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Master in Business Administration



HOW THE CULTURES IMPACT THE SMALL PRIVATE ORGANIZATIONS

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DECLARATION

This dissertation is submitted in fulfilment of the:

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"I declare that this dissertation is the result of my own independent investigation and that all sources are duly acknowledged in the references"

SIGNED.....

DATE.....08.08.2010.....

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Abstract

The research topic is "How the Cultures Impact the Small Private Organizations" with 15 or fewer employees. The Aims of the research is how the cultures controlled in small privet organization and how the employees work with different cultures and people. The research methodology was adopted in order to achieve the research aims through the literature review and data collected from the six managers. Those managers are working individual in different small private organizations, three of them from the Kingdom of Bahrain and the other from UAE. This research produced a number of key findings: on the interviews, most of the employees deal with multinational people with different culture and attitude, organization's culture should understood, management / directors/ managers must know the employees individual behaviour and attitude, organizations and their managers must encourage the staffs to get more productivity, to reach the organizations' goals and managers must know the need of a follower to increase the performance and the growth of the organizations. The main conclusions drawn from this research were that The organization culture must interact with the organizations' staffs through the directors or managers, any kind of motivations can generate the activities of the staffs, trust within organizations is one of the important factors for sharing knowledge between the staffs and the organizations visions, mission and strategy must understood through the management/ managers.

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Chapter I

INTRODUCTION

from the interviews. Chapter 5 will focus on how the aim and the objectives of the research have been met and are contrasted with the known literature. The next chapter will consider the known literature.

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Chapter II

Literature Review

2.1 School of Thought

(Mintzberg, 1998) identified ten schools of thought about strategy formation: The ten schools divided into three groups, first group called the prescriptive schools, those schools focusing on how the strategies must formulate and how it doesn't necessarily form. The first three schools are Design, Planning and Positioning schools. The second group is six schools, and they called the descriptive schools. Those schools include Cognitive, Cultural, Entrepreneurial, Environmental, Learning and Power Schools. Provided that it does not describe how the strategy should be made, but rather to describe how strategies do, in fact. The final group includes only one school, which is Configuration school. The People in the Configuration school seeking to be integrative and they were taking decision.

The following table describes the idea of the five schools that the small private organizations related to.

2.1.0 Table.1: By (Mintzberg, Ahlstrand and Lampel, 1998.)

NO.	"School of Thought" "Strategy formation as" "Beast for Each School" "School Category"	Sources	Description
1.	"Design" "a process of conception" "Spider" "Prescriptive"	Selznick (1957), Andrews (1965)	It is as a grand strategy, it considers the formulation of the strategy which is seen as the result of a conscious and deliberate thought. Current objectives and goals are examined the strengths, weaknesses, opportunities and threats of the small private organization by using SWOT analysis to identify the small private organization strategy. This identification evaluated the senior manager's values and other objectives of the organization as a best strategy is chosen. CEO of the organization has no control over this process; he or she is the strategy itself. In this school shows that the organization keeping the strategy waiting to be implemented.
2.	"Entrepreneurial" "a visionary process Wolf" "Descriptive (Some prescriptive)"	Schumpeter (1950), Cole (1959)	The Strategy is formed in leader mind, based on his own intuition and experience; he has a vision for the small private organization future. The leader's vision of the small private organization can change anything in his organization in any condition.

Those objectives could not be achieved individuals on their own efforts; it's achieved through the people and their co-operative action. Initiatives of the organization seek to promote positive attitudes through increased staff in the area of responsibility through empowerment or through investment in training to secure the commitment instead of quit behavioral compliance with all staff sharing vision and work together for an organization (Ogbonna1992, 1993). Organizations are important part of the society including both private and public sectors.

(Barnard, C.I., 1938; Farnham & Horton, 1996; Buchanan & Huczynski, 1997) defined the organizations as: system created by group of people to achieve specific objectives according to the organizations' activities, (Barnard, C.I., 1938; Farnham & Horton, 1996) added, those activities is human resources cooperative with other inanimate resources in order to achieve the organizations goals. The definition of the organization in the academic textbook is functions arranged in a form of structure to achieve specific objectives. The roles in the organization are work that the employees have within an organization such as a team leader the one who determining the success or failure of any group (Fiedler 1996), Manager and employees. The structure of the organization is organization's designed, which making the roles within the organization fit together and reasons for keeping the organization exists is due to the organization's objectives which been created by the organization to achieve them.

Organizational Behavior is a study of human behavior and performance within the organization environment through ideas taken from methods, theory and the concept of the disciplines such as study of cultural and human behavior to know about the human individual feeling, actions and learning ability while working in teams within the organization and when analyzing the external environment that affect the strategies, missions, objectives, organization and its human resources (Ivancevich & Matteso, 1998). Every day, culture is playing a significant role in the organizations' operations. Culture of an organization can be as shared the assumptions (Hibbard, 1998, &White, 1998) which concerning about how the leaders and people share their feelings and ideas in their visual behavior (Bass, 1985, & Schein, 1985, 1996) or according to (Morgan, 1986, 1997) culture as metaphors within organizations, it's not enough to measure and understanding them. Also (Smircich, 1983, 1983a) adding that the culture can motivate the employees and it's as something the organization is instead of something that the organization has. In the past, organizational culture has many definitions to define in the literature, (Lundy & Cowling, 1996) have the most famous definition that defined the organizational culture; the definition is the method or the procedure that the people do things around.

Organizational culture is shown clearly the characteristics of the organization which mean to the organizational culture should consider the correct way that things are done or understanding the problems that happened within the organization.

The values in the Onion Diagram are the core and deepest level of culture, values are closely linked to ethical and moral codes (Brown, 1988) and to decide what the human think to be done, and to identify the two words 'likes' and 'hate' for the employers and workers.

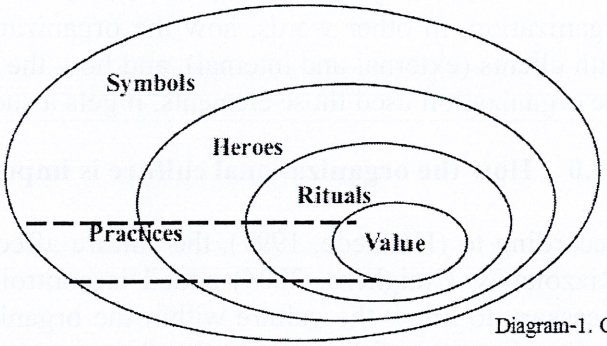


Diagram-1. Onion Diagram

The Rituals as shown in the (Diagram 1) are the collective activities that considered a fundamental social and heroes are the people who own characteristics that were respected and those who have a good relationship with the organization. A hero is a person who motivates (Deal and Kennedy, 1982). The Magician, the person everyone is relying on him when things get complicated. Symbols are the clearest element of the culture and are actions or words, objects to show something else and, which have been meaning for the group or individual.

In (Digram-2), (Johnson and Scholes, 1999) shows the cultural web to allow the people fully understand the culture of the organization. In fact, Cultural web is a Perfect tool for links the work of the symbolic, political, and organization structural, and it can be guiding for the growth of the organization strategy. In general, the cultural web (Diagram-2) is helpful to know the culture within the organization.

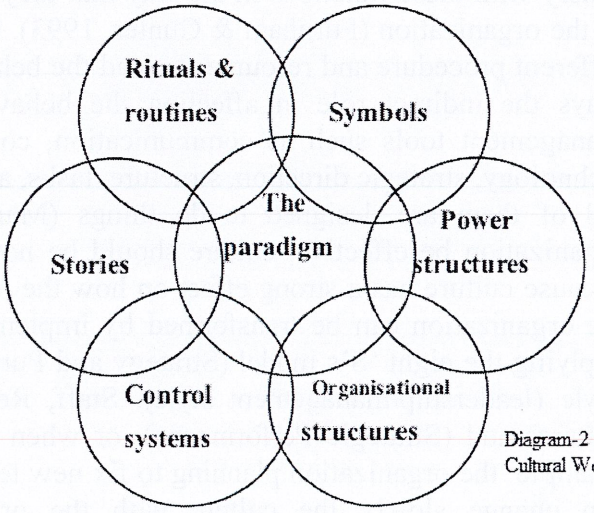


Diagram-2
Cultural Web

In the cultural web, there are seven elements that are related to each other. In the center are the paradigm or the values and beliefs of the organization, and seven elements (Control Systems, Organizational Structure, Power Structures, Rituals, Routines, Stories and Symbols) may be shaped in various developing of the organization. In practice, these assumptions, beliefs, and values are established by the organization's leaders, and it is a powerful used of forces, such as the seven elements, which are stable and wide. The behaviors result that worked as a guide for the organization staff is about what is the appropriate behavior for an organization.

