standards, enclosing them in standards that are respective to the established organizational culture » (Potin, 2005 – 2006, p. 08).

The sound organizational behavior based on a culture of diversity and respect is answered by the recognition of each person as it is therefore, if gender, disability, ethnicity, etc. are diverse in a team, integration must be a source of relationships elements calculated as an advantage for each individual. However, staff management problems slow down the creation of this type of ritual and adversely affect the management of differences.

According to the above, it can be said that Algerian economic institutions want to adapt to the effects of the external environment in terms of economic changes, changes in the market environment, internal and external competition, without forgetting the prominent influence of technology and culture on their performance and behavior, such as supervision techniques, job design, and incentive models. They should develop a strong organizational culture in which employees interact, based on the adoption of the « Human Resources Diversity Management Project » based on uncompromising standards, values and specificities, which in turn may be both free action and participation in organizational decision-making, dealing with challenging and ambitious jobs to achieve a better social status, gain money and group work.

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