

Organizational Culture and Negative Behaviors in the Work Environment A Field Study at the Sonatrach Corporation – Maintenance Division (DML), Laghouat

Soumia DJEKIDEL

Université Amar Telidji Laghouat - Algeria

so.djekidel@lagh-univ.dz

Walid CHALABI

Walid.chalabi@univ-relizane.dz

Ahmed Zabana University of Relizane - Algeria

Fatima BENKHELIFA

Ahmed Zabana University of Relizane - Algeria

Fatima.benkhelifa@univ-relizane.dz

Received :01/05/2026

Accepted: 15/06/2026

Published :18/07/2026

Abstract

The present study aimed to identify the nature of the relationship between organizational culture and negative behaviors among the employees of the Sonatrach Corporation – Maintenance Division (DML) in Laghouat, to determine the level of both organizational culture and negative behaviors within the study sample, and to identify the most prevalent negative behaviors at the Sonatrach Corporation – Maintenance Division (DML) in Laghouat. The descriptive-analytical method was adopted, and a questionnaire was administered as the study instrument to a sample of (22) employees selected through accidental (convenience) sampling within the corporation. Following the statistical processing of the data, the following results were obtained:

- The level of organizational culture among the employees of the Sonatrach Corporation – Maintenance Division (DML) in Laghouat is high.
- The level of negative behaviors at the Sonatrach Corporation – Maintenance Division (DML) in Laghouat is high.
- The most prevalent negative behaviors at the Sonatrach Corporation – Maintenance Division (DML) in Laghouat are absenteeism and bullying.

Keywords: organizational culture, negative behaviors, work environment.

Introduction

Society is composed of an institution, or a set of institutions, most of which strive to attain their objectives, to meet the needs of their employees, and to advance to the required standard, while also seeking to safeguard their continued existence. They thereby aim to improve their productivity, diversify their performance, and enter global competitive markets, all within the scope of the environmental conditions surrounding them, whether internal or external.

Organizational culture encompasses the values, ethics, customs, ideas, and policies that guide the behavior of individuals within the organizations in which they work; it also influences the organization's efficiency and productive effectiveness. Every institution differs from one

society to another, which endows it with cultural diversity and allows each institution to possess an organizational culture of its own that distinguishes it from others.

The fundamental element is the human resource, which is regarded as the organization's most important asset, since it is the basis of excellence and distinction and the element that governs all other resources.

Organizational culture serves as the principal guide for individual behavior. It helps build bridges of trust between employees and the organization, increases individuals' participation in decision-making, decision-taking, and implementation, and achieves cohesion and harmony among employees. Accordingly, in order to preserve continuity and sustain the work environment, due attention must be paid to its conditions.

From another perspective, the importance of organizational culture lies in the significant role it plays within organizations, as it provides the organization and its employees with a sense of identity; the more clearly the ideas and values prevailing in the organization can be identified, the more strongly employees become attached to the organization's mission. (Greenberg, Gerald; Baron, Robert, 2004, p. 630)

In addition to instilling a sense of identity in its members and helping to foster commitment among them as a guide to appropriate behavior, organizational culture thereby facilitates the process of organizational loyalty, reinforces the stability and equilibrium of the organization as a social system, and acts as a stimulus for shaping and guiding individual and group behavior. (Sayyid Gad al-Rabb, 2005, p. 140)

From this standpoint, the present study was undertaken to shed light on practices in the work environment within the economic sectors, given that such practices may be voluntary and personally motivated—potentially benefiting the non-compliant employee while harming the organization—or may be involuntary and undertaken in good faith.

The existence of such negative practices constitutes one of the causes leading to the breach of public-office duties, whereby these duties are, in many cases, transformed into negative practices that are treated as legitimate; even when they are not legitimate, they are often overlooked in exchange for the material and moral gains the employee derives from them. (Hijan, 2003, p. 14)

The absence of a sound understanding of professional ethics, and the failure to adhere to the behaviors they prescribe, has adverse repercussions on employee performance and on the quality of their output, whether material or moral, owing to the laxity and lack of discipline that prevail among employees. Furthermore, work turns into a heavy psychological burden accompanied by an inability to create, contribute, and innovate; commitment without regard for work ethics leads to the absence of quality and the failure to develop knowledge. (Al-Hamid, 2005, p. 18)

According to the study by Abu Bakr Mansour (2007), entitled *Organizational Culture and Its Relationship to Organizational Misconduct in Algerian Public Administration – The External State Services of the Wilaya of El Oued as a Case Study*: this study aimed to identify the relationship between organizational culture, on the one hand, and organizational misconduct as a course of action chosen by the individual either consciously or unconsciously, on the other, by analyzing the dimensions of both variables. It proceeded from the assumption that organizational culture represents one of the forces that direct employee behavior along

particular paths—in other words, it may drive individuals to act in a manner contrary to what is required of them, both statutorily and ethically.

