**RESEARCH ARTICLE**

# The Reality of Adopting Organizational Culture Approach at King Abdullah University Hospital in Jorden

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## Abstract

This study aimed at identifying the reality of adopting organizational culture approach at King Abdullah University Hospital through defining some elements of organizational culture approach including (values, beliefs, anticipations, customs, prohibitions, rituals, characters, laws, and regulations). Population of the study was consisted of all employees of central executive management and the questionnaire was designed for data collection. A random sample reached to (160) employees was used. The questionnaires were delivered directly by the hand and received in the same way. They were statically analyzed. The study has reached for following results: the employees shall comply for legislative values in the organization, adopt the organizational believes, commit with laws and regulations of the organization, speak about contrabands in the organization, and create rituals and common relations among the employees of organization. It has been recommended in following suggestions: management has to deal with all employees equally were they are compiled by the most organizational values at organization. It also must share the employees in the process of managerial decision- making in order to increase percentage of employees' adopting organizational believes at organization. The necessity to improve the organizational environment at hospital to be reflected in assessing common organizational culture among employees.

**Keywords:** *Organizational culture, Values, beliefs, Anticipants and customs, Contrabands, Characters, laws, Regulations.*

## Introduction

Organizational culture has a great impact on successes and failing of organizations. It is basically related to human resources efficiency qualified and for what has been adopted including particular culture starting from leadership to the lowest levels of management effected enormously in cultural organization in the firm and the method of think by sharing perspectives, believes, creating , working as team, listening to others tolerating risks, respecting others, accepting arguments and doing tasks. All these values have great impact on behaviors of individuals working at the organization so that strengthen and support the teamwork in order to raise the performance of the organization. This motivation will make it able to implement the tasks. In this stage, leading has played an important role in creating and enhancing this action of cultural organization. The efficiency of leading is being clear by the culture transformation not to reach to bureaucratic hierarchy to control the laws and the

extent of applying. Cultural organization has a wide range spread at organization so that ties accepted and trusted by the workers. They shared in values, customs and hypothesis that govern their believes at the organization.

### Significance of Study

Culture organization has main and great significance at organization. It is resultant of social relationships among employees. So, relations have important role to make the organization be successful in its performance, stability, and growth. So that, leaders have to direct the employees for establishing strong relations and various behavioral patterns for organizational and social system. As well as, cultural organizations factors has great impact on outcomes of lying out. It reaches organization for high levels of production. Many leaders think that the concepts of cultural organization have great value and indictor in analyzing and

managing the firms and organizations. From here, the value of study stems through questions that arise and worthwhile for such a large role in the organizational culture of the organization to achieve its objectives and its role.

Study has another scientific significance. It is connected with explaining, and interpreting the definition of cultural organization and how it enables the employees to work on one union community in the light of one culture organization approach through remitting thought, visions, values, and trends of the employees.

The study has proven the role of cultural organization in improving efficiency of performance. The employees need to know the contents of prevailing culture and its characters. The current study will help organizations and institutions to clarify values, thoughts and trends that are shared by employees in all managerial levels.

## Objectives of Study

The study aims at identifying cultural organization in which it has positive advantages help an organization in achieving the objectives, succeeding in work and defining the reality of adopting cultural organization by hospital of king Abdullah through its elements including: values, believes, customs, anticipants, laws and regulations.

### Statement of the Problem

Any organization meets challenges of external environment that full of complications and have great effect on the employees as well as organization. For that reason, it shall meet these challenges. King Abdullah University as all organizations effected by the external environment. Employees have brought different and various cultures which mean management of the organization have to meet this challenge to grantee the working process and good performance and stability. There should a configuration between internal and external environments. This motivates management of the hospital to interest in human resources (HR) presenting by physicians, nurses, employees in order to build particular culture for the employees of the organization (population of the study) working on improving their performance and developing social relations among them. The study will answer on the following main question: what is reality of cultural organizational (values, believes, anticipations, customs, contrabands, rituals, characters, laws, and regulations) at King Abdullah Hospital?

