The Culture of Institution and Its Stages of Development and Importance

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Abstract

The research is titled as (the culture of institution and its stages of development and importance). The research aims to reveal the stages that went through the development of the institution's culture and its historical origins. The importance of this research lies in presenting a new reading of the schools and scholars' contribution to the development of the institution's culture concept as it represents a place for social and cultural interaction. The research was divided into two demands: the first demand dealt with the stages of the development of the institution's culture within historical periods of the institution's organizational life. As for the second demand, it dealt with the institution's culture in terms of how this culture achieves common objectives among its members and the strength of harmony through which their social and cultural relations are formed.

Keywords:

Culture - Institution – Symbol

The institution's culture today represents the behavioral patterns that exist within the institution through the resulted interactions from language, symbols, values, beliefs, etc., and directs the decisions of its working members as well as managers, work teams and new learners. Therefore, the institution's culture is related to the existence of man, their tendencies, attitudes, and preparations for the circumstances of life in a different way. At the present time, culture is considered an essential element to distinguish between mankind, whether these societies are primitive, rural, or urban, as well as institutional, and have developed through the stages of time and history. The institution's culture is one of the types of those cultures that arose as a result of its founders, members and working individuals in it through the operations of cultural and social interaction within the course of the establishment and development of the institution and its various operations and activities.

First Demand

The Culture of Institution and Its Stages of Development

Social and human studies concerned with organization continued by social and economic researchers in order to understand the context of work and performance within institutions, as well as understanding the factors that lead to follow certain behavioral patterns and not others, as they appeared at the beginning of the twentieth century through a number of western theories that tried to explain applied processes for institutions. It is the theory of practical administration that crystallized from the work of (Frederick Taylor) in his book titled (Principles of

Practical Administration), which focused on the need for specialization in work, good selection, training, and controlling the behavior of groups within their work through material incentives, which in turn lead to an ideal design for work and institutional performance. After that, the theory of administrative principles appeared, and its pioneers were the scientist (Henry Fayol), and it deals with how to control patterns of behavior by setting a specific set of rules for the performance of the administrative process, including planning, organizing, directing, controlling, and setting (Fayol) fourteen principles that deal with administration activities, which is (benefit of action, authority and responsibility, order, unity of command, etc.). After that, the bureaucratic theory appeared at the hands of the German sociologist (Max Veber), who dealt with how to manage institutions rationally in a way that suits the industrial society in the western world. Therefore, his theory included all civil, military, industrial and religious institutions that were included in western society, and the characteristics of this theory are: (Al-Hallaq, 2020: pp. 21-22)

- Specialization and distribution of work is the basis for the successful performance of business and jobs.
- The presence of a set of procedures to determine methods of behavior for working conditions.
- The presidential sequence is important and necessary to determine the form of relations between presidents and their subordinates.
- Communication between individuals or formal and informal groups depends on what is determined by laws and regulations in dealing.
- Promotion of employees depends on the eligibility of technical achievement at work.

The Veberian analysis relies on ethical and religious values that call for the essence of work sanctifying (Protestant Ethics), and the strength of social construction in an advanced industrial society is closely connected to the strength of values and the extent of their application. In his analysis, he focused on the interrelationships between institutions, as well as on social relations and activities, phenomena and systems. It is noted in (Veber's) analyzes that it gives social values a prominent role in determining patterns of behavior, and explains the diversity of forms with the diversity of values, and the differences between individuals become relatively weak in influence. As for the values in the meanings that given by individuals

