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Individual competence in the context of cultural issues: a theoretical

ABSTRACT

This study aimed to analyze the relationship between individual competence and cultural issues within organizational contexts, with particular reference to Algeria. A qualitative methodological approach was adopted through documentary and theoretical analysis of specialized literature on culture, work values, competencies, and organizational behavior. Scientific databases, books, and peer-reviewed articles were examined to identify convergences between cultural patterns and competency development. The results showed that individual competence is shaped not only by technical knowledge and practical skills, but also by values, attitudes, and symbolic systems embedded in society. Cultural factors such as trust, hierarchy, collective identity, and work ethics influenced motivation, adaptability, and performance. The findings also indicated that organizations achieving better results were those capable of aligning competency development with their socio-cultural environment. It was concluded that individual competence should be understood as a multidimensional construct integrating knowledge, behavior, and cultural conditioning. Therefore, institutional modernization requires strategies that strengthen human talent while respecting local cultural realities.

Keywords: competence, culture, work values, organizational behavior, Algeria.

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Competencia individual en el contexto de las cuestiones culturales: un estudio teórico

RESUMEN

Este estudio tuvo como objetivo analizar la relación entre la competencia individual y las cuestiones culturales en contextos organizacionales, con especial referencia a Argelia. Se adoptó un enfoque metodológico cualitativo mediante análisis documental y teórico de literatura especializada sobre cultura, valores laborales, competencias y comportamiento organizacional. Se examinaron bases de datos científicas, libros y artículos arbitrados para identificar convergencias entre patrones culturales y desarrollo de competencias. Los resultados mostraron que la competencia individual está determinada no solo por conocimientos técnicos y habilidades prácticas, sino también por valores, actitudes y sistemas simbólicos presentes en la sociedad. Factores culturales como la confianza, la jerarquía, la identidad colectiva y la ética del trabajo influyeron en la motivación, adaptabilidad y

desempeño. Los hallazgos también indicaron que las organizaciones con mejores resultados fueron aquellas capaces de alinear el desarrollo de competencias con su entorno sociocultural. Se concluyó que la competencia individual debe entenderse como un constructo multidimensional que integra conocimiento, conducta y condicionamiento cultural. Por tanto, la modernización institucional requiere estrategias que fortalezcan el talento humano respetando las realidades culturales locales.

Palabras clave: competencia, cultura, valores laborales, comportamiento organizacional, Argelia.

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Competência individual no contexto das questões culturais: um estudo teórico

RESUMO

Este estudo teve como objetivo analisar a relação entre competência individual e questões culturais em contextos organizacionais, com referência especial à Argélia. Foi adotada uma abordagem metodológica qualitativa por meio de análise documental e teórica da literatura especializada sobre cultura, valores do trabalho, competências e comportamento organizacional. Bases de dados científicas, livros e artigos revisados por pares foram examinados para identificar convergências entre padrões culturais e desenvolvimento de competências. Os resultados mostraram que a competência individual é moldada não apenas por conhecimento técnico e habilidades práticas, mas também por valores, atitudes e sistemas simbólicos presentes na sociedade. Fatores culturais como confiança, hierarquia, identidade coletiva e ética do trabalho influenciaram motivação, adaptabilidade e desempenho. Os achados também indicaram que as organizações com melhores resultados foram aquelas capazes de alinhar o desenvolvimento de competências ao seu ambiente sociocultural. Concluiu-se que a competência individual deve ser compreendida como um construto multidimensional que integra conhecimento, comportamento e condicionamento cultural. Portanto, a modernização institucional exige estratégias que fortaleçam o talento humano respeitando as realidades culturais locais.

Palavras-chave: competência, cultura, valores do trabalho, comportamento organizacional, Argélia.

