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THE IMPACT OF CULTURAL VALUES ON THE PERFORMANCE OF SMALL AND MEDIUM-ENTERPRISES (CASE STUDY OF MANAGERS IN BECHAR, ALGERIA)

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Abstract. Small and Medium Enterprises (SMEs) have experienced several developments in recent years, thanks to policies and support programs. This study aims to provide an overview of the reality of small and medium enterprises in Algeria and the region of Bechar in particular and determine the economic role they play. We chose Bechar as the capital of the Southwest as a model for the study. One hundred seventy-six workers at a low employment rate compared to the desired results of three workers in one institution, with a very low turnout rate for females compared to males. Most of them have a secondary education level in individual-owned enterprises benefiting from the State Program to Support and Recruit Youth to Build the Future in Urban Areas. Most managers and their advocates and most of the managers of these institutions lack knowledge of their culture of independence and their financial motivation to establish these institutions and eliminate unemployment. The culture of the community has an impact on the culture of the two leaders. Bechar society has many cultural and cultural traditions that cause many of the problems experienced by many small and medium enterprises in the region of Bechar, such as absenteeism and neglect, low job satisfaction, tribal. Regional, the behaviours resulting from different cultural values, the contrast between the old and the modern, between the workers and managers, and between young people and the elderly, the lack of qualified competencies of scientific level, the lack of interest in the training, and composition of workers, having a negative impact on performance. We also noted the lack of exploitation of Islamic values because if they were exploited, it would have a good reflection on the performance of the process in these institutions. The significance of the research is to highlight the impact of cultural values on the development of small and medium-sized businesses and emphasize their ability to contribute to the growth of these institutions in their places of activity.

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INTRODUCTION

SMEs are one of the most important economic pillars on which many countries depend. These institutions have become a high priority in the economies of developed and developing countries. Many countries have taken the initiative to sponsor and support these institutions in an international environment. It is characterized by rapid global changes. Additionally, the administrative, social, and cultural changes that it may witness in its structure have negative and positive repercussions on this sensitive sector and can lead to internal difficulties and obstacles. There are many successful experiences in the development and support of the SMEs in many countries. Algeria has tried to emulate these countries by laying a strong and solid ground for the advancement of its economy. The existence of heavy industries does not diminish the role of these institutions that contribute to the absorption of unemployment due to their ease of adaptation and flexibility that make them able to combine economic development, provide jobs, bring wealth, and

raise the challenges of competition with the support of intermediaries such as Chambers of Commerce and professional associations and supporting bodies. With the growth of interest in culture and its role in governance, a modern vision appeared in the early eighties has attracted the attention of many researchers because of the key advantage in providing solutions to the problems facing the institutions that cannot perform their functions and achieve their objectives only in light of the backgrounds standing on them. Cultural values and variables have a role in determining the attitudes and behaviors of individuals towards work. It has been found that the most important factors for achieving high performance come from the institution itself before its milieu. It is also found that funds are not the ones that drive the institution towards growth, but rather its intellectual potential and the motivation of its members do so. This may be the reason that makes the difference between institutions, and gives the opportunity to those who appear to

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have weak performance to become strong institutions, because they were characterized by the usual detection of factors to improve performance and employment.

The importance of the study: The importance of research is to highlight the impact of cultural values on the progress of small and medium enterprises and their ability to contribute to the development of these institutions in the places of activity in general and the region of Bechar in particular because of the specificities of this province in terms of culture.

Objectives of the Study

This study seeks to uncover some of the points related to the variables of the study, including:

- To provide an overview of the reality of small and medium enterprises in Algeria and the region of Bechar in particular and determine the economic role they play.
- To highlight the values and trends of culture in the Algerian society and its importance in the process of governance.
- To study the nature of small and medium enterprises in the region of Bechar and to identify the main obstacles that hinder their management.
- To highlight the importance of local cultural values and their impact on the operation of small and medium enterprises in the region of Bechar, and draw the attention of researchers to the importance of this subject and specialization in research.

PREVIOUS STUDIES

A number of studies and scientific and academic research have been carried out, focusing on the broad points of our research that have been used for clarification and analysis, which can not be mentioned in all, and we limit the presentation of some studies that are fundamentally related to the subject of this study:

The first study: "Investments in micro enterprises and their role in local development in the region Southwest Algeria" (Ahmed, 2010), a PhD thesis at the University of Algiers aimed at identifying the reality of investment in the field of micro enterprises and its importance as a new outlet for the exploitation of material and human resources and contributes to the export of goods that have a comparative advantage locally, and the ability to acquire expertise. It also ensures the creation of many job opportunities and its contribution to the recovery of the economy and the improvement of national income. The ease of adapting to the environment and its flexibility makes it capable of raising the competitive and developmental challenges.

