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Change in labor culture within economic institutions and consolidating the principle of the algerian -turkish partnership

ABSTRACT

Labor culture is a strategic factor in the performance of economic institutions, as it influences workers' behaviors, values, and practices. In Algeria, the transition toward a market economy and the establishment of partnerships with foreign actors, particularly Turkey, have transformed organizational culture and labor dynamics. The objective of this study was to analyze the influence of labor culture on achieving the objectives of the Algerian-Turkish partnership, as well as to examine the impact of workers' social belonging on the configuration of such culture within the economic institution. The research was conducted under a descriptive-analytical approach, using qualitative techniques such as direct observation and semi-structured interviews, applied to a sample of workers, managers, and supervisors from a textile institution located in Relizane, Algeria. The results show that cultural fusion between Algerian workers and the Turkish partner fosters cooperation, improves internal communication, and facilitates adaptation to new management practices, contributing to increased productivity and the fulfillment of partnership objectives. Likewise, social belonging and the cultural environment of workers significantly influence the construction of a shared labor culture. In conclusion, labor culture and social belonging emerge as key elements for the success of international partnerships, strengthening cultural integration, improving labor relations, and promoting the sustainability of economic institutions in contexts of change.

Keywords: Communication, corporate culture, labor culture, communicative relations.

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Cambio en la cultura laboral dentro de las instituciones económicas y la consolidación del principio de la asociación argelino-turca

RESUMEN

La cultura laboral es un factor estratégico en el desempeño de las instituciones económicas, al incidir en los comportamientos, valores y prácticas de los trabajadores. En Argelia, la transición hacia la economía de mercado y la asociación con socios extranjeros, especialmente Turquía, ha transformado la cultura organizacional y las dinámicas laborales. El objetivo de este estudio fue analizar la influencia de la cultura laboral en el logro de los objetivos de la asociación argelino-turca, así como examinar el impacto de la pertenencia de los trabajadores a su entorno social en la configuración de dicha cultura dentro de la institución económica.

La investigación se desarrolló bajo un enfoque descriptivo-analítico, utilizando técnicas cualitativas como la observación directa y la entrevista semidirigida, aplicadas a una muestra de trabajadores, directivos y supervisores de una institución textil ubicada en Relizane, Argelia. Los resultados evidencian que la fusión cultural entre los trabajadores argelinos y el socio turco favorece la cooperación, mejora la comunicación interna y facilita la adaptación a nuevas prácticas de gestión, contribuyendo al incremento de la productividad y al cumplimiento de los objetivos de la asociación. Asimismo, se constató que la pertenencia social y el entorno cultural de los trabajadores influyen de manera significativa en la construcción de una cultura laboral compartida. En conclusión, la cultura laboral y el sentido de pertenencia social se consolidan como elementos clave para el éxito de las asociaciones internacionales, al fortalecer la integración cultural, mejorar las relaciones laborales y promover la sostenibilidad de las instituciones económicas en contextos de cambio.

Palabras clave: Comunicación, cultura de la empresa, cultura laboral, relaciones comunicativas.

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Mudança na cultura laboral nas instituições econômicas e a consolidação do princípio da associação argelino-turca

RESUMO

A cultura laboral constitui um fator estratégico no desempenho das instituições econômicas, ao influenciar os comportamentos, valores e práticas dos trabalhadores. Na Argélia, a transição para a economia de mercado e a adoção de parcerias com atores estrangeiros, especialmente com a Turquia, transformaram a cultura organizacional e as dinâmicas de trabalho. O objetivo deste estudo foi analisar a influência da cultura laboral no alcance dos objetivos da associação argelino-turca, bem como examinar o impacto do pertencimento social dos trabalhadores na configuração dessa cultura dentro da instituição econômica.