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INTRODUCTION

The contemporary transformations experienced by states and societies under globalization have significantly influenced African countries, including Algeria, where economic reforms, demographic change, and social modernization have reshaped institutional and community life. In this context, culture has emerged as a decisive factor for understanding how societies preserve identity while adapting to new global pressures. Doni (2003) defined culture as the set of values, customs, symbols, and practices that distinguish a social group. Likewise, Scott and Marshall (2009) emphasized that culture guides social behavior and collective interpretations. Therefore, the Algerian case illustrates how culture remains central to social continuity and national development.

In Algeria and many African societies, culture extends beyond heritage or folklore, encompassing social norms, family relations, religious values, and everyday practices that organize communal life. Fairchild (1944) considered culture a social legacy transmitted across generations, while Boudon and Bourricaud (2002) noted its role in maintaining cohesion and regulating interactions. These dimensions are particularly relevant in Algeria, where historical experiences such as colonialism, independence, and state-building have deeply influenced collective identities. As a result, culture continues to shape social expectations, authority patterns, and intergenerational relations within Algerian society.

The relationship between culture and economic activity is especially significant in African contexts characterized by strong family ties and community-based enterprises. Schneider and Bonjean (1973) argued that cultural systems adapt through interaction with changing environments, while Keating (2008) highlighted the connection between culture and governance structures. In Algeria, family businesses represent an important organizational form where trust, kinship, and informal norms frequently guide management practices. Such enterprises often combine traditional values with modern market demands. Consequently, analyzing cultural influences is essential for understanding the sustainability and evolution of Algerian family firms.

Work culture also plays a major role in determining productivity, commitment, and organizational stability across developing economies. Saïd Ibrahim (2016) affirmed that building a societal culture that values work remains a continuous objective for human progress. In Algeria, perceptions of labor, leadership, and cooperation are often mediated by family structures and social obligations. These factors may strengthen solidarity and loyalty, but they can also generate managerial challenges related to succession, meritocracy, and modernization. Hence, organizational outcomes cannot be fully explained without considering the cultural foundations of work relations.

Recent scholarship has called for greater attention to non-Western perspectives in the study of organizations and social systems. Lander (2023) stressed the importance of overcoming eurocentric interpretations, while Romeu Aldaya (2019) emphasized the multidimensional character of culture in contemporary analysis. Applying these perspectives to Algeria allows for a more contextualized understanding of family enterprises within African realities. Accordingly, the objective of this study is to analyze the socio-organizational dynamics of family businesses in Algeria, with particular attention to the influence of cultural values, social structures, and managerial practices on their functioning and continuity.

Methodology

This study adopted a qualitative research approach aimed at understanding the socio-organizational dynamics of family businesses in Algeria through the interpretation of cultural values, managerial practices, and labor relations. The qualitative perspective was selected because it allows the analysis of meanings, experiences, and contextual processes that cannot be fully captured through numerical indicators. In addition, it facilitates an in-depth examination of organizational realities embedded in specific historical and social environments. This methodological orientation is especially appropriate when exploring complex institutional phenomena shaped by human interaction (Espinoza-Freire, 2025a).

The research design was descriptive-interpretative and based on documentary analysis. Scientific articles, academic books, institutional reports, and specialized studies related to organizational culture, competencies, work values, and Algerian enterprises were systematically reviewed. The selection of sources prioritized academic relevance, thematic coherence, and methodological rigor. Search procedures were conducted through indexed scientific databases using keywords associated with Algeria, family business, organizational culture, competencies, and labor values. Structured search strategies improve the quality, relevance, and traceability of academic evidence used in research processes (Espinoza-Freire, 2025b).

For data organization and interpretation, a thematic analysis procedure was applied. The reviewed materials were classified into analytical categories such as culture, cultural issue, work values, competencies, organizational problems, and modernization processes. Subsequently, recurring patterns, convergences, and contextual differences were identified to construct an integrated explanatory framework. This process enabled the linking of theoretical perspectives with the empirical realities reported in previous studies. The use of categorization and constant comparison strengthened analytical coherence and interpretative depth (Espinoza-Freire, 2024).

