



*Administrative Bureaucratic Management in Algeria Between  
Social structure and Organizational Culture*

Saad Laichi

saad.laichi@univ-djelfa.dz

University ziane Achour of Djelfa

(Algeria)

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*Abstract*

The study aims to understand the reality of the social structure and its impact on rational bureaucratic management in Algerian administration, across various types of Algerian institutions. Through observation and survey-based research, we have observed an absence of organizational culture and the intrusion of social norms into institutional management.

These norms include clientelism, favoritism, nepotism, as well as regionalism which has led to a decline in performance, efficiency, decision-making, collaboration, belonging, and initiative. We employed a descriptive-analytical methodology, drawing on sociological approaches to organizational behavior analysis, and revealed the absence of bureaucracy in structural societies\*.

✓ Keyword: Bureaucracy, social structure, Organizational Culture, Nepotism, Clientelism, Influence, , Regionalism

\* Corresponding author :

## **INTRODUCTION:**

The social structure in Algeria is characterized by a diverse society with various cultures and ethnicities, shaped by a long history of colonization. This social diversity has an impact on bureaucratic management within institutions in various ways. Factors such as nationality, ethnicity, and religion can play a role in determining interactions within these institutions. The institutional culture in Algerian economic institutions often exhibits a bureaucratic character, characterized by strict rules, regulations, and procedures. This institutional culture is influenced by the social and cultural backgrounds of employees and administrators in these institutions.

The cultural values and beliefs of employees and leaders in institutions play a significant role in shaping decisions and priorities. For example, adherence to professional ethics and local traditions can influence the way decisions are made and executed. Economic and political transformations also affect the management of Algerian institutions. Changes in government policies and the national economy can significantly impact power structures and management approaches within institutions.

Modern challenges, such as technological advancements and globalization, require Algerian institutions to adapt to the global environment.

This can lead to reforms in bureaucratic management, the adoption of information technology, and improvement in practices. It can be said that bureaucratic management in Algerian institutions is greatly influenced by the social structure and institutional culture and is continuously evolving based on economic, social, and political changes in the country. Bureaucratic management is an administrative style widely used in both public and private sector institutions. This approach is characterized by hierarchical and sequential organization, where decisions are made by top management and passed down to lower levels of the organization in a structured and rigid manner. It is believed that this approach helps achieve efficiency and stability in institutional processes. However, one limitation of the bureaucratic style is its limited adaptability to rapid changes and flexibility in the administrative environment. Institutions are significantly influenced by the social structure created by societies and social groups.

The social structure includes values, beliefs, social relationships, and social hierarchies that shape the culture and environment in which institutions operate. Therefore, the social structure affects bureaucratic management in institutions in many ways, including: Decision-Making: Social values and beliefs can influence how decisions are made within an institution. For example, shared

values in society may lead to specific decision-making approaches Structures and Organization: Social structures can affect the organization of institutions.

In societies with strict social hierarchies, institutions may be more hierarchical and structured. Institutional Culture: The institutional culture is influenced by the social structure and can affect how work is organized and how employees interact with each other, the social structure plays a significant role in shaping bureaucratic management in Algerian institutions, impacting decision-making, organizational structures, and institutional culture. These influences are continually evolving as the economic, social, and political landscape of the country changes.

### **1. The Problem :**

In Algerian society, economic and administrative institutions operate according to the regulations and laws of the state. These institutions adapt their operations according to their nature of work. However, the external environment, which is society itself, infiltrates these institutions with the values and standards held by individuals working within them. These values and standards do not always align with the rational and prudent management of the institution, which is subject to bureaucracy representing the authority of the office rather than the authority of the society.

The employees often carry mentalities shaped by social structures, including clientelism, which involves dealing with individuals interacting with these institutions as clients. This can include practices like bribery or providing specific services. Additionally, there is the concept of favoritism, where exchanges are based on mutual benefit with the individuals serving both parties. There is also the influence factor, which imposes power, whether symbolic, religious, financial, or authoritative, on the decisions of these institutions. Therefore, it can be said that social structure affects bureaucracy within the institution and the institution's culture. This raises the following question: **To**

**what extent does social structure influence the bureaucratic management of Algerian administrative institutions?**

We conducted this study on the community of employees in administrative institutions, with a sample of 60 individuals selected randomly, given the homogeneity of the society. We used the Likert scale to study the attitudes of employees regarding their perception of management within their institutions, You have correctly described the descriptive-analytical approach in both theoretical and fieldwork aspects in English. This approach is indeed a research methodology used to understand and analyze phenomena and problems by collecting and analyzing data. It is utilized in scientific research, social studies, administrative studies, and various other fields. This approach involves work at two levels: theoretical and fieldwork.