through the patterns of their behavior that come from them (Al-Asfar and Aqil, 2012: p. 103). The concept of the institution for researchers and those interested in the study differed according to the circumstances of the study that surrounded them. This was evident through their perceptions and tendencies to define the concept, as well as the appearance of the impact of cultural factors within the organizations and the extent of their strength. Therefore, the institution is the cultural place that is the product of the interactions within the institution and according to the type of organization that governs them, as well as the influence of the social environment surrounding them (Sonia, 2018: p. 2). There are many methodologies and terminology derived from different studies and fields of knowledge such as strategy from military sciences, strength from political behavior, diligence and professionalism in behavior and work pressures. Dissatisfaction, tension and frustration in organizational behavior through the study of work or function within psychology, and so on with regard to institutional culture, it has developed with the development of administrative sciences and organizations, and many of its dimensions are derived from the surrounding environment, through studies and research. With the time passing, attention has been paid to the organizational culture and what is known about it as the culture of the institution. It began in the thirties and was referred to at the University of Chicago in 1934 AD with the existence of human relations. After the studies of Hawthorne and then White in a study of human relations and Barnard's analysis of the organizational entity and his famous book (The Jobs of Presidents, 1939) (Al-Azzawi, 2009: p. 47). Studies of the sociologist and psychologist (Elton Mayo), the true founder of the human relations movement, appeared during this period, by conducting his studies and experiments on one of the factories of the Western Electric Company in the American city of Hawthorne, and with the participation of his colleagues, Ruth Lieber and Dixon, by studying and measuring the effect of lighting, tiredness, and periods in increasing workers' productivity. It was found that the productivity pattern of the supervisors is the positive pattern and the other in terms of the social interactive relations between the workers and the administration. On the other hand, they improve their level of satisfaction. Thus, it leads to an increase in productivity at work (Al-Enezi, 2017: p. 57). In the forties, the

contributions of the scientist (Abraham Maslow), the American psychologist, and the owner of the theory of human motivation appeared in 1943, which states that any individual comes to the organization, he comes and has many psychological, social and material needs, and when they are satisfied, he moves to achieve satisfaction with the work he does, which leads to higher production levels. Therefore, he became famous for his view of motivation or encouragement as a basic variable and considered it an internal process linked to the five human needs according to their importance: material, safety, social, respect or appreciation, and self-fulfillment. Maslow emphasized that for each stage in a hierarchy, the needs that meet it must be satisfied, and he believes that self-realization is the inherent strength of individuals, and represents the peak of human existence (Al-Enezi, 2017: p. 61). At the beginning of the sixties, two theories appeared in the science of organization, which are the theory (X) and (Y). They had a great impact on organizational research and studies. They are two contradictory hypotheses and they can be explained as follows:

1. Theory (X): This carries the negative principles of the individuals that work within the organization. It assumes that they are lazy, do not like to work, have little ambition, are motivated by salaries and material incentives, avoid responsibility, and resist careful direction of work. Managers should use threats and punishment as a way to push them to do a good job, as well as be a careful practice.

2. 2. As for the theory (Y), it represents the positive principles of the workers. It assumes that an acceptance of responsibility and self-control can be practiced, and that work is as natural as rest and play. Also, the use of control, threats and the use of punishment are not the two means for the purpose of pushing individuals or the group to work towards doing more to achieve the goals of the institution. This can be replaced by the practice of self-censorship, moral guidance and satisfying the needs of self-fulfillment (Shahdi and Raghib, 1992: p. 57).

As for the American scientist (Thompson), he published a distinguished book entitled (Organizations at Work, 1967). He is also considered the founder of sociology in the theory of administration and organization, and he still has many books that have an influence on organizational sociology as it specializes in intertwined and complex physical and social studies.

Thompson has a special methodology in explaining the relationship between managers' preferences and their relationship in cause and effect. He played an important role in establishing an American journal that specializes in administration sciences and organizational behavior. In his research, he focused on the areas of organizational behavior in military life, in addition to the following:

1. He is famous for developing theories that deal with the integration between the sciences of sociology and organizational administration.
2. He was interested in studying the organization and the organizational structure.
3. Clarifying the interaction of individuals that work in the organization, which is described in (Entrances to Organizational Design), which was issued in 1971 AD (Al-Enezi, 2017: p. 67).