A pesquisa foi desenvolvida sob uma abordagem descritivo-analítica, utilizando técnicas qualitativas como a observação direta e a entrevista semiestruturada, aplicadas a uma amostra de trabalhadores, gestores e supervisores de uma instituição têxtil localizada em Relizane, Argélia. Os resultados evidenciam que a fusão cultural entre os trabalhadores argelinos e o parceiro turco favorece a cooperação, melhora a comunicação interna e facilita a adaptação a novas práticas de gestão, contribuindo para o aumento da produtividade e para o cumprimento dos objetivos da associação. Além disso, constatou-se que o pertencimento social e o ambiente cultural dos trabalhadores influenciam significativamente a construção de uma cultura laboral compartilhada. Conclui-se que a cultura laboral e o sentido de pertencimento social se consolidam como elementos-chave para o sucesso das parcerias internacionais, ao fortalecer a integração cultural, melhorar as relações de trabalho e promover a sustentabilidade das instituições econômicas em contextos de mudança.

Palavras-chave: Comunicação, cultura organizacional, cultura laboral, relações comunicativas.

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INTRODUCTION

Algeria has experienced an accelerated process of social and economic change in recent decades, driven by the adoption of economic liberalization policies and its progressive integration into the market economy. This process has substantially transformed productive structures, forms of work organization, and institutional dynamics, generating new challenges for human resource management and the competitiveness of economic institutions. In this context, work culture plays a central role, as it directly influences workers' behaviors, values, and practices in the face of structural change scenarios.

Economic openness and the incorporation of foreign partners have introduced new management logics, technologies, and organizational models that require processes of cultural adaptation within institutions. As noted by Vargas et al. (2024), organizational transformations do not depend exclusively on structural reforms, but fundamentally on the capacity of social actors to redefine their roles, practices, and power relations. From this perspective, work culture becomes a strategic element to ensure organizational stability and the achievement of institutional objectives.

In the Algerian case, partnerships with foreign actors—particularly with Turkey—have generated a space of intercultural interaction that directly affects the configuration of organizational culture. This interaction process fosters dynamics of acculturation and cultural fusion that do not imply the replacement of identities, but rather the gradual construction of a shared work culture oriented toward productive efficiency and institutional cooperation (Cuche & Malbert, 1998). Managing this cultural diversity represents one of the main challenges for contemporary economic institutions.

Furthermore, work culture cannot be analyzed in isolation from the social environment to which workers belong. Social identity, sense of belonging, and prior experiences decisively influence how individuals assimilate organizational changes and integrate into new management models. According to Barth (1995), identity and belonging are constructed through social interaction, which explains the constant reconfiguration of work practices in multicultural contexts.

Within this framework, the present study aims to analyze changes in work culture within Algerian economic institutions, taking the Algerian–Turkish partnership in the textile sector as a reference. The analysis focuses on understanding how work culture and social belonging influence the consolidation of this partnership, as well as the achievement of economic and organizational objectives, in a context marked by globalization and the transformation of productive systems.

Methodology

The research was conducted using a qualitative approach with a descriptive–analytical scope, aimed at understanding the meanings, perceptions, and practices associated with work culture in the context of the Algerian–Turkish partnership. This approach is appropriate when the objective is to interpret complex social phenomena from the perspective of the actors involved, prioritizing analytical depth over statistical generalization (Espinoza Freire, 2020c).

In coherence with the research problem and objectives, the analytical categories related to work culture, social belonging, and institutional partnership were clearly defined, following the methodological guidelines proposed by Espinoza Freire (2020a) for the proper articulation between the research problem, objectives, and hypotheses. These categories made it possible to organize the empirical information and guide the interpretation process of the results.

Data collection was carried out using qualitative techniques, specifically direct observation and semi-structured interviews. Observation made it possible to identify patterns of everyday interaction between Algerian workers and the Turkish partner, while the interviews—composed of open-ended questions—facilitated the exploration of perceptions, experiences, and evaluations related to work culture and the social environment. This procedure is consistent with the principles of qualitative research aimed at capturing the complexity of the phenomenon under study (Espinoza Freire, 2020c).

The sample was selected intentionally, considering criteria of functional and hierarchical diversity within the textile institution analyzed. The research process was conducted under fundamental ethical principles, ensuring confidentiality, informed consent, and respect for participants, in accordance with the guidelines on research ethics proposed by Espinoza Freire (2022). In addition, systematic strategies were applied for the search and analysis of scientific information, strengthening the methodological rigor of the study (Espinoza-Freire, 2025a).

