

The role of organizational culture in shaping and developing job satisfaction of human resources within the organization

Balatrache Rachid¹, and **Mechta Yassine**²

¹ PhD student, Department of Sociology, University of Algiers 2, Algeria. Email: rachid.balatrache@univ-alger2.dz

² Professor of Higher Education, Department of Sociology, University of Algiers 2, Algeria. Email: yacine.mechta@univ-alger2.dz

Abstract---This article examines the role of organizational and institutional culture in shaping and developing job satisfaction among human resources within institutions. It emphasizes that organizational culture represents the shared values and beliefs that guide employee behavior and orientations, while institutional culture provides the policies and procedures that structure work and reinforce institutional commitment. The article also discusses the transition from socialization to professional socialization, highlighting the importance of professional identities as outcomes of organizational socialization. These identities strengthen employees' sense of belonging and help them adapt to institutional requirements. The article further highlights the role of leadership behavior and organizational communication as a bridge between organizational culture and job satisfaction. Leaders contribute by clarifying institutional values, offering support and guidance, and enhancing employees' sense of empowerment. Meanwhile, effective organizational communication fosters positive interaction between management and employees and increases clarity regarding tasks and expectations. The article also points out that organizational loyalty consists of belonging and willingness to sacrifice, serving as an indicator of employee commitment and directly influencing overall performance and job satisfaction. In conclusion, the article affirms that strengthening organizational culture, developing professional socialization, ensuring effective leadership, and improving organizational communication are key strategies for enhancing employee satisfaction, reinforcing institutional loyalty, and building a committed and productive workforce capable of meeting workplace challenges and achieving institutional goals efficiently.

How to Cite:

Rachid, B., & Yassine, M. (2025). The role of organizational culture in shaping and developing job satisfaction of human resources within the organization. *The International Tax Journal*, 52(6), 3873–3881. Retrieved from <https://internationaltaxjournal.online/index.php/itj/article/view/378>

The International tax journal ISSN: 0097-7314 E-ISSN: 3066-2370 © 2025

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Submitted: 05 March 2025 | Revised: 20 May 2025 | Accepted: 19 July 2025

Keywords---Organizational and institutional culture, job satisfaction, professional socialization, professional identities, leadership behavior, organizational communication, organizational loyalty.

1/Introduction

Organizational and institutional culture are among the most significant factors influencing employee behavior within institutions, as they shape the general framework that guides practices and determines how individuals interact with their work environment (Schein, 2010). This culture contributes to building the identity of the organization and clarifying the values and principles adopted by employees, which in turn enhances their sense of belonging and loyalty to the institution (Hofstede, 2001).

On the other hand, job satisfaction represents a key indicator of institutional success, as it is directly linked to performance levels and motivation, reflecting the employee's positive feelings toward their work and organizational environment (Locke, 1976). Recent studies show that institutions that focus on strengthening their organizational and institutional culture contribute to increasing employees' job satisfaction, which leads to higher productivity and lower turnover rates (Robbins & Judge, 2019).

This study aims to analyze the role of organizational and institutional culture in shaping and developing job satisfaction among human resources by highlighting shared values and beliefs, communication patterns, and decision-making processes within institutions. The study also seeks to answer the following questions:

- How does organizational culture influence employees' level of job satisfaction?
- What role do shared values play in fostering a positive work environment?
- How can institutional culture contribute to enhancing individual and group performance?

Through this research, a comprehensive framework will be presented that connects organizational and institutional culture with job satisfaction, drawing on previous studies and established theoretical models in the field. This contributes to a deeper understanding of the factors affecting employee satisfaction and the mechanisms for developing the work environment.

2/ Organizational and Institutional Culture

Introduction

Organizational and institutional culture represent fundamental pillars for the success of any organization. They function as an internal force that guides behaviors, shapes decisions, and defines the identity of the institution. Organizational culture refers to the shared values, beliefs, and behaviors among employees, which influence how they interact with one another and with their work environment (Schein, 2010). Institutional culture, on the other hand, relates to the structures, policies, and formal procedures that govern work within the institution, reflecting the official values and orientations that guide how processes are managed and objectives are achieved (Hofstede, 2001).

Together, organizational and institutional culture contribute to strengthening harmony among employees and motivating them to commit to institutional values, which in turn enhances the overall performance of the organization. These forms of culture also serve as psychological and social factors that directly affect job satisfaction, as employees feel a sense of belonging and the ability to participate in decision-making (Robbins & Judge, 2019).