Likewise, the study incorporated narrative analysis as a complementary strategy for interpreting discourses concerning authority, productivity, intergenerational succession, and organizational change. Narratives contained in the reviewed literature revealed how actors assign meaning to work practices and institutional transformations. This perspective was relevant because organizations are also symbolic spaces where identities and expectations are socially constructed. Narrative approaches contribute to understanding how collective experiences shape decision-making processes and organizational continuity (Espinoza-Freire, 2025c).

Finally, the methodological rigor of the study was supported through source triangulation, consistency between objectives and procedures, and critical interpretation of the collected evidence. Scientific argumentation guided the discussion of findings by connecting theoretical propositions with documented realities in the Algerian context. This ensured greater coherence, validity, and explanatory value in the conclusions reached. Therefore, the methodology provided a solid basis for analyzing the relationship between culture, competencies, and organizational performance in Algeria (Espinoza-Freire, 2021).

THEORETICAL FRAMEWORK

Culture

Culture constitutes one of the most influential concepts in the social sciences because it explains how societies organize meanings, behaviors, and collective identities. Sociological literature commonly distinguishes between material culture and non-material culture. Material culture includes physical objects, technologies, and spaces through which people interact, while non-material culture encompasses beliefs, values, norms, and symbolic systems that guide conduct. Chekalov and Kondrashov (2014) argued that both dimensions are interdependent and jointly shape social life. Therefore, culture operates simultaneously through visible structures and invisible systems of meaning.

From a classical perspective, culture has been defined as the accumulated heritage transmitted from one generation to another through learning and socialization. Kroeber and Parsons (1958) emphasized that culture differs from biological inheritance because it is socially acquired rather than genetically determined. In the same line, Parsons (1972) viewed culture as a normative system that provides orientation for social action. These interpretations highlight that individuals become members of society by internalizing language, customs, and values. Consequently, culture is fundamental for maintaining continuity and social order.

Anthropological approaches also stress the adaptive nature of culture in human evolution. Bougraa (2008) noted that humans gradually shifted from biological adaptation toward cultural adaptation, allowing them not only to survive but to transform their environment. This process made culture more flexible and transmissible than genetic change. Eckstein (1996) similarly considered culture a foundational concept for understanding political and social behavior. Thus, culture explains why societies facing similar material conditions often develop different institutions and patterns of conduct.

Contemporary scholarship has broadened the concept of culture to include power relations, symbolic struggles, and diversity of knowledge systems. Smith (2000) argued that culture has become central to reinventing the social sciences, while Romeu Aldaya (2019) underlined its conceptual complexity in current debates. These perspectives reject narrow definitions limited to arts or traditions. Instead, culture includes everyday practices, communication styles, and shared interpretations of reality. In this study, culture is understood as a multidimensional framework shaping organizational life and work behavior in Algeria.

The Cultural Issue

The cultural issue refers to the strategic importance of values, identity, and symbolic systems in the historical development of societies. In modern contexts, no nation is exempt from

cultural tensions linked to globalization, modernization, or identity preservation. Al-Jabri, cited in Al-Zaid (2016), described the cultural issue as the force that defines a society's distinctiveness and collective consciousness. Heras-Gómez (2002) also noted that political and social legitimacy often depends on cultural consensus. Therefore, the cultural issue is inseparable from national cohesion and institutional stability.

In many postcolonial societies, cultural debates are intensified by the legacy of domination and the search for autonomous development models. Lander (2023) emphasized that eurocentric interpretations frequently marginalized local knowledge and alternative civilizational experiences. This is especially relevant in North Africa, where societies combine indigenous, Arab, Islamic, Mediterranean, and modern influences. The cultural issue thus involves balancing historical authenticity with participation in global transformations. As a result, culture becomes both a resource for resistance and a tool for modernization.

