Organizational Culture and its Influence on Organizational loyalty
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Abstract: Modern studies on organizational behavior have shown the importance of studying organizations as the distinct cultural entity. In other words, an organization is a system of common meanings between the members and not just certain methods of coordination and control among a group of individuals. In fact, culture is that which gives to the organization its distinct character either by being very strong, flexible, conservative and supportive. In this context, organizational culture affects personnel and operations for its inclusion of values, morals, habits, ideas and policies which direct the personal behavior in the organization which they work for and in turn influences them the performance and efficiency of the organization. Organizations receive human resources carrying with them values, beliefs, attitudes and habits which had been formed in their social environment in a certain period. And when they join the organization they discover special values, behaviors, attitudes and ideals shared by all of its members on all organizational levels. And that represents the culture which distinguishes one organization from another and thus it defines its identity in the society. On the other hand, the performance of the organization depends on the efficiency of the human resource. Such efficiency is not only defined by a number of personnel, their training and technical and academic levels but also on their degree of loyalty to the organization as the employee adopts the values of the organization and even considers it goals as his goals which are reflected on the organization performance and efficiency. Hence, the higher the degree of loyalty to the organization, the higher the job performance and with it the absence and rate of personnel rotation in the organization.

Introduction:
The importance of organizational loyalty in connecting between the organization and its personnel within the fast changing conditions which it may be undergoing is the latter and under harsh and difficult circumstances which it may face in providing the right incentives to its personnel to achieve the highest level of performance. Organizational loyalty exceeds the state of personal satisfaction of the employee over his job inside the organization in terms of incentives, bonuses, and his colleagues and becomes a moral factor which creates in the employee some type of obligation driving him to defend the organization and even sacrifice for it if necessary. Therefore, organizational loyalty becomes something that stems from self –consciousness of the individual and is reflected in his appearance and behavior, the efficiency of performance, lack of absenteeism and employee turnover. So the organizational culture plays an essential role in influencing the personal behavior in organizations, organizational loyalty and their level of performance according to the nature and power of organizational culture enjoyed by the organization. Inversely, if the organizational culture is weak, it would have the negative reflection on its activity and becomes inefficient in performing its tasks and that leads to the decline of its level and spread of dissatisfaction between the personnel and low performance and low loyalty degree. On the other hand, the strong and powerful organizational culture in the organizations reduces the problems and increases its efficiency in fulfilling its tasks and its level which achieves organizational loyalty and outstanding performance by personnel.

Organizational culture:
The strong organizational culture provides a clear cut road to the personnel to understand how to perform things and also provides consistency to the organization.

Organizations, like nations, have their distinct culture. Organizational culture provides the basic guidelines and standards which direct and guides behavior inside the organization and it is difficult to separate organizational culture from the national culture within which the organization operates (1).

This research aims to identify the organizational culture and the nature of the culture of the organization. And to achieve this objective, the research shall address the following:
1) general concept of culture
2) organizational culture concept
3) organizational values
4) elements of organizational culture
5) importance of organizational culture
6) organizational culture management
7) types of organizational culture

1) General concept of culture

Organizational culture is a complex concept which associates culture with the organization. So it is inevitable to define its different dimensions by analyzing terminology of this concept to identify its different components very specifically and clearly. However, and even though it common in daily life to hear the term culture not to mention in academic language, still there is no overall agreement on certain meanings nor over the specific characterizations like much other social science terminologies. Such difference has been complicated by the confusion made by translation of the term and overlapping from certain civilized experience to another. A good example for that would be what Coperand Kluc khondid in 1952 as they gave over 164 definitions to culture (2).

Therefore, it was essential to try to define the implications of the term based on its linguistic origins to the modern use and to define such development results over defining the essential elements of the concept on one hand and how suitable it is to use within academic studies of administrative organizations on the other hand.