Available for economic recovery under Algeria's economic reforms. The research aims to study the developmental outcomes of the investment in the micro-institution in the South-West region of Algeria, especially the following three states: Bechar,

Adrar and Tindouf, and to identify the most important obstacles and ways of development in order to play the developmental role assigned to it.

The second study: "The reality of small and medium enterprises and ways to support them and their development case study Algeria" (Othman, 2004). This research is a PhD thesis at the University of Algiers, which aims to introduce the sector of small and medium enterprises, and to identify the role played by this sector in the economies of different countries especially developing countries, in light of the global economic changes. The study also shed light on the impact of the development strategy adopted by Algeria, reflected negatively on the development and growth of small and medium enterprises over the past three decades, and how the reforms were adopted. The study also sheds light on how the legislative and institutional framework, the development policy, and the methods of supporting this sector can influence the promotion of SMEs and make them more competitive in light of the global economic changes. The researcher reached at the end of the study to several results, including:

- Small enterprises are a fertile outlet for strengthening the economies of countries in general and developing countries in particular.
- Economic transformations and the globalization of the economy have had a positive impact on the competitiveness of SMEs.
- The development strategy adopted in Algeria is an obstacle to the development and growth of small and medium enterprises.
- The economic reforms in Algeria have had a positive impact on the emergence and development of small and medium-sized enterprises, especially those belonging to the private sector.
- State intervention in the development and promotion of small and medium enterprises in Algeria remains below the expected level.

The third study: "The foundation's culture and its impact on its public performance the case study of Algerian Banks:" (Ghazi, 2006). The study raises the problem of the determinants of performance Algerian banks through the central question: How much does the culture of the institution affect the performance of Algerian banks? Or, more precisely, is there a causal relationship between the performance of these banks and the prevailing culture? The theoretical aspect, through two major chapters, was a long analysis of the cultural approach in the study of the institution as well as the most important theory that established the relation between the prevailing culture and the institution and cultural change as a necessity to improve performance. The nature of the strategies followed, the nature of the prevailing culture in these banks, the attempt to measure them, and the study of the problem of changing that culture.

The analytical descriptive approach was used in the theoretical aspect, while the case study was applied in the applied side Atmda to the form as a key tool in the study sample study and test the validity of the research hypotheses. The study included agencies of the Algerian public bank group for the city of Mesila.

The fourth study: "The problem of financing small and medium enterprises in the case of Algeria" (Samir, 2005). This paper is a magister thesis in which the researcher dealt with the problematic reasons for lack of dealing in funding between institutions. The researcher presented the problem of the definition of SMEs at the international level, the reasons that led to their attention, in addition to their wide place in achieving economic and social development, and then the most important sources of funding for small and medium enterprises, the importance of each source, and reasons that lead banks to not deal with this type of institutions. It also addressed the importance of government intervention to provide an appropriate environment and provide support that fits the privacy of these institutions. The researcher in the latter the reality of small and medium enterprises in Algeria, Mushir to the most important financing formulas and problems encountered and facing currently, and then studied a sample of institutions in order to stand on the ground on the problem of funding and identify the various constraints, and the most important recommendations that came out. The researcher pointed out that banking financing methods should be improved by providing new mechanisms for small and medium enterprises because they are not compatible with their capabilities, as well as updating national banks in terms of mechanisms and methods for studying files and opening competition for the public banking sector.

The Fifth Study: The organizational culture and its relation to strategies of change in the Algerian University between the old system and the LMD System (Samir, 2008) This research attempts to emphasize the dimensions of organizational culture and how it can be a realistic criterion and variable that imposes itself in the process of change from building a clear strategy that facilitates its implementation and success as an important tool that stems from the essence of the individual formative in all its dimensions and tries to respond to the requirements of the organization on one hand and the needs of its resources Human rights on the other hand, which ensures convergence and integrated interaction between the components of the organizational pattern. This research aims to:

- 1- Explain the importance of the psycho-social dimension of organizational culture and its reflection on the individual, teams, and the organization.
- 2- To determine the level of organizational culture and its dimensions in the vocabulary of the study sample.

3- Know the importance of the rules of behavior of individuals at work and change the reality by changing their values and attitudes towards it.

4- Demonstrate the understanding of the integration of the change process between the levels and components of the organization in the sample study.

5- Study the relationship between organizational culture and change strategies that dictate to improve performance.

6- Knowledge of how organizational culture models of human resources are linked to the change strategies.

7- To determine the extent to which the personal characteristics of human resources affect their adoption of organizational culture models.

8- To know how the personal characteristics of human resources affect their attitudes towards change strategies.

The Sixth Study: The effect of organizational culture on the level of functionality: An applied study on Paltel, Palestine, Master Thesis, Islamic University, Gaza, 2008 (Ahmed & Okasha, 2008). The study aimed to identify the impact of the organizational culture in Palestine on the performance of employees in the company "paltel". The study included the employees of the company, and was based on the elements of organizational culture (policies and procedures, regulations, standards and standards, behavioral patterns, Organizational expectations, organizational trends). As the basis for the research topic, the following results have been reached:

- There is a positive impact of organizational culture on the performance of employees at the company.

