

The role of organizational culture in shaping the professional identity of human resources within the institution

Dr. Hamzaoui Abdelkrime ¹

¹ Department of Sociology, University of Algiers 2, Algeria
Email: Abdelkrime.hamzaoui@univ-alger2.dz

Abstract---This study aims to analyze the role of organizational culture in shaping the professional identity of human resources within the organization, by highlighting the mechanisms through which organizational values and norms are transmitted to employees and transformed into professional behavior and a stable professional identity. The study also sheds light on the mediating role of professional socialization as the process that enables the integration of employees into organizational culture and facilitates their adaptation to the social and professional requirements of the institution. The study adopts a theoretical analytical approach based on contemporary sociological and organizational literature, through the analysis of the concepts of organizational culture, professional identity, and professional socialization, and by highlighting the interactive relationship among them within the organization. The findings show that organizational culture represents the reference framework that determines patterns of professional behavior, while professional socialization constitutes the main mechanism for transmitting this framework to employees, contributing to the construction of a professional identity based on belonging, commitment, and organizational integration. The study further concludes that professional identity is not constructed spontaneously, but rather results from a long social and organizational process influenced by the quality of organizational culture and the effectiveness of professional socialization, in addition to the role of leadership and organizational communication within the institution. It also highlights that Algerian organizations face challenges related to weak organizational stability and bureaucratic structures; however, they also possess opportunities to develop a modern organizational culture capable of supporting the development of a strong and sustainable professional identity.

How to Cite:

Abdelkrime, H. (2026). The role of organizational culture in shaping the professional identity of human resources within the institution. *The International Tax Journal*, 53(3), 1338–1353. Retrieved from <https://internationaltaxjournal.online/index.php/itj/article/view/653>

The International tax journal ISSN: 0097-7314 E-ISSN: 3066-2370 © 2026

ITJ is open access and licensed under a Creative Commons Attribution-NonCommercial-NoDerivatives 4.0 International License.

Submitted: 05 March 2025 | Revised: 20 May 2025 | Accepted: 27 September 2025

1338

Keywords---organizational culture, professional socialization, professional identity, organization, organizational behavior.

Introduction

The contemporary organization has become a complex social and organizational space, whose role is no longer limited to achieving economic and productive objectives, but extends to building a system of values, norms, and professional relationships that directly influence human behavior and attitudes within the work environment. In light of the rapid organizational transformations imposed by globalization, technological development, and increasing competition, interest in organizational culture has emerged as one of the most important elements determining the nature of professional interaction within organizations and contributing to organizational harmony and stability.

Organizational culture is considered one of the fundamental concepts in modern organizational and sociological studies, as it represents the reference framework that guides employees' behavior and defines the nature of professional relationships among them through shared values, beliefs, symbols, and organizational norms. It also plays a central role in shaping individuals' attitudes and strengthening their sense of belonging and integration within the organization.

In this context, professional identity emerges as one of the key outcomes of organizational interaction within the institution, as it is formed through various professional and social experiences acquired by individuals during their career path. Professional identity is not defined solely by job position or academic qualifications, but is also linked to the degree of individual integration into organizational culture and the extent to which employees adopt the prevailing professional values and norms within the institution.

Professional socialization is considered the main mechanism through which organizational culture is transmitted to human resources, as it contributes to providing employees with the knowledge, values, and professional behaviors that help them adapt to the organizational environment and integrate into the professional group. Through this process, the features of the employee's professional identity are shaped, and their sense of belonging and commitment to the organization is strengthened.

Accordingly, this study seeks to analyze the role of organizational culture in forming the professional identity of human resources within the organization, while highlighting the role of professional socialization as a link between organizational culture and professional identity, by examining the various organizational mechanisms that contribute to building a professional personality aligned with the organization's goals and values.

1. Conceptual Framework of Organizational Culture

Organizational culture is considered one of the most prominent concepts that has received increasing attention in modern organizational studies, especially with the transformations experienced by contemporary organizations and the growing importance of non-material factors influencing professional and organizational performance. The organization is no longer understood merely as an administrative structure or formal hierarchy based on rules and procedures, but rather as a social and cultural system composed of values, norms, and symbols that shape individual behavior and guide professional interactions within the workplace. From this perspective, organizational culture has become a key determinant for understanding professional relationships and behavioral patterns within modern organizations.

Organizational culture refers to the shared system of values, beliefs, and perceptions that employees within an organization hold, providing them with a unified reference framework that determines how they think, interact, and behave in different professional situations. It also reflects the organization's philosophy and its vision regarding work and professional relationships, making it a fundamental factor in achieving internal cohesion and organizational integration. In this regard, Edgar Schein argues that organizational culture consists of a set of basic assumptions developed by the organizational group while dealing with problems of external adaptation and internal integration, which are then transmitted to new members as the correct way of perceiving, thinking, and feeling within the organization (Schein, 2010, p. 18).