The researcher further indicates that, during the stage of analyzing and interpreting the data collected in the field from certain Algerian public administrations in the Wilaya of El Oued representing the external agencies of the State, the sample size was 194 employees, constituting 15.92% of the original population of 1,928 employees distributed across 10 directorates in the Wilaya of El Oued, using the descriptive method. The study reached a set of findings, the most important of which was the existence of a low level of organizational culture in the external state service agencies of the Wilaya of El Oued, together with a statistically significant negative correlation involving organizational culture. The researcher therefore recommends adopting a comprehensive plan for the organizational development of Algerian public administration, built upon a deep and thorough study of the cultural formation of the Algerian individual.

The primary objective of such a development process is to create a strong organizational culture capable of directing employee behavior and curbing negative organizational behavior. (Boubaker Mansour, 2007, pp. 16–17)

Similarly, the study by Mount et al. (2006), entitled *The Relationship of Personality Traits and Counterproductive Work Behaviors: The Mediating Effects of Job Satisfaction*, relied on a sample of 141 customer-service employees. The study used path analysis to test a model proposing that personality traits would be related to counterproductive work behaviors through both direct and indirect relationships, via the mediating effects of job satisfaction. The study found the following:

- (a) An indirect inverse correlational relationship exists between a number of personality traits—namely agreeableness, emotional stability, and conscientiousness—and counterproductive work behaviors, mediated by job satisfaction.
- (b) A direct inverse relationship exists between agreeableness and counterproductive work behaviors directed at individuals, as well as an inverse relationship between conscientiousness and counterproductive work behaviors directed at individuals. Conscientiousness plays a decisive role in predicting appropriate work behaviors toward the organization, and its effect was strong and direct with respect to both individuals and the organization. (Mount, Ilies & Johnson, 2006, pp. 591–622)

The study by Ansari et al. (2013), entitled *An Analysis of Factors Affecting Employees' Counterproductive Work Behavior: The Moderating Role of Job Burnout and Engagement*, drew on a sample of (158) individuals working in Iranian gas-transmission plants. The aim of this research was to examine the effect of personal factors (conscientiousness, trait anger), job-related factors (skill variety, feedback), and organizational factors (distributive justice, organizational constraints) on employees' counterproductive work behaviors, together with the moderating role of job burnout and work engagement. The most important findings of the study were as follows:

- Job burnout is positively associated with employees' counterproductive work behaviors.
- Work engagement is negatively associated with counterproductive work behaviors. The model was measured and tested using structural equation modeling analyses. The results of the analysis showed that employees who exhibited counterproductive work behaviors had been severely exposed to job burnout; job burnout, in turn, is affected by several

elements such as skill variety, trait anger, and organizational factors. The research also showed that employee engagement did not affect counterproductive work behaviors but is itself influenced by skill variety, and that no meaningful relationships exist between trait anger, distributive justice, or organizational constraints and employee engagement. (Ansari, Mohammad Esmaeel, Maleki V., 2013, pp. 350–359)

Likewise, the study by Hussein Ali Abdullah (2018), entitled *Workplace Bullying and Its Role in Counterproductive Work Behaviors*, aimed to identify the effect of workplace bullying on counterproductive work behaviors. To achieve the study's objectives, a hypothetical model was constructed specifying the nature of the relationship between the independent variable (workplace bullying behavior) and the dependent variable (counterproductive work behaviors). To test the study's hypotheses, the study was applied to a sample of nurses working in several hospitals of the Holy Governorate of Karbala (Imam Hussein Medical City, the Teaching Hospital for Obstetrics and Gynecology, and the Karbala Teaching Hospital for Children), in order to obtain the necessary data by means of a questionnaire prepared for this purpose, which was distributed to a sample of (576) individuals representing the nursing staff of the three hospitals under study. The study relied on a number of advanced statistical tools and methods using SPSS v25, including relative frequency, the arithmetic mean, the standard deviation, one-way analysis of variance, the simple correlation coefficient, the t-test, simple regression analysis, the F-test, the coefficient of determination (R^2), the marginal slope coefficient (B), and Cronbach's alpha.

In light of the extracted results, a set of conclusions was reached, the most important of which was that the presence of workplace bullying behavior within the organizations under study contributes to an increase in counterproductive work behaviors, in addition to a state of variance in the prevalence of workplace bullying behavior and counterproductive work behaviors across the hospitals of the study sample. (Hussein Ali Abdullah, 2018)

On the basis of the foregoing, the problem of the present study centers on examining organizational culture and negative practices in the work environment at the Sonatrach Corporation in the city of Laghouat. Accordingly, the following questions are raised:

- What is the role of organizational culture in regulating negative practices and behaviors in the work environment?

