



AL KUT JOURNAL OF ECONOMIC AND ADMINISTRATIVE SCIENCES

Publisher: College of Economics and Management - Wasit University



The role of organizational culture in activating the philosophy of sustainable development: An analytic Research at the Ministry of Industry and Minerals

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Abstract

The research study about the organizational culture as an independent variable, in which dimensions include (Values, Beliefs, Standards, Rituals, and Assumptions), has also focused on the sustainable development of the Industrial organizations as a dependent variable in all dimensions which include (Social dimension, Economic dimension, Environmental dimension, The human dimension and Technological dimension).

The research has been based on the opinions of some managers of the Ministry of Industry and Minerals. The research problem has been identified by the researcher through the field of commensalism in Ministry of Industry and Minerals. The researcher has been found that the weak points in the sustainable development of the Ministry of Industry and Minerals came from the lack of knowledge of the organizational culture and its relation to the sustainable development at the Ministry of Industry and Minerals.

The research has tried to pursue the following goals: describe the dimensions of administration organizational culture and the sustainable development of the Ministry of Industry and Minerals as well as the contribution of the organizational culture factors in the improvement of the sustainable development thinking and test the correlation between them in the Ministry of Industry and Minerals.

The research has used the Descriptive Analytical Approach in order to achieve the goals above. In the practical part of the research survey, interviews and field commensalism has been conducted by the researcher while in the theoretical part previous studies and researches has been used as well as the

Statistical Package for the Social Science program (SPSS) to test the correlation between the different research variables. The research found out from the test and analysis of the assumptions on which the study is based, show that The Ministry of Industry and Minerals sustainable development thinking could improve significantly if it follows the recommendation that is suggested in this research.

Key Words: organizational culture, sustainable development, the Industrial organizations

The first topic: methodology of research

First: Research problem

The problem of poor understanding of the importance of sustainable development in the Ministry of Industry and Minerals has been diagnosed through an exhaustive interview with ministry directors at various levels due to the prevailing culture system in the Ministry of Industry and Minerals. Sustainable development of modern administrative concepts that enable industrial organizations to achieve optimum performance in all dimensions.

The problem of research is to answer the following questions:

- 1 .What are the basic dimensions of the concept of organizational culture in the Ministry of Industry and Minerals?
- 2 .What are the basic dimensions of the concept of sustainable development in the Ministry of Industry and Minerals?
- 3 .What is the level of organizational culture in the Ministry of Industry and Minerals?
- 4 .What is the level of sustainable development in the Ministry of Industry and Minerals?
- 5 .What is the level of correlation and influence between organizational culture and sustainable development in the Ministry of Industry and Minerals?

In light of the above-mentioned questions, researchers and practitioners can see how and how to create an organizational culture that can help to promote sustainable development.

Second, research objectives

The research aims to achieve the following objectives:

- 1 .Presenting and clarifying concepts related to organizational culture and sustainable development in the Ministry of Industry and Minerals.
- 2 .Identification and study of correlation and influence between organizational culture and sustainable development in the Ministry of Industry and Minerals.
- 3 - know the level of organizational culture and sustainable development in the Ministry of Industry and Minerals?

4 .Proposing the recommendations and the mechanism for implementing them to change the organizational culture that does sustainable development in the Ministry of Industry and Minerals.

5 - To increase awareness of the research community of the nature of the elements of the concept of organizational culture and sustainable development in the Ministry of Industry and how to interact with each other.

6 - to identify the level of relationship and correlation between organizational culture, sustainable development.

Third: The importance of research

The importance of research can be divided into two aspects:

1 - **Theoretical importance:** The research dealt with organizational culture in terms of its relationship and its impact on sustainable development in the Ministry of Industry and Minerals. Directly for the first time at the level of graduate research in our universities, through the mechanisms that can activate the philosophy of sustainable development. The Iraqi and Arab libraries were provided with a research and knowledge contribution in the field of modern trends in organizational culture and sustainable development by building a model of culture and sustainable development and investing it in favor of the ministry.

2 **.Practical importance:** The practical importance of research is to provide a practical contribution to the Ministry of Industry and Minerals on how to create organizational culture in a manner that enhances and supports its performance through the activation of the philosophy of sustainable development, in addition to benefiting from relevant applications by reference to conclusions and recommendations.

Fourth: Research Methodology

The research depends on the analytical descriptive approach, which means describing the phenomenon and identifying it and justifying conditions and practices or evaluation and comparison (Qandilji, 2012: 121), because it is more appropriate to know the reality of the variables investigated in the ministry.