This study aims to identify the impact of organizational culture on human resources' performance in a sample of small and medium enterprises in the state of Ouargla. The questionnaire was used as the main tool in data collection. The study found that the prevailing organizational culture affects the performance of human resources in small and medium enterprises in the state of Ouargla, so that participation in decision-making as well as commitment and respect for time affect the performance of human resources, and the creativity and innovation in the organization have a clear impact on performance; while collective work and team spirit do not affect the performance of human resources in small and medium-sized enterprises.

Seventh Study: "The impact of organizational culture on human resource performance, case study of small and medium enterprises in Ouargla state" (Seddiqui, 2013). This study aims

to identify the impact of organizational culture on human resources performance in a sample of small and medium enterprises in the state of Ouargla. The questionnaire was used as a main tool in data collection. The study found that the prevailing organizational culture affects the performance of

human resources in small enterprises and the medium in the state of Ouargla, so that participation in decision-making as well as commitment and respect for time affect the performance of human resources, and the creativity and innovation in the organization have a clear impact on performance; while collective work and team spirit do not affect the performance of human resources in small and medium-sized enterprises.

Eighth study: "Cultural issue and its relationship to regulatory problems in the Algerian institution: Field study in Gas Flasks Unit, Batna Unit" (Kamal, 2008). The study identified the values as a product of complex and multifaceted social interaction, and cultural values have a great role in controlling and determining the behavior of individuals in different professional and social situations. Therefore, the reason for the emergence of organizational problems is due to socio-cultural factors rather than other professional factors. These problems are: lack of discipline in work-organizational conflicts-dissatisfaction with work-increasing turnover. This research aims to:

- 1- To disclose the importance of the cultural dimension in the management of the behavioral process of individuals.
- 2- To stand on the fact of the culture that affects the behavior of the Algerian worker.
- 3- To know the extent to which this culture is linked to the effectiveness of the worker both in terms of performance and professional stability
- 4- To detect the relationship between the cultural values of the Algerian worker and the organizational problems experienced by the Algerian institution.

Due to the importance of this issue for Algeria in general and the region of Bechar in particular, the study to be based on the following problem:

What role do cultural values play in SME as facilitators in developing and promoting their performance?

In order to address the main problem, we ask the following sub-questions:

- What are the cultural variables linked to the mentality of the managers of small and medium enterprises in the province of Bechar?
- Do the independent values that make up the dominant culture in the region of Bechar affect the level of improvement and development of its small and medium enterprises?
- What is the most influential element among the components of culture that act as the facilitators on the performance of small and medium enterprises in the province?

The nature of organizational values: Al-Madhoun and AlJazrawi (1995); Ameer (2017); Dyah, Apriliyadi, Saparita, and Abbas (2017) state that despite the fact that the variety of interpretations and uses of the concept, from one scientific perspective to the other across the different time stages, most of the ideas

that dealt with the concept of values emphasize that they are only standards and principles and provisions that determine the behavior of human resources to what is desirable in accordance with the rules and principles determined by the social system to which they belong, namely the institution.

Values and behavior: Bousehmin and Bouchnafa (n.d.) demonstrate that values are general rules that define and classify appropriate behavior in different situations and differentiate between acceptable behavior and unacceptable behavior. Values and standards are an integrated instrument covering all the activities and actions performed by individuals in different social situations. They regulate and control the behavior of individuals who must comply with its written and unwritten provisions, thereby accepting them as guidelines of conduct and a frame of reference to evaluate the behavior of individuals.

Components of culture: According to Bouthelja (1998) Culture contains several components and can be limited to values, myths, symbols, rituals, rituals and championships, customs and traditions, knowledge, and experience.

1- Values: According to Othman (2004) it is about ideas, beliefs, and philosophy that individuals share and lead their behavior to achieve harmony that reflects their competence and will create a fundamental value that will contribute to mobilizing all energies at all levels. What is individual and what is collective and is reflected in the importance of being a reference constitution allows the perception of decision, and behavior and action also allow to express the good perception of bad behavior at both the level of personnel management and the system of rewards and control of governance. Values contribute to the interpretation, direction, and efficiency of the organizational behavior of the individual and the community, and highlight values in the field of governance through its association with the conduct of individuals in organizations, as reflected in individual and collective behaviors.

2- Myths: They are all stories told about the society or institution in their history and it maintains established values (Omar, 2015).

A - Stories of incorporation: The events related to the causes of origin and linked to a heroic position are intended to maintain the desired goal in the form of a living image.

B - Preservation of values: The latter aims to give a fundamental value, and it highlights the ideal act of ideal character, for

example, and is the law by which people easily integrate into their community.