This has been adapted by integrating responses to questions about who makes the decisions and questions related to the extent of formalization of the planning process as follows:

1. Participative decisions that made by group.
2. Paternalistic decisions that made by the particular person (senior).
3. Professional decisions that made by the senior person between the staff.
4. Use of formalized plans based on self-interest.

The dominance of informal planning and the paternalistic culture is not unforeseen, but it highlights the difficulty of trying to apply the key approaches to the development of human resources in small private organizations. A very small number Shows combined of use of the culture of participation and formal planning methods, which is seen by some to provide best conditions for performance. Work in this area attempts to link the organizational culture on performance, for example (Denison, 1984) in a study of large U.S. corporations found a positive Interrelation between the return on investment and culture of participation. According to (Sexton and Bowman - Upton, 1991) empirical research is limited for supporting the relationship between culture and performance but with the talk about cultures, it's less efficient in the context of participatory culture as the ideal model.

Any organizations have a culture, a complex set of beliefs, shared by most members of the organization about how people should behave at work and what are the tasks and goals are important (Baker, 1980). Furthermore culture consists of a pattern of successful internal responses to adapt the external threats (Gordon, 1991) and developing the employee's skills (Cooke and Szumal, 2000). (Kotter and Heskett, 1992) argued that cultures help the organization to adapt external changes contribute to raise the level of performance in a long term. They found that the theme of fierce competition help to create an environment culture of non-conformity, and was often reported by the managers below the performance of organizations. The function of the organization is part of the wider external environment. Environment affects the organization, for example, economic activity, governmental actions, scientific, technological development and the effect of culture. The implications of the operation of the organization within the environment are reflected in terms of managing the opportunities and risks and success in achieving its goals and objectives. (Gordon, 1985, 1991) suggested that the differences in a competitive environment, that is, contrary to dynamic markets stable and moderate the impact of the attributes of culture on performance. (Gordon and DiTomaso, 1992) found that the ability to adapt effectively in a dynamic linked instead of stable work environments.

(Calori and Sarnin, 1991) found that in a mature industry the company's stable growth performance, but not profitability, was related to adaptation. Therefore, the approach associated with the culture of contingency third group-oriented culture and performances are an important indicator of organizational effectiveness, namely, to adapt to the move. So what means the by planning to change or (learning organization)? (Peter Senge, 1990) defined as a place: Where people continually increase their ability to create an

Knowledge is as asset management, while traditional economies used to rely on physical assets such as capital and land; the economy has evolved to treat knowledge as a key factor in the production of competitive advantage (Beijerse, 1999, Drucker, 1993, Nonaka, 1995, Tapscott, 1995; Harris, Fleming, Hunter, Rosser, & Cushman, 1999). The importance of sharing knowledge and organizational culture is for the success of knowledge management (Davenport et al., 1998; Pan and Scarbrough, 1998; Martensson, 2000), while the conventional focus has been on technology or the ability to build systems with high efficiency in the process of knowledge, people and their actions are new model of knowledge management. It aims to create an environment where equal power-sharing knowledge rather than keep them. The transfer of knowledge requires group or individual to collaborate to share achieve mutual benefits and knowledge with others (Syed-Ikhsan and Roland, 2004). Initiatives of Knowledge management are the weakness of any Bahraini organizations because they ignored the diffusion of organizational development issues, technology and cultural those are essential for the success of any knowledge management system or project (Alawi, 2005).

2.4.0 Tacit and explicit knowledge

(Nonaka and Takeuchi, 1995) in their book knowledge and influence the establishment of the company's study the process of translating tacit (subjective) to explicit knowledge (objective) knowledge that can be codified. A model of the flow of knowledge is based on the exchange of tacit knowledge within the community of practice. It transferred to other communities that require explanation, and then is absorbed and the tacit knowledge offered again through the application (see Fig 1). Tacit knowledge is difficult to share because it is available in the people brain. When one employee leaves the organization, the tacit knowledge leaves with them (Tsoukas, 1996). On tacit knowledge, it's difficult to put it into words (Polanyi, 1966). (Nonaka and Takeuchi, 1995) identify four matters relating to the processes that knowledge flows throughout the organization and transforms into different shapes.

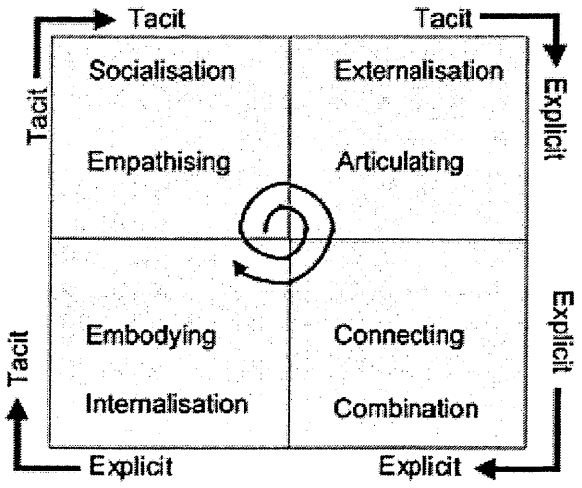


Figure 1

2.5 Trust

Trust is a prerequisite for the effective functioning of market knowledge. This Trust can be found on the individual level, through the establishment of close working relationships between colleagues. Trust can be developed at the organizational level through the establishment of a cultural context that motivates knowledge sharing and to discourage and punish hoarding of knowledge (Huener et al., 1998). The dilemma is that organizations cannot create knowledge. Individuals create knowledge, not organizations. Generation of knowledge can therefore be, seen that the process of converting tacit knowledge and individual knowledge into explicit knowledge. Personal trust or trust among co-workers is the most fundamental attribute in the organizational culture, which believed to have a strong influence on sharing knowledge. Personal trust is known as a group or individual is expected to rely on actions or promises of other groups or individuals (Politis, 2003).Team members require a trust in order to respond publicly to share their knowledge (Gruenfeld et al, 1996).Trust in co-workers as a state of being willing to a person to be liable to the actions of fellow co-workers who actions and behavior that cannot control the person (Mayer, Davis and Schoorman, 1995). Co-workers refer to the members of the organization who have authority over a relatively equal or level of authority and interact with employees during working hours (Dirks, 2000).Trust in organizations includes a staff desire to be liable to the actions of their organization. This desire cannot be issued only when the organization clearly communicates their work to their employees through formal and informal networks. The social information processing theory (Salancik & Pfeffer, 1978), gives cues that employees can use to build a model of behaviors, attitudes and interpretations. The information received from the social environment are the salient and relevant, particularly when an employee receives with regard to the sources of individual and very similar to him or herself (Festinge, 1954), he also argued that if the information from the official channels is absent or vague, the staff will begin to rely on the social environment to derive interpretations. Therefore, it can be influenced by the impressions of individual staff attitudes and behaviors of those co-workers who they see as similar to themselves. Then, the staff at the individual positions of respect, co-workers and socially acceptable, and a model according to their beliefs and those carried out by co-workers (Salancik & Pfeffer, 1978). Thus, it is reasonable to suggest that staff trust in their fellow workers impacts trust in their organization, because the staffs that trust in co-workers is likely to regard their fellow worker perceptions, relevant, and socially acceptable.

Thus, when they see these work colleagues expressed trust that the organization procedures are useful, and workers are likely to be affected by this belief is the same at a later time, at similar perceptions that the organization can be trusted. Studies have shown that staff who communicated with each other often share similar interpretations of organizational matters (Schmitz & Fulk, 1991). However, we recognize that the opposite can be true also trust that when co-workers does not see this organization to be credible, and individual staffs who trust their fellow workers tend to be affected so that they do not believe in the same way. When employees do not trust the administration, they can meet for collective action (Wintrobe and Breton, 1986).

This is a form of basic forms of communication in promoting the transfer of knowledge (Smith and Rupp, 2002). Furthermore, the organization strategy should understand, as (porter) suggested that the strategy completely useless, unless the results of the strategy processes, the way management/ managers drive the company are well understood. The purpose of the strategy is alignment, to get the all the people in the organization making good choice, reinforcing each other, because everybody pursuing common way of gain profit. (Porter's) imaging that the people think the strategy documents is locked save at knight and nobody see it within the organization but it is opposite as (porter) mention, it should be available for all the employees, suppliers and competitors to know the organization strategy (TV interview with porter).

