

Decision authority within the institution

(Sociological field study at Sonatrach GNL2Z ARZEW ORAN Model)

سلطة القرار داخل المؤسسة

(دراسة سوسيولوجية ميدانية بمؤسسة سوناطراك GNL2Z أرزيو بوهران نموذجا)

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Abstract

الملخص

During this research paper, we highlight the issue of informal authority in taking decisions inside the institution, from the hypothesis that the Algerian industrial establishment is in deficiency in laws and regulations. This leads high and medium tiers in the framework of the decentralised organisation of regional directorates and industrial vehicles to issue administrative and technical decisions related to productive and management which are irrational, arbitrary and non-compatible with the living reality of the social environment established. This because the decision -making was not based on the socio- economic data of the institution, but rather the adoption of irrational channels and methods that do not serve the culture of the public interest of the institution, which led us to try to clarify this management style, which is a bureaucratic nature based on the relative application of the characteristics of the bureaucratic model, this latter will result in the so-called sociological organisation interruption of socio-technical between presidents and subordinates.

Keywords: Institution, Decision authority, Arbitrary Leader, Cooperative Leader, Leadership Strategies.

تطرقنا في هذه الورقة البحثية إلى موضوع السلطة الغير رسمية في اتخاذ القرار داخل المؤسسة، من فرضية أن المؤسسة الصناعية الجزائرية تعيش قصورا في التشريعات والقوانين، أدى بالإطارات السامية والمتوسطة في إطار التنظيم اللامركزي للمديرية الجهوية والمركبات الصناعية للمنشأة؛ إلى إصدار قرارات إدارية وفنية متعلقة بالإنتاج والتسيير غير عقلانية، تعسفية وغير متطابقة مع الواقع المعيشي للبيئة الاجتماعية للمؤسسة، وهذا لأنه لم يتم صنع واتخاذ القرار انطلاقا من المعطيات الاجتماعية والاقتصادية له، بل بإتباع قنوات وأساليب غير عقلانية لا تخدم ثقافة المصلحة العامة للمؤسسة وهو ما دفعنا إلى محاولة توضيح هذا الأسلوب التسييري الذي هو ذا طابع بيروقراطي يقوم على أساس التطبيق النسبي لخصائص النموذج البيروقراطي الفيبيري، والذي سينتج ما يسمى في سوسيولوجية المنظمات بانقطاع سوسيوثقفي بين الرؤساء والمرؤسين.

كلمات مفتاحية: المؤسسة؛ سلطة القرار؛ القائد التعسفي؛ القائد التعاوني؛ الاستراتيجيات القيادية.

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Introduction:

The Algerian Industrial Corporation for the Production of Fuels tagged Sonatrach suffers from a thumbin in the provisions of the laws and regulatory legislation concerning the management authority of the establishment and the process of taking the decision there, which led to the high and medium frames within the framework of decentralized regulation For regional directorates and industrial vehicles for establishment, to issue administrative and technical decisions related to production and management is irrational because it is not based on the scientific study of the social environment of the institution, and this is because the decision was not made and made based on its social and economic data. It came in the form of individual strategies and hierarchical decisions that forced the heads of departments and interests to reproduce and apply them, and this is not to use the patterns of leadership, which will become hegemonic by force in order to apply them on the ground. This method of making and making decisions is that: the director of the institution and the heads of departments and interests, they decide everything, when any problem arises always up to them and their immediate assistants or subordinates, they carry out their tasks according to their directives only as executors, not as business partners, and therefore not be

They don't have any personal initiatives, because they can't give everything they have. The foundations of our study were based on the Max Weber theory related to the characteristics of bureaucratic organization based on qualifications and competencies, not on the basis of mediation and favouritism, which led us to know the extent of actual application, the characteristics of the Viberian bureaucratic model within the economic institution Sonatrach And try to reveal the reality of bureaucratic organization within the Sonatrach organization, by knowing the manifestations of this organization, and the implications of its implementation. The starting question is: What do we mean by a decision and how is it made and made by the Algerian institution? We believe that

this management method is bureaucratic in nature based on the relative application of the characteristics of the Viberian bureaucratic model, i.e., there is a lack of some characteristics of it, and does not allow the successful functioning of the Sonatrach institution, because it eliminates individual and collective initiatives of subordinates, and The so-called sociological of organizations results in a sociological break between presidents and subordinates or what we might call organizational change.