## Study Hypothesizes

The study includes following hypothesizes:

Hypothesis (1): there is an adoption by the management of hospital for the organizational values to be enhances among the employees.

Hypothesis (2): there is an adoption for organizational believes to be applied among the employees.

Hypothesis (3): There is a statistically significant relationship between the modern working for contraband in the organization and organization's success.

Hypothesis (4): there is a statistical significant relation when the employees talk about the prohibitions at organization and its success.

Hypothesis (5): there are common customs among the employees at organization.

Hypothesis (6): employees are not commitment in laws and regulations of the organization.

## Population and Sample of Study

It is consisted of all employees working at central executive management reached to (1000). The sample includes employees, physicians, and nurses who working in central executive management reached to (160).

### Elements of Study

The study has focused on elements of cultural organization to measure the extent of applying at King Abdullah University Hospital.

### The Procedural Definitions

**Cultural Organization**: It is spread through the entire organization and featured by trust and accepting from employees. They have shared in complete system including values, believes, customs, standards and hypothesizes govern their behaviors inside the organization.

**Values:** Common agreements among members of social community about what is liked and other is prohibited, what is good and other is worse, and what is important and other is not. Whereas, organizational values are presented at work environment and direct behaviors of employees in the light of different organizational conditions including: Altruism, respect for time obedience, justice, effectiveness, efficiency, teamwork and respect the law and workmanship, loyalty and belonging.

**Believes:** They are common notions and thought related to the nature of an individual and his social life. Whereas the organizational believes considered as common thoughts about the nature of work and social life in work environment, how work be implemented, and the organizational tasks.

**Organizational expectations:** It is presented by psychological contracting between employee and organization. We can add here that there are different expectations at organization as between employer to employees, between partners and employees to employers based on mutual appreciation and respect.

**Prohibitions:** It includes all the matter hidden by the organization such as the failed experiences of the organization or a failed director of the organization does not want to talk about which negatively effects on the reputation of the organization.

**Rituals:** Common actions implemented among the employees to strengthen social relations such as collective meals in the organization, trips for restaurants and other places, respecting partners when speaking, not to interrupt and listen to them. There is a common way to interrupt during talking. As well as the style of calling them with courtesy and respect and commitment with the uniform dress while working.

**Laws and regulations:** It is focusing performed by management on laws, instructions, and written official documents to use them as a method to regulate and set the behaviors and performance of employees.

## Theoretical Framework

Concept of culture is considered one of the most public concepts in the communities and the most debatable. This concept becomes modern topic and it is the most interested by the organizations. It has been agreed that every community has its differential culture. Culture has played an important and effective role in the life of communities whether they are individuals or groups inside or outside the organization.

Culture is an Arabic word derived from "slipping a spear". It is used to be known as a skill in industry and then it is related to life of mind and taste [1]. Culture is the basic structure for the way of thinking and the methods of social interaction so that has negatively or positively affected and that connected to the nature of culture, its contains, power, depth, and its attention.

If we think in culture organization as an umbrella, we will see values, and high visions that able to unify the individuals and groups who work under it. So, the ability of an individual to change or attract any organization depends on finding the appropriate umbrella that unifies employees and sub-cultures seek for common vision.

Culture is a stable and deep-rooted believe that there is away or a method determined and preferred by person or all people to perform a particular task or finish a particular something. This method or way maybe unacceptable from one person to another. Others prefer to perform the task by another way or method.

Some people see that managerial culture is authorized by manager. It is connected with knowledge of manger including (human culture, administrative psychology, and social psychology) because the role of manager seems to be as counselor or expert. So, the manager must have known the nature of work and human needs and how to acquit new experiences and factors that help the employees to adopt with the new work conditions. Others see cultural management is a complete unit of knowledge, concepts, disciplines, methods and ways that are followed or used by the managers to implement the work or achieve objectives .

Every organization has its own culture to regulate itself on its structure. It has organizational behavior makes it differentiated form other organizations. the culture of the culture seems the same or it is derived from the culture of the community with some modifications, because transformation to own formal laying out needs to conduct some of these modification and to be confirmed with nature of organization work and its objectives.