The small private organization must create a reward system for encourage the staff to share knowledge; the reward must be at the group rather than individual performance (Goh, 2002). (Higgins, 2005) identify the reward system is part of the cultural artifacts; staffs need to be a strong incentive for the sharing of knowledge. It is unrealistic to assume that all staffs are ready to make knowledge easily without looking at what could be a profit or loss pursuant to this procedure (Syed-Ikhsan and Rowland, 2004). The staffs need motivation to produce the significant things in the organization (Hackman, 1987). Information systems in the small private organization used to refer to the arrangement of data, processes and people that interact to support daily operations, decision making and problem solving in the organizations (Whitten et al, 2001). The purpose of using this system is to facilitate sharing of knowledge through the establishment of warehouses or the acquisition of knowledge, exchange of expertise staff electronically and access to shared experience becomes possible for other staffs (Connelly and Kelloway, 2003). If those factors used in the small private organization it will increase the organization's growth and the success.

Chapter III

RESEARCH METHODOLOGY

It is perhaps the most useful to say that positivist methods are one way to tell a story and phenomenological methods is the other way. Neither phenomenological nor a positivist method exclusively worse or better, but it could be said both are definitely different. This debate is recognized in the discussion of the majority of publications on methods of research. There are many aspects of this debate, and the surface from time to time in academic journals such as between (Pfeffer 1993, 1995) and (Van Maanen 1995a, 1995b). The arguments of Van Maanen and Pfeffer Maanen address the various components of the paradigm research. On the one hand, there is a search for a more formal and organized research in order to compete with other areas (Pfeffer, 1993), agreed, and established format (Pfeffer, 1995), while, on the other hand, there is a representation of reality through the use of discourse or language, and theories to increase understanding and context of organizations (Van Maanen, 1995a). Van Maanen (1995b: 691) suggest that learning to cope with and perhaps learn from each other is the most important issue and the seals on the importance of sharing rather than the obsession with our own claustrophobic ways with each of us hangs from our totem pole. Attempts to promote a qualitative approach still tend to polarize between those who supposedly truth more than bias and opinion (Carey, 1989; Schwandt, 1997) while ignoring political and moral commitments in their work units (Carey, 1989: 104). However, some researchers claim to be a theoretical stymied by the insistence of positivist and post positivist reviewers in the peer review the existing system. Maintain the scientific objectivity, and accept the convention and the need to disseminate and impacts convincing acceptable approach to research in business disciplines. These approaches are guided by the prevailing paradigms methods and key actors (Kuhn, 1962; Freidson, 1985), and in order to publish or to obtain financing, it is necessary to adapt to control of the select members of the academic profession (Greenwood and Levin, 2000). It was suggested that this been increasing in training facilities segregated from academic institutions in the United States, is a result of this elitism (Eurich, 1985; Greenwood and Levin, 2000). This been described as cultural education (Kincheloe, 1995; Giroux, 1997; McLaren, 1997; Berry, 1998) to emphasize the limited access to understanding provided by the scientific approach in the tracking of the truth. This is fruitful ground for the growth of the divisions is not only between the academic and researcher, but also between practitioners and academics, and the application process and the impact and importance of research to management practice.

After all, every practitioner either an act or working in the field of research the value of work based on observation and participation. While reflecting on qualitative methods in the sociological arena, Nisbet (1976) notes that none of the great themes that have the ongoing challenge and also the theoretical basis of sociologists during the last century was reached anything resembling what we are today are fond of identifying as a scientific method. There are some good reasons proposed for the less scientific approach to this research because it suggests an alternative approach for a stable process of targeting, positioning and segmentation, as well as to seek the implications of a wider range of sites as a determinant of strategy and not the result of the communication exercise to manipulate in the mind of the customer.

Maintain scientific objectivity and professional pressure to publish is the effect of convincing an acceptable approach for research in business disciplines. Convention is a great power which means maintaining the current situation. A interpretative framework or paradigm, is a set of core beliefs that guide action (Guba, 1990), and interpretivism emerged from the recognition that the knowledge about the human was basically different from the natural sciences. This led to a split between positivism, which looked through the clear explanations of causality in social phenomena, physical, behavioral, and understanding human actions through the meanings that constitute those actions. Qualitative research aims to discover the various aspects of quantitative research. These been described by a variety of authors; any kind of research that do not produce the findings of the statistical procedures or other means of quantification (Strauss and Corbin, 1990); What is the most appropriate information that will answer specific research questions, which are the most effective strategies to get them (LeCompte and Preissle, 1993).

In recent times, alternative approaches are reported that it had hardened in their own beliefs and positions. Strauss (1967) argues that grounded theory is verificational and (Glaser, 1967) is still in the camp situation through the discovery of data and step by step through the encoding and methods of comparison (Charmaz 1995, 2000). It does, however, it should be emphasized that every means has critics and supporters, and this is in itself a catalyst for further discussion of the value of the various theories and assumptions that arise in the field that has no immutable laws that can predict with certainty what will happen when the human animals are concerned. Business and marketing are not predictive, which operates as a means to help the referee and the decision-making in the practical application of a specific social system. In the study for the construction of the text and influence the scientific contribution in organizational studies, disclosure of tension and conflict involving the authors' human commitments and obligations of scientists and their attachment to particular philosophical ideas.... Texts do not merely a collection of facts and evidence logically. . . attempt to develop an approach to knowledge-building that is sophisticated, reasoned, insightful, and creative (Locke and Golden - Biddle, 1997). Qualitative research methodology cannot be applied in rote, although it is important to provide a feeling of vision, where the analyst wants to go with the research (Strauss and Corbin, 1998). Method and these mean, procedures and techniques, provide the means to achieve this vision into reality. According to Kemmis and McTaggart (2000) their observation is that the science of practice should be the same in practice. Differences between the research perspectives are not due to questions from the research techniques alone, but also in terms of differences that reveal something about the searcher's location in the work of research.

Sayr (2001) identifies three broad approaches to analyze the verbal data: philosophical approach that takes into account in the context of data; thematic analysis translates the qualified data to quantitative data in a search for themes and patterns; and a code of break text down in the control units in the reduction process. Analysis of documents can use the concept of development using analytical techniques to investigate the dissociation of thought processes and penetrate meaningful interactions to stimulate the economy.

3.2 A framework for data collecting: Participant and observation

The duty of the participant observer requires personal involvement and detachment (Bruyn, 1966). Participant observation at the same time combines document analysis, interviewing of respondents and informants, direct observation and participation, and meditation (Denzin, 1978). Reid (1978) indicates that in some cases, the process logic is required because there are practical questions to be answered in these circumstances; we always have to take some of the current situation into account. We are never in a position to achieve a completely new beginning, free from the legacy of the current arrangements and history. Patton (1980: 124–5) gives a brief statement of the values of participant observation research that felt by most phenomenological researchers:

1. First-hand observation and participation are enabling the researcher to collect data through direct experience to enable the interpretation, understanding and identification of the participants.

2. First-hand experience allows the researcher to relate to the environment through direct experience, for the development of insiders in the light of what is happening.

3. A researcher can include the impressions and perceptions of what is, or what is not important and necessary to understand.

4. A researcher unable to directly control the activities of the meanings and infer that are not seen by the staff and participants.

5. Through direct observation, researchers can learn something of staff and participants are not ready or even able, to disclose.

6. Through direct observation of the researcher can understand the context.

Van Maanen (1988: 4) sees the role of the ethnographer as a participant in observes and the nature that:

Ethnographies join field work and culture. In a sense, they were sitting between two worlds or systems of meaning - in the world of ethnographic and readers of the cultural (and increasingly also from readers, although not aimed at them). Ethnographies are clearly driven by an experientially, in that writers seek to benefit directly through field work in the culture of study.

3.3.1 Aim of the study

The aim of this approach is to understand how the cultures impact the small private organizations. Furthermore, it will concentrate on how the cultures influence the employees who work in any small private organizations. The study chosen two groups for interviews and questioners, each group has three senior managers in the role of managing director, sales director/manager, or production director/manager, each manager working individual in different small private organizations, first group is selected from the Kingdom of Bahrain and the second group is selected from UAE.