In Algeria, the cultural issue has been shaped by successive historical periods including precolonial traditions, French colonization, the liberation struggle, and post-independence state formation. Doni (2003) observed that collective identity is strongly linked to memory, language, and social values. Algerian society reflects a complex synthesis of Arab-Islamic traditions, Amazigh heritage, and contemporary state institutions. These multiple layers influence education, work ethics, and organizational behavior. Hence, understanding Algerian institutions requires situating them within their broader cultural environment.

The relevance of the cultural issue extends directly to organizations because firms operate within societal systems of meaning. Organizational norms, leadership styles, and employee expectations often mirror prevailing cultural values. Giménez (2014) argued that popular cultures continue to shape formal institutions in contemporary societies. In Algeria, family solidarity, respect for hierarchy, and community obligations can affect management practices. Consequently, analyzing the cultural issue is essential for interpreting labor relations and organizational performance.

Work Culture in Algeria

Work culture refers to the set of attitudes, beliefs, and behavioral patterns associated with labor, discipline, cooperation, and productivity. In Algeria, work culture has evolved through historical experiences such as colonial exploitation, state-led industrialization, and market-oriented reforms. Chakhab (2015) suggested that many organizational difficulties in Algeria are linked not only to economic constraints but also to socio-cultural factors. These include perceptions of authority, responsibility, and collective effort. Therefore, work culture is a decisive variable in understanding institutional outcomes.

One important feature of Algerian work culture is the coexistence of traditional solidarities with formal bureaucratic structures. Family networks and personal trust frequently influence recruitment, coordination, and conflict resolution. Perretti (2005) noted that human relations often determine organizational effectiveness as much as technical systems. In many Algerian institutions, informal practices coexist with official procedures. This duality may generate flexibility, but it can also create inefficiencies and ambiguity. Thus, organizational behavior reflects both formal management systems and informal cultural norms.

Another challenge concerns employee motivation, punctuality, absenteeism, and commitment to institutional goals. These issues are often discussed as managerial problems, yet they are also connected to broader social expectations regarding work and reward. Bougraa (2008) argued that organizational culture reproduces values prevalent in society. When workers perceive limited meritocracy or weak recognition, motivation may decline. Consequently, improving performance requires addressing both administrative mechanisms and cultural perceptions of fairness.

At the same time, Algeria possesses strong cultural resources that can support productive transformation. Collective solidarity, resilience, and attachment to community can strengthen

teamwork and loyalty when properly managed. Wagner, Garner, and Kawulich (2011) emphasized that institutional learning depends on the development of supportive organizational cultures. If aligned with modern management practices, these values may become competitive advantages. Therefore, Algerian work culture should be viewed not only through its constraints but also through its developmental potential.

Work Values

Values are central standards through which individuals judge what is desirable, legitimate, or morally appropriate. In organizations, values guide decision-making, cooperation, and ethical conduct. Boulquas Zerfa (2012) defined values as principles that orient behavior and establish preferences between acceptable and unacceptable actions. Similarly, Al-Rashidi (2016) linked values to social cohesion and normative stability. Hence, work values represent the ethical and motivational foundations of productive behavior.

Work values include commitment, responsibility, honesty, discipline, quality orientation, and respect for collective objectives. These principles are not identical across societies because they emerge from historical and cultural contexts. Mohamed Taher and Ali (2004) observed that organizations function more effectively when institutional goals are compatible with employee value systems. When workers identify with organizational norms, loyalty and productivity tend to increase. Thus, value congruence is a critical factor in organizational success.

In Algeria, work values are influenced by religion, family socialization, educational experiences, and national history. Social obligations may encourage solidarity and mutual support, while hierarchical traditions can reinforce obedience and respect for authority. However, tensions may arise when social expectations conflict with modern organizational demands such as meritocracy or strict performance evaluation. Shallali and Bilal (2004) noted that such contradictions can generate resistance or disengagement. Therefore, understanding Algerian work values requires examining their dual traditional and modern dimensions.