Tonsil mentioned that cultural organization is an organization including all the elements of (means, symbols, believes, actions) that are developed and be stable within time and became a feature for organizing in order to create general understanding among the members of the organizations about organizing and the expected behavior form the members. It is a pattern or style and expectations considered as the standards form and direct the behaviors of the individuals and groups at the organization.

Robbins [2] defined cultural organization as a system of common meanings owned by the members of the organizations and makes the organization differentiated.

Organizational culture is represented by the main hypothesis developed, discovered or created by a group to deal with the problems of external adoption and the problems of internal integration whether it is related to the way of old and modern people release, think and feel in these problems [3].

Mc share [4] defined it as "basic styles from the common hypothesis, values and believes that direct the way of thin for particular problem and opportunities that the organization meets.

Culture has a great importance as it is significant element of management. it is social process has multiple features where leading in the front of these features. Developing the managerial department needs to develop the leading abilities of employees at universities [5]. Leading is the result of reaction between the personal features of the leader, his knowledge, and behaviors and the groups that followed him in its culture and its behaviors in the light of the situational circumstances and multiple variables in order to perform basic jobs to make the objectives achieved effectively and sufficiently [6].

Culture of the organization connects the employees with each other. It gives a meaning, harmony and a common objective for their daily life at work. The organization in which owns strong cultural organization, will have a clear message, work system, and structures enable the employees to work in the light of high spirits to achieve excellent performance and high quality because they work with enthusiasm and share in decision-making.

Cultural values defines the positions and trends of the community about the various administrative functions, The views of staff and attitudes related to the administrative authority to accept or not some of the varieties of jobs and their occupants, as well as their outlook towards the concept of class and social mobility and their views on wealth and riches and material gains. Organizational culture has a prominent role in determining the situations of people including operations and concepts of change in administrative and regulatory fields. Some cultures are against change and others with the modern transformation [7[. As the ability creating a culture and maintained it at the organization

are considered as values have taught for the individuals from the beginning.

The fundamentals of the organizations are playing a significant and important role in creating customs, traditions and ways of working, especially in the first modulation period [8]. One of the process to establish the institutional culture the procedures of selecting the employees and applying the role of high (senior) management and methods of upbringing used, rituals, symbols and language measures [8].

Hence we can say that the culture of the organization includes common notions among groups of individuals, as well as the languages to reach ideas and this is what makes it a system of behaviors acquired. It is also groups of laws, regulations, values and customs and the organizational arts acquired by the individual and the community in the organization and they seek to make it be maintained. Organizational culture is a system transmits available experience and knowledge with individuals and where considered source of society, trends, values, beliefs or controlling interest in the communities to organizations.

George and others have mentioned that organizational culture basically is a style produced by the human being and it is a group of behaviors, values and facts developed by a group of employees in the framework of particular organization through dealing with internal and external problems for objectives of growth, successes and stability.

## Types of Organizational Cultures

Organizational cultures are multiply classified, but the most useful and important ones at the organization including two types as divided by AL-Omyan [9].

**Strong Culture:** It depends on the following factors

- It belongs to power and cohesion of values and beliefs among the members of organization.
- The element of participating for the same values and beliefs at organization by the members. Consensus
- Depends on making the individuals define the prevail values at the organization and the promotions from
- Revenues denoted for commitment employees.

**Weak Culture:** employees walk on unclear and Vague baths. They are received negative instructions.

So, the results will be governed by fail in decision making and adjusting the values, trends of employees working.

Strong culture is the most widely accepted among individuals at the organization where everyone seeks to preserve it. It needs the existence for strong leader associated with internal environment motivates him for taking decisions and formulize the strategies in the light of the cultural standards and norms. Also it needs the existence of a sincere and genuine interest in working with customers and other stakeholders and individuals. Strong cultures effect positively on the efficiency of the institution because it contributes in motivating the employees by respecting the same law or same constitution of values and common structures, making individuals in the case of satisfying my mind or satisfaction increases their enthusiasm at work and considers the participation of individuals in decision-making and system rewards expressive examples of some of the applications that are dictated by the culture of valuing work. The semantics are many strong culture, among them low labor turnover rate and the large agreement member and devotion to work and loyalty [2].