Organizational culture is also associated with a set of symbolic and normative elements that give the organization its unique identity and distinguish it from other institutions. It is reflected in communication patterns, leadership styles, decision-making processes, nature of professional relationships, as well as organizational rituals and symbols that reinforce employees' sense of belonging. Robbins and Judge emphasize that organizational culture represents a system of shared meanings among organizational members, which creates behavioral and professional alignment within the organization and helps guide employees toward achieving common organizational goals (Robbins & Judge, 2013, p. 512).

The importance of organizational culture lies in its central role in achieving stability and cohesion within the organization, as it helps unify employees' professional perceptions and enhances their ability to adapt to various organizational changes. It also regulates professional behavior by establishing a system of values and norms that defines what is acceptable and unacceptable within the organizational environment. Hofstede argues that organizational culture is a collective mechanism for regulating behavior within organizations, as it directly influences employees' attitudes and their way of dealing with authority, work, and professional groups (Hofstede, 2011, p. 7).

In light of contemporary economic and technological changes, organizational culture is increasingly viewed as a strategic resource that contributes to enhancing organizational performance and building a shared professional identity among employees. The more clear and coherent the organizational culture is, the more it facilitates professional integration and strengthens the sense of organizational belonging, which positively reflects on the stability of professional relationships within the organization. Hence, studying organizational culture is essential as it constitutes the framework within which various professional and social processes related to the formation of employees' professional identity take place.

2. Characteristics of Organizational Culture within the Organization

Organizational culture is characterized by a set of features that make it a fundamental element in understanding the nature of organizational behavior and professional relationships within the institution. It cannot be reduced to a set of formal rules or instructions; rather, it represents an integrated social and cultural system that influences how employees think and interact within the work environment. These characteristics are reflected in its ability to guide professional behavior, achieve organizational cohesion, and strengthen employees' sense of institutional belonging.

One of the most prominent characteristics of organizational culture is that it is acquired rather than innate. Individuals learn it through continuous interaction within the organization, whether through professional experiences, social relationships, or professional socialization processes they undergo upon joining the institution. Employees gradually learn the prevailing values and professional norms and adopt the acceptable behavioral patterns within the professional group. Schein emphasizes that organizational culture is transmitted to new members as a system of shared meanings and perceptions that defines the correct way of thinking and acting within the organization (Schein, 2010, p. 24).

Organizational culture is also characterized by relative continuity, as organizations maintain a set of traditions and values that persist over time even when changes occur in organizational structure or human resources. This feature contributes to organizational stability by providing employees with a stable reference framework that guides their professional behavior and defines organizational relationships. However, this continuity does not imply rigidity, as organizational culture remains adaptable to changes in the organizational and economic environment.

Another important characteristic is its collective nature, as organizational culture represents a shared system of values and norms among members of the organization. It is not individual-specific but emerges through social interaction among organizational actors, which makes it essential in building a sense of belonging and shared professional identity. Robbins and Judge argue that organizational culture creates a form of collective cognition that enables employees to understand the organization and determine acceptable forms of interaction within it (Robbins & Judge, 2013, p. 515).

Organizational culture also plays a regulatory role in guiding professional behavior and managing organizational relationships. It defines what is acceptable and unacceptable within the institution and influences communication, cooperation, and decision-making patterns. It also strengthens professional discipline by reinforcing values such as commitment, responsibility, and teamwork. Hofstede notes that organizational culture influences how employees perceive authority, work, and professional relationships, thus serving as a fundamental reference for organizational behavior (Hofstede, 2011, p. 9).

Additionally, organizational culture is characterized by uniqueness and distinctiveness, as it varies from one organization to another depending on its activities, objectives, and values. Each organization has its own culture that reflects its history and internal professional relationships, which gives it a distinctive identity within its social and economic environment. This uniqueness directly influences how employees integrate and construct their professional identity.

Symbolism is another key feature of organizational culture. It is expressed through symbols, rituals, slogans, and daily practices that carry shared meanings within the organization. These symbols strengthen belonging and reinforce organizational values, contributing to social cohesion within the professional group. Thus, organizational culture is an intangible yet deeply influential element in shaping professional relationships and guiding behavior within the organization.

3. Functions of Organizational Culture within the Organization

Organizational culture performs several essential functions that make it a central element in achieving balance and stability within the institution. Its role is not limited to defining values and professional norms but extends to guiding organizational behavior, strengthening cohesion among employees, and ensuring integration among different components of the organization. Therefore, organizational culture is considered one of the most important informal mechanisms used by modern organizations to regulate professional relationships and enhance organizational effectiveness.

One of its main functions is promoting internal cohesion within the organization by unifying shared values and professional perceptions among employees. When individuals adopt a common value system, interaction becomes more stable and cooperative, reducing organizational conflicts and strengthening group cohesion. Schein argues that organizational culture plays a key role in achieving internal integration by creating shared norms that help individuals understand organizational relationships (Schein, 2010, p. 36).