3- Symbols: The symbol represents a special relationship with information about the cultural system, such as the style of dress, the rewards and relations that characterize the system of participation in symbolic activities, and the development of

symbols and signs to the point of becoming a culture. Symbols represent a reference and it is the information that carries a certain meaning.

4- Rituals: Rituals belong to a certain amount of daily actions, which make most of the everyday activities to be ritualistic. The way of speaking and writing, how to interrupt a conversation, to preach individuals, and to prepare and conduct meetings are elements that can codify acquisition and some of the acts are considered among the best rituals within the group and are considered as a basic pillar in the consolidation of culture, including the group meals held in the group by the leaders with their subordinates as well as the collective exits. The gatherings are also located in sites and places of ritual rich in meanings, end of week (Bakr, 2004).

5- The championships: The ritual of life represents the fabric through which heroes emerge, and these heroes represent the cornerstone of culture. Distinguished here are two types of heroes:

- Those who become heroes by their ability to face certain situations and conditions and are characterized by their high efficiency in solving problems and facing conditions.
- Those who are born heroes with personal qualities that distinguish them from others. The heroes either belong to the past or the new present. They are considered traditional leaders by their characteristics.
- Who are born heroes with personal qualities that distinguish them from others, the heroes either belong to the past or the new present they are considered traditional leaders by their characteristics.

6- Traditions and traditions: They are all that the community has been entrusted to and passed down over generations (Al-Baridi, 2004).

7- Knowledge and experience: All scientific knowledge and experiences are derived through repeated practice, abilities and talents.

Culture and its Relationship with Management

The relationship of Management to cultural levels: The prevailing culture in the society is one of the most important reasons that reflect the poor management in its institutions, such as the deterioration of the values of work, irresponsibility, indifference, bureaucratic behavior, lack of professional conscience, discipline, and assigning responsibilities to non-people (Bousehmine & Bouchnafa, n.d.). It contributes to the spread of some social diseases such as bribery, nepotism, fraud in commercial and administrative transactions, and the irrational use of resources and material resources.

Culture affects the management of negative and positive through values and beliefs and the method of soils Education and po-

litical culture as well as the method of organizing the work. Cultural factors and how they affect development and management can be summarized in three main levels:

- Culture of the general society, which is represented in values, beliefs, customs, education, language, education, etc.
- Political culture includes the nature of power, freedom, equality, trust, etc.
- Organizational culture, the method of organization of work, the nature of leadership, the system of communication and rewards, etc.

Changes in Cultural Values and Their Impact on Management

The societies of developing countries generally live in a range of political, economic, and social changes that have led to many transformations. The individual moved from his quiet village and stable values and perceptions of the reality of work and life to a new era forced by the circumstances to work in modern industrial structured organizations, with new requirements of behavioral, organizational, and cultural values, which are difficult to adjust to in a short time.

Algerian Cultural Factors and Management

1. Cultural values and their impact on the process in the Algerian institution: The cultural components or variables vary from one society to another because culture reflects the personality of the communities and the style of behavior as well as consumption patterns, and human behavior varies with cultures from one environment to another and from one society to another within the community itself.

The existence of regional subcultures such as the difference of the population of the south from that of the north, for example, has a significant impact on the objectives of the institution and its structure and on the yield of its human resources (Abderachid, 1983).

2. Cultural background of governance in the Algerian institution: Understanding the cultural and social framework of society helps to understand and explain the organizational behavior of individuals as well as in understanding the values they hold such as the importance of time, the desire for achievement, perfection, honesty, etc.

These values represent the success factors of any organized work. They also vary in importance according to different cultures (Kamal, 2008).

CASE STUDY

The Method of Data Collection Adopted in the Study

In our field study, we rely on the survey method, which is one of the most popular methods of data collection when the study

is based on the sampling method or method of sampling or social survey by designing a set of questions that are all in the study axes. The questionnaire is intended for the facilitators of small and medium-sized enterprises active in the state of Bechar, and after the collection of the accepted forms, the latter are processed by means of a software: Statistical Package of Social Survey (SPSS) in order to test assumptions and drive conclusions.

The Study Community

In an attempt to highlight the facilitators of small and medium enterprises, especially from the cultural aspect prevailing in the south-west of Algeria, particularly the province of Bechar and

the extent of the influence of the culture of these institutions on their development and growth and their contribution to the development in this province. (*N*), which numbered 4470 small and medium enterprises, and a random sample of 350 people were selected. We distributed 350 questionnaires and received 176 form to study.