After the scientific and comprehensive contributions, the tendency has become towards the dimensions of the organizational culture concerned with the study of the culture of the institution or the organization, and it has received increasing attention in the eighties of the twentieth century. This represented the period of its prosperity and its appearance with the opinions of scholars, and perhaps the most prominent of them are two examples:

- The Scientist Model (Schein, 1985).
- The Scientist Model (Hofsted, 1980).

In the eighties of the twentieth century, the scientist (Schein) developed his famous theory (the influence of organizational culture), which is the result of a number of researches and publications. According to his theory, the culture of the organization has three levels, which are (the apparent level of application, the second level is the applied aspects that contain behavioral values and norms and the third level is the deeper level that includes beliefs or assumptions within the organization) according to Figure (1).

Levels of culture according to Shen's perception

According to the views of the scientist (Schein), beliefs represent the essence of the culture of the organization because it expresses what the members believe in a realistic way, and the extent of its influence on their perception, feeling and thinking. As for the assumptions, which are the decisions that are part of the familiar consciousness and outside it, it expresses

possible and expected behaviors of the members of the organization, and also represents all forms of experience of cultural life. The assumption that adopted by thinkers of the classical perspective is the interest in the human element of wealth, and the understanding of images and ideas related to economic incentives. While we find that it adopts the assumptions of the open system, which is the most modern one, as it presents its advanced interpretation (the human aspects) as parts that are interdependent with the system and subject to the control of the environment. The (symbolic) interpretation shows the process of the movement of culture in the organization, so it assumes that the human element is the maker and user of symbols for that meaning, which places the interpreters' interest in the organization. It is a modern interpretation derived from postmodern philosophy, and that one of its assumptions is the possibility of multiple parts of the human experience. This assumption is also based on the diversity of interpretations by classical thinkers, modern method theorists, and theorists who are interested in symbolic interpretation. Schein had contributions related to basic cultural assumptions (Al-Khafaji, 2019: p. 59-61). As for the contributions of the anthropologist and psychologist (Hofstede) to his theory (cultural dimensions), he suggested his theory according to the five dimensions that include cultural differences related to national culture and in which managers and scholars participate after a study that included (16,000) employees of (IBM) for (50) countries that spread around the world, which is the largest database of employee values survey. The national culture was confined to four dimensions, which are:

1. The variance in Distribution of Power: This dimension relies on the extent to which differences in status and power are accepted among them, meaning the extent to which members of society and its institutions are ready to share power in an equal or different way in terms of concentration and power.
2. Collectivism and Individualism: This dimension is concerned with the concern of society and its institutions for the freedom and independence of individuals compared to the desire and readiness for collective action, in the sense of interest in individual achievement on behalf of collective achievement, and then the contribution of groups

and individuals to the progress and success of social responsibility.
3. Avoiding Uncertainty: This reflects the degree of anxiety that individuals feel about ambiguous situations, and doubt and uncertainty constitute a kind of pressure at work. Decision-making becomes difficult towards the specific goals, so it is met with avoidance of danger, change and uncertainty. Clarity and reliance on formal business rules lead to security and stability in institutional work.
4. Masculinity VS Femininity: This dimension confirms the differences between the two sexes in taking on social roles, such as cultures in which the percentage of masculinities is higher. They are the ones who control roles and positions and direct them towards material achievement. As for the culture in which females exist, they are characterized by simplicity, sensitivity and humility. This dimension also reflects behavior with stand-up systems in the context of masculinity versus femininity, and societies in which there is a high percentage of masculinity characterized by estrangement, assertiveness, and competition (Rabih and Bekay, 2015: p. 6).