Fifth: The hypothesis of research

The main hypotheses are derived from the research idea. The main and secondary hypotheses are constructed in accordance with the proper administrative logic, as follows:

The first hypothesis: There is a statistically significant correlation between organizational culture and sustainable development in industrial organizations.

The second hypothesis: There is a significant impact of organizational culture and sustainable development.

The second topic: Theoretical aspect of organizational culture

First: the concept of organizational culture

There is no doubt that the issue of defining a particular definition of science from social sciences is one of the most precise questions of study, because the nature of these sciences is the change and continuous development to suit the needs of this changing human needs. On the other hand, the source of difficulty lies in the definition of a universal standard that prevents the science of social sciences Agreed upon by all specialists and researchers in that science. (Al-Zahabi and Al-Azzawi, 2005, 9)

(Yaoprukchai & Kardkarnklai, 2014: 244) defines organizational culture as a pattern of collective values, beliefs, attitudes, and unique customs of each organization shared by its members. In this regard, Daft defined organizational culture as hidden behavioral patterns: that hidden and hidden part of values, assumptions, attitudes, beliefs and sentiments (Alani, 2008: 52). He also defined organizational culture as the mode of thinking and normal and traditional activity shared by individuals the newcomers who join her accept and maintain it so that they can integrate into the organization (Karim, 2012: 34). and (Qawasmeh et al., 2013: 7) define organizational culture is often defined broadly as common values, beliefs, and ideologies (Qawasmeh et al., 2013). , And the standards maintained by members of the organization that affect their behavior as well as agreed with them (Szákovits, 2011: 23). Gray & Dunsten also defined organizational culture as a system of fundamental values adopted by the organization, which is the philosophy that governs its policy towards employees and the ways in which the tasks, assumptions and beliefs that are shared by members of the organization are handled (Gray & Dunsten, 2007: 595). Some have also suggested it as a way of working, adding to it the practical dimension of the practical practices of the staff of the organization and defined it as the way we do things around us (Griffin & morhead, 2014: 494). And identified (Ameen, 2010: 311) quoting (Wheelen) as a set of beliefs, expectations and values shared by members of the Organization. (Zubaidi et al.) Defined organizational culture as the moral, ethical and behavioral framework adopted by organizational units in their dealings with different parties (Zubaidi et al., 2015: 98). Organizational culture as a system of values and beliefs that develop within the organization and guide the behavior of its members (Mbabazize, Peter, et al., 2014: 2) , Also define organizational culture is a set of values, beliefs, common understanding, thinking and codes of conduct shared by all members of society (Arifin & Afnan, 2014: 4) .

Second: the importance of organizational culture

The organizational culture subject is one of the important topics that have received great attention in administrative and organizational thought, as it is one of the intangible components that is exciting to the feelings and behavior of the organizations concerned with the organization. It also plays a vital role in it. The idea of culture is of social anthropological origin. Culture, its roots and its components are due to the study of man (Sadiq, 2016: 78).

The culture of the organization is one of the basic elements in the interpretation of the organization's behavior, leadership, management, teams, groups and human resources, and its stakeholders from parties with interests in their business (Al-Khafaji, 2009: 18).

Daft noted that the organizational culture is working to achieve two tasks: (Daft, 2010: 377)

- 1 -Coordination between employees so that they know how to relate to each other.
- 2 .Assist the Organization in adapting to the external environment.

Therefore, the importance of organizational culture comes from the importance of the role and function that it plays in the organizations, as it is a fundamental component that builds and shapes organizational behavior in the organization. In this regard, (Al-Qariuti, 2012: 171) pointed to a number of functions of organizational culture such as:

- 1 .To provide a better understanding of events and policies adopted in the organization.
- 2 .Provide support and support for the organizational values that senior management believes in.
3. Provide a regulatory tool to manage the organizational behavior in the form you want.

Third. Functions of organizational culture

Organizational culture plays an important and vital role in organizations because of its important functions that reflect organizational stability, effectiveness and success. (Kreinter & Kinicki 2007: 81) notes that organizational culture benefits four functions:

- 1 .Give the employees the organizational identity.
- 2 .Facilitate collective commitment.
- 3 .Strengthen the stability of the social system.
- 4 .Form behavior.