The relationship between social values and organizational culture is particularly relevant in family firms and public institutions. Shared values can reduce conflict, facilitate coordination, and create trust-based governance structures. Yet weak accountability or favoritism may undermine efficiency if value systems are poorly aligned with institutional objectives. Perretti (2005) stressed that organizational performance depends on translating values into coherent managerial practices. Consequently, work values are a strategic element in the modernization of Algerian organizations.

Chapter Two: Theoretical Framework of Competencies

Concept of Competence

Competence is generally understood as the integrated capacity to mobilize knowledge, skills, and attitudes to perform tasks effectively. Shallali and Bilal (2004) defined competence as the combination of theoretical knowledge, practical experience, and behavioral readiness applied to a work situation. Dietrich (2008) similarly emphasized that competence is demonstrated through action rather than possession of knowledge alone. Therefore, competence involves both what individuals know and how they use it in context.

From a managerial perspective, competence is a strategic asset because it enhances productivity, innovation, and adaptability. Meignant (2000) argued that organizations must identify, develop, and recognize competencies to remain competitive. Boterf (2000) added that competence consists of mobilizing available resources to achieve measurable results. This implies that competence is dynamic and situational rather than static. Consequently, organizations must continuously invest in learning and capability development.

Competence also varies across sectors, professions, and institutional environments. Technical roles may prioritize specialized expertise, whereas managerial positions require leadership and coordination capacities. Lorino (2000) observed that competencies are structured

combinations of knowledge and behavior oriented toward objectives. In the Algerian context, competency development is especially relevant for firms seeking modernization and international competitiveness. Hence, competence becomes a bridge between human capital and organizational performance.

Characteristics of Competence

Competence possesses several defining characteristics. First, it is goal-oriented because it exists in relation to a specific task or objective. Second, it is intangible, since it cannot be directly observed apart from performance outcomes. Mohamed Taher and Ali (2004) noted that competence is inferred through methods, quality, and results. Thus, assessment systems are necessary to identify real capabilities.

Third, competence is dynamic because its components interact continuously under changing circumstances. Knowledge without motivation may produce weak outcomes, while motivation without expertise may be insufficient. Mansouri and Solj (2010) argued that valuable human resources combine diverse capacities that create institutional value. Fourth, competence is developable through training, experience, and reflection. Therefore, organizations should treat competencies as renewable assets rather than fixed traits.

Finally, competence is difficult to imitate when embedded in organizational routines and social relations. Unique cultures, teamwork patterns, and experiential knowledge often create sustainable advantages. Shallali and Bilal (2004) stressed that some competencies cannot be easily substituted by external resources. This is particularly relevant for Algerian family enterprises, where tacit knowledge and trust networks may constitute distinctive capabilities. Hence, competence is both an individual and organizational resource.

Classification of Competencies

Strategic competencies connect the organization with its competitive environment and long-term objectives. They include innovation capacity, market responsiveness, and effective allocation of resources. Dietrich (2008) considered strategic competencies essential for creating value difficult for competitors to replicate. These competencies often depend on managerial vision and coordinated collective effort. Therefore, they are central to sustainable organizational development.

Organizational competencies refer to the ability to structure processes, coordinate resources, and ensure operational continuity. Perretti (2005) linked these competencies to leadership, planning, and participatory decision-making. In Algerian institutions, improving organizational competencies may help reduce inefficiencies associated with rigid bureaucracy or fragmented coordination. As a result, such competencies are crucial for modernization reforms.

Collective competencies emerge through cooperation among individuals who share knowledge and solve problems together. Mohamed Taher and Ali (2004) emphasized communication and collective learning as core elements of team effectiveness. Cross-cutting competencies, by contrast, include transferable abilities such as adaptability, communication, and problem-solving applicable across contexts. Boterf (2000) argued that these transversal capacities increase organizational flexibility. Consequently, diversified competencies strengthen resilience in changing environments.