Organizational culture also guides employee behavior by defining acceptable and unacceptable actions within the organizational environment. These values and norms serve as an implicit reference that

shapes employees' behavior in various professional situations and helps them adapt to work requirements. Robbins and Judge emphasize that organizational culture functions as a form of informal control that can sometimes be more effective than formal rules and procedures (Robbins & Judge, 2013, p. 519).

It also enhances organizational belonging by strengthening a shared sense of identity among employees. When organizational values are clear and consistent, employees feel more connected to the institution and its goals, which increases commitment and job stability. Organizational culture also fosters loyalty, encouraging employees to defend the organization and maintain its professional image in society.

Another important function is facilitating adaptation to the external environment, as organizational culture helps organizations respond to economic, technological, and social changes through a flexible value system. Hofstede argues that organizational culture plays a key role in enabling organizations to interact with their environment by shaping how employees respond to professional challenges (Hofstede, 2011, p. 12).

Organizational culture also has a motivational function, as it enhances employees' morale and encourages better performance by promoting cooperation and professional recognition. Organizations with a positive culture tend to create a motivating work environment that supports employee development. Morgan highlights that organizational culture directly influences employee motivation by giving work a social and symbolic meaning beyond its material aspects (Morgan, 2006, p. 126). Finally, organizational culture contributes to organizational stability by reducing uncertainty within the institution. It provides employees with implicit rules that guide behavior in different situations, builds trust between management and employees, and ensures continuity of professional relationships, which strengthens organizational cohesion in the long term.

4. Concept of Professional Identity

Professional identity is one of the sociological and organizational concepts linked to the relationship between individuals and their profession and organizational environment. It reflects how employees perceive themselves within the organization and the extent of their sense of belonging to the professional group they are part of. Interest in this concept has increased due to changes in modern organizations, particularly those related to work patterns and professional relationships, making professional identity essential for understanding employee behavior and stability.

Professional identity refers to the set of perceptions, values, and meanings that individuals construct about their professional self. These are shaped through professional experiences and social-organizational interactions within the institution. It is not only related to job position or tasks performed but also includes a sense of belonging, social recognition, and commitment to organizational values. Professional identity is therefore a dynamic social construction influenced by organizational and cultural context.

Castells argues that identity is constructed through a social and cultural process in which meanings and values are produced, giving individuals a sense of continuity and belonging within social or professional groups (Castells, 2011, p. 6). Accordingly, professional identity is formed through continuous interaction between individuals and the organizational environment, where employees gradually acquire values and behaviors that define their position within the professional group.

Professional identity is closely linked to the degree of employee integration within the organization. When individuals feel valued and professionally recognized, their attachment to the organization increases and their professional self-image becomes more positive. Dubar emphasizes that professional

identity is not fixed but results from a social and professional process shaped by interaction and professional socialization (Dubar, 2000, p. 95).

Professional identity is shaped by interconnected dimensions such as professional values, sense of belonging, self-perception of the profession, and the nature of professional relationships. Experience and interaction within professional groups also play a key role in strengthening stability and integration. It is also linked to social recognition within the organization, as appreciation and respect enhance self-confidence and organizational commitment. Giddens argues that identity is constructed through continuous interaction in social and professional life, where individuals seek recognition and affirmation of their place within the group (Giddens, 1991, p. 53).

In modern organizations, professional identity has become a strategic element in human resource management due to its direct relationship with performance, stability, and organizational commitment. Organizations that successfully build positive professional identity achieve stronger internal cohesion and more effective human resource performance. This highlights the close relationship between organizational culture and professional identity.

5. Characteristics of Professional Identity

Professional identity is characterized by a set of features that make it essential for understanding the relationship between individuals, their profession, and their organization. It is not a fixed job attribute but a social and organizational construct formed gradually through professional interaction and experience in the workplace.

One of its main characteristics is its dynamic and evolving nature, as it changes continuously according to professional experiences and organizational transformations. Dubar states that professional identity is built through an ongoing social process that is reshaped according to changes in an individual's professional life (Dubar, 2000, p. 102).

It is also social in nature, as it is formed through interaction with others within the organization. Employees construct their professional self-image through workplace relationships and social recognition. Thus, professional identity is closely linked to professional socialization and workplace interaction.

Another key characteristic is belonging, as professional identity provides individuals with a sense of attachment to their organization and professional group. The more employees are integrated into organizational culture, the stronger their sense of belonging and stability. Castells emphasizes that identity is a source of meaning and belonging within social and professional groups (Castells, 2011, p. 22).

Professional identity is also symbolic, as it is associated with meanings individuals construct about themselves, their position, and professional recognition. It combines both psychological and social dimensions, merging personal self-perception with collective identity. It is relatively stable over time, providing individuals with professional and social continuity, although this stability depends on organizational recognition and a supportive work environment.

Finally, professional identity is closely linked to organizational culture. It is shaped by shared values, norms, and symbols that influence employee integration and commitment. Giddens argues that identity is continuously constructed through interaction between individuals and their social-organizational context (Giddens, 1991, p. 75).