## **2. Bureaucracy:**

Bureaucracy is an administrative system that relies on organizing government and private institutions sequentially according to strict rules and regulations. Decisions are often based on specific criteria and formal procedures, with decision-making authority vested in higher-ranking officials or employees.

### **Advantages of Bureaucracy:**

**Stability and Organization:** Bureaucracy provides a stable and organized institutional environment where roles and responsibilities are clearly defined.

**Justice and Fairness:** Decision-making based on specific criteria can contribute to achieving justice and equality among employees and citizens.

**Efficiency:** Bureaucracy can achieve high levels of efficiency and productivity since decisions are based on specific criteria and are not influenced by emotions.

### **Disadvantages of Bureaucracy:**

**Slow Decision-Making:** Due to strict procedures and complex rules, decision-making can be slow and complicated.

**Lack of Flexibility:** Bureaucracy can sometimes lead to rigidity, making it difficult to adapt to changing situations. **Important Role Despite Drawbacks:** Despite its drawbacks, bureaucracy plays a crucial role in organizing and managing governmental and large corporate activities. It is a common administrative system in many governments and institutions worldwide. Bureaucracy relies on specific rules, regulations, and procedures to make and implement decisions. In English, the term "bureaucracy" refers to this system of centralized management and hierarchical organization, where decision-making authority is vested in government officials or executive administrators.

Some key characteristics of bureaucracy include

### **Specialization and Expertise:**

Bureaucracy allocates responsibilities and tasks based on specialization and competence. Employees are hired based on their qualifications and experience.

**Rules and Regulations:** Bureaucracy relies on precise and specific rules and regulations to guide procedures and decision-making. This aims to achieve transparency and fairness.

### **Accountability:**

Bureaucracy involves monitoring the performance of employees and regularly reviewing them to ensure compliance with rules and effective performance.

Modern Bureaucracy:

With advancements in technology and changes in the work environment, modern bureaucracy has started to develop more flexible and efficient methods for managing organizations. Bureaucracy is used in various sectors, including government, public institutions, and large corporations. Despite its benefits in achieving organization and efficiency, it can sometimes lead to slow responsiveness and administrative complexity. Bureaucratic management in Algerian institutions can vary from one organization to another and from one sector to another. However, generally speaking, bureaucracy remains a significant challenge in Algerian administration.

Key features of bureaucratic management in Algeria include:

**Complex Procedures and Regulations:** Procedures and systems in Algerian institutions are often complex and reliant on laws and regulations from the government. This complexity can lead to delays in decision-making and implementation.

**Slow Decision-Making:** Bureaucracy contributes to slow decision-making processes in Algerian institutions. Employees are required to follow lengthy and complicated procedures before making any significant decisions.

**Corruption:** In some cases, bureaucracy can increase the prevalence of corruption, as employees might be asked for bribes or resort to illegal means to bypass bureaucratic obstacles.

**Lack of Transparency:** Bureaucratic procedures might lack transparency, making it difficult for citizens to understand how government institutions operate and interact with them.

**Lack of Efficiency:** Bureaucracy sometimes leads to the appointment of employees based on criteria other than competence and experience, negatively impacting the performance of institutions. The Algerian government attempts to improve public administration and reduce bureaucracy through reforms aimed at enhancing transparency and reducing corruption. However, these efforts may take a long time to have a significant impact.

### **3. Social Structure:**

It refers to those values and standards that serve as a reference framework shaping human behavior within an institution, a family, or various social establishments. It influences one's organizational behavior and the level of relationships within the institution. The concept broadens to encompass the broader environment, including social, economic, political, legal, cultural, environmental, and local and international psychological factors in which the organization operates. The cultural environment, in particular, directly impacts the organization, starting with the parties

related to the organization, including beneficiaries, regulatory government bodies, and pressure groups..