Fourth: the dimensions of organizational culture

1 .Values: Strong tendencies that refer to a situation or a professional issue, whose effects have positive and negative tendencies, which become a tool for measuring opposing concepts and behaviours that take the organization as ambiguity and clarity, beautiful and ugly, which the workers share in one expression. (Fitzgerald, W. 2004.9)

2 .Rituals: refers to technically collected activities and activities added to traditional applications that add a cultural touch to performance mechanisms. (Fitzgerald, W. 2004.9)

3 .Organizational beliefs: They represent common ideas about the nature of work and social life in the internal work environment and how to accomplish the work and organizational tasks, such as participation in decision-making, contributing to the collective work and freedom of the working individual and the existence of religious controls within Organization and the spirit of competition among workers. (Jabr, 2012: 21-22)

4 .Organizational Expectations or Assumptions Organizational expectations are the unspoken psychological contract, which means a set of expectations determined or expected by the individual or organization of each other during the period of the individual's work in the organization, such as expectations of subordinates and subordinates. (Ameen, 2010: 312-313)

5. Standards: Standards are a set of frameworks that have a degree of stability and may be a culture derived from the conditions of the community beside the frameworks of scientific objective related to the facts have a global formula and is applicable. (Algharib and et al, 2005 267).

The Third topic: Theoretical side of sustainable development

First: the concept of sustainable development

Edwerd Barbier defines it as "the activity that promotes social welfare as much as possible, taking care of the available natural resources and the least possible damage and harm to the environment. This shows that sustainable development is different from development in being more complex and interconnected in economic and social terms. And environmental issues (Amari, 2008.4)

The World Commission on Sustainable Development defined it as: development that meets the needs of the present without compromising the resources of future generations. In its report entitled "Our Common Future", the World Development Committee concluded that a new path of development was needed, In a few places, or for some years, but for the entire planet and into the distant future (Abu Zant and Ghneim, 2007. 23)

In 1987, the Bretland Report defined sustainable development as "sustainable development is the process of development that meets the aspirations and needs of the present, without compromising the ability of future generations to meet their needs." (Bahaa Shaheen, 2000, 63) It also define as "Human life taking into account the capacities of the ecosystem "(Viana, 1994)

The United Nations has given particular attention to the concept of human development since 1990 when the first Human Development Report was issued. According to the Human Development Report of the United Nations Development Program, human development is defined as "the process of expanding people's choices."(Attia, 19.1999)

Options can be absolute and can change over time. But the three basic choices at all levels of human development are:

- that people live a healthy physical life.
- Knowledge acquisition.
- Access to resources required for a decent standard of living. (Abu Tahoun 1998:23)

Second: the dimensions of the philosophy of sustainable development

1.Environmental dimension :This dimension illustrates the strategies that must be met and respected in the field of industrialization in order to optimize the management of natural capital instead of irrigating and depleting it in an irrational way so that it does not affect the environmental balance by controlling the use of resources and employing techniques that control the production of waste, Society to the age of clean industries.(Litarash, 2008.4)

2 .Social dimension: Among the social dimensions of sustainable development, we mention:

1. Stabilize demographic growth and make it balanced with economic growth.
2. Achieve equal distribution.
3. Public participation and activating the role of women and the full use of human resources.
4. Providing the basic needs of the population and ensuring its continuity for future generations, including: food, housing, education and health, fighting unemployment, etc
5. . Combating poverty (Saida 2010: 110)

3 .**The human dimension:** The most important indicators are the following:

- 1 .The stabilization of demographic growth
2. The final status of the population,
3. The importance of population distribution
- 4 .The full use of human resources,
5. Health and education,
6. The importance of the role of women

7 - the democratic socialist method of governance

4 .**The technological dimension:** It also means moving the society to the age of clean industries, which uses environmentally clean technology, and produces the minimum amount of polluting gases and heat and harmful gases Ozone layer.

(Obeidat and Abdelkader,2007.51)

5. **The economic dimension:** In this dimension, emphasis must be placed on the need to invest human resources, especially those that are qualified to create economic wealth by employing them in various fields and sectors of activity, so as to allow the economic and social development of the country. Developing production patterns, improving quality, profitability and competitiveness of foreign products.

The fourth topic: the practical aspect of the research

First: Display and analyze the results in light of the research sample

This course seeks to identify the reality of organizational culture in the Ministry of Industry and Minerals. In the light of the response of the sample and will depend on the frequency distributions of the responses of the sample of the research and its percentages to the mean and the standard deviation of those responses. Since this research is based on the Likert model in the answers to the sample, the level of each variable is limited to (1-5) at four levels. Table 5 shows

this, and includes two levels in the case of the increase from the mean (3) (4-3) is also good if it is less than (3) and is weak if it is between (2-3) and very weak if it is less than (2) .