6. Components of Professional Identity

Professional identity is composed of a set of interrelated elements that contribute to shaping an individual's perception of their professional self and define the nature of their relationship with the institution and the professional group to which they belong. It is not a simple or single-dimensional construct, but rather a complex structure combining psychological, social, and organizational dimensions. It develops gradually through professional experience and interaction within the workplace. These components are also influenced by the prevailing organizational culture and the mechanisms of professional socialization to which the employee is exposed.

One of the most important components of professional identity is **professional belonging**, which expresses the individual's sense of attachment to both the profession and the organization. This belonging is reflected in positive engagement with the professional group and commitment to organizational goals and values. The stronger the employee's sense of being part of the organization, the greater their professional integration and the stronger their identity becomes. Castells emphasizes that belonging is a fundamental element in identity construction because it provides individuals with stability and meaning within social or professional groups (Castells, 2011, p. 28).

Professional values are also a core component of professional identity, as they represent the ethical and behavioral reference framework that guides employee conduct within the organization. These values include commitment, responsibility, discipline, respect for work rules, and cooperation with colleagues. They are gradually acquired through professional socialization and organizational interaction, where employees internalize prevailing norms and integrate them into their professional self-concept.

Another key component is the **professional self-image**, which refers to how individuals perceive their professional status and competence within the organization. Over time, employees develop a specific perception of themselves based on their work experience, professional relationships, and the level of recognition they receive within the organization. Dubar stresses that professional identity is closely linked to the construction of the professional self, as individuals continuously seek social and professional recognition within their work environment (Dubar, 2000, p. 109).

Professional competence is also a fundamental component of professional identity, as it provides individuals with a sense of ability to perform their tasks and achieve a professional position within the organization. As employees develop their skills and expertise, their self-confidence increases and their sense of professional stability is strengthened. Organizations that provide training and development opportunities contribute directly to building a positive professional identity among employees.

In addition, **workplace relationships** play an important role in shaping professional identity, as interaction with colleagues and supervisors influences how employees perceive themselves and their position within the organizational group. Relationships based on respect, cooperation, and mutual recognition strengthen belonging and integration, while conflictual relationships may weaken professional identity and create feelings of alienation.

Organizational commitment is also closely linked to professional identity, reflecting the individual's attachment to the organization and willingness to exert effort toward achieving its goals. A strong professional identity is often associated with high levels of commitment and organizational discipline. Giddens notes that identity is formed through continuity in social and professional roles, making commitment an essential factor in maintaining professional stability within the organization (Giddens, 1991, p. 81).

Through these components, it becomes clear that professional identity is not formed automatically, but is the result of a long process of interaction, organization, and professional socialization within the institution. Therefore, building a stable professional identity requires an organizational culture capable of reinforcing professional values and strengthening belonging and recognition within the organizational environment.

7. Concept of Professional Socialization

Professional socialization is one of the fundamental concepts in sociological and organizational studies, as it represents the process through which individuals are prepared and integrated into the professional and organizational environment by acquiring a set of values, norms, and behaviors related to the profession and the institution. Employees do not simply join an organization to perform tasks; rather, they gradually undergo a process of social and organizational learning that helps them understand the nature of work and adapt to the prevailing organizational culture.

Professional socialization refers to the process through which individuals acquire the knowledge, skills, and professional values that enable them to perform their roles in a way that is consistent with organizational requirements and the professional group. It also serves as a mechanism for transmitting organizational culture from the institution to employees by teaching acceptable patterns of behavior, professional interaction styles, and the implicit rules governing workplace relationships. In this sense, professional socialization is a key mechanism for reproducing organizational culture and ensuring the continuity of professional values within the institution.

Van Maanen and Schein argue that professional socialization is a process of learning and organizational adaptation through which individuals pass through several stages aimed at integrating them into the organization and teaching them the values and norms associated with their professional role (Van Maanen & Schein, 1979, p. 211). New employees face an organizational environment different from their previous context, which requires them to learn new ways of thinking, interacting, and behaving within the professional group.

Professional socialization is closely linked to organizational culture, as organizations use various socialization mechanisms to instill their values and norms in employees. Training, peer interaction, leadership styles, and internal communication systems all serve as tools for transmitting organizational culture and guiding employee behavior. Schein emphasizes that professional socialization is the primary means through which new members learn the organization's culture and how to integrate into it (Schein, 2010, p. 54).

It is a continuous process that does not end with initial entry into the organization but extends throughout the employee's career. Individuals continue to acquire experience and professional norms as their roles evolve, and their patterns of socialization change in response to organizational and technological transformations. Therefore, professional socialization is a dynamic process that interacts with ongoing changes in the work environment.

It also plays a crucial role in achieving professional and social integration within the organization by helping employees build stable professional relationships and understand group expectations. When socialization is clear and effective, employees are better able to adapt to the work environment and develop a stronger sense of belonging. Dubar notes that professional socialization directly contributes to the formation of professional identity, as it enables individuals to adopt the values and perceptions associated with their profession and professional group (Dubar, 2000, p. 117).