Why the Managers are chosen for this study? Because the Managers believe in organizational cultures, as do organizational researchers. In additional the senior managers know the aspects of mission and vision within the organization. Triangulation may help to understand the phenomenon of organizational culture. It is not a perfect tool, but the manager who uses it can be more confident in her or his efforts to deal with this exciting and important aspect of the organization. A set of pilot questions will be provided to this study. The questions include a factual length of service, also the use of a ten-point Likert scale questioning; it will be format of a typical 1-5 for agreement and 1-5 for importance aspects that indicated by the experience of the senior managers within the small private organization. Questions to be ask face-to-face and telephone interviews. The raw data obtained was coded and analyzed. The data will include frequency analysis and bar charts, etc.

3.4 Validity and Reliability

Blumer (1969) looking for an intimate familiarity with the participants and their surroundings in order to search for meanings and (Cronbach, 1971) holds that are validated for investigation. Geertz (1973) identifies potential losses associated with a qualitative approach to research and validity: For a place in the matter at hand is to intensify the suspicion, both your own and that of others, if you are not quite getting it right. Shipman (1982) has noted the ability to predict, the final product of science, it is almost impossible in the social world. As noted earlier, the possibility of predictability in human behavior, or any area related to human animal is less than some. Shipman (1982: 15) says that:

"The main specifications of validity are not objective in the observations, but the consistency in the explanation. Intuition and imagination are accepted as part of the process by which scientists try to understand the phenomena".

In fact, it can be more compelling and memorable stories from a statistical standpoint led claims and ideas (Martin and Powers, 1983). Miles and Huberman (1984: 271) quoted Albert Einstein as saying: There is no amount of evidence that might prove me right, and any amount of evidence that might prove me wrong. Goetz and LeCompte (1984: 221) role in this issue of the validity and reliability upside down, and the proposal: reliability poses serious threats to the credibility of ethnographic work much. However, validity could be force major.

Committed positivist may cast doubt on the reliability and validity without anything scientific basis of quantitative data, but (Janesick, 2000) envisages an obsession almost constant with trinity of reliability, validity, and generalization. Many researchers do not have the opportunity or the experience to participate effectively in the field; this creates a search for justification for the deduction, based on questionnaires, quantitative approaches to the issue of business application and theory. An alternative approach and the lack of opportunity or inability do not justify the ill-treatment of one method or another. It is generally a lack of opportunities that is impeding the most qualitative researchers and this, unfortunately, in many cases lead polarization from the standpoint of quantitative or qualitative. In fact, each has benefits and advantages, and to prefer one should not be seen as a denial of validity on the other. Each method should perhaps be applauded and welcomed, and when appropriate, side by side in order to produce something that affects all the way in the theory and practice. There is no doubt, be understood from the qualitative researchers, and Wolcott's (1994) feeling of honor when someone described him as an observer or one of his accounts as reliable.

HOW THE CULTURES IMPACT THE SMALL PRIVATE ORGANIZATIONS

Chapter IV

FINDINGS AND ANALYSES

- The interviewer is able to notice the respondents' attitude, especially the respondents' impressions or opinions.

4.1.3 Disadvantages

- Interviewer has recognized good points of observations against questioning, but sometimes it's relying on the use of a questionnaire.
- The most influential factor in the use of observation is the inability to observe attitudes, motivation, etc.
- Interviews can be very time consuming and require significant resources.
- The interviewer is part of the measurement tool and interviewer should be ready to respond to any contingency.

4.1.4 Telephone Interviews (Second Group)

The interviews by telephone were applied for the UAE group. All the Managers were male respondents. The researcher explained to them about the question's sheet and the aims of the survey. In general the interviews by telephone may offer a potential advantage associated with speed of data collection and lower-cost. This method allows the researcher to contact with participants with whom it would be difficult to do the face-to-face interviews, because of the distance; transportation that needs budget and time required. There are significant issues that militate against collection the data by telephone such as the researcher couldn't observe the respondents' impressions, the respondents always in a hurry to finish the telephone call because he is busy with someone else, may be the interviews by telephone will reduce the reliability, where the participants are less willing to engage in long discussion. In addition, the researcher found difficulties to follow up interviews, because some of the respondents did not reply to the researcher's calls. The interview by telephone is appropriate only in particular circumstance, as the researcher believed. It's appropriate for short call or follow up telephone interviews to clarify meaning of some data. There are advantages and disadvantages were developed during the interviews by telephone:

4.1.5 Advantages

- Some of the respondents, allow the interviewer to ask follow-up questions to clarify meaning of some data.

4.1.6 Disadvantages

- Interviewer has difficulty circumstances to contact some of the respondents, because they don't have a telephone in their homes.

In the Kingdom of Bahrain, age is one of the important factors to generate productivity. The relationship between work and performance is a matter of growing concern. Junior staff is expected to be more active, adventure, and risk-takers. On the other hand, old people are considered to be more conservative, slow at the work. Older people generally get higher wages and longer paid leave, and they stick on to the job because of pension benefits. Nevertheless, productivity is linked to attitude and behavior of staff regardless of the age factor. Speed, agility, strength and coordination limit of age.

4.2.4 The marital status of the interviewees (Question No 4, Appendix B)

This question provides the respondents to choose from between 5 to 6 options, and ask them to choose only one. The selected answers of the six respondents were married for first time (Refer to table 1 in the Appendix (A)). Traditionally, marriage in gulf countries means increased of responsibilities on an individual, normally the individual wish to have a steady job. The Nationalities of the five respondents' males are from Asia (India), and the female is from Bahrain. The five males are not citizens/ residents and their families are not living with them, the aim of this as some of them said is to improve the livelihood of low income. In the gulf countries, if the resident is married the commitments to his family will increase (female and male).

4.2.5 The education of the interviewees (Question No 5, Appendix B)

This question provides the respondents to choice from 1 to 6 his/ her backgrounds of his/ her education, in another mean the question asked about the highest level of education that the respondents achieved to this date. The researcher provides the following comments quoted from respondents about their education background:

> *"I was planning to take the MBA, since I am 24 years old after graduate from the collage, but I stop for a while because of family commitments. I need the MBA because I want to increase my income. Thank god, I have two jobs, one permanent in the government and second in this private organization as part time job."*
>
> (Manager A, female)

> *"In 1998 I was graduated from the collage with a diploma, I work in a small company in India as a normal employee started from zero, I like my job but my income is very weak comparing with any one work outside my country. I was imagining myself to work outside India, but my friend informed me that I have to have at least (BS) a bachelor degree in the sciences and experience; this is the requirement to apply to any company in the gulf region. In 2000, I started study (BS) and after two years I graduated.*

"My good judgment comes from experience, but do you know how you get the experience, it comes from bad judgment".

(Manger C, male)

"If you have experience, you will gain strength, confidence and ability to keep you stop to look fear in the face of the employees."

(Manager A, female)

"Experience is simply the name to give to our mistakes."

(Manager B, male)

And for the UAE's group:

"A manager needs three things, learning, experience, and education, any one of three is missing you will find your ability is weak to do any job in the organization."

(Manager D, male)

"Human beings are unique in their ability if he or she learns from their past experience."

(Manager E, male)

"I get the experience from everyday mistakes. As mangers you must be capable to solve any problem that you face within the organization."

(Manager F, male)

It was apparent that the older workers were more important within the organization and that work experience was a reliable indicator of employee productivity. It was noted in recent times, both the research and everyday experience confirm that staffs with a high self-esteem feel competent, unique, and connected to the people around them (Luthans, 1995).

People with a high degree of self-esteem take the more risk in the choice of job, and the assumption of non-traditional tasks, while those possessing low self-esteem display dependencies, obtain approval from others because it makes the decision, respect for others and to seek to confirm the beliefs. Managers with low self-esteem do not take a position that was unpopular, which may lead to arouse the anger of others.

"The staffs in this organization almost knowing the organization objectives, because the staffs are multinational (Philippine, India and Bangladesh), they don't care about anything because they work the same everyday routine. Staffs, (same nationality) are honest to each other. I like to teach everyone any things but nobody interested, this is the life."

The respondents' answers by telephone interview for the UAE's group were as the following:

(Manger D, male) selected rating (2) for the Agreement and rating (3) for Importance, and he said:

"The staffs here they don't care about the organization objectives, between you and me "secret" nobody told them about those objectives and nobody asked, they are interested only to increase their income (Salary). I greed, it's important to keep your staffs up-to-date, but I don't have time to teach them. The organization's staffs are honest to me but with each other, I don't know because I am busy with my work."

(Manger E, male) was choosing rating (2) for the Agreement and rating (5) for Importance, and he said:

"My staffs are honest with me but with each other, most of them fine, all of them do the jobs together to achieve the organization's objectives."