For instance, the root of the work (culture) in European languages goes back to the Latin origin (Coler) which meant land cultivation and agriculture. The term culture continued to be associated with this meaning during the Greek and Roman eras as Sisro used it implicitly with same implications as he called philosophy the mind agriculture and development, and during the renaissance, the work culture has meant art and mind development and was used in studies addressing education and creativity. Such meanings continued for a long period as culture according to Voltaire was associated with mind development and implanting it with art, understanding and knowledge until Edward Taylor published his book (primitive culture) which included in the first paragraph a definition for culture which up to date is considered one of the most suitable and comprehensive definitions still used in anthropological studies. This definition stated that culture in its wide meaning is that complex entirety which includes knowledge, beliefs, art, morals, law, mores and all other abilities and habits acquired by man as a member of the community. (3)

Also, the meaning of culture changed from pointing to persons conditions to communities' conditions and is used on a group of life aspects and its forms in any society which forms a way of life for such society (4). Clyde Kluckhonden defines it a group of ways of life in certain people or the social inheritance gained by the individual from the group with which he lives. And that it defines the way of life and is a way of thinking, feelings, and beliefs. It is the information of human group stored in the memory of its members or in books, tools and material (5).

The new Webster dictionary included of these meanings when it defined the work Culture as:

1. Art of agriculture or agriculture process.
2. The development process resulting from learning, social system and experience.
3. Illumination and preference of taste needed for intellectual and artistic practiced in:
   a- Physical and intellectual context of civilization
   b- Cleaning behavior and intellectual tasting
   c- Identifying human fine arts and wide areas of science and tasting it as a type of administrative, technological or professional skill or knowledge.
4. The human aesthetic frame and its products represented in the intellect, speaking and work based upon human learning ability and transfer of knowledge to coming generations by using tools and language and abstract thinking (6).

As for the Arabic language, the work culture stems from learning, understanding acknowledging and adjustment what he has or has possessed. It also means disciplining and fining and assessing and aligning any deviation. Thus, the word culture includes:

- Intelligence and awareness: we say the man has become cultured meaning he has become intelligent and conscious.
- Fast receiving and understanding of knowledge as we say: the student has culturized (learned) science which means he has understood it very fast.
Discipline and fining: the teacher has culturized (educated) which means disciplined and refined.

Straightening the bending things: it is said: the craftsman has culturized the spear or fixed its bending.

Also, the word culturized is used as renew and fix (7).

Based upon this meaning, the concept has many denotations which can be summarized as follows:

Culture is a concept coming from human innerself and not implanted from outside. The word means fining human instinct and fixing and adjusting its bending and then pushing it forward to release its energies to establish the knowledge needed by mankind.

Culture is an indefinite renewing process forever, as fining and fixing denote self-renewal or repeating the fining and self-evaluation and fixing its bending or deviations.

Mr. Malek Ben Nabe defines culture as a group of ethical qualities and social values which influence the individual from his birth and becomes unconsciously the relationship which associates his behavior with way of life in the environment he was born in and thus becomes culture becomes the environment in which the individual forms his tendencies and personality (8).

Therefore, we notice that views on the concept of culture have varied between those who see it as mere acquirement of information and knowledge and those who say it means creativity, artistic and aesthetic innovation and those who say that it is type of expression and certain behavior in certain society. Some of the other common concepts of culture include:

1. The legacy of the society transferred from one generation to another.
2. Ideas, concepts, habits, traditions and language
3. All element acquired by the individual as member of the group.
4. A way of life lived by people according to the thought which their embrace on physical and moral aspects.

Still, all of the above approaches can be compromised through the following definition of culture:

( it is the live stock in the memory as a whole complex and accumulated development made of collected knowledge, ideas, beliefs, arts, ethics, laws and traditions and mental and physical perceptions, historical, linguistic and environmental legacies which molds the human mind and give him the social values which forms his practical behavior in life (9)

1. characteristics of culture:

Based on above context of culture concept, some characteristics which distinguish it shall be defined as follows (10):

1. Culture is every complex: as we can distinguish between three cultural components: The moral component including values, ethics, beliefs and ideas embraced by the individual. The physical component including all that is produced by or interacted with members of the society including machines, tools, and available facilitations. The behavior component is reflected in the habits and traditions practiced by members of the society in addition to arts, ethics, and scientific practiced in different conditions and occasions. Hence, culture is mix of all these three components with different ratios.
2. Culture is integrated: if any change happens to one of its aspects, the impact is reflected on the other three components.
3. Culture is humanistic: culture is a special phenomenon solely for humans. Man is the only creature who has culture.
4. Culture is connected and continuous: based on the fact that culture is inherited from one generation to another.
5. Culture is acquired: as it is transferred from one generation to another through learning, dictation, simulation and practice.
6. Culture is changing and developing: one of the most important qualities of culture is change and development, acquisition, addition and neglect through the passing of times and generations and the meeting of cultures through the members of culturally different societies.
7. Culture is accumulative: As it increases and accumulates by what the generations add to its components in terms of elements and features.
8. Culture is fast adjusting: The means culture is flexible and can be harmonized and accommodates human biological, psychological needs and adjusting to the geographic environment and development of neighboring cultures.