3/Definition of Organizational Culture

Organizational culture is the set of beliefs, values, and symbols shared among members of an organization, which guide how they behave in various situations. According to Schein (2010), organizational culture consists of three levels:

1. **The observable level:** Includes behaviors, symbols, and the visible manifestations of culture.
2. **The espoused level:** Includes the official values and policies declared by the organization.
3. **The deep level:** Comprises the underlying, unwritten assumptions that shape how employees understand reality and make decisions.

4/Importance of Organizational Culture

Organizational culture plays a key role in:

- Guiding individual and group behaviors within the institution.
- Creating a cohesive and harmonious work environment.
- Strengthening institutional loyalty and belonging.
- Improving communication and decision-making processes (Deal & Kennedy, 1982).

5/Institutional Culture

Institutional culture refers to the official principles, policies, and procedures that regulate work within an organization. It represents the organizational framework that clarifies duties and responsibilities and outlines how goals are to be achieved (Hofstede, 2001).

Institutional culture functions to:

1. Support job discipline and regulate formal relationships.
2. Guide individual and group performance in alignment with organizational goals.
3. Establish clear standards for evaluating performance and making decisions.

5.2 Elements of Institutional Culture

- **Institutional values and principles** such as integrity, transparency, and responsibility.
- **Formal policies and procedures.**
- **Regulations** governing daily operations.
- **Organizational structure.**
- **Distribution of tasks and authority** among departments and employees.
- **Control and evaluation mechanisms** to ensure adherence to institutional standards (Cameron & Quinn, 2011).

6. Relationship Between Organizational and Institutional Culture

Organizational and institutional culture continuously interact:

- Organizational culture provides the human and social dimension of internal relationships.
- Institutional culture sets the formal framework that regulates these relationships.
- Alignment between the two fosters a stable and effective work environment, whereas gaps between them may lead to conflicts and decreased performance (Schein, 2010).

7. Models and Types of Organizational Culture

- **Schein's Model (2010):** Explains the three levels of culture: observable, espoused, and deep.
- **Hofstede's Model (2001):** Focuses on national cultural values and their influence on institutions.

- **Cameron and Quinn's Model (2011):** Divides culture into four types: *Clan culture*, *hierarchical culture*, *market culture*, and *innovative (adboocracy) culture*. Each model explains how organizational culture affects job satisfaction and employee behavior.

8. Impact of Organizational and Institutional Culture on Performance

- Enhancing internal communication and reducing conflict.
- Strengthening the sense of belonging and institutional loyalty.
- Increasing job satisfaction, which reduces turnover rates (Robbins & Judge, 2019).
- Supporting innovation and continuous improvement in the workplace.

9. Challenges Related to Organizational and Institutional Culture

- Resistance to change among employees.
- Discrepancy between official institutional values and actual practices.
- Weak communication between top management and employees.
- Misalignment between organizational culture and national or societal culture (Hofstede, 2001).

Sub-Conclusion

It can be concluded that organizational and institutional culture form the backbone of any organization. They shape behaviors and attitudes, contribute to enhancing job satisfaction, and improve overall performance. By understanding the levels and patterns of culture, management can design policies and procedures that support a positive and effective work environment.

10/Transition from Societal Culture to Organizational Culture

Societal culture represents the foundation individuals bring with them when entering the work environment. It encompasses the values, beliefs, customs, and traditions acquired throughout childhood and through social interaction within the family and wider community (Hofstede, 2001). When an individual joins an organization, this cultural background begins to interact with the organizational culture, creating either harmony or conflict between societal values and institutional values.

The transition from societal culture to organizational culture requires a process of adaptation and institutional learning, during which the employee reassesses their behaviors and thought patterns to align with the values and objectives adopted by the organization (Schein, 2010). For example, society may emphasize respect for age or hierarchy, while the organization may prioritize competence and performance, requiring the employee to reconcile both contexts.

Studies indicate that successful organizations are those capable of integrating positive societal values—such as cooperation and social solidarity—into their organizational culture while developing policies and procedures that promote performance and professionalism (Cameron & Quinn, 2011). This integration facilitates employees' cultural transition, reduces resistance to change, and strengthens belonging and job satisfaction.

Furthermore, Robbins and Judge (2019) highlight that a significant gap between societal culture and organizational culture can lead to internal conflicts and job-related tension if not strategically addressed. Thus, training and orientation programs, clear communication of institutional values, and involving employees in shaping the organizational culture are among the key tools that facilitate cultural transition.