In pursuit of this scientific objective, the study proceeded from the following sub-questions:

- What is the level of organizational culture among the employees of the Sonatrach Corporation (DML) in Laghouat?
- How prevalent are negative behaviors in the work environment among the members of the study sample?
- What are the most prevalent negative behaviors among the employees of the Sonatrach Corporation (DML) in Laghouat?
- Is there a relationship between organizational culture and negative practices within the corporation under study?

Objectives of the Study

- To identify the relationship between organizational culture and negative behaviors in the work environment at the Sonatrach Corporation.

- To determine the level of organizational culture among the employees of the Sonatrach Corporation (DML) in the city of Laghouat.
- To determine the extent to which negative behaviors are prevalent in the work environment among the members of the study sample.
- To reveal the most prevalent negative behaviors (by dimension) among the employees of the Sonatrach Corporation (DML) in Laghouat.

Significance of the Study

The study possesses considerable importance and far-reaching dimensions, as reflected in the following:

- This topic is among the recent subjects addressed within the institution, and studying it contributes to a better understanding of its role.
- Organizational culture is regarded as an essential pillar of the success and advancement of institutions.
- Organizational culture plays an important role for the institution, as it constitutes a source of competitive advantage.
- Negative behaviors in the work environment give rise to numerous adverse effects, including the inability to accomplish planned objectives.
- The absence, within the work environment, of a cohesive team capable of accomplishing the required tasks.
- Organizational culture is one of the topics that has attracted growing attention in the field of organizational behavior.
- Misconduct and harmful behaviors can lead to the collapse of the institution, the disruption of its operations, and the failure to achieve its objectives.

Terminological and Operational Definitions of the Study Variables

3-1. The Concept of Organizational Culture

Organizational culture is defined as the set of fundamental values, concepts, behaviors, and practices prevailing in the organization, which are developed and taught to employees in order to shape their way of thinking and their perception of the internal and external work environment, given that they affect their performance and productivity. (Abdullah Al-Buraiddi, 2004, p. 1, adapted)

Mohammed Qasim Al-Qaryouti defines it as the system of meanings, symbols, conventions, rituals, and practices that have developed over time and become a distinctive feature of the organization, such that they create a shared understanding among the members of the organization regarding the nature of the behavior expected of them within it. (Mohammed Qasim Al-Qaryouti, 2000, p. 286)

3-2. Dimensions of Organizational Culture

Organizational culture has three principal dimensions, namely:

The organizational dimension: This is defined as the field concerned with studying the behavior, attention, and opinions of employees in organizations; the influence of formal and informal organizations on employees' perceptions, feelings, and performance; the influence of the environment on the organization, its human resources, and its objectives; and the influence of employees on the organization and its competencies.

The managerial dimension: This refers to all behavior (individual and collective) connected with management, activity, expectation, and managerial thought; in general terms, it is human activity and conduct in the workplace.

The human dimension: This dimension addresses the impact of cultures within organizations on the human side, in terms of relationships—whether between the manager and the employees or with the public—in addition to customs and traditions as a cultural component and a human indicator. (Al-Sakarneh, 2009, pp. 372–373)

Operational definition of organizational culture: Organizational culture is defined as the interaction of a set of values, beliefs, and behaviors acquired by the employees working at the Sonatrach Corporation – DML Division, individually and collectively, through their job performance, with the aim of achieving high organizational efficiency and effectiveness and securing a competitive advantage through the influence of this culture on the behavior of its members. It is measured by the score obtained by the sample members through their responses to the study instrument.

3-3. The Concept of Negative Behaviors in the Work Environment

Negative behaviors are a set of illegitimate practices that the employee is prohibited from engaging in, because they conflict with regulations, laws, principles, and moral values. (Al-Ghamdi & Al-Wazzan, 2005, p. 38)

Al-Atwi likewise defined them as employees' unethical practices, such as absenteeism, evasion of work duties, exaggeration of trivial matters, indifference, and immaturity in dealing with different situations. (Al-Atwi, 2011, p. 170)

Operational definition of negative practices and behaviors: These are a set of aggressive behaviors and actions carried out by employees within the Sonatrach Corporation – DML Division; they are deviant, unethical behaviors that harm the institution under study, as expressed in the dimensions of the study instrument.

Forms of Counterproductive Work Behaviors

Counterproductive work behaviors comprise a range of forms that fall into two categories:

Organizational deviance: According to (Ansari, 2013, p. 354), its forms include:

- Harm directed at the organization alone, which may include lateness, absenteeism, and reduced employee participation.
- Destruction of property (defacement and damage; sabotage of production).
- The growing interest in the study of deviant behavior, such as sexual and verbal harassment, unethical decision-making, as well as employee tardiness, deliberately slowing down the execution of tasks, and arriving at work late.
- Poor quality of work and deliberate negligence.