Second Demand

Institutional Culture Importance

Its importance (the institution's culture) is represented in achieving common goals among its employees that allow harmony due to the common culture in which all members of the institution participate. The strength of group is through solidarity in their relations, in the sense that the fragmented culture is in which solidarity and cohesion are weak among the members of the organization, so weak relationships are formed, which in turn affects the functioning of organization. Culture is an important factor in achieving harmony, and this was explained by the scientist (Minterberg), who confirmed that culture is the spirit of organization, beliefs, values, and how to form and external appearance. He considered the organizational construction to be the structure and its similarity as blood and flesh. As for culture, it is the spirit that brings together all the components of life. In turn, the study of the cultural dimension of individuals leads to the reveal the cultural identities and their social values, which represent the essence of the formation of

the organizational culture of the institution, which considered the institution's culture is an extension of the culture of society (Sonia, 2018: p. 5). The culture of the institution is a frame of reference that individuals use to explain the situations and events that take place inside and outside the institution. It also helps them to comprehend various organizational phenomena, and increasing the organizational stability of the institution relies on the extent of the ability of the institution's culture, as it works to connect members and unify activities and efforts together. Culture represents a good control tool to determine the path of individual behavior and to prepare workers to accept the quality of values that the institution seeks, which helps to form models of behavior and relationships between administration and employees. This reinforces the working individuals with identity and belonging, which helps the institution's balance and stability (Bilqassim and Lazhar, 2018: p. 29-30). institution's culture reflects the shape of the institution internally and externally and works to improve its image through developing the mutual relationships with its various partners. It also works to educate its members and increase their awareness, thus becoming an educational institution like a school or family. It can be seen that the institution's culture is determined through four steps, which are:

1. Building a Basis with History: Culture has deep roots that represent a history and a methodology in which tales of great performance and people who were prominent in the institution are narrated.
2. Creating a Sense of Unity: Where culture guides behaviors, reinforces mutual values and gives meaning to roles.
3. Developing a Sense of Belonging and Membership: This step focuses on the importance of reinforcing membership through belonging to a large group of the work system, giving job stability and clarifying aspects of the correct selection of workers and how to train and develop them.
4. Increasing the Exchange Between Members: This step means how to participate in decision-making in different situations and phenomena and to develop teams and coordination between different departments, groups and individuals (Al-Ghalibi and Idris, 2007: p. 296).

The institution's culture is expressed as an organizational one that contains a mutual set of informal beliefs and values that form impressions and work to establish trends that result in behavioral patterns that form the basic rules for workers in institutions according to the foundations of effectiveness and efficiency as elements that support great performance if the prevailing culture within the institution supports that. Therefore, the concept of institutional organizational culture has acquired an important role and as an affective factor in the tendencies of institutions, whether in their development or progress. It is also considered one of the most important organizational concepts despite its connection to the institutions' tendencies, methods and work methods, and its influence on prevailing customs, values and traditions, and in view of the consequent stimulation or frustration of behavior patterns, whether individual or collective within institutions (Zaza, 2002: p. 19). The importance of the institution's culture is due to its affective role in all the institution's activities, and its importance is shown in the following (Al-Rukhaimi, 2000: p. 58-60):

1. A guide for administration and employees that forms models of relationships and behavior that must be followed.
2. An intellectual framework that guides the members of a single institution and organizes their work, relationships, and achievements.
3. It determines for individuals and working groups in institutions the expected job behavior, as well as the patterns of relationships that should prevail between them on the one hand, and with the parties they deal with on the other hand.
4. It works to distinguish the features of the institution from others.
5. It helps the administration to achieve its objectives.
6. It works to affect the institution's ability to change and increase its ability to keep up with the current developments in its perimeter.

Study Results

1. The term and concept of the institution came after the efforts of social and human studies concerned with the organization in order to understand the context of work and institutional performance, which in turn creates different cultural behavioral patterns.

2. The eighties period represents a period of prosperity and appearance of the concept of institution's culture, especially by the scientist (Shen) in his famous theory (the influence for organization's culture). Likewise, the anthropologist (Hofstede) in his famous theory (cultural dimensions). After that, attention continued to be paid to the cultural aspect of the institution, as it became a vital element in the administration of teamwork teams.

3. The culture of the institution is an important factor in achieving harmony, as culture represents the spirit of the institutional organization that includes customs, language, symbols, stories, and tournaments, which represent the external form of behavioral patterns.

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