Thus, professional socialization functions as the link between organizational culture and professional identity, allowing organizational values to be transmitted to employees and transformed into part of

their professional identity. Organizations do not build professional identity directly; rather, they do so through socialization processes that ensure integration into organizational culture and guide employee behavior in line with organizational goals and values.

8. Stages of Professional Socialization

Professional socialization passes through a set of overlapping stages aimed at integrating individuals into the organization and enabling them to adapt to the professional and organizational environment in which they work. Employees do not acquire their professional identity immediately upon joining the organization; rather, they undergo a gradual process of learning, interaction, and acquisition of norms and values that help them integrate into the professional group. These stages vary depending on the institution and its organizational culture, but they share the common goal of producing an employee capable of adapting to organizational requirements.

The process begins with the reception stage, or pre-integration stage, during which the individual discovers the nature of the organization, its values, and job requirements. During this stage, employees form initial perceptions about the work environment and professional group they will join, while attempting to understand both formal and informal rules governing organizational relationships. Van Maanen and Schein note that this stage is critical in shaping initial impressions, as it significantly influences later adaptation and integration (Van Maanen & Schein, 1979, p. 230).

Next comes the adaptation stage, where employees begin learning job tasks and acquiring skills and knowledge related to their position, while also internalizing organizational values and norms. They also build professional relationships with colleagues and supervisors and understand interaction patterns within the professional group. The organization plays an important role here through training and professional guidance programs that facilitate adaptation to the new work environment.

This is followed by the integration stage, during which employees achieve greater harmony with organizational culture and professional values. Individuals become more capable of performing their roles confidently and steadily, and their sense of belonging to the professional group increases. Schein notes that successful integration strengthens organizational commitment and professional identity (Schein, 2010, p. 61).

The process also includes a stabilization stage, where employees become fully embedded in organizational culture, adopting its values and norms almost completely and acquiring a professional position within the group. At this stage, professional identity is reinforced through accumulated experience and stable organizational relationships, and employees become capable of transmitting organizational culture to new members.

However, professional socialization does not end with integration and stabilization; it continues through various changes in the individual's career, such as promotion, job changes, and technological or organizational transformations. Dubar emphasizes that professional identity is continuously reshaped throughout a person's career through ongoing interaction with professional experiences and organizational changes (Dubar, 2000, p. 121).

These stages show that professional socialization is a fundamental process in building professional identity, as it enables individuals to acquire the values and norms that define their position within the organization. It also plays a key role in transmitting and consolidating organizational culture within the professional group.

9. Mechanisms of Professional Socialization within the Organization

Organizations rely on a set of organizational and social mechanisms to achieve professional socialization, aiming to integrate employees into the professional environment and reinforce the values and norms upon which the institution is based. Socialization does not occur spontaneously; rather, it is achieved through various tools and methods that transmit organizational culture to individuals and help them adapt to work conditions and professional relationships. These mechanisms vary across institutions but share the common function of producing an integrated and professionally adapted workforce.

Training and professional development are among the most important mechanisms of professional socialization, as they enable employees to acquire the knowledge and skills necessary for effective job performance. Training also introduces employees to the organization's values, objectives, and working methods, facilitating professional adaptation and integration. Schein emphasizes that training does not only involve technical skills but also the transmission of cultural and behavioral rules governing organizational life (Schein, 2010, p. 67).

Organizational communication is another key mechanism, as it enables the transfer of information, values, and norms across different organizational levels. Through internal communication, employees learn about organizational expectations and acquire acceptable behavioral patterns. Effective communication reduces uncertainty and strengthens employees' sense of belonging and trust. Robbins and Judge highlight communication as a central tool for transmitting organizational culture and achieving integration (Robbins & Judge, 2013, p. 338).

Professional groups within the organization also play a major role, as employees learn through daily interaction with colleagues and supervisors the values and behaviors associated with the institution. These relationships help individuals understand informal rules and build their professional identity and adaptability.

Organizational leadership is another influential mechanism, as leaders guide employees and reinforce organizational values. Leadership style directly affects employee interaction and integration. Participative and communicative leadership fosters a positive environment that encourages cultural adoption. Hofstede emphasizes that leaders are essential in transmitting and sustaining organizational culture (Hofstede, 2011, p. 18).

Professional experience is also a key mechanism, as employees gradually acquire knowledge and experience that help them understand work processes and adapt to various situations. Daily experience reshapes perceptions and strengthens professional identity and stability.

Incentive and evaluation systems also contribute to socialization by guiding behavior and encouraging adherence to organizational norms. Fair evaluation and recognition strengthen integration and belonging.

These mechanisms show that professional socialization is an integrated organizational and social process aimed at transmitting organizational culture to individuals and enabling their integration within the institution, thereby contributing to professional identity formation and organizational stability.

10. The Relationship between Organizational Culture and Professional Socialization

The relationship between organizational culture and professional socialization is fundamental within organizations, as organizational culture represents the value-based and normative framework that institutions seek to transmit to employees, while professional socialization is the mechanism through which these values are acquired and translated into daily professional behavior. Understanding this relationship helps explain how organizational behavior and professional identity are formed.