Interpersonal deviance: According to (Furnham & Taylor, 2004, p. 83), it takes the following forms:

- Harming individuals within the same organization, such as ignoring a particular employee's remarks or engaging in unwelcome joking.
- Unsafe behavior: failing to follow safety procedures and failing to learn safety procedures.
- Poor attendance (absence without a valid excuse; misuse of sick leave).
- Inappropriate verbal actions (arguing with colleagues and deliberately harassing co-workers).

- Determining what employees actually need in order to curb bullying and abusive behaviors, etc.

The Field Study

The field study constitutes an important component in defining the stages of implementing the main study and is essential for reaching the facts present in the study population, making it possible to collect and analyze data. These procedures consist of specifying the method, the boundaries and the sample of the study, together with the instrument employed, in addition to the pilot study; this stage plays a major role in reinforcing the theoretical framework.

1. Method of the Study

In order to study the topic and attain specific results, the descriptive-analytical method was specified, as it is the most appropriate method for the subject, with a view to understanding and interpreting the phenomenon in question. It involves the collection of both types of data and the determination of how these data relate to the study problem; the analytical method was likewise used for the analysis.

2. Boundaries of the Study

2-1. Human scope: The human scope refers to the personnel of the institution under study, namely the Maintenance Directorate of the Wilaya of Laghouat (DML). Its current workforce comprises 300 employees, of whom 144 are executive staff (cadres), 141 are supervisory staff, and 15 are operational staff.

2-2. Temporal scope: This study was conducted during the 2024/2025 academic year, during which the questionnaire was distributed to the employees of the Sonatrach Corporation (DML) in Laghouat.

2-3. Spatial scope: This study was conducted at the Maintenance Directorate of the Wilaya of Laghouat (DML).

3. Population and Sample of the Study

The study population comprises all employees of the Sonatrach Corporation (DML) in Laghouat, numbering 300 employees in active service. Given the difficulty of enumerating the entire study population, the researcher selected an accidental (convenience) sample of employees. The sample size was 30 individuals, male and female, of various ages, departments, educational levels, and degrees of professional experience. The questionnaire was distributed to the targeted sample, and 22 completed forms were retrieved; since all of them met the required response conditions, all the questionnaires were deemed acceptable.

Table (01): Distribution of the study sample by gender

Gender	Number	Percentage (%)
Males	13	59.1%
Females	9	40.9%
Total	22	100%

From the table showing the distribution of the sample by gender, we observe that, out of the total maintenance workforce (100%), males account for 59.1% and females for 40.9%. It is evident that the predominance of male maintenance workers is attributable to the demands of

this occupation, which has become largely male-dominated as it requires greater physical effort; this is also attributable to the institution itself, which requires male workers to a greater extent than female workers.

Table (02): Characteristics of the study sample by age

Age	Number	Percentage (%)
Under 30 years	13	59.1%
41 years and above	9	40.9%
Total	22	100%

From the table showing the distribution of the sample members by age, we observe that 59.1% of respondents fall within the younger age bracket, constituting the largest proportion of the total, followed by 40.9% in the older bracket.

This indicates that the age group of 30 years and above is the most represented in the institution, being the most active and energetic in approaching work at the height of their physical and psychological capacities.

Table (03): Characteristics of the study sample by educational qualification

Educational qualification	Number	Percentage (%)
Secondary level and above	7	31.8%
University level	15	68.2%
Total	22	100%

From the table showing the distribution of the sample members by educational qualification, we observe that most respondents hold a university-level qualification, at 68.2%, followed by the secondary-level category at 31.8%.

This suggests that educational level may exert a considerable influence on the incidence of occupational errors.

Table (04): Characteristics of the study sample by marital status

Marital status	Number	Percentage (%)
Single	7	31.8%
Married	15	68.2%
Total	22	100%

From the table above, which shows the distribution of the sample by marital status, we observe that married employees represent the largest proportion in the table, at 68.2%, followed by single employees at 31.8%, while the proportion of widowed employees is nil.

It is thus evident that married employees constitute the majority of the workforce.

4. Instrument of the Study

Data collection relied on the questionnaire, which consists of a set of carefully designed questions covering the various axes of the study that express its hypotheses. The questionnaire

was designed to contain 30 questions, answered either with "Yes", scored 2, or "No", scored 1. Thirty paper questionnaires were distributed, of which only 22 were retrieved from the Sonatrach Corporation (DML) and were suitable for analysis and study.

4-1. Description of the Study Instrument

(a) First axis: This represents the demographic data pertaining to the personal information of the study sample.

(b) Second axis: This comprises the questions relating to organizational culture, numbering 14 questions distributed across three dimensions: the human dimension, the managerial dimension, and the organizational dimension.

(c) Third axis: This comprises the questions addressing negative behaviors in the work environment, numbering 16 questions distributed across three dimensions: the deviance dimension, the absenteeism dimension, and the bullying dimension.