Based on these introductions, we have formulated the problem of our study as such: is the management and technical decision-making within Sonatrach subject to institutional and social environmental legislation or is it the result of individual strategies? This trend led us to develop three main hypotheses:

The first hypothesis:

The lack of clarity, ambiguity and often contradictory laws and legislative decrees of the Sonatrach Foundation, which led to the production of two types of leaders, arbitrary and cooperative. The manifestations of the bureaucratic organization of the Sonatrach foundation appear in two dimensions: the social dimension: through the nature of the system, whether it is a closed system or an open system, and the relationship of bureaucratic organization to the individual strategies of socio-professional actors. The organization's dimension: the nature of professional-social relationships, whether formal or informal, the nature of regulatory laws.

The second hypothesis:

Successive irrational regulatory reforms in the facility, produced a kind of regulatory conflict between local and university frames. The manifestations of organizational conflicts between local and university frameworks appear to be in two dimensions: - locals are characterized by a technical configuration of the secondary level, or CEP certificate, with leadership responsibilities subject to the nature of their roles in the Herarashi ladder. They are locals– maison – most of them have thirteen years to more than twenty-five years of professional specialization in the field of study. - University graduates have a higher university training that may reach post-graduate studies (master's and doctoral degrees); Social dimension: grumbling, complaining, bad impression of the industrial public;

Organizational dimension: reducing workloads, division of labor, the spirit of organizational cooperation, idleness, lack of pressure and lack of strict control, red tape, rigidity and rigour in the application of regulatory laws, overlapping powers.

The third hypothesis is :

The absence of a culture of organizational authority in the Sonatrach establishment, which is eligible for individual leadership strategies. The absence of a culture of organizational authority by the Sonatrach seems to have two dimensions: the social dimension: the ability of the bureaucratic organization of the Sonatrach to adapt to the external environment. Organizational dimension: administrative corruption, nepotism, nepotism, waste of time and exploitation to achieve individual strategies.

The theme of 'decision authority within the institution' is of the utmost importance by attempting to uncover several mechanisms in the process of taking decision-making within the Sonatrach Foundation and trying to explain the hidden aspect of the informal authority of the arbitrary leader, in the leadership of the institution, and the image of this conflict in the economic institution is what led to the attraction of the researcher On this subject, this has raised a lot of questions and raised a lot of observations and on this basis we wanted to know the backgrounds and ideologies of the authority exercised on the tires and their impact in increasing the intensity of professional pressures that will lead to the demise of the interest of the institution.

- Identify the most important variables that control the practices of power within the institution, especially the variables of the cultural peculiarities of the Algerian worker by reaching an interpretation, albeit in part, of the organizational model in Algeria by explaining the organizational authority model prevailing in the Economic Institution of Sonatrach.
- To identify the extent of the actual application of the characteristics of the vibe bureaucracy model within the Sonatrach economic institution, to reveal the reality of bureaucratic organization within the Sonatrach institution, by

knowing the manifestations of this organization, and the effects of its application of the emergence of professional pressures.

The first topic: the sociological approaches to the decision authority includes

This research a scientific approach to the theoretical aspect of the subject of research, beginning we will present in this part a set of sociological concepts and definitions related to the subject of the study and try to drop it later in the field study in the Sonatrach Foundation .

The first requirement: to define the scientific concepts used in the research

The concept of the institution in the sociology of work and organizations:

The institution is a term, called every socio-economic political system; On the other hand, on the other hand, on the result of this work, it becomes a distinct social giver, it is said: political, administrative and religious institutions... And so on. The Surrounding Arab Dictionary defines it as: 'An act of foundations, i.e., creation and creation of the object', and uses the word to denote the founding thing, it is said: political, economic, administrative and religious institutions. And so on. ⁽¹⁾ Treushi defined it as the 'unit in which the human and material elements of economic activity are assembled and coordinated' known by Karl Marx as: 'the organization of a large number of workers, working simultaneously under the management of the same capital and in the same place for the production of the same goods' and François Perrault defined it as: 'A form of production by it and within the same disclaimer, incorporating the prices of various factors of production provided by agents distinguished from the owner of the enterprise, with the aim of selling a commodity or services in the market. In order to obtain a monetary income' ⁽²⁾

- the researchers define it as: 'A form of social organization, it has its independence from the elements that are formed from it and distinguishes it from it, so that it adds to it something new that did not exist before in the sense that it is to meet an idea or social need that creates a feeling among its members By being different and distinguished towards others, and forcing

them to defend it, because it becomes an expression of their existence and their social role.'