THEORETICAL FRAMEWORK

Culture constitutes a central concept within the social sciences, as it refers to the set of values, norms, beliefs, and practices that guide individuals' behavior in society. From a sociological perspective, culture is understood as a social product that is constructed and transformed through interaction among individuals (Cuhe & Malbert, 1998; Geertz, 2003). In the organizational sphere, these cultural elements are manifested in specific forms of communication, decision-making, and labor relations.

Organizational culture emerges as an analytical category to explain how institutions generate shared patterns of meaning that influence performance and internal cohesion. According to Schein (1992), organizational culture is composed of basic assumptions learned by a group as it solves problems of external adaptation and internal integration. Complementarily, Hofstede and Bond (1988) emphasize that organizations reflect both national values and practices acquired within the workplace.

Within this framework, work culture is conceived as a specific dimension of organizational culture, directly related to workers' attitudes, behaviors, and practices in the productive process. For Alvesson and Sandberg (2013), work culture influences employee motivation, commitment, and efficiency. Likewise, Crozier and Friedberg (1990) argue that cultural dynamics condition power relations and margins of action within organizations.

Cultural change in economic institutions is often associated with structural transformations in the social and economic environment. Globalization and market openness have intensified organizational change processes, forcing institutions to redefine their management models and labor practices (Gómez González et al., 2010; Giddens, 1999). In this context, work culture functions as a factor of adaptation in scenarios of uncertainty and competition.

One of the most relevant processes in contexts of international cooperation is acculturation, understood as the set of changes resulting from continuous contact between different cultural groups. According to Berry (2001), acculturation may lead to integration, assimilation, separation, or marginalization, depending on the strategies adopted by social actors. Cuhe and Malbert (1998) add that this process does not necessarily imply the loss of cultural identity, but rather its reconfiguration.

Intercultural interaction in the workplace requires effective communication mechanisms that reduce conflicts and promote cooperation. Hall (1996) emphasizes that cultural differences influence communication styles and perceptions of time, authority, and work. Similarly, Hampden-Turner et al. (2020) point out that intercultural management requires understanding and articulating diverse cultural values within the same organization.

Social identity and the sense of belonging play a fundamental role in shaping work culture. Tajfel and Turner (1996) explain that individuals define their identity through their membership in social groups, which influences their behavior and commitment. In organizational contexts, this sense of belonging strengthens institutional loyalty and willingness to engage in cooperative work (Ashforth & Mael, 1989).

From the perspective of the sociology of organizations, belonging to a social environment is constructed through networks of formal and informal relationships. Bourdieu et al. (2001) argue that the social capital generated within these networks influences individuals' opportunities and practices. Likewise, Putnam (2011) highlights trust and cooperation as key social resources for the effective functioning of institutions.

In scenarios of international partnership, such as Algerian-Turkish cooperation, the management of cultural diversity becomes a strategic factor. Adler and Gundersen (2001) argue that multicultural organizations can achieve higher levels of innovation and performance if cultural differences are properly managed. Consistently, Schein (1992) emphasizes that leadership plays a decisive role in building inclusive organizational cultures.

Finally, work culture should be understood as a dynamic and constantly evolving process, influenced by internal and external factors within the institution. Shared experiences, everyday interaction, and changes in the economic environment contribute to the continuous redefinition of values and labor practices (Giddens, 1999; Gómez González et al., 2010). This perspective allows work culture to be understood as a strategic resource for the sustainability and success of international economic partnerships.

RESULTS

The results of the study show that work culture within the analyzed economic institution is undergoing a process of progressive transformation as a result of the Algerian–Turkish partnership. Workers perceive significant changes in organizational norms, values, and practices, particularly regarding discipline, planning, and results-oriented management. This process is consistent with Schein’s (1992) view that organizational culture adapts in response to external challenges, as well as with Hofstede and Bond’s (1988) emphasis on the influence of cultural contexts on workplace practices.

Regarding labor cooperation, participants reported a substantial improvement in teamwork between local workers and the foreign partner. The adoption of shared objectives and common routines has facilitated task coordination and reduced initial conflicts. These findings support the arguments of Adler and Gundersen (2001) on the value of well-managed cultural diversity, as well as Alvesson and Sandberg’s (2013) assertion that a strong work culture strengthens organizational commitment.