4-2. Psychometric Properties of the Study Instruments

(a) Reliability computed using Cronbach's alpha (α) for the study instruments. Cronbach's alpha coefficient is one of the indicators of the internal consistency of a questionnaire. The data were processed statistically, and the following table presents the results of the Cronbach's alpha test for the relevant items:

Table (05): Results of the reliability coefficient (Cronbach's alpha) for each questionnaire

Questionnaire	Number of items	Cronbach's α value
Organizational culture	14	0.80
Negative behaviors	16	0.89

The results obtained in the table show that the reliability coefficient reached (0.80) for the organizational-culture questionnaire and (0.89) for the negative-behaviors questionnaire, indicating that both questionnaires enjoy a high degree of reliability and can therefore be applied to the sample.

(b) Validity of the study instruments: After submitting the study instruments to a panel of expert reviewers for the reading and revision of the wording of the questionnaire items, their properties were verified as follows:

Construct validity of the organizational-culture questionnaire: Construct (internal-consistency) validity was computed by calculating the correlation between the score of each dimension and the total score of the questionnaire.

Table (06): Internal-consistency results — correlation of each dimension with the total score of the organizational-culture questionnaire

Questionnaire dimensions	First dimension	Second dimension	Third dimension
Correlation	0.85	0.55	0.77
Significance	Significant at 0.01		

(b) Extreme-groups (contrasted-groups) validity: Discriminant validity was used to compute the validity of the scale. The scores were ranked from lowest to highest, with the top 27% and the bottom 27% of the distribution being selected, yielding (6) individuals in each group.

The t-value was then computed to determine the differences between the two groups, as shown in the following table:

Table (07): Results of the extreme-groups comparison for the organizational-culture questionnaire

Variables	N	Mean	SD	t-value	df	Sig.	Significance level
Lower group	6	18	1.75	10.77	10	0.000	Significant at 0.05
Upper group	6	87	0.098				

The results obtained in the table show that the upper group (n = 6) had a standard deviation of (0.098), while the lower group (n = 6) had a standard deviation of (1.75). The t-value reached (10.77) at (10) degrees of freedom and a significance level of (0.05); that is, statistically significant differences exist in the organizational-culture scores, since the result is statistically significant.

Construct validity of the negative-behaviors questionnaire: The validity of the scale was computed on the basis of internal-consistency validity, by calculating the correlation between the score of each dimension and the total score of the questionnaire.

Table (08): Internal-consistency results — correlation of each dimension with the total score of the questionnaire

Questionnaire dimensions	First dimension	Second dimension	Third dimension
Correlation	0.82	0.89	0.83
Significance	Significant at 0.01		

(b) Extreme-groups (contrasted-groups) validity: Discriminant validity was used to compute the validity of the scale. The scores were ranked from lowest to highest, with the top 27% and the bottom 27% of the distribution being selected in each group. The t-value was then computed to determine the differences between the two groups, as shown in the following table.

Table (09): Results of the extreme-groups comparison for the negative-behaviors-in-the-work-environment questionnaire

Variables	N	Mean	SD	t-value	df	Sig.	Significance level
Lower group	6	21	3.82	6.60	10	0.00	Significant at 0.05
Upper group	6	32	0.00				

The results obtained in the table show that the upper group (n = 6) had a standard deviation of (0.00), while the lower group (n = 6) had a standard deviation of (3.82). The t-value reached

(6.60) at (10) degrees of freedom and a significance level of (0.05); that is, statistically significant differences exist in the negative-behaviors scores, since the result is significant.

5. Procedures for Implementing the Study

Contact was made with the Sonatrach Corporation (DML) in Laghouat for the purpose of the internship, and an administrative document (a visit authorization) was received and deposited with the corporation.

Several procedures were undertaken, including an interview with the head of the Human Resources Department, during which the structure of tasks, departments, and hierarchical levels, among other matters, was discussed.

The internship period lasted 15 days, after which the questionnaire form was distributed to (30) employees, male and female. Several difficulties were encountered, including delays in responses; ultimately, only (22) questionnaire forms were retrieved.

6. Statistical Methods Used in the Study

- Validity and reliability (construct validity and extreme-groups validity).
- Cronbach's alpha coefficient.
- Internal-consistency (construct) validity.
- Discriminant validity (independent-samples tests).
- The arithmetic mean.
- The standard deviation.
- Pearson's correlation coefficient.
- The hypothetical mean.
- The one-sample t-value.

7. Results of the Study

7-1. Presentation, Analysis, and Discussion of the Results of the First Question

Wording of the question: What is the level of organizational culture among the study sample?

Table (10): Significance of the difference between the hypothetical mean and the arithmetic mean of the scores on the organizational-culture questionnaire

N	Hypothetical mean	Arithmetic mean	SD	Mean difference	t-value	df	Sig. (P)	Significance level
22	21	23.18	3.50	2.18	2.87	21	0.01	Significant at 0.01

Table (10) shows that the hypothetical mean of the scores on the organizational-culture questionnaire was estimated at 21, whereas the arithmetic mean reached 23.18 with a standard deviation of 3.50; the mean difference was 2.18. The obtained t-value was 2.87, with $df = 21$ and a significance level of 0.01. These results therefore confirm the existence of differences between the two means in favor of the high level; accordingly, the hypothesis is confirmed.