The concept of the industrial framework in the sociology of work and organizations:

The researcher quoted the following sociological formula about Dr. Mirani Hassan « is an industrial framework for everyone working within the framework of a working relationship, in one of the industrial economic sectors, and was authorized by the leadership of the organization, one of the tasks of the study or Planning or oversight, whether or not he has authority, with an official recognition of the replacement of that status, with the consequences of this recognition: on his position, his remuneration, his duties and his rights. ⁽³⁾

The concept of organization in the sociology of work and organizations:

organization is the second function of the administrative process, and it is the process carried out by all administrative levels, and includes the identification of the organizational structure of the organization, identifying the activities and aspects of work necessary to achieve the objectives of the organization, pooling activities and allocating a manager for each set and compensate him for his power to do. ⁽⁴⁾

The concept of power in the sociology of work and organizations: power is the issuance of decisions directing the actions of another individual, the relationship of authority confirms that: what one person makes and transfers decisions, expecting that, these decisions and orders will be accepted from one person to another, and of course: the other person expects these commands and determines his conduct according to them. ⁽⁵⁾

The concept of bureaucracy in the sociology of work and organizations:

A concept used in sociology and political science, refers to the application of laws by force in organized societies. These regulations are based on uniform procedures and the distribution of responsibilities in a hierarchical manner and personal relationships, the origin of the word bureaucracy goes

back to Peru (bureau); The word 'earrings', derived from the Greek origin *kratos*, means power and the word as a whole means the power of the office or the power of the office. ⁽⁶⁾

The concept of an arbitrary leader in the sociology of work and organizations: This type of leadership is known by different names such as military leadership, or authoritarian (dictatorship) leadership. This leadership dates back to the early times of man's formation of his society, where power was a condition of life, and this type of leader is characterized by his arbitrary behavior derived from the authority vested in him. ⁽⁷⁾

The concept of cooperative leader in the sociology of work and organizations: adopts a democratic cooperative leader to accept his authority, not his official authority. The democratic style of leadership is contrary to authoritarianism. First, it relies on developing good human relationships between a leader and individuals, by satisfying their needs and caring for them, and recognizing the importance of their role in the institution. ⁽⁸⁾

The concept of law in the sociology of work and organizations:

Law is a social science, the subject of man and his behavior with his counterparts, his actions and reactions, and this is a huge subject, variable content, unknown specifically and difficult to present with precision organized by each individual according to his will and will, otherwise the philosopher's statement is believed and achieved. Bossuet's pout where he owns 'Everyone has done what they want, no one has to do what they want, and where there is no master, everyone is a master, and where everyone is a master, everyone is a slave.' Therefore, society had to have a system that governed people-to-people relations and imposed security in society. The law has many investigations as primarily a social science ⁽⁹⁾

The concept of organizational conflicts in the sociology of work and organizations:

The concept of organizational conflict refers to the process of disagreement or conflict that is formed in response to the exertion of considerable pressure by a particular individual or group of individuals, or an organization on another individual or group of individuals, whether within the field of work or in another community field, and so on. as a goal of

making a change (positive or negative) in the structure, standards, or values of that individual, group, or organization. ⁽¹⁰⁾

The concept of culture in the sociology of work and organizations:

We mean the culture of the originator; To interact and integrate easily with the members of society, socialization according to the social concept is only « training individuals in their future roles, to be active members of society, and teach them social values, customs, traditions and custom prevailing in society to achieve compatibility between individuals and between social norms and laws, leading to the creation of a kind of solidarity and cohesion in society'. ⁽¹¹⁾

The concept of leadership strategies in the sociology of work and organizations:

The origin of the word 'strategy' is in Greek, it 'acquires its name from the ancient Greek word 'strategos' and means 'leader'. 'Strategic' description of a number of weapons with advanced capabilities with their range, accuracy and type of equipment Explosives that make a decisive impact in the conflict are 'strategic weapons', and this characteristic may also be called some substances affecting the economic or military policy of a state, such as petroleum, and describe plans and a certain pattern of thinking or specialized studies. As 'strategic thinking' or 'strategic studies'. ⁽¹²⁾

The second requirement is to drop concepts and their approach to the issue of decision-making power.

Here we will try to refer to some dimensions and manifestations that are created when exercising power such as responsibility, power, and devolution. In addition to analyzing the term organizational leadership and trying to reveal the differences and similarities with the authority by dropping it on the subject of the study i.e., the authority in taking the decision to dissolve the Sonatrach Foundation. Society culturally is interested in ways of exercising power in the institution.