(Manger F, male) was choosing rating (3) for the Agreement and rating (5) for Importance, and he said:

"They are honest like each other, and they know how to complete their tasks... as much I can I keep my staffs up to

The respondents' answers by telephone interview for the UAE's group were as the following:

(Manger D, male) was choosing rating (5) for the Agreement and rating (5) for Importance, and he said:

> *The organization should integrate both the staff's and organization's culture... to create a good environment between the co-workers. I believe that when we have a good environment in any organization you will not be facing bad behavior situations between the co-workers. Good environment means, good behavior, attitude and high ability to complete any task.*

(Manger E, male) was choosing rating (2) for the Agreement and rating (5) for Importance, and he said:

> *"Some of them know what he does to complete the work and some of them need instructions to be follow."*

(Manger F, male) was choosing rating (2) for the Agreement and rating (5) for Importance, and he said:

> *"You should know with whom you work, how they behave when they have work stress, some of them become aggressive during stress and some of them leave their place and go for smoking..... They are a human being not machines."*

Managers need to build a good relationship with the organizations' staffs to encourage them to follow the instructions in the work to achieve the organizations' goals, such as all managers (A, B, C and D) did by encourage their staffs to follow their instructions and process to do any specific job. Organizational culture is very importance in this case; it keeps the organization's staffs following the instructions and processes in the work they are doing, the culture can affect the organizations' staffs as was mention in the Literature Review Chapter II by researchers such as (Hofstede, 1997) suggest that the culture effects on how the people think, behave, and control of people movements (Rizzolatti & Craighero, 2004).

Therefore, it is necessary to know the culture within the organization, (Jim Grieves, 2000) believe that the development of the organizational can promote Human values. Deal & Kennedy, (1982) noted that the development of organization should be integrated

"No time to meet outside, you know everything in the UAE is expensive, some of the staffs can't afford to buy any simple things such as coffee, food or ticket for the cinema, some people living in difficult life after the financial crisis, because they are dismissed from their job."

(Manger E, male) was choosing rating (2) for the Agreement and rating (3) for Importance, and she said:

"Some of the staffs meet with each other but only in the weekend. It is important to keep the staffs meets outside, because you will give the staffs time to know about their attitude and behavior individual."

(Manger F, male) was choosing rating (2) for the Agreement and rating (3) for Importance, and she said:

"I motivate my staffs to socialize with each other, because they need to know each attitude, culture and behavior. It's important to know the culture of your staffs."

To become sociable, employees need someone to motivate and encourage them to go outside with each other; this technique will increase the trust between each other (Rotter, 1980). Some groups who have similar attitude, culture, behavior and religion likes to go outside this because they have the same ideas, trust and loyalty with each other, for example, Muslim women do not go outside with their male colleagues because is forbidden in Islam, but for groups of male or female they can go outside with each other with same gender. The organizations' staffs need to talk together, exchange information and trust. According to (Salancik & Pfeffer, 1978), the social information, gives ability to the employees to build a model of behaviors and attitudes.

The information will be received from the social environment (Festinger, 1954) by group or individual. The staff will begin to rely on the social environment. Therefore, it can be influenced by the impressions of individual staff attitudes and behaviors of those co-workers who they see as similar to themselves. The staff at the individual positions of respect, co-workers and socially acceptable, and a model according to their beliefs and those carried out by co-workers (Salancik & Pfeffer, 1978). Thus, it is reasonable to suggest that staff trust in their colleagues impacts trust in their organization, because the staffs that trust in co-workers are likely to regard their colleague perceptions, relevant, and socially acceptable.

"Yes, maybe with same changes inside the organization, but it might either threaten or success...this independence the resistance between the followers."

(Manger F, male) was choosing rating (4) for the Agreement and rating (5) for Importance, and she said:

"Yes, this independence the ability of the manager or director who can determine the failure or success for an organization"

Every business man owned small private organization like/ want their organizations to be number one. There are three factors to keep any organization successful:

1. The external environment:
   The external environment can affect the organization though, for example, technological development, economic activity, cultural, social influences and governmental actions. The effects of the operation of the organization within the surroundings are reflected in terms of managing the opportunities, risks and success in achieving its goals and objectives (Yip, 2001).

2. Human behavior:
   Organizations can achieve their goals and objectives through the coordination of efforts of its members. This involves the human resources; however, it is always important to remember that people who are being managed should be considered in human terms. As everybody knows people are not owned by the organization. People bring their own perceptions, attitudes and feelings toward the organization, systems and management methods, responsibilities, and the circumstances in which they operate. To keep the management successful it needs to integrate the organization and it staffs. This requires understanding of both formal organizations and human personality (Argyris, 1964).

3. The balance ability:
   (Stalker, 2000) suggest that successful companies are those that have the ability to achieve a balance between the needs of non-written with the needs of its employees of the company. Such companies use a simple formula of communication, care, rewarding, learn and listen (see below):

- Communication - in fact, talking about what the company hopes to achieve.
- Care - show genuine concern for individuals who work in the organization.

"Sometimes the working environment can motivate the teamwork between the staffs; they feel capable to do any work."

(Manger E, male) was choosing rating (2) for the Agreement and rating (4) for Importance, and she said:

"Cooperation will be independence the relationships and attitude among the organization's staffs."

(Manger F, male) was choosing rating (2) for the Agreement and rating (4) for Importance, and she said:

"Some people like to help the other, and some no, this because of their attitude and behavior..... Nobody from the organization can change their habit."

Some employees do favours for their colleagues, because of their good attitude. Culture also can play / design the attitude and behavior of the organizations' staffs such as a relation established by communities; those communities can develop or improved the knowledge of the staffs. The people in the community could be including staffs, managers and or directors. Those communities maybe met outside the works as (Manager A) mention with her conversation with the researcher in the face to face interviewed. All the communities want the same old people in the community, and they reject the new people this because of the culture and trust between each other. The organizations should encourage the growth of communities; because it manipulating the workers' personal identifications and motivations increase productivity (Alvesson and Willmott 2002). The work environment can affect the production as (Manger D) mention because it keeps the staffs feel capable of do a specific job with their co-worker. In the working area people need to be honest to each other this because will motivate the co-operation between the followers.

4.2.7.6 Staffs trust each other about personal matters (Question No 7-6, Appendix B)

The respondents' answers by face-to-face interview for the Bahraini group were:

(Manger A, female) was choosing rating (2) with the Agreement and rating (3) for Importance, and she said:

The organizations' staffs confide each other, this independent the Personal trust or trust among co-workers, which is the most fundamental attribute in the organizational culture, which believed to have a strong influence on sharing information/ knowledge. Personal trust is known as a group or individual is expected to rely on actions or promises of other groups or individuals (Politis, 2003).Team members require a trust in order to respond publicly to share their information/ knowledge (Gruenfeld et al, 1996). Trust in co-workers as a state of being willing to a person to be liable to the actions of fellow co-workers who actions and behavior that cannot control the person (Mayer, Davis and Schoorman, 1995). Co-workers refer to the members of the organization who have authority to interact with employees during working hours (Dirks, 2000).

4.2.7.7 Punishment and rewards are transparent to staffs (Question No 7-7, Appendix B).

The respondents' answers by face-to-face interview for the Bahraini group were:

(Manger A, female) was choosing rating (4) with the Agreement and rating (5) for Importance, and she said:

> *"Yes for everyone, our organization's punishment applies to the people who always delay at the morning and rewarding applies for people how work harder."*

(Manger B, male) was choosing rating (2) for the Agreement and rating (2) for Importance, and he said:

> *"Yes, all of them know when to they punish and when they reward."*

(Manger C, male) was choosing rating (3) for the Agreement and rating (3) for Importance, and he said:

> *"No, not all of them know the rules and regulations of the organization, because some of them work outside the organization such as drivers... they don't know any single thing about the organization... they know only to deliver the items from this place to another place. The management must inform the drivers about the punishment and rewarding system in the organization."*

The respondents' answers by telephone interview for the UAE's group were as the following:

4.2.7.8 Staffs know about each other's families (Question No 7-8, Appendix B)
The respondents' answers by face-to-face interview for the Bahraini group were:

(Manger A, female) was choosing rating (3) with the Agreement and rating (2) for Importance, and she said:

> *"Maybe some of them... I never talk with my followers about my family because they are males not female."*

(Manger B, male) was choosing rating (3) for the Agreement and rating (2) for Importance, and he said:

> *"Yes, but for some it could be not important."*

(Manger C, male) was choosing rating (2) for the Agreement and rating (3) for Importance, and he said:

> *"If the trust is found among the staffs, you will see the followers exchange the personal matters such as talking about their homesick, families or their children."*

The respondents' answers by telephone interview for the UAE's group were as the following:

(Manger D, male) was choosing rating (3) for the Agreement and rating (3) for Importance, and she said:

> *"This independence the relationship between the staffs, as much the people like you as much they will like to talk about their family."*

(Manger E, male) was choosing rating (2) for the Agreement and rating (3) for Importance, and she said:

> *"This will be independence the culture of the people and the level of the individual trust."*

The respondents' answers by telephone interview for the UAE's group were as the following:

(Manger D, male) was choosing rating (2) for the Agreement and rating (3) for Importance, and she said:

> *"I agreed, many people were resigned from this organization to join another organization, they still on touch with me and other people some of the staffs meet outside the organization."*

(Manger E, male) was choosing rating (2) for the Agreement and rating (3) for Importance, and she said:

> *"Maybe, we have one employee left from the organization but nobody knows where he goes and no one know his new contact number to call him....very strange."*

(Manger F, male) was choosing rating (2) for the Agreement and rating (3) for Importance, and she said:

> *"It's important to call anyone left the organization....But some of them don't like because they think you will disturb them, and maybe they think you will interrupt their career when you call him."*

Even though, in some circumstances, the resigned people can contact and meet their previous friends outside, such as (Manger D)'s staffs do because some of them have strong relation with some organizations' staffs or groups. In addition, some people have communities outside the organization; they meet together twice or once a week.

4.2.7.10 Organization's staffs protect each other (Question No 7-10, Appendix B)

The respondents' answers by face-to-face interview for the Bahraini group were:

(Manger A, female) was choosing rating (4) with the Agreement and rating (5) for Importance, and she said:

occurred; this will be independence the human habit, attitude and behavior as (Manger B and F) mentioned in the interview.

4.2.7.11 staffs are openly discussing the mistakes in order to learn from mistakes (Question No 7-11, Appendix B)

The respondents' answers by face-to-face interview for the Bahraini group were:

(Manger A, female) was choosing rating (5) with the Agreement and rating (5) for Importance, and she said:

> *"Yes, I like to discuss with my staffs about the previous mistakes even the mistakes that happened outside the organization... this because the organization and it staffs are learning from the previous mistakes which results experience and learning organization."*

(Manger B, male) was choosing rating (3) for the Agreement and rating (3) for Importance, and he said:

> *"I am sure that this organization and their staffs learn from the previous contiguous mistakes and the organization's management is sure that the previous mistakes are not to be made again."*

(Manger C, male) was choosing rating (2) for the Agreement and rating (4) for Importance, and he said:

> *"Some people like to discuss the mistakes and some of them think this is wasting of time...it is good to learn from the old mistakes but is not good to do the same mistakes in the future."*

The respondents' answers by telephone interview for the UAE's group were as the following:

(Manger D, male) was choosing rating (4) for the Agreement and rating (5) for Importance, and she said:

> *"We can learn from our mistakes, but we can't stop of doing mistakes.... We are a human being."*

(Manger C, male) was choosing rating (2) for the Agreement and rating (5) for Importance, and he said:

> *"The organizations must put a learning schedule for the employees, to keep them learn constantly for the future purpose. We need to learn from our mistakes, because this process will increase staff skills."*

The respondents' answers by telephone interview for the UAE's group were as the following:

(Manger D, male) was choosing rating (4) for the Agreement and rating (4) for Importance, and she said:

> *"The organization needs to improve itself through train the staffs as much they can, this method can improve the staff's skills and increase the organization's growth, productivity and services."*

(Manger E, male) was choosing rating (2) for the Agreement and rating (5) for Importance, and she said:

> *"The organization has trouble for applying the development of staffs' skills this because no one wants to learn."*

(Manger F, male) was choosing rating (3) for the Agreement and rating (5) for Importance, and she said:

> *"If the organization provides training to the staffs, this means that the organization is learning from the external environment and adopts the changes."*

This will be independence the culture within organizations. The members of the organization should know how to behave at work and to know how the tasks and goals are important (Baker, 1980). Furthermore, culture consists of a pattern of successful internal responses to adapt the external threats (Gordon, 1991) and developing the employee's skills (Cooke and Szumal, 2000). (Kotter and Heskett, 1992) argued that cultures help the organization to adapt external changes contribute to raise the level of performance in a long term.

(Manger E, male) was choosing rating (2) for the Agreement and rating (5) for Importance, and she said:

> *"Training in what the organizations' staffs are interested to learn, is one of the fundamental key factors in generating the motivation. We need this opportunity in this organization."*

(Manger F, male) was choosing rating (2) for the Agreement and rating (4) for Importance, and she said:

> *"Some of the followers don't want to teach their co-worker, because they want to be unique in their job, it is part of the human culture."*

Followers learning from their co-worker could be good for some and the other could be fine but with problems. For new workers, in particular, more experienced workers are often busy or unwilling to exchange information and difficulties can arise where this is the main strategy in learning in the working area. In this case, the management should motivate the employees for teaching each other by rewarding specially the experience people who teach the new staffs. However, it was also noted that the exchange of information between the various members of the company increases the level of trust (Bowles, 1999).

4.2.7.14 Staff are given time for learning (Question No 7-14, Appendix B)

The respondents' answers by face-to-face interview for the Bahraini group were:

(Manger A, female) was choosing rating (2) with the Agreement and rating (3) for Importance, and she said:

> *"Sometime not all the times the organization given time to learn, independence the case of the training, if one of the employees has a poor ability to learn, the Human Resource section will be looking after the training of this employee."*

(Manger B, male) was choosing rating (3) for the Agreement and rating (3) for Importance, and he said:

> *"Yes, our organization gives the staffs a time to learn."*

(Manger A, female) was choosing rating (3) with the Agreement and rating (4) for Importance, and she said:

> *"The organization rewards their staffs who show their good qualities in action, but for people who are new to learn, they take time to prove their self to get the rewards."*

(Manger B, male) was choosing rating (4) for the Agreement and rating (4) for Importance, and he said:

> *"Yes, the organization rewards the staffs if they learn specific things such as, they learn about how operating new technology systems."*

(Manger C, male) was choosing rating (3) for the Agreement and rating (2) for Importance, and he said:

> *"Yes, we have this system here in this organization."*

The respondents' answers by telephone interview for the UAE's group were as the following:

(Manger D, male) was choosing rating (3) for the Agreement and rating (4) for Importance, and she said:

> *"Most of the staff learns about their new job, but they have to wait a year to be rewards."*

(Manger E, male) was choosing rating (3) for the Agreement and rating (3) for Importance, and she said:

> *"Yes, by organization's rewarded system."*

(Manger F, male) was choosing rating (3) for the Agreement and rating (3) for Importance, and she said:

> *"Yes, it's good idea to encourage the staffs to learn more."*

(Manger E, male) was choosing rating (3) for the Agreement and rating (3) for Importance, and she said:

> *"Yes, because the listening ability is part of the human attitude, and our staffs are good listeners."*

(Manger F, male) was choosing rating (3) for the Agreement and rating (3) for Importance, and she said:

> *"Yes, my staffs have this habit."*

(Manger A) said the organization's staffs are unwilling to listen and understand what their managers want from them, this because the culture who can play a significant role in the organization, which keeps the people share their ideas and feeling in their visual behavior (Bass, 1985, & Schein, 1985, 1996). Some experience people they don't have time to listen from the new managers because they think that the new generation doesn't know anything about their jobs, and the outcomes are the staffs not following the instruction because they had their style and old procedure to be followed.