From the foregoing, we conclude that there is a high level of organizational culture among the study sample. This may be attributable to the corporation's internal regulations, which oblige employees to follow a codified pattern of conduct in the work environment, particularly since the Sonatrach Corporation has entered the global arena by raising its efficiency and quality to compete internationally, which requires it to impose strict internal rules, thereby entrenching a

high level of organizational culture among its employees. This high level of culture may also be attributable to the influence of employees with a high educational level, which prompts other employees to emulate them as the dominant group within the work community, given that the direction of an individual's behavior in the work environment is contingent upon the majority of its members, out of fear of losing one's identity within this community. This is consistent with the study of (Eric et al., 2001), which found a strong positive correlational relationship between team-culture attributes and organizational affiliation.

This high level of organizational culture within the study sample may also be attributable to the job satisfaction of the corporation's employees, given that the corporation is characterized by high material returns and incentives; moreover, the hierarchical interactions among employees, marked by respect and appreciation, play a major role in this regard, since there is a positive correlational relationship between job satisfaction and organizational culture, as established by the study of (Stebbins, 2008).

This result may also be attributed to the management style, which plays a major role in employees' adoption of the organizational culture that frames their behavior in the work environment: employees tend to rebel against the work system under an authoritarian management, whereas, by contrast, they adhere to the organizational culture and to sound behavior under a fair management. This is consistent with the study of (Mansour, 2007), which found a relationship between organizational culture and organizational misconduct as a course of action chosen consciously by the individual and imposed upon him by the prevailing management style.

7-2. Presentation, Analysis, and Discussion of the Results of the Second Question

Wording of the question: How prevalent are negative behaviors in the work environment among the study sample?

Table (11): Significance of the difference between the hypothetical mean and the arithmetic mean of the scores on the negative-behaviors-in-the-work-environment questionnaire

N	Hypothetical mean	Arithmetic mean	SD	Mean difference	t-value	df	Sig. (P)	Significance level
22	24	27.59	4.62	3.59	3.64	21	0.002	Significant at 0.01

Table (11) above shows that the hypothetical mean of the negative-behaviors questionnaire reached 24, whereas the arithmetic mean was estimated at 27.59 with a standard deviation of 4.62; the difference in the arithmetic mean was 3.59. The obtained t-value was 3.64 at $df = 21$. These results therefore confirm the existence of differences between the two means in favor of the high level.

From the foregoing, we conclude that the prevalence of negative behaviors among the members of the study sample is markedly high. This may be attributable, on the one hand, to the type of incentives prevailing in the corporation and, on the other, to the differing conceptions of incentives held by individual employees. Incentives are an important and influential factor in an individual's behavior in the work environment, through which the continuity of individual

and group performance quality is ensured, particularly in a competitive work environment. Differences in personality also play a role in each individual's conception of incentives, whether material or moral; the absence or scarcity of incentives necessarily leads to the emergence of negative behaviors in the work environment in their various forms. This finding is consistent with the study of (Mehta, 2000), which found that the withholding of incentives is positively associated with counterproductive work behaviors directed at persons or at the organization.

This result may also be attributable to the factor of personality traits, which differ from one individual to another, as well as to job satisfaction, which plays an important role in the emergence of negative behaviors at work as a reaction by employees to their dissatisfaction. This is what the study of (Mount et al., 2006) established, concluding that a relationship exists between personality traits and counterproductive work behaviors, with the mediating effect of job satisfaction.

Negative behaviors are also a manifestation of job burnout, which has a profound impact on an individual's performance and adjustment in the work environment. This is consistent with the finding of the study of (Ansari, 2013) that job burnout is positively associated with counterproductive work behaviors.

7-3. Presentation, Analysis, and Discussion of the Third Question

Wording of the question: What are the most prevalent negative behaviors at the Sonatrach Corporation (DML) in Laghouat?

The validity of this hypothesis was verified using Pearson's correlation coefficient, in cases where the correlations are strong.

Table (12): Results identifying the most prevalent negative behaviors at the Sonatrach Corporation (DML) in Laghouat

	Dimensions of negative behaviors	Sample	Correlation coefficient	Rank
Negative behaviors	Deviance	22	0.82	2
	Absenteeism	22	0.89	1
	Bullying	22	0.34	3

Table (12) above shows that the correlation coefficient for absenteeism behavior reached 0.89, followed by the correlation value for deviant behavior, estimated at 0.82, and then the correlation coefficient for bullying behavior, estimated at 0.34. This confirms that absenteeism is the most prevalent behavior in the corporation.

