Organizational Culture And Its Role In Promoting The Application Of Electronic Management

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Abstract
The main purpose of the paper is to study the organizational culture, and its role in supporting and improving the application of electronic management. The research attempted to present the organizational culture conception and its function in promoting and supporting the application of the electronic management in conventional organizations. Also, the study focused on how to utilize the organizational culture to ease the achievement of the transition to the electronic management, as well as identifying the most important organizational cultural variables that positively affect the application of the electronic management. The study found that the organizational culture plays role in the success of the electronic management application practices. Furthermore, it concluded some recommendations and proposals that would contribute positively to the role of organizational culture in the success of the application of electronic management. In addition, the research emphasized the importance of studying and analyzing some organizational cultural factors such as values, norms, traditions, expectations and regulations and their role in enhancing the practice of electronic management, which may eventually lead to build a strong organizational culture that enhances the requirements of the application of electronic management.
Keywords: culture, Organizational culture, Electronic Management.

Introduction

The application of electronic management refers to new approach to a comprehensive understanding and successful implementation of the of information technology in the exercise of the basic functions of administrative

operations at various organizational levels within modern organizations. In this context the organization's culture plays an integral role in the its application.

With the fast and constant evolvement of the world today it has become a requirement that an organization's culture should continuously be developing to keep up with the challenges **posed** by of the changing In doing so, an organization can work in a healthy and flexible administrative environment and be capable of dealing with various situations (Amer, Abdel Wahab, 1993).
Electronic management is not just about the use of computers, network operating systems and programs, it rather is a cultural knowledge and skills that requires high flexibility in behavior, and a self-willingness and readiness to learn among employees as well as managers within the organization. It is a game changer that also requires flexibility and changeability in the organisation's culture which entails the organisational structure, management approach and business models (Ghalib, 2005, 257).

Research issue
Organizations of all kinds, whether they are in the production of goods or service providers follow management patterns and approaches that are known to them. Hence, each organization adopts and follows a specific administrative cultural style of its own that is different from those followed in other organizations. A strong organizational culture provides workers with a clear way to understand the way of doing things. As such, a strong organisational culture provides provides clarity and stability within the organization. However, at the same time the organizational culture within an organisation can be a major barrier against change and consequently, depending on the strength of the culture, can have an important impact on the attitudes and behaviors of its members towards change (Al-Shalawi, 2005).
the application of electronic management has been adopted by Many contemporary organizations and has brought impressive results. On the contrary, other organizations that opted against the application of electronic management are lagging behind and at a disadvantage (). the reason for this can be attributed to the difference in the organisational culture of each set of organizations. Therefore, it is noted that there is an urgent need to study the organizational culture and identify its role in promoting the application of electronic management which is the objective of this paper. In doing that the paper seeks to achieve the following aims:
1. To identity the organizational culture and its role in promoting the application of electronic management.
2. To identify the most important organizational culture variables that <u>positively</u> affect the application of electronic management.
3. Learn about the concept, characteristics, benefits and elements of organizational culture.
4. To <u>Recognize</u> the concept, importance and objectives of electronic management and the obstacles to its implementation.

The importance of this paper is derived from its subject that is increasingly becoming a for organizations not only to compete but arguably to survive as well. It is hoped that the study of the organisational culture and its role in the successful implementation of electronic management by presenting and discussing its elements and their role in the process of implementation and application of electronic management as well as the obstacles to its application would provide a much-needed insight into this subject that should be of particular importance to all organisations in the contemporary business environment.

Methodology

The approach used to achieve the objectives of this paper is a descriptive approach. This approach seeks to collect the information required for the role of organizational culture in promoting the application of electronic management in an accurate and organized way to reach, organize, classify and analyze results, and then interpret and draw generalizations and conclusions. Accordingly, the relevant literature in books, periodicals and studies related to the topic of the research was reviewed for the purpose of developing an appropriate theoretical framework for the research. This method of reviewing available literature is known as systematic review.(**Quarshie**, Salmi, and Leuschner 2016; Jaegler et al. 2017). a systematic review is a methodology that may help researchers analyse the exact status of their field of concern and reach clear conclusions (Denyer and Tranfield (2009).

Discussion

The concept of organizational culture was widely used a hundred years ago, and organization scholars did not reach a specific definition of the concept of organizational culture, but rather developed many definitions that are predominantly overlapping, although some of them complement each other, and the concept of organizational culture has been used as an umbrella that shelters many human concepts. , such as values, social models, ethical and technological values and their effects. In fact, the word "culture" did not begin to impose itself figuratively until the eighteenth century, and its meaning entered the lexicon of the French Academy "the edition of 1718 AD". Since then, the adverb has been attached to it and it has become said: "the culture of arts," "the culture of literature," and "the culture of science." Little by little, the word culture was liberated from its additives and ended up in its current use.