One of the most features of strong culture is trust. Trust indicated for curtsy that is considered important factor in achieving high productivity. Other features such like love and respect are established through making strong relations with individuals at organization through interest, support, and motivate toward to implanting. Taking into account the independency and encouraging the employees to tolerate the risks.

Culture is not embraced strongly by the members of the organization and it is not easily accepted with wide trust from the majority of the employees. The organization is lacked in this case for joint adhering among its members with values and beliefs. So, the employees will meet some difficulties in configuration and union with organization, its objectives and the values.

In the case of weak culture, employees need to own guidance management is interested in laws and regulations and official documents started as embodied in the autocratic management systems and the style of political management. Productivity is reduced including reducing in job stratification of employees. The result will be feeling odd on culture and community surrounded. It is a phenomenon called social alienation, where values and prevail social standards and norms meaningless for an individual. So an employee feels isolation.

Generally, culture has a great importance and impact on the employees. It achieve internal harmony between the employees and the jobs, also achieves integration between organization and its environment. Moreover, it encourages on creativity. It can be featured by its inputs and outcomes. Culture helps to rebuild the organization and transform it from rewards to rebuild the organizational hierarchy.

## The Elements of Organizational Culture [10]

### Organization Values

They are common agreements among the members of organizational culture for what is preferred and other is not, for what is important and other is not. Cultural value represents values in a place or in work environment. These values have directed behaviors of employees in the light of different organizational circumstances. These values include equal among employees, interesting in time management and performance, and respecting others.

### Organizational Beliefs

They are common ideas and perspectives about the nature of work, the social life in work environment, and how to implement work and the organizational tasks. One of these beliefs, the importance in participating in decision-making and contribute in work team and it impact on achieving the organizational objectives.

### Organizational Norms

They are collections of standards and norms where the employees are commitment in as they are useful for organization. E.g. organization is commitment in not to appoint father and son at the same location. These norms mustn't be written.

### Organizational Expectations

They are represented by psychological agreement which mean that there are group of expectations determined by an individual or the organization during the work period at the organization including expectations of employers from employees and vice versa. This expectation includes mutual respect, offering organizational environment help and supports the psychological and economic needs of worker.

## Features of Organization Culture [11]

- Regulating in behavior is the result of interacting among the employees. They use a common language, terms, phrases, and rituals due to respect and behaving.

- Standards (norms): there are behavioral norms due to the amount of work that must be achieved as (spreading norms may not greatly work among the employees).

- Dominant Values: there are basic values adopted by an organization and every member must be commitment as the high quality, low percentage of absence, following regulations and instructions.

- Philosophy: every organization has its own policy to deal with employees and customers.

- Structures: they are instructions issued from organization and they differ from one organization to another. An individual work at organization due to the planned structures.

- The organizational climate: group of features that differentiate the internal environment of the organization where employees work at. So, it effects on their values, trends, and resolutions. It includes high percentage of relative stability. Theses features include organizational hierarchy, leading style, policies, and procedures. Laws and communication styles.

All the features mentioned above reflect culture of organization and by them cultures are differentiated from one organization into another.

## Maintaining the Culture of the Organization

There are three factors play an important role in maintaining the culture of the organization [12].

**High Management:** the reactions and responses of high management considered an effective factor through taking decision. High management is commitment in organizational behavior by using one language, and common terms, phrases, and rituals. Also, behavioral norms include trends of work and high management philosophy in how to deal the employees in addition to policy of management toward toquality and absence, and its policy about implementing structures, regulations, and instructions. If high management doesn't maintain its policy in all areas of organization, this will effect on culture of it.

**Employees selecting:** process of attracting employees and assigning them play an important and great role in maintaining cultural organization. The main objective from employees selecting is to determine and use the individuals who own experiences, knowledge, and abilities to perform the tasks of job at organization successfully. In selecting process. There should be convenience between skills and knowledge abilities available with individual and organization philosophy. In another meaning, there shouldn't be difference between the values of individuals and organization in order to maintain on culture of the organization, because efficiency and performance are affected as the new employees who hold a culture doesn't fit culture of current employees at organization.