The problem of power or leadership within the organization:

It is well known that wise leadership is not so much a management process for the higher organs and members of the organization, and therefore one of

the important organizational roles that the leader must perform, the seriousness of this role determines the success or failure of the institution. For this purpose we wanted to give a definition of leadership we find ourselves lost among hundreds of definitions of different scientists and researchers we just mention some of them to understand the general meaning and link it to the concept of power, where the latter is broader and more comprehensive than leadership but contains it. Zaki Mahmoud Hashem defines it as 'leadership is a term that refers to the process by which an individual directs or influences the thoughts or feelings of other individuals or their behaviors. Etzioni is also known as ETZIONI, a skill based on the personal characteristics of the leader in order to create voluntary dependency of subordinates within a wide range of subjects. ⁽¹³⁾

Through these two definitions we conclude that leadership has two dimensions, guidance and influence on subordinates to guide their efforts to achieve the desired goals, and the method of this effect varies from leader to leader according to his ideology and leadership style, but on the other hand the idea that leadership is not a law should be accepted. The ta'a is characterized by certain people, everyone can practice it but to varying degrees and in different circumstances, if it is recognized that personal resources and characteristics play a prominent role in the emergence of leaders, it does not prevent that these resources need to be developed and configured. ⁽¹⁴⁾

The relationship between powers and leadership:

This problem is presented with particular force to those in senior or responsible positions. These people exercise administrative functions, and therefore transfer a set of powers to them and from the latter they can exert official influence on their subordinates, on the one hand, and on the other hand, driving is an informal property and not associated with a declared function. So a path that exercises a leadership role will increase and develop its own authority, which gives it the possibility to choose between its official authority and its leadership to exert influence.

These are priorities for people in administrative positions that enable them to give legitimacy to exercise their powers and in parallel to develop and strengthen their leadership and thus they can get two sides of the influence

in fact can be said in our presentation of this idea that we used the concept of validity as a synonym for its French counterpart. *Autorité* because it is like driving remains a dimension of power. ⁽¹⁵⁾ From the linguistic side there is a big difference between the two concepts, the leadership is the supreme body in the administrative and organizational pyramid, while the authority is the sum of the rights and powers that are given to the person, may or may not be in the leadership apparatus to do his work but in essence we can say that the owners of the leadership are always owners. The authorities are using their position to establish their authority, and in this case some researchers believe that leaders with leadership can take advantage of the merits of their position, citing regulations and traditions that are not related. With the needs of the institution, power becomes a process of oppression used by these leaders to reach their personal goals. ⁽¹⁶⁾

The socio-cultural appearance of power:

We are talking here about an important aspect, which calls for a great level of awareness and caution when addressed, which is the cultural aspect of power, there is no doubt that we hear a lot about the democratic practice of governance or dictatorship or centralism, it is not about a specific system of laws and methods, but the issue Deeper than that, the pattern of exercising power is due to the cultural differences of societies from the political level of running state affairs to the management of the simplest small organizations, and in this section says George Friedman says, 'It can actually be forgotten that power does not pose problems due to social psychology or organizational theory. It gives a role to social values, and is based on the culture of the society in which it is applied and therefore the way in which power is exercised is not fixed legislative and legal texts, and therefore there is a difference in the exercise of power from one country to another and from one place to another, and this difference is due to cultural and environmental values. ⁽¹⁷⁾

Friedman continues, 'And it's interesting here that one of the socio-psychological laws was more in conformity with the values of the community, more involved in the important decisions of the group, so the

cultural stereotypes that define the role of this aspect come to modify the law of participation' and give us an example where it is conducted. The emphasis in Germany on accepting tasks as an element of dependency relations, while being a means of integration in the United States of America, is the same for bureaucracy. There is no one type, it is a rational organizational method according to the Vibere concept, which in Algeria is considered a management disease that hinders the functioning of institutions.⁽¹⁸⁾ Thus, whatever the functional or structural characteristics, the organization lives in a certain culture and its mind is always limited by cultural requirements with unlimited symbols.