In any case, and through all of that, culture in its general form can be defined as "training and upgrading the mind, emotion, morals, and taste, and the resulting concepts, habits, skills, arts, tools, institutions and others for a society, in a specific historical period" (Gaddafi, 1997). As for the concept of organizational culture, it is: "an expression of the values that individuals believe in in an organization, and these values in turn affect the tangible human aspects of the organization and the behavior of individuals" (Hagan, 1992, p. 12).

Types of Organizational Culture:

Organizational culture can be generally classified into two main types:

1- Strong (intensive) culture:

Where it can be said that the culture of the organization is strong in the event that it spreads and enjoys the trust and acceptance of all or most of the members of the organization and they share a homogeneous set of values, beliefs, traditions, standards and assumptions that govern their behavior and attitudes within the organization (Higgins 2004, p. 145). That is, the degree of strength of the organization's culture can be determined by two main factors:

a- Unanimity or the extent of sharing, depending on two main factors:

- Enlightening employees and familiarizing them with the prevailing values in the organization and how to work with them.

- Rewards and rewards systems, as giving members who are committed to values returns and rewards help others learn and understand values.

b - Intensity: where the culture of the organization increases in strength with the increase in the intensity and strength of the workers' cohesion with vital values and beliefs, and thus there is a strong culture with the availability of consensus on vital values and beliefs and adherence to these values strongly by all (Harem, 2004, p. 333).

2- Weak culture:

It is the culture that is not strongly embraced by the members of the organization, and does not enjoy the widespread trust and acceptance of most of them.145.

Characteristics of Organizational Culture:

Among the most important characteristics of organizational culture that discussed in the literature are the following:

- **Teachability**: organisational culture is not an instinctive, innate or objective matter that is transmitted through heredity. It is rather the elements and manifestations of culture acquired by each individual through their experiences and expertise in the organization and life through learning and practice.

- **Compatibility**: since culture throughout the ages tends to be compatible with the geographical environment in the sense that changing the conditions of life or the conditions of the organization means the cessation of traditional forms of culture if they are not compatible with the conditions of the age. This would necessarily mean the emergence of new cultural consensus to satisfy them.

- **Integration**: As a result of the compatibility process, the elements of culture tend to form a coherent integration, and the integration process may take a long period of time.

- **Transferability**: This is evidenced by the ability of individuals to pass on their acquired habits, ways of thought, values, beliefs and traditions from one generation to another.

- **The social character**: culture is in essence a set of social habits, and according to what has been revealed by psychologists, habits do not continue to exist unless they satisfy basic needs so that satisfaction becomes a necessary

characteristic of culture that guarantees to members of society and the organization a minimum level of satisfaction of needs (Mr. , 1997).

- **Culture is human**: that is, it is private between humans only, as it is possessed by man and is distinguished by it over all other creatures.

- **Culture is connected and continuous**: that is, it is transmitted through generations to various forms of cultural heritage (Khattab, 2001, p. 34).

Elements of organizational culture:

The organizational culture consists of various elements. These elements are briefly discussed below.

1- Organizational Values:

Values in general are agreements shared by members of a single social organization about what is desirable/undesirable and acceptable/unacceptable. As for organizational values, they are the values that reflect or represent the values in the place or work environment, so that these values guide the behavior of employees within the different organizational conditions and situations.

2- Organizational Beliefs:

Beliefs in general are the shared ideas about the nature and social life of an individual. Likewise, organizational beliefs are shared ideas about the nature of work, social life in the work environment, how work is accomplished and how organizational tasks are performed.

3- Regulatory norms:

Customs, in general, are standards that employees of the organization abide by because they believe that they are correct and necessary regardless of their usefulness, lack of benefit, effectiveness or ineffectiveness. As for organizational norms, they are standards that workers in the organization adhere to on the grounds that they are useful standards for the organization and the work environment to develop and succeed.

4- Organizational Expectations:

Organizational expectations are represented by the psychological contracting that takes place between employees and the organization as the expectations of superiors from subordinates and colleagues from other colleagues in the organization.

It can be note from the above that organizational culture has a clear and influential role on organization and organizational behavior. In this context, **Bartol** and Martin pointed out three important points that must be taken into account when studying and analyzing the impact of organizational culture and employee behavior. These elements are:

a. **Direction**: which means the amount of impact that the organizational culture has in supporting the organization to reach its goals.

b. **Comprehensiveness**: referring to the extent of the organizational culture's breadth and spread among all organizational units, rather than being spread in an inconsistent manner among these units.

c. **Strength**: meaning the extent to which workers accept the elements of organizational culture, especially its values (Al-Madhoun, Al-Jazrawi, 1995, p. 402).