**Social Communion:** when selecting new elements at organization, it is normal if these elements don't know the culture of the organization. Management must make the employees identify the current employees and it is important for not to change performance of organization.

## Literature Review

### A Study of Cultural Organization and Managerial Creativity in Ministry of Education and Learning

The study aimed at answering on following question:

What is the relation between cultural organization and managerial creativity as it seen by different managerial levels in Jordanian ministry of education and learning?

The study has reached that degree of prevail cultural organization among the employees in educational organization was medium, and the degree of creativity was also medium. There are no statistical significant due to the variable of gender in releasing the cultural organization and owning creative abilities for employees.

Results have indicated at the lower level of the educational and experience variables more aware of organizational culture and more -owned creative capabilities of the highest level generally. Also when level of cultural organization of managerial employees increases, the degree of creativity will be increased.

### A Study of Relation between Cultural Organization and Applying HQM

The study aimed at examining the relation between cultural organization and HQM. The results have indicated that there is a positive and high relation between independent variable

(cultural organization) and dependent variable (HQM). The study found that there is a statistical significant between cultural organization and applying HQM due to job level and experience years [13].

## A Study of the Impact of Cultural Organization on Creativity

The study aimed at identifying the relation between cultural organization and demographic features and its impact on achieving creativity of employees. As well as to identify the extent of the variation in level of creativity of employees for the difference in their demographic features [14].

The study has reached that there is a positive relation between all demographic characteristics except the characteristics of gender and age and cultural organization. As well as, there is a positive impact for the dimensions of cultural organization and demographic characteristics in capability of employees on creativity. Moreover, there is a difference of employees due to demographic characteristics except qualification and variety of current tasks of job.

## Empirical Study and Data Analysis

### Tool Validity

The validity of tool has been examined by "Chorion Bach Alpha". Table 1 shows that all the values equal 0.060. Which means that tool is valid.

**Table 1: Results of chorion bach alpha**

| Field | Alpha |
|---|---|
| Values | 0.82 |
| Beliefs | 0.74 |
| Expectations | 0.90 |
| Prohibitions | 0.68 |
| Customs and rituals | 0.77 |
| Laws and regulations | 0.81 |
| **Total** | **0.85** |

## Personal and Functional Factors Description

Table 2 shows the following results:

**Gender:** It was clear those 53.7% males and 46.3% females.

**Experience:** It was clear that 59.3% for the category of (more than 10 years' experience), 26.5% for category of (between 5 and 10 years) and 14.2% for category of (less than 5 years' experience).

**Qualification:** It was clear that the percentage for who behold (Bachelor degree) was 45.7% and 35.2% for who beholds high studies. As well as 19.1% for those who behold diploma.

**Table 2: Means, percentages for variables of personal and functional of respondents**

| Demographic features | Variables | Frequency | Percentage% |
|---|---|---|---|
| Gender | Male | 87 | 53.7 |
| | Female | 75 | 46.3 |
| Experience | Less than 5 years | 23 | 14.2 |
| | From 5 to 10 years | 43 | 26.5 |
| | More than 10 years | 96 | 59.3 |
| Qualification | Secondary | -- | ---- |
| | Diploma | 31 | 19.1 |
| | Bachelor | 74 | 45.7 |
| | High studies | 57 | 35.2 |

## Hypothesis (1): There is Adoption for Organizational Values at the Organization

Table 3 shows that expecting paragraph (2) all means of paragraphs were more than 3.00 at statistical significant (α≥0.05). Paragraph (2) " I utilize work time for organization" at first and mean was (4.15). Paragraph (3) was second. Whereas paragraph (4) "my partners appreciate my work" finally and it was the most accepted statically. Mean of Paragraph (1) was less than (3.00). So, it is not statically significant, so that management doesn't deal employees equally. The total mean was (3.65) at (α≥0.05). So, it is a statically significant.