**Social Structure in Algerian Society and Its Impact on Institutional Management:**

The social structure in Algerian society is a result of its history and social evolution over the ages.

The social structure in Algeria has been influenced by several factors, including colonial history, culture, religion, and economy. The key points summarizing the social structure in Algeria include: **thnic and Cultural Diversity:** Algerian society comprises a diverse range of ethnicities and cultures, including Arabs, Berbers, Tuaregs, and numerous other ethnic groups. This diversity affects social and cultural interactions within the society.

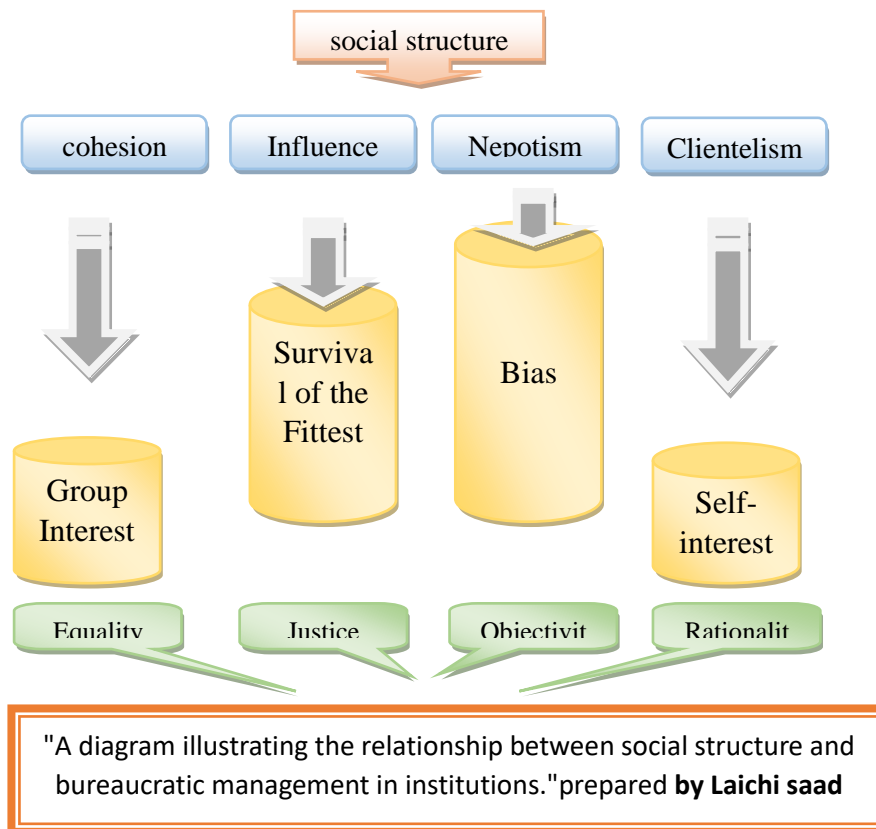
**Religion:** Islam is the main religion in Algeria and plays a significant role in shaping people's values and social perceptions. Algerians follow various streams of Islam, and this can influence decisions and behaviors in society.

**Economic Distribution:** Algeria witnesses an uneven distribution of wealth and income, leading to the existence of both rich and poor individuals. This impacts social classes and available opportunities, potentially leading to social tensions.

**Family:**Family plays a crucial role in Algerian society, serving as the fundamental social unit.

Family values and traditions greatly influence family behavior.

**Laws and Institutions:** Social structure in Algeria affects institutional management and governmental decision-making. Social factors such as culture, religion, and economic distribution can significantly influence government policies and citizen interactions. The Algerian government aims to address these factors through its social and economic policies, striving for sustainable development and social justice. However, social and economic challenges can still impact institutional management and government, making achieving social and economic balance an ongoing challenge in Algeria.