2) Organizational culture concept:
This concept came out clearly and frequently in printed researches of management institutes and organizations since 1981 and has not stopped developing since then as behaviorists and organization specialists have continued adopting culture of the organization as an analysis entry (11).

There has been numerous organizational culture definitions according to views adopted by researchers. Some defined it according to its components and others defined based on those components and elements impact on the personnel while others defined based on its functions.

A comprehensive definition of (organizational culture) may be reached through study of different definitions made by the researchers:

(Peter and Waterman 1980) defined it as “the common value system in the organization which becomes clear from its members cultural production in the form of stories, legends and symbols existing in the organization”.

(Greenberg and Paron 2004) define culture as “a mix of the language used by the organization and organizational habits and the law governing its transactions and the value system which organizes the rules and codes of behavior that is socially acceptable” (12).

Mr. Mitwali Elsaid defines it as "forms of values, beliefs, standards, behavioral types and expectations shared by the members of the organization and which give meaning to the organizational value for its members and sets the binding codes and creates harmony and uniformity between them. (13)

Nelson and Quik (1996) see that: “the organizational culture embraced by individuals has a direct and strong impact on their behavior and job performance and their relationship with their subordinates, superiors and colleagues and those dealing with them. Such values and beliefs reflect the degree of cohesiveness and integration between members of the organization as an internal control system which rings the bell when the behavior is off the mark set by the organization. These values express the ability of the organization to find essential value around which all efforts shall circulate and on organizational levels (14).

The common factor between all of this previous definition is the value element. These values refer to attitudes, beliefs and ideas in a certain organization and they reach the individuals through social relations and continuous interaction between them. Also, the management contributes largely to enhancing the values it adopts in the individuals. When the organization adopts certain values (e.g. compliance to laws and regulations, paying attention to clients and improving efficiency in the organization), then the organization expect its members to adopt these same values and shall be reflected in their behaviors (15).

Consequently, one definition can be concluded for culture as the group of values, habits, beliefs, norms, administrative practices and rituals which affect indirectly the personnel behavior and how they perform their jobs, and which distinguishes the organization personnel from others and forms an independent methodology. Also, such values and behaviors are transferred from one generation to the other among personnel of the organization.

And before addressing the concept of organizational culture that is pervasive in organizations, it is essential to differentiate between organizational culture and organizational climate. Of those who were interested in such differentiation was the famous European researcher named Ekvall who decided that organizational climate reflects( behavioral types, attitudes and frequent and observable feelings which describe the general life in the organization), whereas organizational culture embodies the deeper principles of the organization. Ashforth states a nice difference between the organizational climate and organizational culture by saying: “Both lie within one spectrum, as organizational climate represents “individual feeling” and the organizational culture represents” collective subconscious”. This is an intelligent and deep differentiation upon which the statement can be founded which says that organizational culture is implicit within the framework of beliefs, traditions, norms and structure of the organization. The importance of differentiating the two terms is based on many considerations which include essentially the fact that it reflects the real interaction between cultural components forming the work climate inside the organization. Hence, it can be concluded that organizational culture is the generator which generates the organizational climate which forms the space in which individuals work in with its negative and positive aspects equally, and the organizational climate includes the attitudes of organization individuals, level of motivation and type of performance in the different divisions and departments inside the organization. In short, it is safe to say that the quality of organizational climate is a good indicator or the quality of organizational culture and vice versa.

3) Organizational values
Organizational values play an essential role in preserving the identity of the organization and enhancing its existence and impacts personnel performance in the organization. Thus, managers are keen on developing organizational values and adopting them to achieve the intended goals for management organizations. The most important organizational values include:

**Power:**

A successful administration is the one that takes the responsibility of setting the future of the organization and in turn adopts the power value which requires the directors to manage the organization effectively through realizing that individuals normally resist authority in the organization and hence should mitigate effect of forcing them to accept authority and that should lead to overcoming many resistance problems which are usually implanted in individuals towards the organization and to gain such power from the following four sources:

- Process, information, attraction, punishment and appraisal and thus these four sources of power are acquired and preserved by providing the right conditions and paying interest, respect and taking right decisions required for effective authority.