Benefits of organizational culture:

There are many benefits to organizational culture. For example, it shows the difference and distinguishes between one organization and another. In addition, it helps to control the behavior of employees and their ways of thinking and consequently their performance. Moreover, the culture of the organization helps to provide proper means and methods that enable employees to define what to do and what to say. Furthermore, the culture of the organization means responsibility. This is because it helps employees to understand and complete the work in a correct manner from their point of view. (Stephen, 2001, p515).

Sources of organizational culture:

The main sources that are usually cited as the sources of organisational culture are:

1- The values and trends that the founders of the organization believe in.

2- Customs, traditions and behaviors prevailing in society.

3- The purpose for which the organization was established.

4- The environment and society in which the organization operates (Stephen, 2001, p516).

The impact of culture on the organization:

The impact of the organisational culture on any organisation can be observed in a number of aspects . First of all, the culture of an organisation define and consolidate the main directions and goals of the organization. If the organization's culture is compatible with its goals, then it is a positive force. On the country, if the organisational culture is incompatible with the organisation goals, then it becomes a negative force. Organisational culture can also consolidate and distribute the powers of the organization. Through organizational culture, many organizations can have coercive power over their members (Higgins, 2004, pp. 137-138). In addition, organisational culture provides flexibility and adaptability. This is because the effectiveness of the organization requires achieving compatibility and alignment between the organization's culture, environment, strategy and the technologies it uses (Bernard, Charles, 1987).

Electronic management:

Information and communication technology and its advanced and renewable applications, during the past few years, have produced a new administrative reality that is almost completely different from what we have learned and studied in our universities and administrative schools. A demonstration was made in the fall of many of the intellectual concepts and systems on which administrative studies previously depended, and a qualitative intellectual leap was achieved. Those who live in this world must be covered by these changes, which are a manifestation of technology and one of the outcomes and challenges of globalization (Al-Hassan, 2009).

The concept of electronic management:

Electronic management is an administrative strategy for the information age, working to achieve better services for citizens, institutions and their customers with optimal use of time, money and effort and to achieve the targeted demands and the required quality (Radwan, 2004, p. 11). This concept has several definitions, including the following:

He defined electronic management (Al-Salmi, 2005, 135) as "the process of automating all the tasks and activities of the administrative institution by relying on all necessary information technologies, to reach the achievement of the goals of the new administration in reducing the use of paper, simplifying procedures, reducing routine, and quick and accurate completion of tasks and transactions to be all The administration is ready to link it with the e-government at a later time."

The World Bank has also stated a definition of e-governance (Al-Muhtada, 2011, 25) as "a concept that involves the use of information and communication technology by changing the way in which citizens, and administrative institutions interact with the government to allow citizens to participate in the decision-making process and better ways to access information increasing transparency and strengthening civil society.

As for the Organization for Economic Cooperation and Development (OEDC, 2004, 11), electronic management is defined as "the use of information and communication technology, especially the Internet, as a tool that allows access to better management."

Objectives of electronic management:

(Al-Taie, 2007, 2) believes that the objectives of electronic management can be categorized at the near, long-term and services levels, as follows:

First, the short-term goals:

1. Preparing the technical infrastructure necessary for the operation of electronic services.

2. Providing a number of special electronic services for individuals and institutions other than the Internet.

3. Complete the transactions quickly and accurately and reduce the number of visits to the beneficiaries.

Second: Long-term goals:

1. Providing electronic services through new channels such as phones and mobile devices.

2. Continuous focus on improving internal procedures and systems that support electronic services.

3. Work to educate and prepare customers and employees and motivate them to benefit from electronic services.

Third: The services provided by the electronic administration:

1. The electronic passport (a secret number for the customer).

2. Electronic payment, or debiting an account in the bank.

3. E-recruitment and identifying and benefiting from available job opportunities.

4. Services of government departments such as issuance and renewal of licenses, and signature authentication services.

The importance of electronic management:

(Daft, 2003, 14) has made it clear that the importance of electronic management can be identified as follows:

1. Assist in decision-making and provide information continuously and quickly to decision-makers.

2. Reducing the costs of services and increasing their quality.

3. Develop the skill of working individuals and increase their efficiency by using training programs based on information and communication technology.

4. Permanent presence in the market and knowledge of developments and changes and the needs and desires of consumers.

5. Quick access to documents and information with an integrated electronic system at any time and anywhere.

Electronic management features:

1- Speed and clarity: by overcoming the barriers of bureaucratic management.