Organizational culture consists of values, beliefs, and symbols that define professional relationships and working methods. However, these values are not transmitted automatically; they require social and organizational mechanisms to be embedded within the professional group. Here, professional socialization plays a key role in teaching individuals how to think, behave, and interact according to organizational expectations. Schein emphasizes that organizational culture can only be sustained through socialization processes that transfer it to new members (Schein, 2010, p. 71).

The relationship is also reflected in how organizations use socialization tools such as training, communication, and group interaction to instill professional values and ensure integration. New employees enter with prior values but undergo gradual cognitive and behavioral reshaping that aligns them with organizational culture.

Organizational culture also shapes the content of professional socialization by determining which values and behaviors should be emphasized. Cooperative cultures promote teamwork and open communication, while authoritarian cultures emphasize obedience and strict hierarchy. Hofstede notes that culture directly influences socialization methods and power relations within organizations (Hofstede, 2011, p. 21).

Conversely, professional socialization helps maintain the continuity of organizational culture by reproducing values across generations of employees. Organizations rely not only on formal rules but also on social integration processes to ensure cultural stability.

The relationship is also evident in employee adaptation, where culture provides the reference framework while socialization enables individuals to understand and apply it effectively. Clear and coherent cultures facilitate smoother socialization and better organizational integration.

Dubar argues that professional socialization is central to identity formation, as it allows individuals to acquire values that define their position and belonging (Dubar, 2000, p. 126). Thus, the relationship goes beyond value transmission to shaping professional identity itself.

In conclusion, organizational culture and professional socialization form an integrated system within organizations: culture provides the normative content, while socialization is the mechanism that embeds this content into behavior and interactions. Successful organizations therefore depend on strong cultures and effective socialization processes that produce integrated and stable employees.

11. The Role of Professional Socialization in the Formation of Professional Identity

Professional socialization plays a central role in shaping the professional identity of the worker within the organization, as it is the process that enables individuals to acquire the values, norms, and behaviors associated with the profession and the organizational group. Professional identity is not formed automatically or in isolation from the work environment; rather, it is gradually constructed through continuous interaction with the organizational setting, including professional relationships and social and organizational experiences. From this perspective, professional socialization is the key link connecting the worker to the organizational culture and contributing to the formation of their professional self-concept.

Professional socialization helps employees understand their role within the organization and define their position within the professional group, as they learn the standards that govern professional behavior and acceptable forms of interaction within the organization. New employees enter the organization with diverse social backgrounds and prior perceptions; however, the professional socialization process gradually reshapes these perceptions to align with the prevailing organizational values. Dubar argues that professional identity is constructed through a social and organizational process directly influenced by professional socialization within the workplace (Dubar, 2000, p. 131).

Professional socialization also contributes to strengthening the employee's sense of belonging to the organization by integrating them into the professional group and teaching them shared symbols and values that give the organization its cultural and social unity. The more effective the socialization process is, the stronger the employee's sense of belonging becomes, positively affecting professional integration and stability within the organization. Castells argues that identity is shaped through a sense of belonging to a social or professional group that shares a system of meanings and values (Castells, 2011, p. 30).

Moreover, professional socialization plays an important role in building the employee's professional self-image by helping them develop a positive perception of their competence and position within the organization. Interaction with colleagues and supervisors, acquisition of professional experience, and recognition within the organization all contribute to strengthening self-confidence and consolidating professional identity. Training and professional guidance also enable employees to acquire skills and behaviors that enhance their performance with confidence and stability.

On the other hand, professional socialization strengthens organizational commitment by instilling values such as responsibility, discipline, and respect for organizational rules. Employees who successfully integrate into the organizational culture become more willing to support and defend the organization's goals, which enhances their professional stability and attachment to the group. Schein emphasizes that professional socialization transforms organizational values into daily practices and professional behaviors adopted by employees (Schein, 2010, p. 75).

Professional socialization also facilitates professional and social adaptation, particularly in the early stages of employment. Without proper guidance, employees may struggle to understand workplace relationships and may experience isolation or professional alienation. Effective socialization enables gradual adaptation to organizational expectations, leading to a stable and balanced professional identity. In the context of contemporary organizational transformations, professional socialization has become even more crucial due to changes in work patterns and organizational structures. Technological development and organizational flexibility require updated socialization mechanisms that help employees adapt to continuous changes while maintaining professional stability.

Overall, professional socialization is not limited to teaching work skills; it is a comprehensive social and organizational process aimed at building a coherent professional identity aligned with organizational culture and values. It is therefore one of the most important mechanisms contributing to professional identity formation and organizational integration.

12. The Impact of Organizational Communication on Supporting Professional Socialization

Organizational communication is one of the most important mechanisms used by organizations to achieve professional socialization, as it represents the primary channel for transmitting information, values, and organizational norms within the workplace. An organization cannot achieve employee integration or reinforce its organizational culture without an effective communication system that enables the exchange of meanings and perceptions among all actors within the organization. From this perspective, organizational communication plays a central role in supporting professional socialization and contributing to the formation of professional identity.