The ideological structure of power in decision-making:

We often hear in the life of our society about 'knowledge', cronyism, regionalism, bribery and other terms that are addressed here or there, especially when dealing with a different administration or institution, and we often notice competitions. Employing and using subjective criteria such as kinship, and on the other hand we hear talk about promotion within institutions benefits people who are not competent except that they used force and influence and even favoritism, and other recurring manifestations, which are natural phenomena in our society but strangely that they find themselves Here are our institutions of a legal and regulatory nature that are completely different from the nature of society.⁽¹⁹⁾

When we talk about power in our institutions, it is practiced as a relationship between social actors, presidents and subordinates, they share the same cultural values and they participate in working in one institution, but they differ in their perceptions from each other. Productivity but they do not have the authority to achieve this simply because they are simply not the legitimate owner of the institution, the presidents in turn are subordinate to the political leadership and therefore they are loyal servants of the state, and executors of what they dictate from the top, so that they have lost their authority by laws, publications and orders to the extent that the director or The Board of Directors cannot make a decision even if it threatens the interest of the institution, and it is therefore not free even to reward or punish employees, it is only tasked with conducting production processes, it is a president who is unable to exercise power in its legitimate ways and

may resort to informal and even illegal ways and possibly to achieve Another scorer. ⁽²⁰⁾

The second topic: the field side of scientific research includes this part:

The field aspect of scientific research at The Sonatrach Foundation using the descriptive correlation method to research the relationships of the study variables represented in the pattern of leadership and the pattern of decision, and then describe and interpret the theoretical aspects associated with them, and aspects of The authority exercised on them in the course of their duties is in fact on the ground. To reveal the backgrounds of the informal authority in the process of decision-making or the authority exercised on the tires of the establishment, which will be measured by the ratio of control and dominance and use the position to produce professional pressures in the industrial institution in question.

The first requirement: the method and scientific tools used in the study.

The study method: the descriptive analytical approach where the researcher described the tagged phenomenon of decision authority within the institution, or on the one hand: theoretical office inventory, then the Sonatrach organization, and collected as much data as he was able to do and analyzed it. Identify ingested **methods of data collection:** Field data collection tools were:

direct observation:

We observed certain behaviors through our direct contact with people and tried to study the coded professional language.

The half-directed interview, which included 20 open questions divided into four investigations, was divided, analyzed, interpreted and categorized the field side of the study according to which we explain: general information, factory information, decision-making questions. **Some of the foundation's documents and records:**

Helped us shed light on the organizational realities of the facility.

Identification of the research community:

The number of employees in the natural gas dilution complex No. 2, tagged GNL2/Z, is 1663 employees, including 704 frames, of which 74

frameworks; An average technical and administrative engineering framework, including 403 medium-sized women, and 207 middle-aged men.

Sample leaders:

The sample of the leaders, consisting of a simple random sample of 10 frames, all women heads of interest, matched by ten frames of men, all heads of sections; Sonatrach, with a high-level technical configuration, or CEP certificate, has leadership responsibilities subject to the nature of their roles in the hierarchy, the locals , Maison, and some of them university Aires , most of whom have more than twenty-five years of professional specialization.

The sample of subordinates:

The sample of the subordinates, consisting of a simple random sample of 10 medium frames, all women in charge of research and studies, matched by 10 middle-class men in charge of research and studies; from the Natural Gas Dilution Complex No. 2, tagged GNL2/Z from The Sonatrach Foundation, with a high university composition, may reach post-graduate studies (Ph.D.) and graduate degrees in management from training centers (IAP, CPE, NAFTOGAZ, PIGIER- And through trial and promotion, they are between 30 and 50 years old.

We separated the two samples on the basis of the results of the exploratory study, which indicated the effect of the training process in the management on the career choices of the frames graduated from colleges and universities, where we found that the frameworks practicing for the disciplines of management such as: the management of human resources and jurists and The corresponding dilution disciplines, especially women, including some trade unionists, are more inclined to lead at work.

The second requirement: to interpret and discuss the results: through the field study,

We came up with a set of facts, which we decided to present in accordance with the order of hypotheses such as:

The first hypothesis:

'The lack of clarity, confusion and often contradiction of the laws and legislative decrees of the Sonatrach Foundation has produced two types of leaders, arbitrary and cooperative.' Among them, we concluded that: - the leadership organization within the institution in question, is a bureaucratic leadership organization that follows the official as a tool for dealing. - The researched facilitators lack the particular knowledge aspect of the term management, content themselves with their experiences and the orders they receive from above, and do not leave the freedom of initiative to their subordinates. - According to the conformity of the theoretical data with the field data, not one of the directors of the institution in question can be characterized as a leader, because: subjective judgments are evident to us in transactions with subordinates. - The institution in question, does not pay attention to administrative training;

The second hypothesis:

'Successive irrational regulatory reforms of the establishment; Exceptional and not by study and need, i.e. it is not available to everyone and if they deserve it. - Presidents deal with their subordinates with formalities and acting within the framework of regulations and laws, which has created a deep communication gap between local high frames and university middle frames. - High frames are often unique in their opinions; that is, they are: they only occasionally participate in their assistants in decision-making. - The majority of the research community expressed their dissatisfaction with the mechanism of organizational communication with the institution and the disclosure of the professional secret, because: my image depends on official channels and a pure administrative sequence without taking into account the feelings and human relations.

