DETERMINANTS OF ORGANIZATION CULTURE: AN EMPIRICAL INVESTIGATION IN SAUDI ARABIA COMPANIES

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Abstract: **This study aims to identify and understand factors that affect to organization culture among in Saudi Arabia companies. This study unified the organization culture, leadership, information technology and interpersonal skills Factor. The primary data were collected from 104 valid questionnaires, which were distributed, to random companies in Saudi Arabia. The analyses of the gathered data employed the (SPSS). The main findings of the study are: leadership, information technology and interpersonal skills Factor factors has a positive and significant impact on organization culture.**

Keywords: **leadership, information technology, interpersonal, skills Factor, organization culture.**

1. RESEARCH BACKGROUND

Sun (2011) investigated that before ideas are established, it is important to reach a consensus among employees (Ruiz, J. et al., 2016). This involves more than providing rational details for change. It is actually essential to determine "an emotionally compelling case" (Banks, G. C., et al., 2016). If a change is agreed upon but deprived of evidence, there is no need for such a change, especially when the status quo is no longer feasible, and that people are unlikely to engage with the planned changes (Broady-Preston, 2012). This arrangement is vital for organizational existence. As Kont (2013) declares, that academics must stay forward of their developing environment if they want to flourish. The advanced technology era arising from the digital revolution at the beginning of the 1980's, has intensely affected the people, although a lot of them are still not responsive to the revolution, despite that it has spread into our everyday lives. This revolution is the new modern companies and it is here that a lot of most deep effects are.

Seeman (2015) mentioned in his paper the reason of why the high technology era has supported the growth of the main three key areas that are important in any contemporary companies: computer, the World Wide Web, and the local area network. The computer has allowed the improvement of software of all categories, starting from word processing Microsoft to spreadsheets and databases management and desktop publishing. The LAN has allowed computers and workplaces to share the means and resources locally and to connect with each other. Furthermore, the growth of software for instance (email and file transfer), and the World Wide Web has allowed information, though on computers, to be shared globally.

Johnson (2011) suggested that now information is open instantly to anyone who knows how to look for it. In principle, for all this while, a world companies has occurred in the part of a lifetime, and so it would be no wonder to us that its influence has left many companies seeing the effects of these ups and downs upon the way they worked and practiced. The amount of change is ever growing. To manage this change, people get themselves involved as long as information services are provided and as long as companies who use these services are willing to familiarize with the new technologies as companies are centers to disseminate information. It is logical that they do, and will continue to do, as a key role in their change process.

Frederick (2016) mentioned that as long as a companies continues developing and adjusting to technological changes with new models, things will be changed. Academic companies must always keep changing according to changing conditions on both sides of information providers and users. An up-to-date companies ry, which offers old-style 'paper' services as well as a whole variety of electrical multi-media services, for example video, audio and CDs, has assisted companies to deliver a variety of services. To continue being productive, it has to recruit more manpower or to teach the employees accordingly, especially within the shortage of computer science expertise. Today resources are dedicated not only to giving extra information but also to the services in order to keep the technology that will permit the right of access to information and knowledge.

Boateng (2014) criticizes, in his paper, that Being ahead of technological advancement, for example, digitization, Wikis electronic publishing, Web 2.0, RSS, Blogs, SMS, Companies 2.0 Podcasting, Mashups web application in web development or web page, companies can use knowledge from more than one source. For instance, to make a single new facility appeared in only graphical edge, company's operators could use the URL and photographs of their companies divisions with a Google map to make a map mash up. A folksonomy is a structure in which users can relate public tagging to accessible items, normally to help them redefining those applications. For example OSS (open source software), Open Access (OA) are free access rights and freedom to read research, usually online, and preferably with the aptitude to use again without deprived limit.

1.1 RESEARCH OBJECTIVES

1. To identify the relationship between leadership and organization culture?

2. To identify the relationship between information technology and organization culture?

3. To identify the relationship between interpersonal skills and organization culture?

1.2 RESEARCH SIGNIFICANCE

Today, companies have to exhibit the role of mediator among the massive network of resources and their customers to meet the most ever-changing demands of companies users. To the company's professionals it requires constant updated skills and knowledge in order to achieve the needed performance. A long continuing education is essential for every professional, not only for company's professionals but also in all service sectors.

Basically, the goals of the present research are to examine the latest required skills for companies in Saudi Arabia, given the role of leadership management skills that may affect performance. In addition, this study the professional for the companies functions and accomplishments remain to change, companies have expanded the traditional companies model, which concentrate on management of printed resources and activities, to have a model of companies, converting services and resources into a digital formats to back up learning, research and teaching, this shift from printed to digital form has affected the roles of the professionals and activities because of new required competencies.