**The elites:**

Outstanding management leadership requires a high group of abilities or capabilities that are relatively rare and not existing except in an elite number. Hence, the elite as a value is a very difficult alternative as they are selected according to many standards which include:

- Defining the capabilities and using objective standards and scrutinizing behavior record and identifying values of the candidate towards the management and evaluating his actual efficiency and discovering his motives for work and achievement.

**The bonus:**

A successful management will adopt the bonus value and sets standard of success and appraises it. And since the reward and punishment system was one of the primary techniques in influencing others, the ability to reward or punish is considered a source of power, and successful management applies such systems to unify the organization efforts in the direction of raising performance level. The bonus, under certain conditions, affects the techniques used by personnel, and in some matterspower of bonus can be used to attract the capable personnel and motivate their latent abilities and forming the right behavior and unifying efforts to achieve actual goals of the organization.

An outstanding organization would adopt the bonus value for the right decision-making and to limit personal conflicts and adhere to evaluating the information to ensure its effectiveness when making the decision. Therefore, leaders and managers pay interest to effectiveness of the organizational structure and collecting and organizing the right and accurate information from their different sources in order to understand the problems facing the organization and proposing alternative solutions.

**Competence:**

The successful management adopts the competence value in performing the work soundly and allows the personnel to acquire positive attitudes towards serious work. If any organization strives for success, it has no other alternative but to work on developing organizational culture values and adherence by upper managers completely with the competence value for an effective performance and direction the personnel to improving and perfecting the work taking into consideration that competence depends on accommodating with the latest technologies and avoiding conflicts and involving all personnel in the decision making process as it has been proven that involvement in decision making has influences development of administrative leaders on the lower levels of the organization and increasing their sense of responsibility and understanding goals of the organization.

**Justice:**

Successful organizations realize that personnel satisfaction of feeling of justice in the treatment, salaries and bonuses is a motive for effective performance. Thus, such organizations adopt justice value which requires manager and leaders to treat all personnel equally with the aim to gain their loyalty and identification and fulfilling their tasks with the purpose to get their rights with justice and equality.

**Task forces:**

A dynamic and effective group with good leadership achieves the goals of the organization through task forces more effectively than from a single skilled individual or a group of normal persons. Thus, successful organizations adopt this value of (task force) based on importance of such taskforces in compensating for the individual weak aspects with power aspects of the group members and building unanimity and stimulate work.
momentum and attract involvement by the absentminded members and avoiding mistakes. This requires selecting taskforces carefully and deliberately for the general interest of the organization and to find an equilibrium between personal skills and professional systems and to consolidate the group members who have similar goals and collective work skills.

The System:

Every group develops a certain frame or laws which regulates its actions and provides the principles of acceptable behavior. Organizations practice high authority of its personnel behavior so most managers realize the political importance of law in regulating personnel behavior in the organization and they innovate legal systems which regulate the behavior in aspects like attendance, integrity, order, health and safety, justice application procedures, reward and bonus standards. Thus, from here stems the need for laws and regulations to clarify human relations behavior and standards to which personnel of those organizations shall comply.

The organizational values stated above leave their prints on the competence of administrative organizations, as the values related to power, elitness and bonuses impact the managers’ performance and practice whereas the values related to efficiency and effectiveness clearly impacts the performance of tasks and responsibilities. And the values of justice, taskforces and system impact the personnel behavior and there human relationships inside the organization.

4) Elements of organizational culture

These elements refer to a group of element forming the organizational culture, and in order to identify components of organizational culture, it is essential to distinguish between the three levels of culture (16).

Level one: physical objects or what the personnel make:

This is one of the most apparent and clear level of culture and can be easily observed and seen through:

- Physical and social environment in the organization.
- Language used by personnel of the organization and which is used in written documents by the organization.
- The open behavior of the personnel in the organization.

- Innovations.

And even though this level is the most apparent and clear and easily seen and observed by individuals from outside of the organization, it does not give a sufficient understanding of the culture of the organization as the personnel of the organization are not necessarily fully aware of it as they see it is familiar and is a part of their daily life.

Level two: values:

Values represent the core and essence of culture. This level is higher in terms of awareness and perception by personnel of the organization. Because values define what is acceptable and what is not acceptable, what is preferable and what is not preferable by personnel of the organization. Moreover, values help overcome and solve problems faced by the organization.