11/Transition from Socialization to Professional Socialization

Socialization represents the foundational process through which an individual develops their personality from childhood. During this stage, the individual acquires values, beliefs, and habits from family, society, and school, shaping their thinking and behavior in daily life (Hofstede, 2001).

Once the individual enters the labor market, the transition to professional socialization begins. This process involves learning institutional work rules, professional standards, and interaction behaviors with colleagues and supervisors in accordance with the organization's goals (Schein, 2010).

This transition presents a challenge, as it requires modifying some socially acquired behaviors and adapting to the organization's culture—such as adherence to schedules, teamwork, and balancing personal values with the organization's professional values. It also necessitates understanding the organizational structure, policies, and formal procedures, which may sometimes differ from previously learned societal values (Robbins & Judge, 2019).

Studies show that institutions providing effective training programs, professional guidance, and practical learning opportunities facilitate the transition from social to professional socialization. This supports employee integration and reduces feelings of confusion or conflict between personal and institutional values (Cameron & Quinn, 2011). As a result, employees can develop their professional capacities while preserving their core values and become better able to contribute effectively to achieving institutional objectives.

12/Mechanisms of Professional Socialization

Professional socialization refers to the process through which new employees acquire the skills, knowledge, values, and behaviors required to effectively integrate into the work environment in alignment with the organization's culture and institutional framework (Schein, 2010). This process is essential for ensuring the transition from social socialization—where values and habits are acquired from family and society—to the professional environment, which demands new standards and behaviors consistent with institutional goals and policies (Hofstede, 2001).

Modern organizations facilitate this transition through mentoring and guidance programs, during which experienced employees support and mentor newcomers to help them understand the organizational culture and formal institutional procedures. Through such guidance, employees become more capable of adapting to the work environment and internalizing the required institutional values, which enhances their sense of belonging and reduces conflicts between social upbringing and professional expectations (Cameron & Quinn, 2011).

Additionally, organizations provide continuous training and development programs aimed at equipping employees with the technical and behavioral skills necessary to perform their tasks efficiently. This includes experiential learning, where employees acquire required skills through direct participation in work and interaction with colleagues and supervisors, improving their understanding of how to apply institutional policies and professional behaviors within the organizational context (Robbins & Judge, 2019).

Continuous evaluation and feedback also constitute essential mechanisms of professional socialization. They provide employees with accurate insights into their strengths and weaknesses, enabling them to adjust behaviors to align with organizational standards. This mechanism strengthens adherence to organizational values, improves performance, and enhances job satisfaction through the employee's sense of support and empowerment by the institution (Schein, 2010). Through these integrated mechanisms, employees achieve full professional adaptation and contribute effectively to institutional goals while maintaining their core societal values in a balanced and sustainable manner (Robbins & Judge, 2019).

13/Professional Identities as Outcomes of Organizational Socialization

Professional identities are among the most prominent outcomes resulting from the process of organizational socialization within institutions. Through this process, employees develop a clear sense of their roles and positions within the organization, as well as an understanding of the behaviors and responsibilities expected of them (Schein, 2010). Organizational socialization enables employees to acquire a set of values, norms, and behaviors that shape how they interact with colleagues and with the

work environment in general, thereby contributing to the formation of their professional identity and enhancing their ability to align with the goals of the institution (Cameron & Quinn, 2011).

Professional identities formed through organizational socialization reflect a balance between personal values acquired during social upbringing and the institutional values adopted within the organization. This balance enables employees to reconcile individual interests with organizational requirements, fostering a sense of belonging and professional loyalty. Such identities also help determine the employee's career development path and strengthen their readiness to assume responsibilities and actively participate in teamwork, which positively impacts overall organizational performance (Robbins & Judge, 2019).

Studies indicate that institutions capable of effectively guiding the process of organizational socialization and providing a supportive environment for learning and social interaction contribute to the development of strong and stable professional identities. These identities cultivate a sense of empowerment, professional decision-making ability, and higher levels of job satisfaction, as employees feel they are part of a greater institutional entity and capable of achieving both personal and professional goals simultaneously (Hofstede, 2001).

In summary, professional identities emerging from organizational socialization represent a fundamental mechanism for strengthening organizational belonging and achieving integration between individual and institutional values. This contributes to building an effective, committed, and adaptable workforce capable of responding to the complexities and challenges of the modern work environment.