Internal communication emerged as a central element in consolidating a shared work culture. Workers highlighted the implementation of formal communication channels and intercultural dialogue spaces that facilitated mutual understanding. These results align with Hall’s (1996) contributions regarding the influence of culture on communication styles and with Hampden-Turner et al. (2020), who emphasize the importance of communication in multicultural environments.

In terms of productivity, respondents perceived an increase in work performance following the partnership. This improvement is attributed to the incorporation of more structured management methods and the strengthening of a culture of compliance. These results are consistent with Mintzberg (2009), who links organizational structure to efficiency, and with Gómez González et al. (2010), who identify organizational modernization as a distinctive feature of institutions integrated into the global economy.

With respect to social belonging, it was found that workers’ sociocultural environments significantly influence their attitudes toward organizational change. Those with greater cultural openness showed a stronger disposition to integrate into new labor dynamics. This finding is supported by Tajfel and Turner’s (1996) social identity theory and by Ashforth and Mael’s (1989) arguments on the relationship between group identity and organizational behavior.

The results also show that internal social capital has been decisive in consolidating a shared work culture. Trust and cooperation between workers and managers facilitated the adoption of new labor practices. This finding is consistent with Putnam’s (2011) perspective on the role of social capital in institutional functioning and with Bourdieu et al. (2001), who emphasize the importance of social networks in organizational dynamics.

Regarding the acculturation process, a tendency toward cultural integration was identified, characterized by the coexistence of local and foreign practices. Workers preserve elements of their cultural identity while incorporating new management approaches. This result aligns with Berry’s (2005) acculturation model and with Cuche and Malbert’s (1998) view of culture as a dynamic and relational process.

From a leadership perspective, the results indicate that managers play a key role in cultural

mediation and change management. Participatory and dialogue-oriented leadership facilitated workers' adaptation to new organizational demands. These findings are consistent with Schein's (1992) assertions regarding the influence of leadership on organizational culture and with Adler and Gundersen's (2001) work on intercultural leadership.

Furthermore, it was observed that cultural conflicts gradually decreased as workers gained greater experience in collaborative work. The negotiation of norms and organizational flexibility contributed to overcoming initial tensions. This process relates to Crozier and Friedberg's (1990) arguments on the regulation of organizational relations and to Giddens' (1999) emphasis on the capacity of social actors to reconfigure their practices.

Finally, the results confirm that work culture constitutes a strategic factor in achieving the objectives of the Algerian-Turkish partnership. Cultural integration, improved communication, and the strengthening of a sense of belonging have contributed to institutional stability and the sustainability of cooperation. These findings reinforce the arguments of Deal and Kennedy (2000) on the value of corporate culture and of Romano et al. (2015) regarding the rationalization of organizational action.

DISCUSSION

The results of the study confirm that work culture constitutes a central element in consolidating the Algerian-Turkish partnership, as it directly influences workers' behaviors, attitudes, and practices. This finding is consistent with Schein's (1992) argument that organizational culture functions as a system of shared meanings that guides collective action within institutions, especially in contexts of structural change. Likewise, Hofstede and Bond (1988) note that work practices are deeply influenced by the interaction between national and organizational cultures.

The progressive improvement in cooperation and teamwork observed in the analyzed institution supports the arguments of Adler and Gundersen (2001), who state that cultural diversity, when strategically managed, can become a competitive advantage. In this sense, the results show that cultural integration is not immediate but is constructed through a gradual process of organizational learning, which aligns with Alvesson and Sandberg's (2013) view that work culture is shaped through everyday interaction among organizational actors.

With regard to intercultural communication, the findings reinforce the idea that it constitutes a fundamental axis for the stability and functioning of international partnerships. The implementation of formal communication channels and spaces for dialogue made it possible to reduce cultural misunderstandings, which corresponds with Hall's (1996) contributions on cultural differences in communication styles and with Hampden-Turner et al. (2020), who emphasize the need to understand the cultural values underlying organizational communication.

The perceived increase in productivity can be interpreted as a consequence of the adoption of new management practices introduced by the foreign partner. This result engages with Mintzberg's (2009) argument that organizational structures directly influence work efficiency, as well as with Gómez González et al. (2010), who note that institutions integrated into the global economy tend to modernize their productive processes to respond to market demands.