Results of the third hypothesis: On the basis of the statistical analyses referred to in the table, it can be stated that the result is statistically significant and positive, with a correlation coefficient of 0.89.

Discussion of the results of the third hypothesis: From the foregoing, we conclude that the most prevalent negative behaviors within the study sample are as follows:

- Absenteeism, which is the most prevalent behavior within the study sample. According to (Al-Atwi, 2011), this may be attributable to immaturity in dealing with different

situations; moreover, low performance generates job dissatisfaction, which in turn leads to absenteeism and withdrawal from the performance of duties, resulting in a lack of organizational commitment. As indicated in (Asist, 2017, Vol. 13, No. 2), the cause of this lies in employees' diminished fear of incurring punishment.

- Deviance: the emergence of such behavior may be attributable to a lack of awareness and to the absence of a sense of responsibility, which in turn weakens the organizational environment such that it fails to reflect the sound values and ethics targeted by the corporation's internal regulations. This is due to the weakness of supervisory systems or their poor implementation, which are considered the principal deterrent to such behaviors. As indicated in (Asist, 2017, Vol. 13, No. 2), the cause of this lies in employees' diminished fear of incurring punishment.
- Bullying: although it is the least prevalent, it nonetheless has a harmful effect. Its cause may lie in the diversity of personality traits and the extent of their mutual adaptation under organizational systems that take this diversity into account.

7-4. Presentation, Analysis, and Discussion of the Main Hypothesis

Wording of the hypothesis: There is a statistically significant relationship between organizational culture and counterproductive work behaviors among the study sample.

The validity of this hypothesis was verified using Pearson's correlation coefficient.

Table (13): Pearson's correlation coefficient between organizational culture and negative behaviors among the members of the study sample

Variables	Sample	Correlation value (r)	Statistical significance	Significance level
Organizational culture	22	0.57	0.005	Significant at 0.01
Negative behaviors				

Table (13) shows that, upon computing Pearson's correlation coefficient, we found the correlation value to be $r = 0.57$, which is statistically significant at the 0.01 level; that is, a relationship exists between organizational culture and negative behaviors in the work environment.

The hypothesis positing a correlational relationship between organizational culture and negative behaviors among the employees of the Sonatrach Corporation has thus been confirmed; from the table and the results obtained, this is evident in the value of the correlation coefficient $r = 0.57$.

From the foregoing, we conclude that a relationship exists between organizational culture and negative behaviors among the employees of the Sonatrach Corporation (DML), since the value of r was estimated at 0.57 for the two variables. This is what we indicated in the study whose results were consistent with ours—the study of Hussein Ali Abdullah—which established a close relationship across most of the dimensions employed in that study, using Cronbach's alpha, the correlation coefficient, and the arithmetic mean.

The study of (Hassan Majda) and Mohammed Rashad combined the two variables in a single study, and its results demonstrated the existence of a statistically meaningful relationship between organizational culture and positive values, together with a direct (positive)

correlational relationship with mistreatment practices; the results further indicated the existence of a bidirectional relationship between these two variables.

General Conclusion

The results of the study conducted on the research topic—with a sample of 22 employees, for the purpose of revealing the level of organizational culture and of negative behaviors in the work environment at the Sonatrach company in Laghouat, and of analyzing the dimensions of the field and theoretical study—yielded findings that may be summarized as follows:

- A relationship exists between organizational culture and negative behaviors within the organization.
- There is a high level of organizational culture among the employees of the Sonatrach Corporation in Laghouat.
- Negative behaviors exist in the work environment at the Sonatrach Corporation (such as absenteeism, deviance, and bullying).
- The studies also found that the importance of organizational culture lies in the functions it performs within organizations, and that negative behaviors in the work environment produce numerous adverse effects that impede the achievement of the institution's objectives.
- The second and fourth hypotheses, which posited a correlational relationship between organizational culture and negative practices in the work environment among the employees of the Sonatrach Corporation, were confirmed.
- Finally, the findings of this scientific research on organizational culture and negative behaviors in the work environment at the Sonatrach Corporation contribute to the corporation's success and to instilling a flexible culture suited to its various positions; they also assist in bringing about positive changes and in confronting organizational problems.

Conclusion

Our study, entitled "Organizational Culture and Negative Behaviors in the Work Environment among the Employees of the Sonatrach Corporation in Laghouat," sought to reveal the relationship between organizational culture and negative behaviors and to identify the differences between these two variables. Some studies have concurred with this finding, while others have diverged from it. Through our review of the theoretical framework, which constituted the fundamental basis and cornerstone of the study, and in the chapter devoted to organizational culture, we concluded that organizational culture is the set of fundamental values, concepts, behaviors, and practices prevailing in the organization, developed and taught to employees in order to shape their way of thinking toward the internal and external work environment, given that it affects their performance and productivity.