14/Job Satisfaction

1. Introduction

Job satisfaction is one of the most important psychological and behavioral indicators reflecting an employee's attitude toward their work and the work environment they belong to. It is a multidimensional concept that includes satisfaction with assigned tasks, recognition, interactions with colleagues and management, as well as work-life balance (Locke, 1976). Job satisfaction directly influences individual and team performance, organizational commitment, and sense of belonging, and is closely linked to organizational and institutional culture, which shapes the work environment (Robbins & Judge, 2019).

2. Definition of Job Satisfaction

Job satisfaction can be defined as the positive or negative feelings an individual has toward their job, resulting from evaluating their work experiences in comparison with expectations and needs (Locke, 1976). Robbins and Judge (2019) assert that job satisfaction is not merely a personal feeling, but the product of an employee's interaction with elements of the work environment, including institutional policies, management style, and the quality of workplace relationships.

3. Dimensions of Job Satisfaction

Job satisfaction includes several interrelated dimensions, such as:

- **Satisfaction with Job Tasks**

The degree to which the job matches the employee's abilities and interests, and the sense of accomplishment that comes with successful task completion (Locke, 1976).

- **Satisfaction with Professional Relationships**

The quality of interaction with colleagues and management, and the ability to collaborate and communicate effectively (Robbins & Judge, 2019).

- **Satisfaction with Rewards and Incentives**

Employees' perception of salary, incentives, and benefits they receive in return for their efforts (Herzberg, 1966).

- **Satisfaction with Professional Development**

Opportunities for learning, training, and career advancement, which enhance the employee's sense of growth and empowerment (Schein, 2010).

4. Factors Influencing Job Satisfaction

Studies show that job satisfaction is influenced by several intertwined factors, the most important of which is organizational and institutional culture, which determines acceptable values and behaviors within the institution. A culture that supports participation, respects ethical principles, and encourages innovation contributes significantly to increasing employees' satisfaction (Cameron & Quinn, 2011).

Professional socialization and mechanisms of coaching and training also play a significant role in facilitating employee integration and developing their professional identity, which reinforces their sense of satisfaction and organizational belonging (Hofstede, 2001).

5. Importance of Job Satisfaction

Job satisfaction is a key factor in achieving employee stability, reducing turnover rates, increasing productivity, and improving work quality. A satisfied employee is more capable of adapting to organizational changes, more committed to institutional values, and more able to contribute effectively to achieving organizational goals (Robbins & Judge, 2019).

6. Challenges to Achieving Job Satisfaction

Despite its importance, achieving job satisfaction faces several challenges, such as unclear institutional policies, weak communication between management and employees, discrepancies between individual and institutional values, and work-related psychological stress (Herzberg, 1966). To overcome these challenges, institutions must adopt effective strategies for managing organizational culture, providing supportive work environments, and ensuring continuous learning and development opportunities for employees.

7. Partial Conclusion

In conclusion, job satisfaction represents a cornerstone of employee stability and outstanding performance within the institution. It is evident that organizational and institutional culture, along with professional socialization and mechanisms of training and mentorship, play a central role in enhancing job satisfaction. Investing in developing the work environment and effectively guiding employees contributes to building a committed, empowered, and highly productive workforce.

15/Leadership Behavior as a Link Between Organizational Culture and Job Satisfaction

Leadership behavior is a fundamental element linking organizational culture with job satisfaction. Leaders serve as a bridge between institutional values and employees' daily practices. Effective leaders are not merely managers who execute policies; rather, they are cultural intermediaries who translate organizational values and principles into concrete behaviors within the workplace, making them understandable and applicable for employees (Schein, 2010).

Robbins and Judge (2019) state that leadership style has a direct impact on job satisfaction. Leaders who rely on guidance, support, and participation enhance employees' sense of empowerment and belonging, while reducing tension and conflict arising from discrepancies between societal culture and organizational culture. By adopting leadership behavior aligned with organizational values, leaders can guide employees toward outstanding performance and effective goal achievement while maintaining balance between workplace demands and employee needs (Cameron & Quinn, 2011).

Leadership also plays a vital role in strengthening employees' professional identities through clarifying expectations, providing continuous feedback, and supporting ongoing learning. This interaction between leadership and organizational culture enhances job satisfaction, as employees feel valued, supported, and capable of achieving their personal and professional goals within the institutional framework (Hofstede, 2001).

Thus, leadership behavior is not merely a management tool but a vital link connecting organizational culture on one hand and job satisfaction, commitment, and belonging on the other. Without effective leadership, organizational values may remain abstract slogans, and sustainable job satisfaction may not be achieved (Yukl, 2013).