#### Nepotism:

Nepotism refers to assigning job roles to individuals based on personal recommendations or connections, disregarding their qualifications and experiences. This practice leads to a decline in productivity and poor performance among employees. Administrative practices based on personal interests exploit the employee's position in a mutually beneficial manner, utilizing the principle of utilitarian and exchange-based exploitation

#### "Influence:

It is the power and ability to affect others' behavior through deliberate and purposeful actions. While authority relies on force, influence operates through persuasion. It reflects the interconnectedness of social relationships, the presence of trust, and the existence of common interests between parties involved. It refers to individuals who hold legal, traditional, or spiritual authority in society, exerting pressure on others using their positional power, status, authority, or wealth.

Bigotry: Bigotry, whether positive or negative, is a strict emotional stance towards a group of people. It involves not only preconceived judgments but also the malice of these judgments. Islam views bigotry as an expression of pride, arrogance, protectiveness, and dominance, akin to a psychological disorder. When it takes on a social dimension, it manifests as racial, regional, or class-based bigotry, signifying an unsound state rooted in the psychological and social aspects that



fuel this bigotry. It refers to the grouping of people based on race, tribe ('Arsh'), against outsiders. It is evident in the relationships among individuals, workers, and those dealing with economic institutions, built on kinship such as parentage, siblings, offspring, branches, and affiliations, as well as friendship, fellowship, neighborhood, and tribal mentality, which inclines towards individuals belonging to the same tribe and lineage, known as 'Al-Arushyya.' It also includes regionalism, which represents biases towards individuals from specific geographical regions.

" It refers to the administrative organizational structure that encompasses core administrative functions alongside planning, guidance, coordination, monitoring, and control functions. This includes laws, decisions, regulations, publications, and guidelines organized for educational processes within economic institutions. It encompasses laws that regulate schedules, working hours, salary scales, promotions, and dealings with users such as employees and workers, as well as supervisory authorities. The organizational culture within Algerian institutions signifies the values, customs, beliefs, and methods that distinguish these institutions and influence the behavior of their employees and members. Organizational culture plays a vital role in determining how individuals think and act within the institution and can significantly impact the performance and success of the institution in Algeria.

**Factors Influencing Organizational Culture: History and Heritage:** The history and heritage of Algeria play a significant role in shaping organizational culture. Influences from Arab and Islamic culture might be observed in some institutions, while government institutions may draw from the colonial history of French rule.

**Social and Cultural Values:** Algerian values, customs, and traditions play a crucial role in shaping organizational culture. For instance, mutual respect and hospitality might be part of common values within institutions. **Economic and Political Context:** Economic and political circumstances in Algeria can profoundly influence organizational culture. Political unrest can lead to changes in management styles and work approaches.

**Laws and Regulations:** Government-imposed regulations and policies play a crucial role in shaping organizational culture. Institutions must adhere to laws and regulations governing their operations. the organizational culture within Algerian institutions varies based on the type of institution, its sector, and other factors. This culture determines how employees interact with each other and with the institution's goals, playing a vital role in achieving the institution's objectives and strategic vision."

**Decision-Making:** Herbert Simon, in explaining the decision-making process, says, "Decision-making is the heart of management, and the concepts of management theory must be based on the logic and psychology of human choice." Franklin and Terry define it as "choosing from certain criteria how to behave among two or more possible behaviors." Scherkenbach defines the decision-making process as "choosing from several actions that help improve the organization's productivity." Warren defines it as "choosing from a number of options or possibilities to achieve specific goals." Bergeron defines it as "a process that allows choosing from several alternatives." By



this, I mean the ability of an individual to make a rational decision that serves the organization's goals and the public interest under external and internal pressures.

Performance: The origin of the word "performance" comes from the English word "to perform," which means accomplishing, executing, or completing something: an action, activity, task. Performance, as defined in the dictionary, is the quantitative result achieved by an individual or group after a certain effort, and it is judged as optimal, good, or competent. The concept of performance refers to "outputs or goals that the system seeks to achieve, a concept that reflects both the objectives and the means necessary to achieve them, linking the aspects of activity with the goals that the organization seeks to achieve." Haynes defines it as the result achieved by the employee when performing any task. By this, I mean the extent to which workers in economic institutions fulfill the tasks and responsibilities assigned to them, including planning, coordination, monitoring, execution, direction, evaluation, and which appear in the form of results achieved by the worker within economic institutions

#### **4. Theoretical Approach:**

To approach this phenomenon from a theoretical perspective, it is necessary to consider it from all dimensions. There is the external environment and the adoption of Max Weber's action theory. There is the individual, and the adoption of the symbolic interactionism theory. There is the organization, and the adoption of the open system theory. There is management, and the adoption of Herbert Simon's decision-making theory. Additionally, it can be viewed from another angle: what it is and what it should be. Previous theories suggest reality as it is, while Max Weber's bureaucratic theory represents an ideal model.