In the chapter devoted to negative behaviors in the work environment, we concluded that they are unethical employee practices that conflict with social norms and are incompatible with regulations, laws, principles, and moral values.

Their importance stems from the significance of the role they play in administrative institutions and their impact on all aspects of the administrative process; the success of management in achieving its objectives depends on its influence over all operational aspects. In light of the results obtained, a set of recommendations and proposals was formulated with a view to

restoring due regard to the concept of organizational culture in the professional sphere and reducing unethical practices and behaviors in the work environment.

Proposals and Recommendations

- We recommend restoring due regard to the concept and essence of organizational culture in the professional sphere, particularly among leadership bodies and supervisors, as they are responsible for disseminating and safeguarding the institution's culture.
- Raising the level of cultural and organizational awareness among all professional categories alike, in order to unify individual and collective competencies and channel them to the benefit of the institution, through the necessity of establishing a joint plan to organize training courses dedicated to disseminating organizational values and introducing the institution's symbols and the various elements constituting its culture, so as to strengthen employees' sense of belonging.
- Providing social and recreational services for employees by organizing meetings, forums, and training sessions within clubs inside or outside the institution, and encouraging collective cooperation, which would strengthen bonds of friendship among employees and establish informal relationships that reinforce feelings of belonging and satisfaction.
- Taking individual differences and the efforts expended into consideration, and ensuring fairness in the granting of incentives and rewards, in order to encourage employees.
- Engaging specialists in the psychological field for the employees of the Sonatrach Corporation, within the framework of motivating employees, reducing negative behaviors, and fostering the assumption of responsibility within the work environment.

List of Sources and References

- Abu Bakr Mansour (2006–2007). Organizational Culture and Its Relationship to Organizational Misconduct in Algerian Public Administration – The External State Services of the Wilaya of El Oued as a Case Study. Master's thesis in Sociology, Work and Organizational Psychology, Mentouri University, Constantine.
- Bilal Khalaf Al-Sakarnah (2009). Work Ethics. Dar Al-Maseera for Publishing, Distribution, and Printing, Amman, 1st ed.
- Greenberg, Gerald; Baron, Robert (2004). Managing Behavior in Organizations, translated by Rifai Ismail Basyouni, Riyadh: Dar Al-Marikh Publishing, p. 63.
- Hussein Ali Abdullah (2018). Workplace Bullying and Its Role in Counterproductive Work Behaviors: An Analytical Study of a Sample of Hospitals in the Holy Governorate of Karbala.
- Al-Hamid, Abdulwahed Khaled (2005). The Role of the Ministry of Labor in Regulating and Controlling Work Ethics in the Private Sector. Proceedings of the Symposium on Work Ethics in the Public and Private Sectors, Riyadh: Institute of Public Administration.
- Sayyid Gad al-Rabb (2005). Human Resource Management: Advanced Topics and Research. Al-Ashry Press, p. 140.
- Al-Atwi, Amer Ali Hussein (2011). Organizational Justice and Organizational Integration and Their Role in Reducing Deviant Work Behavior: An Applied Study at the Al-Muthanna Cement Plant. Al-Qura Journal of Economic and Administrative Sciences, Faculty of Administration and Economics, University of Kufa, Year 7, Issue 21.

- Al-Ghamdi, Ali; Al-Wazzan, Abdulrahman (2005). The Role of Training in Reinforcing the Concept of Work Ethics. Proceedings of the Symposium on Work Ethics in the Public and Private Sectors, Riyadh: Institute of Public Administration.
- Kamel Mohammed Al-Maghribi (2004). Organizational Behavior: Concepts and Foundations of Individual and Group Behavior in the Organization, 3rd ed. Dar Al-Fikr for Publishing and Distribution, Amman, p. 166.
- Mohammed Qasim Al-Qaryouti (2000). Organization and Organizing Theory. Dar Wael for Printing and Publishing, Jordan.
- Hijan, Abdulrahman Ahmed (2003). Corruption and Its Impact on the Government Apparatus. Working paper presented to the Arab International Conference on Combating Corruption, Naif Academy for Security Sciences, Riyadh.
- Khaled Amer (2001). Scientific Research Methodology. Dar Al-Rayhan for Publishing and Distribution, 1st ed.
- Ansari, Mohammad Ismaeel; Maleki V., Shokoo Feh; Mazurek, Shirin (2013). An Analysis of Factors Affecting Employees' Counterproductive Work Behavior: The Moderating Role of Job Burnout and Engagement. Journal of American Science, 9(1), pp. 350–359.
- Furnham, Adrian; Taylor, John (2004). Counterproductive Behaviors at Work: The Dark Side of Behavior at Work.
- Mount, Michael; Ilies, Remus; Johnson, Erin (2006). Relationship of Personality Traits and Counterproductive Work Behaviors: The Mediating Effects of Job Satisfaction. Personnel Psychology, 59, pp. 591–622.