4.2.7.17 Staffs are encouraged to ask "why" regardless of rank (Question No 7-17, Appendix B)

The respondents' answers by face-to-face interview for the Bahraini group were:

(Manger A, female) was choosing rating (1) with the Agreement and rating (2) for Importance, and she said:

> *"Not at all, if they get any job to do, they will do it without asking why we do it ... because some of the works are confidential and the management doesn't want any person from the staffs to know about it.... For me, it's difficult to treat the people like this, but we follow the organization's policy."*

(Manger B, male) was choosing rating (3) for the Agreement and rating (3) for Importance, and he said:

> *"Most of the time, my followers asked me about any works that provided, because they need some advice and instruction to complete the works with good quality."*

4.2.7.18 Staff respect each other (Question No 7-18, Appendix B)

The respondents' answers by face-to-face interview for the Bahraini group were:

(Manger A, female) was choosing rating (5) with the Agreement and rating (5) for Importance, and she said:

> *"Yes, all the time. I encourage them to work with each other, to enjoy their friendship and to work together as a team to achieve a common goal."*

(Manger B, male) was choosing rating (4) for the Agreement and rating (4) for Importance, and he said:

> *"My staffs are respecting each idea and work together, I encourage them to this process."*

(Manger C, male) was choosing rating (3) for the Agreement and rating (5) for Importance, and he said:

> *"The managers and their followers as a human being they must respect each other in the work area, this because they are acting as one family."*

The respondents' answers by telephone interview for the UAE's group were as the following:

(Manger D, male) was choosing rating (3) for the Agreement and rating (4) for Importance, and she said:

> *"Yes, the staffs respect them self and respect each other, this kind of respect is a human attitude."*

(Manger E, male) was choosing rating (2) for the Agreement and rating (3) for Importance, and she said:

> *"Yes, but not at all the time.... This is human behavior."*

(Manger F, male) was choosing rating (2) for the Agreement and rating (3) for Importance, and she said:

"No way, they don't trust anyone. It's human attitude."

(Manger E, male) was choosing rating (2) for the Agreement and rating (4) for Importance, and she said:

"Yes, sometimes only with the new employees"

(Manger F, male) was choosing rating (2) for the Agreement and rating (4) for Importance, and she said:

"Not all the time, independence the cases, such as exchanging some information with new staff, they need time to trust."

4.2.7.20 Staffs get information effectively (Question No 7-20, Appendix B)

The respondents' answers by face-to-face interview for the Bahraini group were:

(Manger A, female) was choosing rating (1) with the Agreement and rating (4) for Importance, and she said:

"I know it's important to give any employees information quickly and easy, but we don't do because it's management policy."

(Manger B, male) was choosing rating (4) for the Agreement and rating (4) for Importance, and he said:

"It's work here if the staffs work as a group to do a specific job."

(Manger C, male) was choosing rating (3) for the Agreement and rating (4) for Importance, and he said:

"As a manger you need to give your followers any information that needs to complete any task required."

(Manger B, male) was choosing rating (3) for the Agreement and rating (4) for Importance, and he said:

> *"Yes, because our organization learning from the external environment."*

(Manger C, male) was choosing rating (3) for the Agreement and rating (4) for Importance, and he said:

> *"Yes, the organization needs to measure the present performance and expected performance, through the training that been made to the staffs, this because our organization wants to raise the level of its reputation."*

The respondents' answers by telephone interview for the UAE's group were as the following:

(Manger D, male) was choosing rating (2) for the Agreement and rating (3) for Importance, and she said:

> *"Our organization can balance it present and expected performance."*

(Manger E, male) was choosing rating (2) for the Agreement and rating (3) for Importance, and she said:

> *"Yes, but we are improving very slowly."*

(Manger F, male) was choosing rating (3) for the Agreement and rating (4) for Importance, and she said:

> *"Yes, all the time the management taking decision to train the staffs to increase the organization's performance."*

To measure the gaps between the current and expected performance will be by adopting the external changes, which could be a good tool to measure the performance before and after the change, such as changing the organization's culture or adopt the external changes.

(Manger F, male) was choosing rating (3) for the Agreement and rating (4) for Importance, and she said:

"Yes, any time the staffs are ready."

Some organizations give opportunities to the new and the experience staffs to contribute with the management the organization's a vision, this because the management wants from the staffs to share vision through staff's experiences, ideas, knowledge and about the external environment to give a new look to the organization. Some organization doesn't like to share the vision with it staffs maybe it is an internal policy or there is no trust between the management and the staffs such as (Manager D) case, he mentioned in the interviewee that no one from the staffs invited to any meeting to contribute the organization's vision, this case is strange for some people and other not because every organization had it culture, style, rule and policy to be followed.

4.2.7.23 Leaders share up-to-date information with employees about competitors, industry trends, and organizational directions. (Question No 7-23, Appendix B)

The respondents' answers by face-to-face interview for the Bahraini group were:

(Manger A, female) was choosing rating (5) with the Agreement and rating (5) for Importance, and she said:

"Yes, it's very important to keep everyone up to date with new information."

(Manger B, male) was choosing rating (3) for the Agreement and rating (3) for Importance, and he said:

"Yes, because organization's leaders want to increase the growth of the organization."

(Manger C, male) was choosing rating (3) for the Agreement and rating (4) for Importance, and he said:

"Yes, because leaders want to increase the organization's performance through the staffs by updating their information."

(Manger B, male) was choosing rating (3) for the Agreement and rating (3) for Importance, and he said:

> *"Yes, because the leaders want the organization's growth to increase."*

(Manger C, male) was choosing rating (3) for the Agreement and rating (3) for Importance, and he said:

> *"Yes, because leaders want the good things for the organization."*

The respondents' answers by telephone interview for the UAE's group were as the following:

(Manger D, male) was choosing rating (3) for the Agreement and rating (4) for Importance, and she said:

> *"Yes, by motivation."*

(Manger E, male) was choosing rating (3) for the Agreement and rating (3) for Importance, and she said:

> *"Yes."*

(Manger F, male) was choosing rating (3) for the Agreement and rating (3) for Importance, and she said:

> *"Yes."*

(McClelland, 1976) has suggested that directors need to be effective and successful leaders to influence other people; they should have a great need for power. It is the transformational leaders' roles who enable their followers to build the self-efficacy. They do this by giving the followers tasks that lead more successful experiences, heightened self-confidence, and promoting a constantly upgrade their skills, and create an environment of hope and positive emotions (Larmore and Ayman, 1998; Bass, 1997; Bass and Avolio, 1994; Conger and Kanungo, 1998; Rost, 1991; Bono and Judge, 2003).

4.2.8 (Question No 8, Appendix B)

The final question is asking the respondents about their recommendation if it is a good place to work in their organization or not. All answers of the respondents were recommended that their organizations are a good place for work.

HOW THE CULTURES IMPACT THE SMALL PRIVATE ORGANIZATIONS

Chapter V

CONCLUSIONS

Organizations must encourage the trust between the staff and management through its managers by explaining (organizational culture) to the employees and motivate the employees within the organizations to share knowledge by communications by any means. Latest technology is an important part of organizational development that should be implemented by the organizations' managers; this technology may be based on creating a system that keeps the people share knowledge between each other for running the organization business. The environment has a significant impact on human behavior as (Manager A) mention in (Question No 7-1, Appendix B) in the interview. Appropriate internal environment (personnel and managerial actions) can help the organizations to build a better environment that helps the employees in the organizations to work effectively in order to achieve a higher level of productivity. While the external environment in which relating to legal and government rules are helping any organizations to learn from those problems that been solved, and should share the assumption between the staff (Sexton and Bowman-Upton 1991). Any organizations must establish to create an information system, it's referred to the arrangement of data, processes, people that interact to support daily operations, decision making and problem solving in the organizations (Whitten et al, 2001). Managers are part of the systems; they should take care of the staff and meet their social aspirations so that to achieve the objectives of the organization.

5.2.2 Organizational culture, link with questions 2, 23 and 24 under question 7: Every organization has functions; some of those functions are carried out within organizations through the directors/ managers. The purpose of the organizations is providing satisfaction for their employees to achieve their goals. Those objectives could be achieved through the organizations' staffs and their co-operative action. Organizations 'managers should build a good relationship with their staffs and encourage them to follow their instructions in the working area to achieve the organizations' goals, as managers (A, B, C and D) mentioned when they answered (Question No 7-2, Appendix B). This because the organizational culture is very important within the organizations, which leave the organization's mangers able to make the staffs following their instructions in the work they do without any problems. Culture can effects on how the people behave, think (Hofstede, 1997), and people activities (Rizzolatti & Craighero, 2004). Therefore, managers are responsible for the interaction of the culture with the staffs within the organization; because it's helped the organizations to improve their own self through their valuable staffs (Jim Grieves, 2000), and to keep the people do their job efficiently (Deal & Kennedy, 1982). After the comparing the finding with the literature review the outcome was confirmed that the research agreed with the literature.

Organizations' leaders leading their team based on their personality, skill, ability and attitude towards the work, employees and the organization, and they are responsible to share information about their experiences and new information about the external environment with their followers. External information is related to competitors information and industry news, because information that is not shared with the staffs, its keep is the organization with slows improvement.

to listen and understand to each other at the work, because culture has a great role in the organization, which keeps the managers and the followers trust each other, share their ideas and feeling in their visual behavior (Bass, 1985, & Schein, 1985, 1996).