**Result: The Hypothesis was Accepted Representing the Organizational Values at Organization**

## Hypothesis (2): Organization Adopts Organizational Beliefs

Table 4 shows that mean of paragraph (5) was less than 3.00 that explains that management doesn't share managerial decision- making. Whereas mean of paragraph (6) was more than 3.00 at statically significant (α≥0.05). So,

employees are keen on team work at organization. Mean of the two paragraphs was (3.28) at

statically significant (α≥0.05). Hypothesis (2) was accepted.

**Table 3: Means, standard deviations, (t) value, and statically significant of values**

| No. | Paragraph | Mean | Std. deviations | T | Statically significant |
|-----|-----------|------|-----------------|---|------------------------|
| 1 | Management deals equally with all employees. | 2.98 | 1.09 | -0.29 | 0.77 |
| 2 | I utilize work time for organization | 4.15 | 0.66 | 22.42 | 0.00 |
| 3 | I develop my performance method continuously. | 4.01 | 0.85 | 15.02 | 0.00 |
| 4 | My partners appreciate my job. | 3.45 | 0.91 | 6.28 | 0.00 |
| **Total** | | **3.65** | **0.58** | **14.09** | **0.00** |

**Table 4: Means, standard deviations, (t) value, and statically significant of beliefs**

| No. | Paragraph | Mean | Std. deviation | T | Statically significant |
|-----|-----------|------|----------------|---|------------------------|
| 5 | Management makes participate in decision-making | 2.80 | 1.36 | -1.90 | 0.06 |
| 6 | I keen in work team at organization. | 3.77 | 0.99 | 9.90 | 0.00 |
| **Total** | | **3.28** | **1.05** | **3.45** | **0.00** |

## Hypothesis (3): Organizational Expectations are Presented by Psychological Agreement between an Employee and Organization

Table 5 shows that expecting paragraph (9) all means of paragraphs were more than 3.00 at statistical significant (α≥0.05). Paragraph (8) "My partners appreciate and respect me" at first and mean was (4.49). Paragraph (7) was second. Whereas paragraph (9) "Organizational

environment helps me to achieve my needs" although its mean was more than 3.00 it wasn't statically significant. This indicates that organizational environment doesn't help employees to achieve economic and psychological needs. Total mean was (3.95) and has statically significant at (α≥0.05). The hypothesis of was accepted.

**Table 5: Means, standard deviations, (t) value, and statically significant of expectations**

| No. | Paragraph | Mean | Std. deviation | T | Statically significant |
|-----|-----------|------|----------------|---|------------------------|
| 7 | I respect and appreciate my partner in work. | 4.30 | 0.93 | 17.89 | 0.00 |
| 8 | My partners appreciate and respect me | 4.49 | 0.93 | 17.89 | .00 |
| 9 | Organizational environment helps me to achieve my needs. | 3.05 | 1.06 | 0.59 | 0.55 |
| **Total** | | **3.95** | **0.69** | **17.43** | **0.00** |

## Hypothesis (4): Employees Speak About Prohibitions at the Organization

Table 6 shows that mean of paragraph (10) was more than 3.00 that explains that indicates employees speak about prohibitions at the organization. Whereas mean of paragraph (11)

was more than 3.00 at statically significant (α≥0.05). So, employees don't speak about prohibitions at the organization. Mean of the two paragraphs was (3.16) at statically significant (α≥0.05).

**Hypothesis (4) was accepted.**

**Table 6: Means, standard deviations, (t) value, and statically significant of prohibitions**

| No. | Paragraph | Mean | Std. deviation | T | Statically significant |
|-----|-----------|------|----------------|---|------------------------|
| 10 | I speak about failing managerial trial at organization. | 3.19 | 1.06 | 2.28 | 0.024 |
| 11 | I speak about negative behaviors at organization. | 3.14 | 1.01 | 1.78 | 0.077 |
| **Total** | | **3.16** | **0.98** | **2.16** | **0.032** |

## Hypothesis (5) There are Rituals and Customs Among Employees At Organization

Table 7 shows that mean of all paragraphs was less than 3.00. It is not statically significant. Organization doesn't introduce duties for

employees, managers don't enter restaurants regularly, and employees don't play common games. Total mean was less than 3.00. Hypothesis (5) was neglected showing that there are no common rituals and customs among employees at organization.