2. LITERATURE REVIEW

2.1 LEADERSHIP SKILLS

Old fashioned scholars tended to believe that leadership and management are very distinguishable and completely bipolar. However increasing evidence indicates that this distinction may be misleading. Zalenznik (1977) began the trend of contrasting leadership and management by presenting an image of the leader as an artist, who uses creativity and intuition to navigate his/her way through chaos, whilst the manager is seen as a problem solver dependent on rationality and control. Nanus (1985), for example, suggest that managers "do things right" whilst leaders do "the right thing" and Bryman (1986) argues that the leader is the catalyst focused on strategy whilst the manager is the operator/technician concerned with the "here-and-now of operational goal attainment".Central to most of these distinctions is an orientation towards change. This concept is well represented in the work of John Kotter (1990) who concluded that "management is about coping with complexity" whilst "leadership, by contrast, is about coping with change." He proposed that good management brings about a degree of order and consistency to organizational processes and goals, whilst leadership is required for dynamic change.

Ullah (2013) investigated and studied the competency identification for medical organization performance. The researcher has used questionnaire to collect the with a well-designed survey, including 84 skills and competencies statements, covering 8 parts, was prepared after deep literature review, a well critical plus pilot testing using a 5-point Likert scale,

administered between the HOD and chief organization performance, the researcher used 7 variables namely Health sciences, information services, managing methods, and sciences environment. The findings of the research are that the CLC validated 80 statements. Only 27 statements received four or higher mean score from CLC while the other 53 received mean scores in the range of 3.97 and 3.22. Ullah has come to a conclusion that medical organization performance are expected to have enough information concerning health sciences atmosphere containing medical terms and conceptions. Strong awareness of some proficiencies, particularly for medical companies is a supplementary requisite for companies staff. Elkins (2014) primarily examined how companies duties were presented in the performance potentials in the professional criteria found in Empowering Learners.

2.2 INFORMATION TECHNOLOGY

The term information technology can be construed as cooperative terminology for numerous complicated technologies concerned with the delivery of information that might comprise calculating, telecommunicating and microelectronics. Information technology has also been well defined, for examplem "the application of computers and other technologies in acquisition, organization, storage, retrieval, and dissemination of information" Additionally, information technology means "the use of hardware and software for efficient management of information i.e. storage, retrieval, processing, communication, diffusion and sharing of information" Mohsenzadeh (2012). In this respect, the researcher accepts as true that information technology is the biggest supporter to knowledge in this age, in addition that it can be defined in terms of a variety of novel technologies, together with all usage features including CPUs, microcomputer automated devices, satellite television, www network in addition to communication technology revolution. The things that ought to be observed in the current studies, the information technology includes CPUs, information databases in both cases off-line or on-line, information networks similar to internet, intranet as well as Rosenet, digital-resources together with digital books, digital journals, digital dissertations, digital software including hardware devices (i.e. information infrastructure design), in addition to information special facilities (e.g. selective distribution of information, present awareness facilities, bench of content facilities, bulletin board facilities, digital reference counter and lots more. Mohsenzadeh, 2012)

2.3 INTERPERSONAL SKILLS

Human resource development (HRD) professionals and management educators recognize the importance of interpersonal skills for the selection, assessment, training and development of managers and supervisors (Becker et al., 2001). MBA recruiters have noted that skills such as communication and conflict management are among the most sought after from new hires, yet also among the most scarce (GMAC, 2014). MBA program critics suggest graduates with strong interpersonal skills are hard to find because these skills are rarely integrated into MBA curriculum (Rubin and Dierdorff, 2009; Slater and Dixon-Fowler, 2010). One explanation for why developing interpersonal skills (MIPS) is such a challenge is that there is no widely accepted definition of these skills (Dierdorff et al., 2009)

2.4 ORGANIZATION CULTURE

Research and practical experience of the 1980s revealed two different approaches to defining corporate culture. In the first one, culture is treated as an internal subsystem of the organization, allowing individuals to adapt to the environment. In this approach, the company has a culture. This approach is descriptive and it is often sufficient to make a list of some features of company "personality". In the second approach, the company is treated as a culture, i.e., a system of knowledge that each of its members can interpret through their mind. This approach allows access to the dynamics of the social system in all its complexity, and then it leads to the concept of corporate identity (Katarzyna Szczepańska, 2014).