#### **Action Theory:**

Action is distinguished from behavior by its intended purpose or adopted goal. In economic institutions, every action by an individual should aim to achieve the organization's goals. The absence of purpose in an individual's actions is due to external pressures. This absence is evident in the worker's changing behavior, sometimes rational, sometimes traditional, and sometimes self-oriented. This theory analyzes the social context in which the actor operates, understanding their expectations, standards, values, and available means to reach their intended goal or adopted purpose. These elements form the framework of action in action theory.

There are two main types of action theory: interpretive-interpretational and realistic. Both are linked to the essence of symbolic interactionism, and they trace back to Max Weber's work on social action

and its types, including traditional, affectual, rational, and non-rational.

Traditional action involves individuals easily performing social actions because they have done them in the past. This is evident in the worker's interactions with management, where the worker adheres to the precedents of the community, even if they contradict laws and regulations. Affectual action expresses emotions and feelings, reflecting the worker's tribal, familial, and regional mentality.

Action theory posits mechanisms for activating actions. The first is interaction with others, seen in the worker's interactions with clients and partners within the organization. The second is the social environment, concerning the organization's external environment. The third mechanism involves the mind, which relates to the individual's capacity. The fourth mechanism is self-will, where the worker controls their personal desires, inclinations, and wishes.

Interpretive action theories are more serious in their consideration of actions without meaning, due to their simplicity and incorporation of the social construction concept in the theory. Realistic action theory explains the relationship between goals and social construction. Parsons views action as directed behavior driven by meanings held by individuals toward people and their ideas. Each actor has goals and selects suitable means to achieve them

#### Bureaucratic Theory:

This theory is considered an ideal model for managing economic institutions. In economic institutions, employees often face traditional societal influences and personal biases affected by various external intellectual and material trends. These factors have impacted social values, giving rise to personal interests that often override public interests. This pressure on employees deviates them from rationality.

The pioneers of this theory assumed that people are irrational and emotional in their work, making personal considerations dominant. Mental and objective considerations are excluded from the work environment, leading to a lack of consistency in management style. The bureaucratic model was developed to control human behavior within organizations by implementing strict rules and regulations. Max Weber, a renowned scholar, observed the misuse of authority by managers and the inconsistency in management styles due to the absence of governing rules for behavior. Authority is linked to obedience, where employees are expected to follow orders regardless of their accuracy or mistakes. Employees are viewed as part of the administrative machinery, instrumental in achieving organizational goals. Organizations should have an ideal

model to follow, known as Max Weber's bureaucracy, to free themselves from traditional thinking influenced by societal oppression.

Open Systems Theory:

Dr.Saeed Ismail Ali believes that every system is surrounded by an environment. Anything beyond the system's boundaries is considered the surrounding environment, whether proximate or distant. Open systems connect with their surrounding environment, exchanging inputs. Algerian economic institutions demonstrate their inputs in their organizational structure, governed by Algerian administrative laws, which change with the state's policy direction. This leads to changes in activities and processes according to the new approach, naturally resulting in altered outputs. This theory studies the relationship between economic institutions and society's general system within the framework of an open system.

Contingency Theory:

This theory emphasizes that employees only perform effectively when appropriate social conditions are present, enabling them to use their intelligence and skills to achieve their goals. Even if employees possess abilities and talents, social conditions determine whether these talents can be utilized or hindered. The theory asserts that employees face pressure from relatives or influential individuals, conflicting with the organization's goals by using personal skills. Thus, this theory proves that the required qualities for a successful leader are not universal but relative, related to a specific leadership position concerning the external environment. This concept applies to all managers in administration.