Table (1) Strength of averages

Very weak	weak	Average	good	very good	Scale degrees
1	2	3	4	5	Average value

The mean medium = (total weights +number of alternatives) $1 + 2 + 3 + 4 / 5 = 3$

a. View and analyze the reality of organizational culture in the Ministry of Industry and Minerals

Overall, the variable organizational culture achieved a mean (2.81), a weak level, and a standard deviation (0.57). This indicates that there is little dispersion of sample responses and their agreement that the level of organizational culture in the ministry is not good. To managers on the one hand and, on the other, support the researcher's diagnosis of the problem that the ministry does not have sufficient knowledge of dimensions and levels of organizational culture. And the arithmetic mean of the variable was convergent, as were the standard deviations.

Rankings of organizational culture dimensions were also listed as shown in Table (2):

Table (2) The order of importance according to the coefficient of variation to the dimensions of the independent variable organizational culture					
Order Variables	C.V	Std. Deviation	Mean	Dimensions of organizational culture	x1
fourth	0.22	0.56	2.59	Values	1
third	0.20	0.54	2.65	Beliefs	2

first	0.17	0.55	3.25	Standards	3
second	0.18	0.57	3.09	Rituals	4
Fifth	0.24	0.61	2.47	Assumptions	5
		0.57	2.81	General level	6

For the purpose of determining the importance of the dimensions of the independent variable (organizational culture), the coefficient of variation was used based on the arithmetic mean and the standard deviation. Table (2) shows that the criteria were the least dispersed in terms of sample responses, indicates that (the criteria) in the Ministry investigated were the most clear and agreed to the sample of the sample compared to other dimensions of organizational culture. The most different dimensions were the (assumptions) as they were the most varied in the responses of the sample.

B. Presentation and analysis of the reality of sustainable development in the Ministry of Industry and Minerals

Overall, the variable of sustainable development achieved a mean (3.07) with an average level of significance and a standard deviation (0.54). This indicates that there is little dispersion of sample responses on the variable of sustainable development, and the results show that the level of sustainable development in the ministry is not the level of ambition desired by the ministry As it suffers from some weaknesses as the hierarchy of dimensions of sustainable development as follows:

Order Variables	C.V	Std. Deviation	Mean	Dimensions of sustainable development	x1
First	0.16	0.49	3.11	Social development	1
Fifth	0.22	0.56	2.54	Economic development	2
Second	0.17	0.53	2.98	Environment	3
Fourth	0.19	0.59	3.23	Human	4

Third	0.18	0.56	2.99	Technology	5
		0.54	3.04	General level	6

Table (3) shows the order of importance of the dimensions of the response variable (sustainable development). The coefficient of variation was used based on the arithmetic mean and the standard deviation. Table (3) shows that (the social) was the least dispersed in terms of sample responses. The elimination of sustainable development in the ministry as it was the most clear and agreed to the sample compared to other dimensions. The most different dimensions were the (economic dimension) as they were the most varied in the responses of the sample. On the other hand, the general level of the variable of sustainable development is not at the level of ambition and needs to be strengthened through the activation and use of organizational culture dimensions.

Second: Test and analysis of the hypothesis of correlation

In order to determine the correlation between the variables of the research (independent variable) and the variable of the organizational culture with the dependent variable represented by sustainable development, the correlation coefficients of Spearman and the T-test were used to test the correlation coefficient between the variables:

Table (4) Spearman correlation coefficient with the test of correlation between organizational culture and sustainable development

Significance	t-test Calculated	R	sustainable development	Organizational culture
Significance	20.2	0.8	sustainable development	

Table (4) shows the following:

The correlation coefficient between the organizational culture and sustainable development (0.8) was positive and high. The t-test value (20.2) was greater than the tabular value at the level of (0.01), which is (2.64) Stability of the hypothesis

that indicates a significant correlation between the organizational culture and sustainable development. This indicates that organizational culture has a strong and effective role in activating sustainable development. When there is a sound organizational culture for the ministry, it will contribute effectively to the realization of the concepts of sustainable development. As a result of the above it is clear to us that there is a strong and effective role of organizational culture in the ministry in activating the philosophy of sustainable development. This leads to the persistence of the main hypothesis that there is a significant correlation between organizational culture and sustainable development.