Organizational communication refers to all processes of interaction and information exchange within the organization between individuals, groups, and administrative levels, whether formal or informal. Its role is not limited to transmitting instructions but also includes conveying organizational values, cultural symbols, and behavioral patterns that define professional relationships within the organization. Robbins and Judge argue that organizational communication is the mechanism through which organizational behavior is directed and coordination among employees is achieved (Robbins & Judge, 2013, p. 341).

The importance of organizational communication in professional socialization appears in its role in introducing new employees to the organization's nature, objectives, and work rules. Employees need, from the beginning, to understand their expected role, the professional group they belong to, and the standards governing workplace behavior. Clear and continuous communication reduces ambiguity and facilitates professional adaptation and integration.

Organizational communication also plays a key role in transmitting organizational culture, allowing employees to access shared values, beliefs, and norms that shape the organization's identity. Daily interactions, meetings, and organizational activities serve as platforms for embedding organizational culture and teaching acceptable patterns of thought and behavior. Schein emphasizes that organizational communication is one of the most important tools ensuring the continuity and transmission of organizational culture among members (Schein, 2010, p. 82).

Furthermore, organizational communication helps build professional relationships within the organization by enhancing interaction and cooperation among employees. Positive communication fosters a sense of belonging and integration, while poor communication may lead to misunderstandings and workplace conflict, negatively affecting socialization and identity formation.

It also strengthens organizational commitment and motivation by involving employees in organizational life and giving them a sense of recognition and value. Participatory communication systems enhance integration more effectively than authoritarian communication styles. Hofstede notes that communication patterns reflect organizational culture and directly influence employee adaptation and integration (Hofstede, 2011, p. 26).

Informal communication also plays a significant role by allowing employees to share tacit knowledge, behaviors, and professional norms that are not formally documented, thereby facilitating adaptation and belonging.

With the rise of digital transformation, organizational communication has become even more influential in professional socialization, requiring organizations to adopt flexible communication systems that support interaction and cultural continuity in modern workplaces.

Overall, organizational communication is a fundamental element in supporting professional socialization as it facilitates cultural transmission, strengthens professional integration, and contributes to professional identity formation and organizational stability.

13. The Impact of Organizational Leadership on Professional Socialization and Professional Identity

Organizational leadership is one of the key factors influencing professional socialization and the formation of professional identity within organizations, due to its direct impact on employees' behavior, attitudes, professional integration, and group dynamics. Leadership is not limited to issuing orders or administrative decision-making; it also involves guiding employees, reinforcing organizational values, and creating a work environment conducive to adaptation, integration, and stability.

The importance of leadership in professional socialization is evident in its role in introducing employees to organizational culture and objectives, helping them understand work processes and adapt to organizational requirements. New employees require guidance to understand both formal and informal workplace rules, making leadership a central factor in facilitating professional integration. Schein argues that leaders are the primary actors in embedding and transmitting organizational culture through daily practices (Schein, 2010, p. 92).

Leadership also affects workplace relationships and organizational climate. Participatory, communicative leadership fosters a positive environment that encourages expression, involvement, and

engagement, thereby strengthening belonging and professional identity. In contrast, authoritarian leadership may lead to weak integration and feelings of alienation among employees.

It also contributes to building employees' professional self-image, as leaders serve as sources of recognition and evaluation. Employees who feel valued by management tend to have higher confidence and stronger organizational attachment. Robbins and Judge emphasize that effective leadership positively influences job satisfaction and organizational commitment (Robbins & Judge, 2013, p. 412). Leadership further plays a crucial role in reinforcing organizational values and norms, as leaders act as behavioral models for employees. Their communication style, decision-making approach, and interaction patterns shape employees' professional conduct and value adoption. Hofstede notes that leadership reflects organizational culture and defines power relations within the organization (Hofstede, 2011, p. 31).

Additionally, organizational leadership enhances commitment and stability by fostering trust, fairness, and respect. Participatory leadership increases employee engagement and strengthens professional identity formation.

In contemporary organizational contexts, leadership roles have expanded beyond traditional administrative functions to include psychological and professional support for employees, particularly in response to technological change and evolving work environments. Modern leadership increasingly emphasizes communication, motivation, and human relations.

Overall, organizational leadership is a central factor in supporting professional socialization and shaping professional identity, as it influences integration, value adoption, and professional stability within organizations.

14. Organizational Culture and the Formation of Professional Identity in Algerian Institutions: Opportunities and Challenges

The relationship between organizational culture and the formation of professional identity within Algerian institutions is considered one of the contemporary issues that has gained increasing importance in the context of the economic and administrative transformations Algeria has experienced in recent decades. Algerian institutions, whether public or private, are required to reconsider their management patterns, not only by modernizing structures and procedures, but also by building an effective organizational culture capable of supporting the formation of a stable and coherent professional identity among human resources.