16/Organizational Communication as a Link Between Leadership and Job Satisfaction

Organizational communication is a central element that enhances the effectiveness of leadership and its influence on job satisfaction. It is the primary mechanism through which leaders convey organizational values, strategic orientations, and instructions to employees clearly and effectively (Robbins & Judge, 2019). Leadership is not limited to decision-making or giving directives; it also involves communicating the institutional vision, clarifying goals, and motivating employees through continuous and constructive interaction, which improves employee understanding of expectations and increases satisfaction (Schein, 2010).

Research shows that effective organizational communication strengthens trust between employees and management, reducing uncertainty and misunderstandings arising from unclear communication. When leaders adopt transparent communication methods and provide channels for feedback and participation, employees feel empowered and involved in decision-making, positively influencing their job satisfaction and commitment (Cameron & Quinn, 2011).

Organizational communication also contributes to shaping employees' professional identities. Through continuous interaction with leaders and team members, employees gain a clear understanding of their tasks and responsibilities, acquire necessary professional practices, and develop a sense of belonging and ability to contribute effectively to achieving organizational goals (Hofstede, 2001).

In summary, organizational communication acts as the mediating factor that transforms leadership influence into tangible outcomes affecting job satisfaction. It ensures that employees interact positively with organizational and institutional culture, thus enhancing institutional performance and sustainable organizational commitment (Yukl, 2013)

Organizational Commitment: Belonging and Willingness to Sacrifice

Organizational commitment is a fundamental outcome of organizational culture, professional socialization, and effective leadership behavior, reflecting the extent to which an employee is dedicated to the organization and willing to support it and uphold its values and objectives (Meyer & Allen, 1991). Organizational commitment can be understood as comprising two main components: **belonging** and **willingness to sacrifice**.

Belonging refers to the employee's psychological and emotional connection to the organization, as well as the sense of being part of the institutional entity. This enhances positive interaction with organizational culture and institutional policies (Robbins & Judge, 2019). **Willingness to sacrifice**, on the other hand, reflects the employee's readiness to exert extra effort or endure additional pressures to achieve organizational goals, sometimes at the expense of personal interests. This serves as an indicator of deep commitment to the organization and job satisfaction (Meyer & Allen, 1991).

Studies indicate that organizations promoting belonging through supportive work environments, developing employees' professional identities, and applying participative leadership witness higher levels of organizational commitment. Effective organizational communication ensures clarity of expectations and increases employees' willingness to make sacrifices for the collective interest of the institution (Cameron & Quinn, 2011; Schein, 2010).

Thus, organizational commitment naturally emerges from the interaction between emotional belonging and actual willingness to sacrifice, directly affecting institutional performance, job satisfaction, and employee stability, making it a strategic objective for any management seeking to build a committed and effective workforce.

17/Conclusion

This article demonstrates that organizational and institutional culture constitutes the fundamental foundation upon which structures, values, and behaviors within the organization are built. These cultures directly influence the formation of professional socialization and employees' professional identities. The study shows that professional socialization empowers employees to adapt to the work environment and acquire the necessary skills and knowledge, thereby enhancing their ability to achieve performance targets and foster organizational belonging (Schein, 2010).

Leadership behavior emerges as a pivotal link between organizational culture and job satisfaction. Leaders translate organizational values into practical behaviors, provide the necessary guidance and support, and, through effective organizational communication, enhance employees' sense of empowerment, belonging, and clarity in their roles (Robbins & Judge, 2019). Organizational communication not only conveys information but also builds trust and positive interaction between management and employees, thereby increasing job satisfaction and strengthening organizational commitment.

Organizational commitment is a natural outcome of the interaction between belonging and willingness to sacrifice, reflecting the employee's adherence to institutional values and objectives. It contributes to improving overall performance and reducing turnover rates (Meyer & Allen, 1991). From this perspective, job satisfaction and commitment are interconnected, relying on a strong organizational culture, effective professional socialization, supportive leadership, and clear organizational communication.

In conclusion, investing in the development of organizational and institutional culture, enhancing professional socialization mechanisms, improving leadership skills, and strengthening the quality of organizational communication represents a vital strategy to promote job satisfaction and organizational commitment. Institutions focusing on these elements can build a committed, effective, and adaptable workforce capable of meeting challenges and achieving their objectives efficiently and sustainably.

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