Organizational culture refers to the beliefs and values that have existed in an organization for a long time, and to the beliefs of the staff and the foreseen value of their work that will influence their attitudes and behavior. Administrators usually adjust their leadership behavior to accomplish the mission of the organization, and this could influence the employees' job satisfaction. It is therefore essential to understand the relationship between organizational culture, leadership behavior and job satisfaction of employees (Tsai & Yafang, 2011).

3. CONCEPTUAL FRAMEWORK

The research model of this project suggests that there is multi-correlational dimensions between the research variables; between leadership, information technology, interpersonal skills and organization culture, the research model is demonstrated in figure 1.
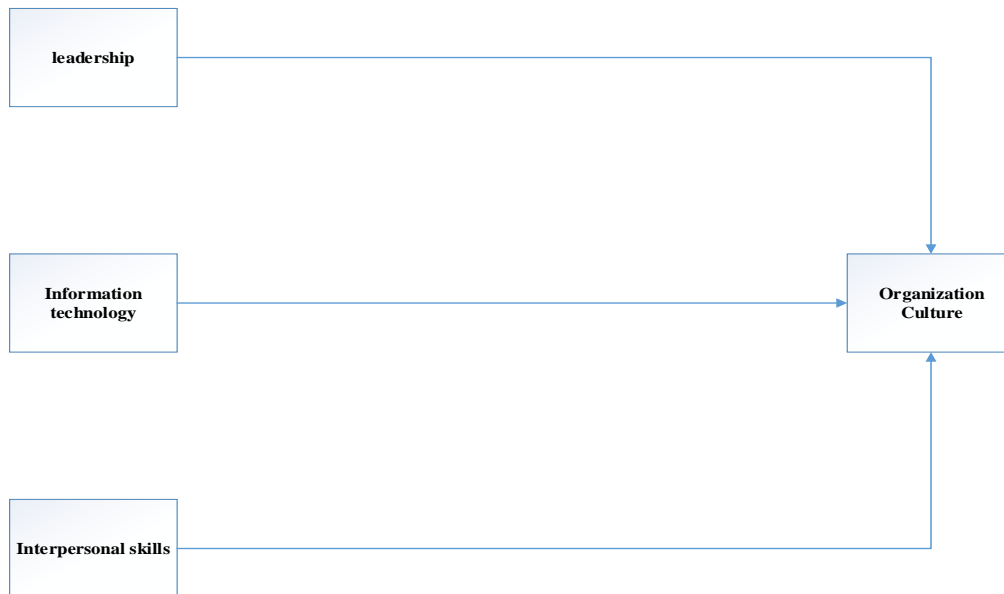
Figure 1: Multi-dimensional correlation Model

3.1 RESEARCH SAMPLE

Companies are selected as to have variant sizes; large, medium and small ones, in a proportionate number. Companies in Makkah city are the target in this study. Only personnel at the managerial level (CEOs, general managers, or head of departments) are aimed at since this research is focusing on leadership. Nevertheless, only managers that can really give reliable information about the culture of the organization.

The Sampling in this project study is to take the form of both non-probability and probability sampling. Non-probability sampling in that not all companies from all business sectors are equally targeted due to the aforementioned constraints (i.e. accessibility issue). However, it is considered a probability sampling since the questionnaire is distributed on a random basis among companies operating in the area frame of Makkah city. The sample size is selected to be 104 companies, which are operating only in Makkah. A survey is to be conducted on the respective companies. The survey involves no direct face-to-face interviews, remote liaise via telephone, but an online questionnaire the link to which is distributed by email, WhatsApp and/or other social media. Online questionnaires are proven the least expensive and fastest way to reach the greatest number of people that with the technological advancement could be attended with smartphones and Tabs, not only on PCs and on Laptops.

Data collection is planned to incorporate for mostly all forms of qualitative data gathering. For instance, administering surveys with close-ended structured questions. The addressed sample to be covered in this survey will, as aforementioned, focus on the manager or the person in charge who has knowledge about the company's operations, structure and data.

4. RESULTS AND DISCUSSION

4.1 RESPONDENTS PROFILE

Though the sample of participants was completely random, the vast majority of 96 male respondents that have participated out of the 104 respondents in the study shows the male dominance in the Saudi society, or perhaps the preference of male leaders over female. The respondents participated in the research were of different age groups, but as can be seen from the table below, are less from the younger groups with only 4 aged at 25 – 30 year old. On the other hand, 60 of the participants were in the mature age of managerial level, over 35 year old and 50 year old. Those who fall in the age category of over 50 years numbered at 24 participants.