The opportunities available to Algerian institutions lie in the existence of a social and cultural capital that can be mobilized to rebuild organizational culture on more modern and effective foundations. Social values such as solidarity and group spirit may serve as a supportive basis for strengthening teamwork within organizations. Moreover, the shift toward administrative reforms and the adoption of modern human resource management approaches opens the way for enhancing professional socialization and improving integration mechanisms, thereby contributing to the construction of a clearer and more stable professional identity among employees.

Furthermore, the gradual development of training and vocational education systems in Algeria provides an important opportunity to strengthen professional socialization within institutions. This helps in transmitting organizational values and standards more effectively and reducing the gap between theoretical training and the requirements of professional reality. The spread of information technology within Algerian institutions also contributes to improving organizational communication patterns, which in turn supports professional adaptation processes and strengthens employees' sense of belonging and integration within the work environment.

However, these opportunities are accompanied by several challenges that affect the ability of Algerian institutions to build a strong organizational culture capable of shaping a stable professional identity. Among the most prominent challenges is the weak stability of organizational culture in some institutions, due to frequent administrative changes and the lack of continuity in organizational policies, which leads to fragmentation in professional values and norms. Additionally, the dominance of bureaucratic structures in many public institutions may limit the effectiveness of professional socialization and weaken organizational interaction dynamics.

Moreover, weak organizational communication constitutes one of the main obstacles to building a strong professional identity, as the absence of effective communication channels between different administrative levels hinders the clear and organized transmission of organizational culture. Limited fair evaluation and incentive systems in some organizational contexts may also negatively affect employees' level of professional commitment, which in turn impacts their degree of integration within the institution.

Another challenge is the disparity in levels of training and professional experience among employees, which makes the process of professional socialization uneven within the organization and affects the unification of professional values and standards. Additionally, rapid economic and digital transformations require Algerian institutions to continuously adapt their organizational culture, which represents an additional challenge to the stability of employees' professional identity.

In light of this, it can be said that the formation of professional identity within Algerian institutions is closely linked to the extent to which these institutions are able to build a coherent and effective organizational culture capable of responding to internal and external changes and supporting professional socialization processes, ensuring sustainable professional integration for employees.

Conclusion

This study addressed the role of organizational culture in the formation of employees' professional identity within institutions by analyzing the key concepts related to organizational culture and professional identity, and highlighting the mediating role played by professional socialization in transmitting organizational values and norms and transforming them into professional behavior and a stable professional identity. The study showed that organizational culture is not merely a symbolic framework within institutions, but rather a governing system of organizational behavior that shapes professional relationships and interaction patterns among individuals in the workplace.

The study also revealed that professional identity is gradually constructed through a complex social and organizational process influenced by several internal and external factors, primarily organizational culture, professional socialization mechanisms, organizational communication, and leadership within the institution. It also demonstrated that professional socialization represents the central link in this process, as it enables the integration of the employee into organizational culture and the acquisition of values and norms that form the basis of their professional identity.

Furthermore, the study concluded that a strong and coherent organizational culture contributes to enhancing professional belonging and organizational commitment and consolidating a clear professional identity among employees, whereas a weak or contradictory organizational culture leads to disruption in professional relationships and weak organizational integration. In this context, the role of organizational leadership and internal communication emerges as key supporting elements in the professional socialization process and in stabilizing professional identity within the institution.

On the other hand, the study confirmed that Algerian institutions, despite the opportunities they possess related to social values and reform-oriented management approaches, face several challenges

that hinder the construction of an effective organizational culture. These include bureaucratic rigidity, weak organizational communication, and disparities in training and professional experience levels, all of which directly affect the formation of employees' professional identity.

In light of the above, it can be affirmed that building a strong and stable professional identity within institutions depends on their ability to develop a modern organizational culture based on participation, transparency, and motivation, and to strengthen professional socialization mechanisms that ensure effective employee integration within the work environment. Accordingly, investing in organizational culture is not a secondary option but a fundamental requirement for achieving organizational effectiveness and professional stability in contemporary institutions.

References

- Castells, M. (2010). *The Power of Identity* (2nd ed.). Wiley-Blackwell.
- Dubar, C. (2000). *La socialisation: construction des identités sociales et professionnelles*. Paris: Armand Colin.
- Giddens, A. (1991). *Modernity and Self-Identity: Self and Society in the Late Modern Age*. Stanford University Press.
- Hofstede, G., Hofstede, G. J., & Minkov, M. (2010). *Cultures and Organizations: Software of the Mind* (3rd ed.). McGraw-Hill.
- Morgan, G. (2006). *Images of Organization* (Updated ed.). Sage Publications.
- Robbins, S. P., & Judge, T. A. (2013). *Organizational Behavior* (15th ed.). Pearson Education.
- Schein, E. H. (2010). *Organizational Culture and Leadership* (4th ed.). Jossey-Bass.
- Van Maanen, J., & Schein, E. H. (1979). Toward a theory of organizational socialization. In B. M. Staw (Ed.), *Research in Organizational Behavior* (Vol. 1, pp. 209–264). JAI Press.