2- Non-adherence to time and place: the possibility of reviewing all hours of the day.

3- Information management, not retention: by providing reference programs that enable him to complete his transactions.

4- Flexibility: helping the administration to provide many services that were not available in the past.

5- Confidentiality and privacy: This is through the management's programs that enable it to withhold important information and data and make it available only to specialists.

6- Direct and honest oversight: by following up on its various work sites in all administrative sites and all its outlets and agencies that the public deals with (Al-Hassan, 2009, pp. 17-18).

Obstacles to applying electronic management:

Among the obstacles to the application of electronic management are the following (Amer, 2007, pp. 54-55):

1- Overlapping decision-making responsibilities to initiate change or move (technical, administrative, strategic decision).

2- Lack of financial funds for modern applications.

3- The widespread lack of the Internet in the institutions, or its limitation to a certain group only.

4- Language and terminologies barrier.

5- Lack of complete confidence in modern technologies in the continuity of their work.

6- Lack of public awareness of the desired advantages, and fear of change.

The role of organizational culture in promoting the application of electronic management:

It is necessary for you to change your administrative style in order to be able to compete in the new economy. If you do not, the culture of your organization will change, but due to compelling external forces. There is a governing

administrative law that you cannot evade its consequences, which is the subordination of the strategy of the institution always to its culture. If your organization's strategy is not compatible with its culture, culture will overcome the strategy every time, meaning that the success of the application of electronic management depends on its compatibility with the culture of the organization. The strategy does not change the culture, but the opposite is true, and this was confirmed by the study (The Helpless, 2011), which was entitled the role of organizational culture in activating the application of electronic management, and the study recommended starting the development of strategies for the application of electronic management by changing cultures. This is also confirmed by the study (Al-Hamoudi, 2018), where this study dealt with the issue of organizational culture and its impact on the application of electronic management in Sabratha Teaching Hospital. Electronic management application.

In sum, the organizational culture is the general framework for the behavior and behavior of the employees in the organization. It focuses on the needs of the employees and looking at them as members of one group that must be taken care of, creating common values and goals among them, establishing distinguished performance standards, providing mutual respect, and allowing for participation.

Where the organizational culture constitutes one of the most important elements in achieving success for the application of electronic management, as the organizational culture allows the dissemination of mutual trust among workers, as the level of trust among workers within the organization greatly affects the amount of knowledge that is shared, and on the other hand, the organizational culture It plays an important role in enhancing cooperation, interaction, formalization and learning within organizations, which greatly contributes to supporting the implementation of electronic management (Ofoleta, Kelechi, 2015).

Conclusion

Based on the foregoing, it can be concluded that the traditional administration has turned into a heavy burden on organizations in providing services and goods and a major reason for impeding their flow to their beneficiaries, while electronic administration provides a source for integrating the physical dimensions available in the traditional administration with the digital dimensions available in the digital administration. The research also indicated that one of the obstacles that hinder the transition from traditional management to electronic management is the lack of a strategic plan that helps in understanding the nature of workers' culture and enhancing it to shift towards technical work to keep pace with the requirements of electronic culture. Because they believe that it may threaten their job positions, as well as this may happen by some bosses as a result of their lack of conviction of the feasibility of applying electronic management.

Thus, it can be said that the organizational culture is a decisive factor for the series of mutual relations and common understandings between the

employees of the organization on the one hand, and on the other hand, the organizational culture is the starting point for the success of electronic management processes and their application, which in turn leads to achieving the desired results and the desired goals. **All** of these facts lead to confirming the acceptance of the research hypothesis.

Through the findings and facts of the research, a set of recommendations are presented, which are as follows:

1- Interest in studying and analyzing the dimensions of culture such as values, norms, traditions, expectations and regulations and their role in promoting the practice of electronic management.

2- Start planning by organizations to prepare workers and prepare them towards the transition from traditional management to electronic management using organizational culture, by holding the necessary training courses to educate them, emphasizing the need for the participation of various administrative levels in planning and setting goals and programs related to the policy of applying electronic management.

3- Supporting organizational culture within organizations, as it is the most important way to reduce the impact of obstacles to the application of electronic management.

4- Spreading the culture of electronic knowledge and the necessary and sufficient electronic management at the appropriate time within the organizations.

5- Senior management's awareness of the importance of organizational culture does not in itself constitute an advantage, but this feature is achieved and benefited from through the employment and exploitation of senior management to activate the role of this culture in the direction of the shift towards the application of electronic management.

6- Conducting field studies to find out the real role of organizational culture on the application of electronic management.

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