Three-Dimensional Theory:

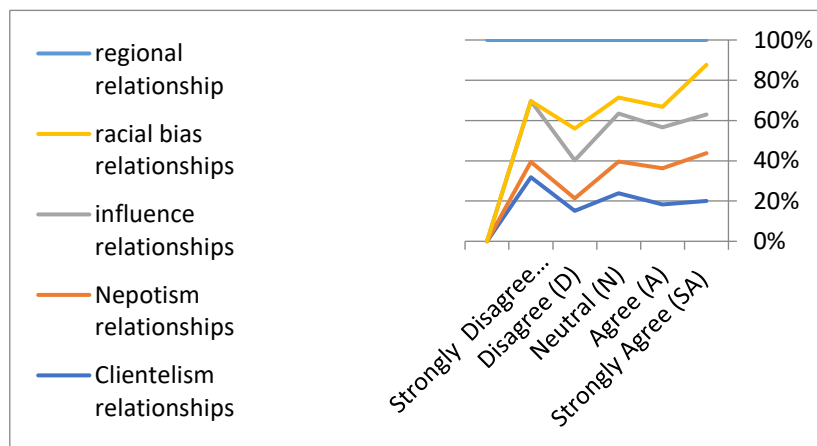
This theory was formulated in the United States for the Cooperative Program in Educational Administration (C.P.E.A). It revolves around the Competency concept, suggesting competence in administration occurs when "an individual performs a specific administrative behavior in the most desirable manner." This theory comprises

environment, evident in social factors and pressures defining job roles .

**EXPERIMENTAL:**

Number	Expression	Response type					total	average	respondents opinions	The arrangement of the dimension	
		Strongly Disagree (SD)		Neutral (N)	Agree (A)	Strongly Agree (SA)					
1	Clientelism relationships	R	41	7	3	5	4	60	4,27	S1 D	3
		%	68%	12%	5%	8%	7%	100			
2	Nepotism relationships	R	48	7	2	2	1	60	4,65	SD	1
		%	80%	12%	3%	3%	2%	100			
3	influence relationships	R	39	8	3	6	4	60	4,20	SD	4
		%	65%	13%	5%	10%	7%	100			
4	racial bias relationships	R	50	4	1	5	0	60	4,65	S1 D	1
		%	83%	7%	2%	8%	0%	100			
5	regional relationship	R	25	13	4	14	4	60	3.68	D	5
		%	42%	22%	6%	23%	7%	100			
<b>general direction of study</b>			<b>arithmetic mean of averages (4.29)</b>					<b>Strongly Disagree (SD)</b>			

**"Table 1: Results of the Impact of Social Structure Dimensions on Bureaucratic Management." By lachi saad**



**"FIG1: Study Graphical Curve." By lachi saad**

Through the results, it is evident that the respondents' strong agreement rate (83%) was observed in the aspect of accountability, with an average score of 4.65. The customer-oriented dimension came second with an average score of 4.65 and an agreement rate of 80%. The third position was occupied by customer focus, with an average score of 4.27 and an agreement rate of 68%. Influence was ranked fourth with an average score of 4.20 and an agreement rate of 65%. Finally, regional orientation was last with an average score of 3.68 and an agreement rate of 42%. It can be concluded that all respondents perceive these dimensions positively in the administrative

environment, although with varying degrees of agreement

## **CONCLUSION :**

As a conclusion to our study on the impact of social structure on bureaucratic management in Algerian administration, we can present our findings and recommendations based on the research and analyses we have conducted. The conclusion could be something like this: "Our study has clearly demonstrated that social structure plays a crucial role in shaping the approach to bureaucratic management in the Algerian administration. Social factors such as social classes, culture, and values can significantly influence how decisions are made and policies are implemented in the administrative environment. Through this study, we recommend that Algerian administrative leaders have a deep understanding of these social dynamics and are aware of the challenges that may arise as a result of these factors. The government should be encouraged to promote social understanding and diversity within governmental institutions, and enhance community participation in decision-making processes.

Additionally, Algerian administration should be encouraged to develop negotiation skills and resolve conflicts among different social groups. This will contribute to achieving social balance and justice, building an administrative environment that reflects the diversity of the society and understands its needs. In conclusion, if these recommendations are adopted and integrated into governmental policies, they can contribute to improving the effectiveness and efficiency of Algerian administration and promoting sustainable development in the country

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