Level three: Basic assumptions:

They are a group of firm assumptions which are taken as postulates that cannot be doubted. This level is considered the foundation of culture. These assumptions include:

- Relationship with the environment
- nature of human activities (17)

5) Importance of organizational culture

From review of organizational culture, it is safe to say that organizational culture can play an important and essential role on all levels and activities inside the organization. It may lead to success of the organization if it contributes to creating the environment which promotes improving and developing performance. At the same token, it may produce failure by the organization if it produces obstacles preventing the achievement of system efficiency and effectiveness.

To explain further the importance of organizational culture, it is essential to explain the role played by organizational culture inside the organization. Mr. Taamna stated the number of roles played by organizational culture in the organization generally, but we shall address the influence of organizational culture on both the organization and personnel as stated by Mr. MitwaliElsaid.

A. influence of organizational culture on the organization:

Culture is a hidden force with multi-facet influence. Surely, culture plays many roles in the
organization. Some of the obvious roles played by culture in the organization include:

1- It influences the management style and technique applied by the directors to achieve goals of the organization in terms of leadership, decision-making method and problem solving. As such values, standards and beliefs prevailing in the organization – organization culture - influence greatly the technique applied by managers to achieve the goals of the organization.

2- It influences the performance of the organization, as organizational culture influences work procedures and contributes to large degree to achieving efficiency and effectiveness of the organization and in order to do so, this culture shall be powerful (18).

3- The prevailing culture principle inside the organization influences effectively the ability of the organization to adapt to any change (19).

4- It helps establishing organization identity and gives the organization and its personnel feeling of identity as many organizations can be judged based on its culture whether it is old and strong or weak and chaotic (20).

5- Instability of the organization as a social system based on the feeling of identification by the personnel and adherence to fulfilling its goals and that would help achieve stability and development of the organization.

6- Organizational culture is an effective force inside the organization as it either promotes or restrains certain types of individual and group behavior inside the organization (21).

B. influence of organizational culture on personnel:

Organizational culture influences the personnel as follows:

1- Developing spirit of loyalty and identification to the organization since organizational culture provides the personnel with sense of identity and as we identify ideas and values prevailing in the organization, the stronger the identification by personnel to the message of the organization and feeling more that they are a vital part of it (22).

2- Motivating personnel and creating work incentives.

3- Helping individuals to adapt to the internal and external environmental conditions of the organization.

4- Provides personnel with many common behavior principles. this function has special importance for new employees and is also important to old employees as culture directs and leads statements and actions of the new employees and that defines clearly what should be said or done about each case and hence stability of the expected behavior from the individual in different situations is achieve as well as expected behavior from several employees at the same time.

Based upon the previous discussion of importance of organizational culture and its influence on both the organization and the personnel, the roles played by organizational culture may be summarized as follows:

Organizational culture
Enhancing conformity to organization message

6) Organizational Culture Management

Organizational culture management refers to a process of building, developing and enhancing a common effective and suitable culture to help achieve individual, group and organizational goals (23). The process of organizational culture management starts by building the organizational culture and then preserving it and then changing the organizational culture if the organization finds itself forced to change its culture. Following are the three stages in summary:

a. It can be said that the building and formation of culture of an organization is usually attributed to person(s) who established the organization as those should have dynamic personalities and strong dominant values and a clear vision about the organization in the future and how to achieve that (24).

and show the influence of founders or high leaders on the culture of the organization and how much they have contributed to establishing and affirming it even after they leave, we can mention here as an example Microsoft company which appreciates spending a lot of time at work. Such culture has been transferred to the employees based on what Bill Gates (the founder of the company) was doing. Sometimes such values established by the founder of the company exist even after his departure. For example, Ray Kroc, established values in the famous McDonalds fast food restaurants confirming that customers
should have good food with reasonable prices in a clean and suitable family environment and that such culture has survived up to this date (25).

Also, organizational culture cannot be formed away from the national culture of the society, so we see that the power of organizational culture becomes clear in the Japanese management for their interest in the values accompanying the practical behavior. Thus the Japanese management essentially reflects the Japanese culture features and utilizes the values prevailing in the society for the service of management organizations (26).