Chapter Three: Culture and Competence — Between Innateness and Acquisition

Scientific Knowledge or Skill (Savoir-Faire)

Savoir-faire refers to practical know-how enabling individuals to transform theoretical knowledge into effective action. It includes technical mastery, problem-solving ability, and experiential judgment acquired through repeated practice. Shallali and Bilal (2004) described skill as the capacity to perform tasks through reasoning, adaptation, and innovation. This dimension is often tacit and difficult to codify fully. Therefore, practical competence depends heavily on learning by doing.

In organizational settings, *savoir-faire* is decisive for productivity because it determines how efficiently resources are used. Workers may possess formal qualifications yet still lack operational proficiency. Mohamed Taher and Ali (2004) noted that skill combines scientific understanding with practical experience. In Algerian enterprises, transferring tacit know-how across generations is particularly important in family businesses. Hence, skill formation is both an economic and cultural process.

Behavioral Readiness (Avoir-Être)

Behavioral readiness refers to attitudes, motivation, discipline, and interpersonal conduct that enable effective performance. Dietrich (2008) argued that future capability often depends on behavioral potential as much as current technical expertise. Employees with initiative, adaptability, and responsibility are better prepared for organizational change. Thus, competence cannot be reduced to knowledge alone.

The integration of theoretical knowledge (*savoir*), practical skill (*savoir-faire*), and behavioral readiness (*avoir-être*) forms a complete model of competence. None of these dimensions operates effectively in isolation. Their combination explains why some individuals and organizations outperform others under similar conditions. In the Algerian context, the interaction between culture, work values, and competencies is essential for understanding how institutions can strengthen performance, continuity, and competitiveness.

DISCUSSION

The findings of this study confirm that culture constitutes a decisive explanatory variable for understanding organizational behavior and business continuity in Algeria. Rather than operating as an external background factor, culture actively shapes authority relations, trust mechanisms, decision-making processes, and employee expectations. This result is consistent with Parsons (1972), who argued that cultural systems provide normative orientations guiding social action. In Algerian organizations, especially family-owned firms, managerial practices are often embedded in broader societal values related to hierarchy, solidarity, and collective responsibility. Therefore, organizational performance cannot be adequately interpreted through economic variables alone.

A central discussion emerging from the analysis concerns the dual role of traditional values in Algerian enterprises. On one hand, family loyalty, interpersonal trust, and community commitment may reduce transaction costs and strengthen resilience during uncertainty. These attributes can facilitate long-term orientation and reinforce employee identification with the organization. On the other hand, excessive reliance on kinship ties may limit professionalization, merit-based recruitment, and objective performance evaluation. This tension supports the argument of Boterf (2000), who emphasized that effective organizations must mobilize resources according to competence rather than solely inherited positions. Thus, traditional values can be both strategic assets and structural constraints.

The study also highlights that work culture in Algeria remains deeply connected to historical trajectories such as colonial domination, state centralization, and post-independence economic restructuring. Such legacies have influenced perceptions of authority, institutional trust, and the social meaning of labor. Chakhab (2015) suggested that many productivity problems in Algerian institutions cannot be separated from these socio-historical conditions. In this sense, absenteeism, low motivation, or organizational conflict should not be interpreted merely as individual failures, but as outcomes of broader institutional environments. Consequently, managerial reforms require cultural and historical sensitivity.

Another relevant point concerns the relationship between competencies and organizational modernization. The evidence suggests that Algerian firms increasingly require integrated competencies combining technical knowledge, practical know-how, and behavioral readiness. This perspective aligns with Shallali and Bilal (2004), who defined competence as the articulation of knowledge, experience, and attitudes mobilized toward effective performance. In dynamic markets, technical expertise alone is insufficient without adaptability,

communication, and initiative. Hence, human capital development must move beyond formal credentials toward comprehensive capability-building systems.