ANALYSIS OF THE RESULTS OF THE FIELD STUDY

We will analyze the results using the statistical Tables to interpret and test the hypothesis of the study according to the type of variable or variables, by the computer software SPSS and the results of the study by variables as follows:

TABLE 1
Effect of Knowledge on the Path

	<i>N</i>	Average	Standard Deviation	Average Standard Error	Value of the Test = 3					
					<i>t</i>	<i>Ddl</i>	Sig. (Bilateral)	Average Difference	Confidence Interval 95% of the Difference	
								Lower	Superior	
Knowledge	176	2.4986	0.95702	0.07214	-6.951	175	0.00	-0.50142	-0.6438	-0.3590

In the Table 1, depending on the SPSS software and the student *t*-test, since sig = 0.00 is less than 0.05 if there is a knowledge effect on the path in its performance for SMEs operation. Since the arithmetic *mean* is 2.49 and *t* = -6.95, the signal is nega-

tive. It is clear to us that the attention of these institutions is weak. This is due to the limited scientific level of these managers. Most of them do not care about planning. They have not received sufficient training in the management process.

TABLE 2
The Influence of Beliefs and Ethics on the Path

	<i>N</i>	Average	Standard Deviation	Average Standard Error	Value of the Test = 3					
					<i>t</i>	<i>Ddl</i>	Sig. (Bilateral)	Average Difference	Confidence Interval 95% of the Difference	
								Lower	Superior	
Moral	174	2.9358	1.02718	0.07787	-0.824	173	0.411	-0.06418	-0.2179	0.0895

Based on the Table 2 and depending on the SPSS software and the student test since sig = 0.00, which is more than 0.05, there is no impact of beliefs and ethics on the performance of the process in the process of running small and medium enterprises

in the area of Bechar. The arithmetic mean is equal to 2.93. It is clear to us that the leaders of these institutions pay no attention to good morals or to good treatment and do not deal honestly with literature.

TABLE 3
Effect of Behavior on the Path Performance

	<i>N</i>	Average	Standard Deviation	Average Standard Error	Value of the Test = 3					
					<i>t</i>	<i>Ddl</i>	Sig. (Bilateral)	Average Difference	Confidence Interval 95% of the Difference	
								Lower	Superior	
The Behavior	174	2.7161	1.00661	0.07631	-3.720	173	0.00	-0.28391	-0.4345	-0.1333

Based on the Table 3 and depending on the SPSS software and the student test, since sig = 0.00 is less than 0.05, there is an effect of the behavior of the path on its performance for the operation of small and medium enterprises and the arithmetic average equals 2.71 and *t* = the reference is negative. It is

clear to us that the masseurs of these institutions do not give the required importance to good behavior, perseverance, and seriousness in work. They do not represent the good example of workers. They are not responsible and indifferent to work duties below the level in these institutions in the region of Bechar.

TABLE 4
Effect of Values on the Path

N	Average	Standard Deviation	Average Standard Error	Value of the Test = 3						
				t	Ddl	Sig. (Bilateral)	Average Difference	Confidence Interval 95% of the Difference		
								Lower	Superior	
Values	175	2.7420	0.82659	0.06248	-4.128	174	0.00	-0.25796	-0.3813	-0.1346

In the Table 4, depending on the SPSS software and the student test, since sig = 0.00 is less than 0.05, there is an effect of the values prevailing in the Bechar area on the path in its performance of the SME process. Since the mean is equal to 2.74 and $t = -4.128$ negative significance, it is clear to us that the managers of these institutions do not attach great importance to

the integrity of the work, do not deal flexibly with the workers, do not involve them in decision-making, and do not respect their ideas, where some tribal values control the process of governance to the limited level of the leaders of these institutions and overcome some of the prevailing behavior within the tribe belonging to her guardian.

TABLE 5
Effect of Mentalities on the Path

N	Average	Standard Deviation	Average Standard Error	Value of the Test = 3						
				t	Ddl	Sig. (Bilateral)	Average Difference	Confidence Interval 95% of the Difference		
								Lower	Superior	
Minds	174	2.7091	0.91680	0.06950	-4.186	173	0.00	-0.29095	-0.4281	-0.1538

In the Table 5, depending on the SPSS software and the Test student test, since sig = 0.00 is less than 0.05, if there is an effect of the prevailing trends in the Bechar region on the path in the performance of the operation of small and medium enterprises is 2.70 and $t = -4.18$ the signal is negative It is clear to us that the leaders of these institutions do not have much confidence in

their performance, they are quick to make decisions, they do not consult the workers, they do not accept criticism from others, they do not even put a record of criticism, and if they are placed, it is only my formality that they do not care about, They are supervising them and this is due to the prevailing culture in the region and Algeria as a whole and is a problem of mistrust.

TABLE 6
Effect of Rituals and Symbols on the Path

N	Average	Standard Deviation	Average Standard Error	Value of the Test = 3						
				t	Ddl	Sig. (Bilateral)	Average Difference	Confidence Interval 95% of the Difference		
								Lower	Superior	
Rituals	175	2.7703	1.33564	0.10097	-2.275	174	0.024	-0.22971	-0.4290	-0.0304

Based on the Table 6 and depending on the SPSS software and Test student test, since sig = 0.00, which is less than 0.05, there is an effect of rituals and codes prevailing in the Bechar area on the path in its performance of the operation of small and medium enterprises and the average of the equation is equal to 2.77 and $t = -2.27$. The signal is negative if it has a negative effect on the performance of these managers, where the path does not find a certain type of clothing, and the workers do not respect the uniform dress or the aprons or even the protective clothing.