In addition, organizational culture grows affected by the experience of the organization with the external environment which practices same company activity. Hence, every organization must find the right place in the industry or market in which it is active, and organization shall try to achieve that in its first days (27).

b- Transfer and preservation of organizational culture:

if the organization culture has started which comes from the culture of its founders and higher management, there are a number of practices which may raise degree of acceptance of the essential values. Here are some methods and techniques which contribute to transfer of the organizational culture to the personal and their acceptance:

Personnel testing:

the first step of preserving culture, and the most important, is selecting, use and preservation by the founders to those employees who think and feel like them in the organization and not releasing them and introducing beliefs of the founders or shareholders to the beliefs of personnel and promoting integration (28).

Signs and symbols:

Signs and symbols say more than what the eye sees. Organizations depend highly on signs and symbols which include words with more meanings than its apparent meaning. For example, some companies use large and fascinating buildings to implicate to the clients and others that it is a huge and stable company in the market (29). Also, some companies depend on symbols to symbolize the values it embraces and thus they use rhetorical language and statements which convey a complete advice in short sentences. Symbols are easy to pick up and repeat by the personnel and company customers as well. Some examples of the traditional symbols used by organizations is the logo of general electric which states: advance and protection is what we produce) and Ford logo which states: quality is our first job" and the logo used in the Egyptian army prior to 1973 war (always… Egypt first). Such logos symbolize what the organization likes to convey or prove either to its personnel or its outside public.

Enhancing stories and Folklore:

Stories related to organizational culture are conveyed through the stories told either officially or unofficially. Stories which are told inside the organization also have big effects on the organizational climate. Most stories are based on real life incidents performed or participated in by the company or one of its directors. Stories give the most important quality of organizational culture. Also, telling stories to others may establish or confirm the required values (30).

Festivals:

A festival is an occasion planned and organized by the management in favor of the personnel. The organization preserves its culture through numerous cultures which it holds such as on return of employees to work or greeting new employees by old employees or receiving a new director or prize giving festivals to outstanding and good employees or graduation ceremonies. One of the experts expressed the meaning of festivals with regard to culture as: festivals for culture are like the text for the film (31).

The researcher sees that festivals clearly express the culture embraced by the organization as the new employee attending the festival made by the organization may easily know the common values, beliefs and language between the employees which in whole represent the culture of the organization. In addition, we can know the culture of a certain society from its national celebrations which it organizes and similarly the culture of the organization can be known by the celebrations.

Expressing culture through writing:

One of the methods by which culture is transferred and which help preserve it are
(written principles). The organization writes its principles clearly for everyone to see and sets its codes of ethics which control its actions and the actions of the personnel and then prints them out in booklet called (code of ethics) as is done in some organizations. They include statements expressing ethical values complied with by the company and it is an effective tool as the individual here usually joins an organization without knowing the type of environment he has put himself in and his job future int. Thus, expressing clearly the work constitution in the organization enables the personnel to decide whether the organization is fit with him or not (32).

c) Changing organizational culture:
Organizational culture projects the subject of culture due to its importance in the management theory as the logo: (there none but culture to solve organizational problems) has become the concern for many management scholars both scientists and consultants (33).
Organizational culture is changing and dynamic as organizational culture develops and changes in response to variables taking place in the external or internal environment of the organization or in the complexion and characteristics of members of the organization. Organizations currently have stopped bragging about their size, power, stability and consistency and have resorted instead to show pride in its culture and uniqueness which reflect its excellence. And because culture is linked basically to the personality and identity, thus changing it may be faced with two obstacles (34):
- Fear obstacle which is faced by the leading management when going from the known to the unknown.
- Refusal obstacle which people have because of that fear.

And due to difficulty of changing culture of the organization, many see this change impossible. And since organizational culture is associated with stability and continuity, its change does not come just for the wish to change but it is rather a complex process which required time and effort to be achieved. Organizational change happens only for a real need and sincere will and belief by the management and higher leaderships in the organizational about the change so that the leaders and directors play a basic role to make the change process successful.

On the other hand, the culture of the organization may change when:

- The leadership is changed or when its leadership initiates change.
- When the management faces a problem or crises which forces it to make change.
- When the company is dissolved or merged with other organizations.
- If the industry in which the organization works is extremely competitive and the organization comes in a rank lower than the competitors.

Most organizations scientists see that the sensible element of culture (e.g. language, rituals, systems, tools) can be changed. As for the non-sensible elements of the culture including values, beliefs and personnel behavior, they are difficult to change and present a larger challenge to the management (35).

The leader, when making a change in the organizational culture, must concentrate on changing the behavior of the personnel, but how can personnel behavior change?