As this study aimed at staff only at managerial level, those who have subordinates and been supervising other staff and hence should play leadership role are 40 general managers, 24 head of departments, 20 project managers, 16 chief executive officers, and 4 field coordinators, all have given their inputs which definitely gives greater reliability and credibility to this study.

However, as can be observed from the responses, 24 of these participants have little experience, from 1 to 3 years, at the managerial position, 16 participants have 4 to 7 year experience, while 32 have been in the managerial level 8 to 10 years, and some 28 others have held a managerial position for over 15 years. Many of these managers obtained education only up the bachelor degree, while the majority obtained higher education; 28 with master's degree, 32 with PhD, and 4 with even post-doctorate level of education.

Table 1: Respondent profile

Measure	Item	N
Gender	Male	96
	Female	8
Age	25 – 30	4
	31 – 35	16
	36 – 40	36
	41 – 45	12
	46 – 50	12
	> 50	24
Education	Pre-Degree	4
	Bachelor	36
	Master	28
	PhD	32
	Post-Doc	4
Position	HoD	24
	FC	4
	PM	20
	GM	40
	CEO	16
Experience (in years)	1 – 3	24
	4 – 7	16
	8 – 10	32
	11 – 15	4
	> 15	28

4.2 FACTOR ANALYSIS

First, it is important to highlight that the sample size of this study is adequate to perform factor analysis since the turnout rate is over 100 respondents (i.e. exactly 104 participant) with no missing values as all items in the online questionnaire were marked as required fields.

Factor analysis is basically the explanation of which items have stronger 'affinity' or have greater loading onto which component or factor among the rest, or in other words, which items associate more to which construct. On this, the number of components or factors that explain the total variance of the data is demonstrated in table (). As can be seen, four factors/components (the first four in the table list), which represent the four constructs of this study (i.e. the two leadership types; transactional and transformational, the organizational culture and the company size), have an eigenvalue greater than 1. These factors explain an accumulative extraction sum of the squared loading of around 75.5% of the total variance through the latent root criterion. Eigenvalue, by default, is a measure of how much variance is explained by a factor.

Table 2: Total Variance Explained

Component		Initial Eigenvalues			Extraction Sums of Squared Loadings		
		Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
dimension0	1	10.322	51.611	51.611	10.322	51.611	51.611
	2	1.711	8.553	60.164	1.711	8.553	60.164
	3	1.469	7.345	67.509	1.469	7.345	67.509
	4	1.008	5.042	72.551	1.008	5.042	72.551
	5	.935	4.677	77.228			
	6	.806	4.031	81.259			

7	.728	3.641	84.900
8	.600	2.998	87.899
9	.437	2.187	90.086
10	.414	2.068	92.154
11	.399	1.993	94.147
12	.320	1.602	95.749
13	.266	1.330	97.079
14	.219	1.096	98.175
15	.192	.959	99.135
16	.173	.865	100.000
17	1.256E-16	6.279E-16	100.000

4.3 Descriptive Analysis

In this study, the purpose of executing a descriptive analysis is to generate description on the general situation of the students in Jordan. Accordingly, Table 4.5 highlights the results in terms of mean, standard deviation, maximum as well as the minimum of the constructs. Three categories are used in this study in order to facilitate the interpretation of the five-point Likert. They are as follows: scores lower than 2.33 [4/3 + lowest value (1)] were regarded as low; scores of 3.67 [highest value (5) - 4/3] were regarded as high and, scores in between were regarded as mediator.

As highlighted in Table 3 for most constructs, the minimum value was 1.00 while the maximum scored was 5.00. This denotes the minimum and maximum levels of the Likert scale that this study used. Also, it appears that use behaviour had the maximum mean value of 3.8016 and a standard deviation of .63632. Meanwhile, the factor of technology scored the minimum mean value of 3.4161 and a standard deviation of .80394. For seven constructs, the mean obtained were greater than 2.33 but lower than 3.67 (mediator). One construct generated a mean value greater than 3.67. Thus, it can be deduced that the respondents had the inclination to show moderate perception level. Table 3below shows the results in detail.

Table 3: Descriptive Statistics of the Constructs

Constructs	Minimum	Maximum	Mean	Std. Deviation
Leadership.	1.20	5.00	3.3604	.76932
Interpersonal Skills	1.00	5.00	3.5365	.82133
Information Technology	1.33	5.00	3.4818	.85109
Organization culture	1.20	5.00	3.4359	.78847

4.4 Hypotheses Tests - Regression Model

A multiple regression analysis is performed in order to assess the influences between the factors in the proposed research model. All hypotheses test indicate some influences between constructs. The analysis is conducted in three regression models, as shown in Table 4.