The march of the workers to perform some acts of worship, such as collective prayer within the institution, makes workers delayed to work under the pretext of prayer in the mosque and thus reduces their performance. Even the identification of some periods, perhaps for the collective visit of patients, makes workers delayed or absent from work and are also invoked due to visiting a particular patient, and this has a negative impact on performance and negates the hypothesis Nihil.

TABLE 7
The Impact of Art and Creativity on the Path

N	Average	Standard Deviation	Average Standard Error	Value of the Test = 3						
				t	Ddl	Sig. (Bilateral)	Average Difference	Confidence Interval 95% of the Difference		
								Lower	Superior	
Creativity	175	2.5646	0.84057	0.06354	-6.853	174	0.00	-0.43543	-0.5608	-0.3100

In the Table 7, depending on the SPSS software and the student test, since sig = 0.00 is less than 0.05, there is an effect of art and creativity on the path in the performance of the operation of small and medium enterprises. The arithmetic average is equal to 2.56 and $t = -6.85$. The signal is negative if there is a negative effect so that the path in these institutions does not take advan-

tage of the aesthetics in the desired form, contrary to Maslow's view that the worker within the institution is concerned with aesthetics in terms of appearance. They do not allow the workers to be diligent, neglecting some of the workers' personal interests as they wish to hear or the Koran will remain not interested in the internal or external appearance of the Foundation.

TABLE 8
Effect of Habbits on the Path Performance

N	Average	Standard Deviation	Average Standard Error	Value of the Test = 3						
				t	Ddl	Sig. (Bilateral)	Average Difference	Confidence Interval 95% of the Difference		
								Lower	Superior	
Habits	173	2.6021	0.68407	0.05201	-7.650	172	0.00	-0.39788	-0.5005	-0.2952

In the Table 8, depending on the SPSS software and the student test, since sig = 0.00 is less than 0.05, there is an effect of the habits prevailing in the Bechar area on the path in the performance of the operation of SMEs is 2.60 and $t = -7.65$ show that the negative sign indicates to us that the masters of these institutions do not whiten some good habits of importance and do not exploit them in the manner required in management

such as the view of women to respect them where this respect is somewhat reduced if the woman went out to work. Although the proportion of students in the study is larger, much of the male excellency ratio, there is employment on tribal and somewhat regional basis, and there is usually a delay in the work inherited from the delay in the dates, i.e., not giving importance to the time in particular.

TABLE 9
The Variables Affecting the Level of Improvement in the Institution (Variables Excluded: Dependent variable)

Model	Beta	t	Sig.	Partial Correlation	Collinearity Statistics	
					Tolerance	
Predicted Values in the Model						
1	Scientific level	-0.013	-0.173	0.863	-0.014	0.998
	Knowledge	0.181	2.263	0.025	0.176	0.845
	Moral	0.098	1.305	0.194	0.103	0.975
	The behavior	-0.046	-0.603	0.548	-0.048	0.938
	Value	0.031	0.390	0.697	0.031	0.889
	Minds	0.043	0.551	0.583	0.043	0.916
	Economic role	0.034	0.444	0.657	0.035	0.932
	Social role	-0.026	-0.334	0.739	-0.026	0.929
	Rituals	-0.016	-0.216	0.829	-0.017	0.962
	Creativity	0.023	0.298	0.766	0.024	0.949
	Habits	0.115	1.434	0.153	0.113	0.856
	Working conditions	0.153	1.490	0.138	0.117	0.519
	2	Scientific level	-0.032	-0.431	0.667	-0.034
Moral		0.022	0.253	0.801	0.020	0.746
The behavior		-0.147	-1.765	0.080	-0.139	0.765
Value		-0.045	-0.533	0.595	-0.042	0.752
Minds		-0.022	-0.269	0.788	-0.021	0.799
Economic role		-0.063	-0.721	0.472	-0.057	0.718
Social role		-0.114	-1.377	0.170	-0.109	0.777
Rituals		-0.051	-0.662	0.509	-0.052	0.927
Creativity		-0.037	-0.465	0.643	-0.037	0.847
Habits		0.039	0.429	0.669	0.034	0.665
Working conditions		0.174	1.709	0.089	0.134	0.516

In the Table 9, based on the step-by-step linear regression software, we note that the independent variables that have an impact on the level of improvement in the performance of the institution are the wages paid by the workers as the first effect and then the knowledge acquired for the process in the small and medium enterprises in Bechar region. Because the other variables do not affect the level of improvement, and this proves the previous conclusions of the study

where the workers do not care about the circumstances and methods that deal with the path with them, but they are interested in getting wages.