Group of organization scientists see that in order to change personnel behavior, the value required for adjusting their behavior in the good direction like bonuses must be seen by them. And in case of not responding to change and not adjusting the behavior by the personnel, the management applies measures like deduction or release from work and acquiring new personnel whose organizational culture conforms to the new culture of the organization (36).

Following changing personnel behavior, intensive communication process is made which talks about and introduces the new organizational culture and setting new training programs for the new organizational culture and after that comes the process of appointment of new personnel with new values and beliefs.

Types of organizational cultures:

The literature of modern administrative thought has been characterized with two types of organizational cultures which are the strong culture and the weak culture. Strong culture achieves extraordinary results in the long range whereas the weak culture achieves weak results in the long range or a normal achievement in the short range (37).

Strong culture is the culture where managers and leaders and shareholders pay outstanding interest and care to the employees. The weak culture, on the other hand, is the culture where the managers are only interested in themselves and in the direct work or the technology and pay very little attention to people, clients, staff and personnel.
It is worth noting also that the organizational culture is strong because it is spread around and is met with trust and acceptance by all of the employees of the organization who share common and harmonized group of values, beliefs, traditions, standards, and assumptions which control their behavior and attitude inside the organization.

Weak culture is the one culture that is not embraced by the members of the organization and does not receive wide trust or acceptance from most of them. In this case, the organization is lacking common cohesion between the members through the values and beliefs and thus they find some difficulty in complying and identifying with the organization or its goals and values, and hence the organization has no clear culture and we can safely call it a chaotic organization.

In summary, culture of power or powerful culture achieves the following:

1. Directing by objectives: people are directed to the goals intended to be achieved.
2. Personnel motivation:
3. Common beliefs and values make people satisfied with the work with strong culture as they show compliance and sincerity in their jobs because the work is enjoyable in itself as the values and beliefs turn into a force of self-compliance and self-control.

On the other extreme, in the organization with weak culture, the personnel are going in vague and complex roads which disable them from taking the right decisions and accommodate to their values and attitudes.

In addition to this wide division of culture, many researchers distinguish between many types of culture based on the general aspect which include:

- Bureaucratic culture: in which authorities and responsibilities are defined and the work is organized and there is coordination between the units and chain of command in hierarchic form and is founded on control and adherence.
- Power culture: it is similar to the first type, the most important features of this type is the order and stability as the leadership is just and fair and efforts are unified behind the leader. The leader also protects the honest followers and the personnel are motivated through punishment and appraisal.
- Creative culture: it provides a work environment which promotes and enhances creativity. Individuals here are courageous and risk taking when making decisions and facing challenges.
- Supportive culture: the most important features of this type of culture are that the management treats the employees from their humanistic perspective and not merely like machines. The management deals with the personnel to the highest degree and the work environment is characterized by its friendship and help between the employees leading to a cooperative family atmosphere. The organization in this culture provides equality and cooperation.

- Operations culture

Interest of such culture is focused on the way of executing the work and not on the results achieved. So there is due diligence and care between the individuals who work to protect themselves and the successful individual in this organization is the one with more accuracy and organization and the one who pays more attention to the details.

Task culture:

This culture focuses on achieving goals and performing the works. It concentrates of results and tries to use resources ideally to achieve the best results and with least costs.

Achievement culture:

Its features are similar to the previous type of culture in terms of focus on goals where the personnel have common obligation and strong enthusiasm to reach the goals. This type of culture is also characterized with team spirit and continuous improvement and ability to adjust quickly with the environment.

This type of culture enhances self control by the personnel and provides them with wide freedom for work and participation. The employees work through teamwork and have horizontally and vertically open channels.

Role culture:

This type of culture concentrates fully of type of job specialty and the descriptive roles more than the individual. It focuses on rules and systems and provides job security and continuation and performance consistency.

This type is characterized with adherence and compliance to the laws and regulations. Also, organizational structures are designed in good way
and the authorities and responsibilities are defined accurately.

**Conclusion:**

In the cultural context of the study organization it helps to understand and interpret the behavior of individuals, and the values they believe in, and the importance of time, and conduct orderly, perseverance and desire for achievement, will and mastery of work ... all necessary for success in any field attributes, and how a different use in the different cultures.

All of this information helps men guiding the actions of the workers and expect this behavior analysis and control, and all of these facts, it can be for the successful management of the institution to draw policies guiding the behavior of individuals and the success of the organization in which they work.

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