**Hypothesis (6): Employees are Not Commitment in Laws, Regulations Conducted by The Organization**

**Table 7: Means, standard deviations, (t) value, and statically significant of rituals and customs**

| No. | Paragraph | Mean | Std. deviation | T | Statically significant |
|-----|-----------|------|----------------|---|------------------------|
| 12 | Organization introduces meals for employees. | 1.99 | 1.26 | -10.14 | 0.00 |
| 13 | Mangers enter restaurants regularly. | 2.36 | 0.96 | -8.45 | 0.00 |
| 14 | We play games outside. | 2.15 | 1.00 | -10.76 | 0.00 |
| **Total** | | **2.18** | **0.88** | **-11.92** | **0.00** |

Table 8 shows that expecting paragraph (15) all means of paragraphs were more than 3.00 at statistical significant (α≥0.05) that explains management reminds us in necessity of following instructions, banishes employees on small mistakes, uses method, interrupts when it comes to the meetings of the organization and meetings abroad and deprives of motivation for personal

relationship with. Whereas mean of paragraph (15) was less than 3.00 at (α≥0.05) and it is statistical significant. Management always reminds in necessity of following the instructions.

Total mean was 2.64 and it is not statistically significant. So, hypothesis (6) was neglected.

**Table 8: Means, standard deviations, (t) value, and statically significant of laws and regulations**

| No. | Paragraph | Mean | Std. deviation | T | Statically significant |
|-----|-----------|------|----------------|---|------------------------|
| **15** | Management reminds us in necessity of following instructions. | 3.54 | 1.18 | 5.86 | 0.00 |
| **16** | It banishes employees on small mistakes. | 3.17 | 1.41 | 1.56 | 0.12 |
| **17** | Management uses method | 2.67 | 1.25 | -3.33 | 0.00 |
| **18** | Manger is described by pride. | 2.04 | 1.07 | -11.41 | 0.00 |
| **19** | My manager interrupts me when it comes to the meetings of the organization and meetings abroad | 2.32 | 1.09 | -7.93 | 0.00 |
| **20** | Manager deprives me of motivation for personal relationship with him | 2.12 | 1.06 | -10.60 | 0.00 |
| **Total** | | **2.64** | **0.68** | **-6.62** | **0.00** |

## Results

• Employees comply with organizational values of the organization where they are taken advantage of work time for the organization, and the way they develop their performance constantly. They look at the performance of their colleagues admired. But administration does not deal equally among employees.

• Employees adopt organizational beliefs at the organization where they are keen on teamwork in the organization, in spite of the administration employees do not engage in administrative decision-making.

• The organizational expectations comply with psychological contract between the employee and the organization where employees estimated their colleagues and respect them. But the organizational environment does not help

employees to achieve psychological and economic needs.

• Employees are speaking about prohibitions in the organization where they speak about the administrative experience in the organization fails. But they do not speak about the negative behaviors of the manager of the organization.

• There are common rituals among employees as the organization does not provide meals for employees and managers regularly goes out to restaurants, or employees' rides out a joint with games consistently.

• Employees are committed to the laws and regulations of the organization where management are banishing them even for small mistakes, and do not use management style threats and intimidation to terrorize workers. Managers are not characterized by superiority, nor interrupt employees when it comes to the

meetings of the organization and meetings abroad, nor deprives motivation personal relationship with them, and management reminds employees always in the necessity of following instructions [15-21].

## Recommendations

- Management must deal with employees equally until they comply with the larger organizational values of the organization.
- The management should involve employees in the administrative decision-making in order to

increase the adoption of organizational beliefs by employees at organization.

- The need to improve organizational environment in order to help employees to achieve psychological and economic needs.
- Motivate employees to talk about the negative behaviors of managers at organization to overcome them.
- Encourage management to make employees participated in games outside work.

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