The discussion further indicates that collective competencies are particularly important in the Algerian context, where social interaction and group cohesion remain highly valued. Team-based learning, knowledge sharing, and cooperative problem-solving can transform traditional solidarity into productive organizational capital. Mohamed Taher and Ali (2004) argued that collective competence emerges when individual capacities are effectively coordinated toward shared objectives. This suggests that firms should not attempt to replace local cultural patterns entirely, but rather channel them into modern organizational practices. Therefore, cultural embeddedness may become a competitive advantage when strategically managed.

The findings also reinforce contemporary critiques of universal managerial models developed in Western settings. Standardized approaches that ignore local norms, symbolic expectations, and institutional histories may generate limited effectiveness when transferred mechanically to Algeria. Lander (2023) emphasized the importance of overcoming eurocentric assumptions in the social sciences by recognizing plural paths of development. In organizational terms, this means that successful reform must combine international best practices with locally grounded cultural intelligence. Accordingly, management systems in Algeria should be adaptive rather than imitative.

A further discussion concerns generational transformation within Algerian family businesses. Younger generations are often more exposed to global education systems, digital technologies, and entrepreneurial models, which may create new expectations regarding leadership and innovation. At the same time, elder generations frequently preserve traditional authority structures and relational governance mechanisms. This generational interaction can generate conflict, but it can also create hybrid organizational models that combine continuity with renewal. As Smith (2000) noted, culture is not static but continuously reconstructed through social change. Thus, intergenerational dialogue becomes central to long-term succession and sustainability.

Finally, the study suggests that the future competitiveness of Algerian enterprises depends on their capacity to reconcile cultural legitimacy with managerial efficiency. Organizations that preserve trust, identity, and social cohesion while strengthening meritocracy, training, and accountability are likely to perform more effectively. Perretti (2005) observed that human resource systems are most successful when aligned with both organizational objectives and employee expectations. In the Algerian case, modernization should not imply cultural displacement, but institutional adaptation rooted in local realities. Therefore, sustainable organizational development requires integrating culture, competencies, and strategic governance into a coherent model.

CONCLUSION

This study demonstrates that culture is a fundamental factor in understanding the functioning, continuity, and performance of organizations in Algeria, particularly family businesses. Social values related to trust, solidarity, hierarchy, and collective responsibility strongly influence managerial practices, labor relations, and decision-making processes. As a result, organizational behavior cannot be explained exclusively through economic or structural variables.

The findings also show that traditional cultural patterns generate both opportunities and challenges. While family cohesion and interpersonal loyalty may strengthen resilience and long-term commitment, they can also limit professionalization, merit-based management, and organizational modernization. Therefore, sustainable growth depends on balancing inherited values with efficient administrative systems.

Likewise, competencies emerge as a strategic resource for Algerian enterprises. The integration of technical knowledge, practical skills, and positive behavioral attitudes is essential for improving productivity, innovation, and competitiveness. Organizations that invest in human talent development are better prepared to adapt to changing economic environments.

In conclusion, the future success of Algerian organizations requires combining cultural legitimacy with managerial efficiency. Institutions capable of preserving their social identity while promoting competence, accountability, and continuous improvement will be better positioned to ensure long-term sustainability and development.

LIMITATIONS OF THE STUDY

This study was limited by its theoretical and documentary nature, as it relied exclusively on secondary academic sources without incorporating direct empirical evidence from organizations or workers in Algeria. Likewise, the interpretation of cultural and competency-related variables may vary across sectors, regions, and institutional contexts, which restricts the generalization of the findings.

FUTURE STUDIES

Future research should incorporate qualitative and quantitative fieldwork in Algerian public institutions and family businesses to validate the relationships identified in this study. Comparative studies with other African and Arab countries would also be valuable to examine how cultural contexts influence individual competence and organizational performance.

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CONFLICT OF INTEREST

The authors declare that there are no conflicts of interest related to this research.

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