All the pay was appropriate and reflected on the performance and positive impact on the level of improvement in this institution as well as knowledge gained by the path having a positive impact on the methods of management.

TABLE 10
Test the Variables Affecting the Level of Improvement of the Institution

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	A	Standard Error			
1 (Constants)	1.797	0.135		13.341	0.000
Pay	0.189	0.042	0.331	4.454	0.000
2 (Constants)	1.632	0.152		10.772	0.000
Pay	0.148	0.046	0.260	3.255	0.001
Knowledge	0.114	0.050	0.181	2.263	0.025

Source: SPSS output by researcher

From the above Table no 10, depending on the linear regression step by step, the two variables were tested on the level of improvement and development of SMEs in the Bechar region. The simple linear regression equation for one variable was the most influential:

$$Y = 1.797 + 0.189X$$

Equation of the level of improvement of the dependent institution and the most influential independent variable of wage.

Then the linear regression equation for the most influential variables on the level of improvement and development of small and medium enterprises in the same region is:

$$Y = 1.632 + 0.148X1 + 0.114X2$$

which is the level of improvement in the institution in terms of the most influential variable wage *X1* and the other influential variable acquired knowledge by the *X2* path.

Results of the Field Study

- The number of small and medium enterprises established is 4470 establishments employing about 12209 workers, where the operating rate in all these institutions is three workers in one institution and this rate is small compared to the desired results.
- The rate of female turnout in these institutions is much lower than that of males. The results showed that 65% of the sample is male compared to 35% females. This is due to the society’s view of women as not being able to work outside the home due to their domestic responsibilities. The age of the owners of institutions ranges between 25 and 45 years by 66% and this has been made possible through the facilities established by the authorities in support of employment of young people.

The least category is the category of elderly people over the age of 55 years by 2.3%, and the prevailing mentality in this category is that government work is harmful. The majority of these institutions are run by single men, who reach 34% because they are trying to build a good future, and most of them have a secondary education level. This shows us that the university level is still far from the world of small and medium enterprises. Although, it is the most qualified category for the operation of these institutions because the scientific level is very necessary in this process to give us guarantees for the good management of the institution and the good conduct of the institution’s funds and therefore the success of the project, and the majority of urban areas, by 76%. The majority of these institutions are active in the services sector, including the transport sector by 57%.

Most small and medium enterprises are individually owned because most of the owners of these institutions do not seek partnership. The culture of independence and the fear of participation explain to us the motives for establishing these institutions which are financial motives and to escape from the specter of unemployment. The activity of the institution is by 85%, because the majority of them received a composition or work in another institution with the same activity. Most of them employ one of the relatives in their institutions.

- Most of the institutions of the study sample increased by 77% in terms of activity, number of jobs or number of workers, but slowly, the majority of which increased by a factor of two years. The leaders of these institutions do not encourage some good habits of importance and do not exploit them in the manner

required in the management as respect for women, where this respect is somewhat diminished if the women went out to work, although the proportion of female students is much higher than the percentage of males. Also there is employment on tribal and regional bases. The majority of the teachers of the sample institutions do not care about it. This is due to the rural-rooted and time-dependent rural owners. They say expressions like “we meet after dawn, after the afternoon prayer...”. This shows that they do not adhere to a specific time, such as the definition of the hour and the number of minutes. Another problem is the excessive request for excuses which always invokes the lack of interest in the phenomenon of drinking tea in the morning and the impact on the low rate of work where the employees go to coffee shops to drink tea and delay to return to the workplace. The managers of small and medium-sized enterprises occupy the category of young people under the age of 40 by an average of 81%. This is because of the capacities they enjoy, on the one hand, and because the elderly do not seek employment in private institutions, because the dominant culture, especially for the elderly, is that private institutions do not provide them with the future of their children. So they seek state jobs and recommend their children, most of whom are single by 49%, and also to the culture of mistrust prevailing in the Bechari and Algerian community in general, where they see that these institutions do not guarantee them a future and that they are only temporary, where they prefer state jobs with half the wages that the owners of these institutions offer. Moreover, they are of a modest educational level, where the percentage of university graduates is only 11%, which is very low compared to the job seekers, where it is also clear to us that the group of university students do not seek to recruit in jobs below their level and this is because these groups have no room to develop their capabilities and achieve their objectives. Owners of institutions seek employees, yet the majority do not get all their rights and this is due to the fact that the managers of these institutions do not respect the labor laws, and the legislative bodies that do not play the role of supervision, including the Labor Inspectorate. The workers are demanding the owner of the institution not to declare them to the social security, perhaps because he is doing additional work or he is asking him for salary raises.