Table 4: Regression Model and Hypotheses

Model	Hypotheses	Independent	Dependent
1	H1	Leadership	Organization culture
	H2	Interpersonal Skills	
	H3	Information Technology	

Model 1, with Organization culture as the dependent variable together with Leadership, Interpersonal Skills, and Information Technology as the independent variables, was analysed using the multiple regression analysis. The results can be referred in Table 4.48.

As indicated by Hair et al. (1998), the coefficient of determination (R^2) is employed when the researcher wishes to measure the fraction of the total variance of the dependent variable with respect to its mean described by the independent variables or the predictor variables. If the R^2 value obtained is high, then, the regression model's explanatory power will

be good. In this study, the regression model R² value obtained for the dependent variable Organization culture is 0.653. This indicates that 65.3 percent of the total variance in Organization culture (BI) of students is described by the regression model. Additionally, the value obtained (0.653) is regarded as high. As such, the regression model's power is considered as good.

This implies that the model is significant statistics-wise (F=117.269, p<0.001). Further, the regression coefficients' values as well as their significance, establishes the factors comprised in the model.

Simply put, as illustrated by Table 4.48, the regression model validates the hypotheses below:

- H1: There is a positive relationship between Leadership and Organization culture (β= 0.132, P<0.001).

- H3: There is a positive relationship between Interpersonal Skills and Organization culture (β= 0.085, P<0.001).

- H3: There is a positive relationship between Information Technology factor and Organization culture (β=0. 101, P<0.001).

5. THEORETICAL IMPLICATIONS

The researcher has narrowed down the most important theoretical implications that contributed to the body of knowledge firstly, The study have look at the factors that the researcher use in the study can conclude in terms of the current factors that need to be considered while evaluating the culture of the organization, by having a new model for companies staff, The results of the research will help in developing a new model for culture of the organization in Saudi Arabia , It endeavors to recognize the impact of advances technologies upon the companies staff and what levels of support are required to make a modern companies function, This will highlight the developing requirement for trained and skilled staff in areas such as foundation knowledge, interpersonal skills, leadership and management, collection development, information technology skills, while the track of changing in the environment of companies work that required new skills and competencies this has curious the researcher that needs to be restructure, The study can see the factors that researcher will study and investigate in this study and check the how much they affect to the culture of the organization.

The researcher has come up with the most important managerial implications, the researcher has started by explaining the role of manager and how they will have full understanding on how to choose and evaluate the employee according to the international standers that held by many international organization worldwide that has approved and accredited this standards, for this companies managers will have a comprehensive understanding about the required competencies that will help in recruiting the companies staff manpower by setting and establishing the standers requirement for library employee in the digital and information era ,The research offers important insights for companies manager and head of department so that they can improve the performance of librarians, Leadership management is highly influential in the performance of librarians as mediator and therefore should be focused, this study emphasizes Leadership Management in the companies, this study suggested that Leadership management is important thus management, take into consideration this factor to improve the performance of companies, by this the library managers they are up to date with the current requirements that let them evaluate the performance of their employees as well as this factors can be considered as JD (job description for companies in the digital ear).

6. LIMITATIONS AND RECOMMENDATION

As conducting the survey, they major yet most stringent part was the collection of data. The distribution of the questionnaire was difficult to make way to the recipients' attention. However, with repeated requests and follow up the questionnaire succeeded to score 104 participants ranged from CEOs through general managers, to field coordinators and head of departments. Some of the limitations are as below:

- Accessibility issue; addressed sample involves high ranked officers

- Restricted area covered; Mekkah

- Type of questionnaire is lengthy and requires attention

- Collected data might seem as self-assessment and sensitive to share to some participants

- Confidentiality concern

- Absence of awareness of the importance in participation in such studies

In this study, 'company size' was chosen to be the moderator variable based on the recommendation of the research study conducted by Khan et al, 2009. Though this master research has succeeded to confirm the moderating effect that the size of company has on the relationship between leadership styles (transactional and transformational) and the organizational culture in Saudi enterprises, it still does not outline the type of organizational structure (i.e. bureaucratic, post-bureaucratic, functional, matrix, flat…etc) that these companies had. It is very distinctive and significant to incorporate for the type of the organizational structure to which that leadership style was successful in laying a good culture to realize its role as a moderating variable. Hence, it is recommended for the next studies in the same stream to determine the combined moderating effect of organizational structure and company size on the relationship between leadership style and the organizational culture. By this, the best instrument set of leadership and structure types that is efficient in small, or in large, companies could be determined for improving the internal culture and the result is better performance.

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