From the perspective of social belonging, the results confirm that workers' sociocultural environments condition their willingness to embrace organizational change. This finding is consistent with Tajfel and Turner's (1996) social identity theory, which holds that group identification influences individual attitudes and behaviors. Similarly, Ashforth and Mael (1989) emphasize that strong organizational identification fosters commitment and labor cooperation.

The strengthening of internal social capital identified in the study helps explain how trust and cooperative networks facilitate cultural integration. These results support Putnam's (2011)

arguments regarding the role of social capital in institutional performance, as well as Bourdieu et al.'s (2001) assertion that social relationships influence the reproduction of organizational practices and norms.

Regarding the acculturation process, the results reveal an integration strategy characterized by the coexistence of local and foreign practices. This dynamic is consistent with the model proposed by Berry (2005), who considers integration the most favorable strategy in intercultural contexts. Likewise, Cuhe and Malbert's (1998) view of culture as a dynamic process allows for an understanding of cultural adaptation without the loss of social identity.

Leadership emerges as a key factor in cultural mediation and the management of organizational conflicts. The results support Schein's (1992) argument that leadership plays a central role in the creation and transformation of organizational culture, as well as Adler and Gundersen's (2001) emphasis on the importance of intercultural leadership in culturally diverse organizations.

The progressive reduction of cultural conflicts observed in the institution can be interpreted as the result of processes of negotiation and adjustment of labor norms. This phenomenon relates to Crozier and Friedberg's (1990) arguments on the regulation of organizational relationships and to Giddens' (1999) assertion that social actors reinterpret their practices in contexts of social transformation.

In summary, the discussion of the results allows us to affirm that work culture, social belonging, and intercultural management constitute interdependent dimensions that directly influence the sustainability of international partnerships. These findings reinforce Deal and Kennedy's (2000) arguments on the strategic value of corporate culture and Romano et al.'s (2015) perspective on the rationalization of organizational action in complex institutional contexts.

CONCLUSIONS

The study made it possible to analyze the role of work culture in consolidating the principle of the Algerian-Turkish partnership within an economic institution, demonstrating that it constitutes a strategic factor for achieving organizational objectives. The results confirm that work culture not only guides individual behaviors but also structures collective dynamics, influencing decision-making processes, employee commitment, and the effectiveness of productive activities. In this context, international partnership acts as a catalyst for cultural change, promoting the adoption of new management practices and organizational models aligned with the demands of the global economic environment.

Furthermore, the findings show that intercultural interaction has generated significant transformations in work-related values, practices, and behaviors, fostering cooperation, communication, and the progressive adaptation to new forms of work organization. This process of cultural integration has developed gradually, enabling the construction of shared meanings between Algerian workers and the Turkish partner. The incorporation of more structured management methods and formal communication mechanisms contributed to reducing initial tensions and strengthening teamwork within the institution.

On the other hand, it was confirmed that social belonging and the sociocultural environment of workers directly influence the construction of a shared work culture. The research showed that cultural integration does not imply the loss of local identity but rather its reconfiguration in response to new organizational dynamics. In this sense, work culture is consolidated as a key resource for the sustainability of international partnerships, as it strengthens labor relations, reduces cultural conflicts, and improves institutional performance in contexts of social and economic change.

LIMITATIONS OF THE STUDY

Among the main limitations of the study is its qualitative approach and the analysis focused on a single economic institution, which restricts the generalization of the results to other organizational contexts or productive sectors. In addition, the use of techniques such as observation and semi-structured interviews involves a subjective interpretation of the information, conditioned by the perceptions of both participants and the researcher. Nevertheless, these limitations do not detract from the validity of the findings but rather delimit their scope and provide depth to the analysis of the phenomenon under study.

FUTURE STUDIES

Based on the results obtained, future studies are recommended to expand the analysis to other economic institutions and productive sectors involved in international partnerships, incorporating comparative approaches among different countries and organizational cultures. Likewise, it would be pertinent to complement the qualitative approach with quantitative methodologies that allow measuring the impact of work culture on variables such as productivity, job satisfaction, and organizational performance. These lines of research would contribute to strengthening the understanding of the phenomenon and to generating more effective intercultural management models.

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