The majority of the managers of these institutions do not provide wages suitable for the efforts of the workers, which makes the workers in these institutions feel unstable, and the working conditions are not appropriate, but the workers are not not important because most come for the purpose of gaining experience or to get paid without attention to working conditions - Most of the institutions did not expand in terms of number of business and volume of activity and this is because these institutions in the region of Bechar seeks to profit more than

anything else without attention to other aspects and did not diversify production lines and do not seek to use or introduce modern technology.

Only wage and knowledge affect the level of improvement of the small and medium enterprises. This is because the path in these institutions does not take advantage of the good cultural values that prevail in the local society in the process of management and sometimes exploits the bad habits and behaviors prevailing in the region which negatively affect the level of improvement and development. This allows us to derive the simple linear regression equation of one variable, the most influential one being: $Y = 1,797 + 0.189X$, which is the equation of the level of improvement of the dependent institution and the most independent variable wage, then the linear regression equation for the variables. The level of improvement in the organization in terms of the most influential variable $X1$ and the other influential variable is the knowledge obtained by the path $X2$. There is a statistically significant impact on the culture of society and the prevailing values in the region on the good performance of the facilitators of the small and medium enterprises in the region of Bechar in our study. This is consistent with all the previous studies that we discussed (Ahmed & Okasha, 2008; Seddiqui, 2013), which is played by culture in influencing the performance of managers within organizations regardless of their form and whatever the nature of the relationship negatively or positively.

The results of the study show the poor situation of small and medium enterprises and the size of the problems in these institutions in the state of Bechar, where we see the weakness of the process of management and the reason for the lack of knowledge of managers, and because of some traditions of the cultural dimension suffered by many small enterprises such as absenteeism and neglect, low job satisfaction, tribal and regional bases, and lack of confidence between workers and managers. The behaviors resulting from different cultural values and contradictions between old and modern, between workers and managers, and between young and old, sight of a scientific level, lack of interest in training, and the formation of workers negatively impact performance. All is consistent with the study (Kamal, 2008), the National Foundation for the gas cylinders unit of Batna, which concluded his studies that contradict with the cultural values of the factor, i.e., the main cause of various problems.

The results of this study differ from the study of (Samir, 2008) because the two communities in question are different. The first is for small and medium-sized institutions with a low cultural level, the second is the University of Badi Mokhtar Annaba where the educational level is high and therefore the effect is positive and interest in work and time is considered gold and

the role of values, attitudes and beliefs in the psychological and behavioral building of the individual as well as in giving a special identity and social construction of the teams and working groups in the organization.

This is due to the nature of the work of the institutions and the nature of the work of each individual, and also due to the factor number of workers. The institutions studied are small enterprises and the number of workers does not exceed 20 workers in each institution. The difference between the two studies is in the rest of the other elements where we note that the facilitators of small and medium enterprises do not give importance to good ethics or good treatment and do not deal honestly and literature with workers and do not represent a good example of workers, and are not characterized by a spirit of responsibility and lack of respect for time contrary to the study (Seddiqui, 2013).

The results of the study concluded that the good behavior has affected the performance of the process for the small and medium enterprises in the region of Bechar. It is clear to us that the managers of these institutions do not give the required importance to good behavior or perseverance and seriousness in work. They do not represent the good example of workers which makes the performance of the workers and the institution as a whole substandard in these institutions in Bechar region. Ahmed and Okasha (2008) study showed the prevailing behavioral patterns in the company contribute to the completion of the required work. Positive behaviors reflect the good mental image of the company, and this is reflected by the awareness of employees and the importance of positive behavior, which contributes to the completion of the required work, and works to strengthen the company's position within the community. The beliefs and ideas prevailing among the employees have contributed to the improvement of performance levels, and there is an interest by the workers in the importance of the time factor

in the performance of the tasks and duties of the job, and this indicates the extent of the employees' keenness to accomplish the work in time.

CONCLUSION

Through this field study, we conclude that the culture of society has an impact on the culture of the principals, since the Bechar society, a group of cultures, does not help in the process of management as a culture of time and culture of belonging to the tribe, as we have noted; the lack of exploitation of Islamic values because if they were used to have a good reflection on the performance of the process in these institutions.

Local culture has a major role in shaping individuals' attitudes and identifying ways of responding to different ones, because the work of the individual is the product of his ideas, the good performance of the path is linked to his compliance with ethical standards and family relationships based on solidarity and respect can help improve the performance of small and medium-sized family enterprises.

We found that cultural values of sensitive subjects have a significant impact on the effectiveness of governance but are relatively neglected topics, as this area is still in need of serious studies and scrutiny of the reality of value and work to control and adapt to it.

To find ways of management in line with this reality of society as well as the field diagnosis of the cultural problems that prevent the development of the sector of small and medium enterprises in Algeria, and clarifying the visions for strategy building and creating a culture in line with the management by fighting negative values and working to modify them and promote positive behaviors to contribute to raising the efficiency of the worker and the efficiency of management in small and medium enterprises.

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— This article does not have any appendix. —