- The majority of the research community expressed their dissatisfaction with the distinction between the existing frameworks in the institution based on the rationality of favoritism, friendship and kinship, which provokes

indignation and generates feelings of hatred and hatred, and increases the size of the gap between management and employees, and therefore: the institution will not be of interest especially with The frequency of it. - The majority of the research community expressed their satisfaction with the hours imposed and considered it appropriate, in accordance with the nature of the work and the effort it requires, in addition to the fact that there are breaks time that enables them to regain their activity. - The majority of the exploratory community expressed their dissatisfaction with the scarcity of social services, especially health and recreational services, provided by the Sonatrach Foundation, based on favouritism, friendship and kinship. - We have limited to monitoring the representations of the exploratory society, towards the process of evaluating their direct superiors and their feelings towards the institution, and from that we concluded that they are satisfied with their performance, as well as we have noticed that: there is a contradiction in their opinions on the process of evaluating performance, on the one hand they say that: diseases of nepotism and nepotism rampant in the industrial center of Sonatrach, and on the other hand, many expressed satisfaction with the assessment process by the president directly. - We concluded from the direct observation; In the confrontation with us. The third hypothesis: 'The absence of a culture of organizational authority in the Sonatrach establishment is eligible for individual leadership strategies'. The culture of the organization , Sonatrach, is not clear-cut, despite the slogans such as: raise the challenge, and we always keep our promises etc... This is what we have seen especially, from the ignorance of most employees to their mission and even the path of them and the existence of a heterogeneous management of interests, which is explained by the conflict of opinions between leaders and subordinates, in the performance of functional roles within the daily activities.

Conclusion:

In the light of our theoretical vision and field investigation, it became clear that there is no ideal method of administrative leadership at Sonatrach, and that the leaders of the industrial complex to dilute natural gas and heads of interests and departments should exercise selective alignment from an

arbitrary leadership style to a family. In accordance with these guidelines, we propose: organize and manage discussions and encourage subordinates to participate in them to exchange views. - Social intelligence in the treatment of subordinates and belief in teamwork and practice. Encourage subordinates to develop their professional skills. Through our theoretical framework and field study on the subject of our research, we conclude in the end to provide some research suggestions and future recommendations to expand interest in the phenomenon of social and professional integration, such as a scientific research project, and therefore we propose and recommend the following:

- Leave a margin of freedom for the respondents, as this reduces pressure and gain their trust and the need to bypass prejudices before going down to the field and getting to know the research community. - We recommend spreading awareness of the importance of the democratic style by the Ministry of Energy and Mines in the factories of Sonatrach - The researcher recommends the need to conduct further studies on the factories of the Sonatrach Foundation and make a comparison between them and introduce other variables in the study, such as: weather, rank or grade and know their impact on Professional growth. In the light of our theoretical vision and field investigation, it became clear that there is no ideal method of management leadership at Sonatrach, and that the leaders of the industrial complex to dilute natural gas and heads of interests and departments should exercise selective alignment from an arbitrary leadership to a leadership style. In accordance with these guidelines we propose: - organize and manage discussions and encourage subordinates to participate in them to exchange views.

- Meet subordinates whenever they wish and listen well to them. - Social intelligence in the treatment of subordinates and belief in teamwork and practice. Encourage subordinates to develop their professional skills. Through our theoretical framework and field study on the subject of our research, we conclude in the end to provide some research suggestions and future recommendations to expand interest in the phenomenon of social and

professional integration, such as a scientific research project, and therefore we propose and recommend the following: - leave a margin of freedom for the researchers in Answers, as this reduces stress, gain their confidence and the need to bypass prejudices before going down to the field and getting to know the search community. - The researchers recommend the need to conduct further studies on the factories of The Sonatrach Foundation and make a comparison between them and introduce other variables in the study, such as: weather, rank or grade and know their impact on professional growth.

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