Third: Test and analyze the impact between the variables of the study

This paragraph is designed to test the impact hypothesis identified by the research. For the purpose of determining the possibility of judgment by acceptance or rejection. The main hypothesis of influence (there is a significant effect of organizational culture in activating the philosophy of sustainable development). They will be investigated according to the simple regression equation. As follows:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5$$

Constant (a) represents the amount of the constant This relationship means that sustainable development (Y) is a function of the true value of organizational culture dimensions (X1, X2, X3, X4, X5) Estimates of these values and their statistical indicators were calculated at the level of the research sample of managers working in the Ministry of Industry and Minerals. The levels of influence between the variables will be analyzed as follows:

The statistical indicators shown in Table (10) were used to show the results The following is a hypothesis test which states the following: (There is a significant effect of organizational culture on sustainable development). Table (10) shows the results of the simple linear regression estimation. For the purpose of assessing the impact of culture

Table (5) Analysis of the impact of organizational culture on sustainable development and its dimensions				
Independent variable	Value	β	R2	sustainable development

Organizational culture (X)	F	value		Y))
	411.3	0.90	0.80	sustainable development

Organizational culture (X) in sustainable development (Y).

$$Y = a + \beta (X)$$

$Y = 0.80 + 0.90 (X)$. Table (5) shows the following:

The estimated value of (F) of the estimated model was (411.3). Which is greater than the value (F) of the scale (6.99) at the level of significance (0.01). Therefore, the hypothesis is accepted. This means that there is a statistically significant effect on the organizational culture in sustainable development at the level of 1%, ie, with confidence level (99%). This shows that the organizational culture plays a major role in influencing the implementation of the concepts of sustainable development. The more the Ministry is able to promote the level of organizational culture, it has managed to promote the level of sustainable development.

Topic V: Conclusions and Recommendations

Conclusions

1. Conclusions on the theoretical side

1 - The subject of organizational culture is one of the most important topics in the science of administration because culture can not be imitated. The organization can imitate structures and techniques, but it can not imitate culture because culture does not imitate.

2 - Organizational culture has a comprehensive concept in the literature of public administration and business, and therefore its concept should be adapted to activate the philosophy of sustainable development in the Ministry of Industry and Minerals.

3. The philosophy of sustainable development is considered a set of different viewpoints, since there is a social, economic, human, and human perspective And so on. This concept has not reached a comprehensive agreement, not only because of the difference of researchers but also in the nature of the concept itself.

4. The function of diagnosing the reality of sustainable development in industrial organizations is a fundamental function, and it is primarily a matter of modernity, without which the objectives cannot be achieved or the activities managed efficiently and effectively.

2 .Conclusions on the practical aspect

1 - The research found that the level of organizational values in general in the ministry is weak because the ministry does not care to support the values of creativity and achievement and conservation of resources.

2 - The research found that the level of beliefs in the ministry is weak because of the most important not to develop the beliefs of the ministry, which helps to create a spirit of competition between companies.

3.The level of regulatory standards in the ministry is good, but this good level of standards has some points that need to be upgraded, including the ministry's inability to turn these standards into actual behavior for managers. The level of the ministry in general is good, but this good level needs more support than the senior leadership in the ministry.

4. The level of assumptions in the Ministry is generally weak due to the organizational climate experienced by the employee in the ministry. The level of the social dimension of sustainable development in the ministry is good, but it is possible to support and develop this level by activating the concepts of social responsibility.

5 - The level of (economic dimension in the ministry) is weak due to the weak ability of the ministry to formulate a strategy for the sustainability of economic resources and the exploitation of resources in an optimal manner. The level (environmental dimension) is generally weak due to the weak values and beliefs of conservation and sustainability of resources.

6-level (human dimension of sustainable development) in general is good because of the ministry's support and optimal utilization of human resources.

7 - level (technological dimension in the ministry) in general weak because of the Ministry of technical contracts that the side of sustainable development the weaker side.

8. The level of sustainable development in general is good but not ambitious because of its weak economic, environmental and technological dimensions. And a force in human and social dimensions. The research concluded that there is a significant correlation and effect between the dimensions of organizational culture and sustainable development in the ministry.

Recommendations

In the light of the conclusions mentioned above, the most important recommendations are as follows:

1. The research recommends the importance and role of organizational values in activating the concepts of sustainable development, as the ministry should develop a valuable framework through the following:

A. Preparing training programs to train managers in instilling the concepts of sustainable development in their behavior.

B. Prepare and review a sustainable development plan that focuses on economic, environmental and technological aspects in a comprehensive and periodic manner and the integration of environmental changes and renewable needs.

2. Supporting the positive beliefs of individuals by supporting the senior leaders of the beliefs of the task forces.

3. Make individuals more positive in their assumptions about present and future issues related to sustainable development.

4. To request the senior management of the Directorate managers at various levels of administrative development proposals that help the Ministry to activate sustainable development effectively.

5. Formulating the strategy of building and developing sustainable development through conducting a comprehensive and comprehensive strategic analysis of all environmental variables in dealing with different resources and situations.

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