5.2.4 Adaption/ planning, link with questions 4, 11, 14, 21 and 22 under question 7: Any successful organizations must have strong cultures that can hold, attract, know staffs behaviour (Baker, 1980), and rewarding the organizations' staffs for their performance of reaching the important goals. The success established when the organizations responses to adapt the external threats (Gordon, 1991) and developing the staffs' skills (Cooke and Szumal, 2000). (Kotter and Heskett, 1992) was suggested that cultures can help the organization to adapt external changes (technological development, economic activity, and governmental actions), and help to raise the organizations' performance in a long term. Organizations cannot achieve their goals and objectives by its own, it's must be with their employees. Those employees have their owned perceptions, attitudes and feelings toward the organization and the circumstances in which they operate. The development of the organization must integrate with organizational culture strongly, in order to keep the people do their job efficiently (Deal & Kennedy, 1982). This requires understanding of both formal organizations and human personality (Argyris, 1964). In addition, there are four factors that keep the organizations successful, first factor is learning from the past mistakes; organizations' leaders should motivate their staffs by creating new cases, solving old problems in new ways and innovation at work (Avolio & Bass, 2002).

According to (Schein, 1990), the shape of sharing basic assumptions with the organizations' staffs help to solved problems in the internal and external environment, which show the new members the correct way to think, feel to these problems (Park et al., 2004) and to keep their organization successful. Second factor, organizations must have rewarding system for rewarding the hard worker who wants to learn new information about his job or about new technology, rewards could be money and or gives the employees a time to learn more about a specific subject to gain knowledge to increase their skills. This kind of rewards can motivate the other staffs to be a hard worker and to keep the organization successful. Third factor, any organization wants to be successful they must measure their current and expected performance by adopting the external changes, which will be a good to increase the performance before and after the change, such as changing in the organization's culture or install new technology. Factor number four is sharing the organization's a vision with the new and the experience staffs, the purpose of that is to know the staffs' ideas, knowledge and compare the different with the external environment, this methods keep the organization and their staffs know their strength and weakness, and how they develop them self to reach the success.

5.2.5 Growth, link with questions 7, 12 and 15 under question 7: Attitudes in growth may provide a useful means in particular to distinguish between the types of small private organizations. (Sexton and Bowman - Upton, 1991), point out that some researchers are felt that the businesses and companies growth in the field of entrepreneurship, and in general they vary greatly from small businesses.

and objectives of this research were met this study. Furthermore, the quality of the research could be improved if the interviews were conducted on public organizations and compare it with the private organizations. Nevertheless, this study it could be a good opportunity for future research.

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Appendix (A):

The Participants' Identity and their Gender	level of education	country	Year of experience	marital status
Manager A Female	Undergraduate university	Bahrain	6	married for first time
Manager B Male	Undergraduate university	Bahrain	6	married for first time
Manger C Male	Undergraduate university	Bahrain	20	married for first time
Manger D Male	Undergraduate university	UAE	16	married for first time
Manager E Male	Undergraduate university	UAE	10	married for first time
Manager F Male	Undergraduate university	UAE	5	married for first time

Table 1- Interviewees identity, gender, level of education, country and their experience in their organization.

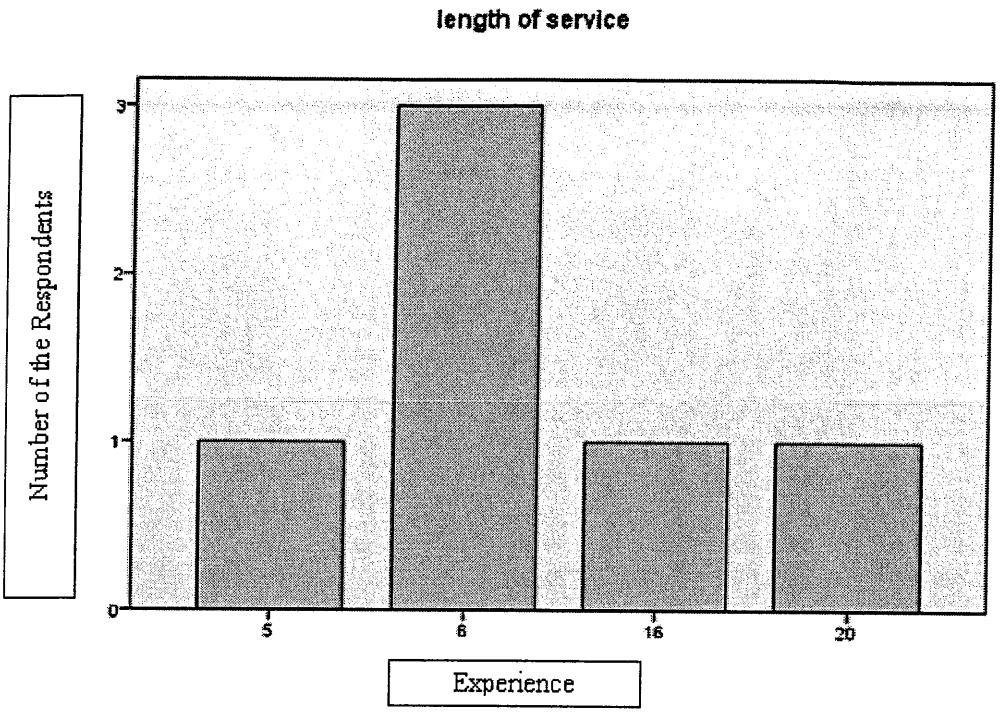


Figure 1

Figure 1 shown the number of the (Managers) and their present experiences in the organizations that they belong to

Appendix (B):

4.2.1 Country? □BAHRAIN □UAE
4.2.2 Sex/ □ Female □Male
4.2.3 Age/ _____ in years
4.2.4 What is your marital status? (Please tick whichever applies)

1. Single □
2. Married for first time □
3. Remarried □
4. Separated □
5. Divorced □

4.2.5 What is the highest level of education that you have completed? (Please tick the highest level you have completed)

1. Primary school □
2. Some secondary school □
3. Completed high school □
4. Some additional training (apprenticeship etc.) □
5. Undergraduate university □
6. Postgraduate university □

4.2.6 Length of service with the organization (in years): _____

4.2.7 For each of the aspects shown below please rate your level of agreement and importance using the following scales:

Agreement: 1= not at all 2= slight extent 3= moderate extent 4= great extent 5= very great extent
Importance: 1= not at all 2= slightly important 3= moderately important 4= very important 5= extremely important

	Agreement	**Importance**
4.2.7.1 Organization's staffs know clearly the objectives of organizational performance. Organization's staffs honestly like one another.	1 2 3 4 5	1 2 3 4 5
4.2.7.2 Organization's staffs follow the instruction and processes in the work they are doing.	1 2 3 4 5	1 2 3 4 5
4.2.7.3 Organization's staffs socialize with each other outside of work.	1 2 3 4 5	1 2 3 4 5
4.2.7.4 Is your organization really wants to be successful.	1 2 3 4 5	1 2 3 4 5
4.2.7.5 Organization's staffs do favors for one another because they like each other.	1 2 3 4 5	1 2 3 4 5
4.2.7.6 Organization's staffs confide in each other about personal matters.	1 2 3 4 5	1 2 3 4 5
4.2.7.7 Organization punishment and rewarding are clear to everyone in the organization.	1 2 3 4 5	1 2 3 4 5

4.2.7.8 Organization's staffs know a lot about each other's families.	1 2 3 4 5	1 2 3 4 5
4.2.7.9 If some of the organization's staffs leave the company, colleagues stay in contact to see how they are doing.	1 2 3 4 5	1 2 3 4 5
4.2.7.10 Organization's staffs protect each other.	1 2 3 4 5	1 2 3 4 5
4.2.7.11 Organization's staffs are openly discussing the mistakes in order to learn from mistakes.	1 2 3 4 5	1 2 3 4 5
4.2.7.12 Organization's staffs identify skills they need for future work tasks.	1 2 3 4 5	1 2 3 4 5
4.2.7.13 Organization's staffs help each other learn.	1 2 3 4 5	1 2 3 4 5
4.2.7.14 Organization's staffs are given time to support learning.	1 2 3 4 5	1 2 3 4 5
4.2.7.15 Organization's staffs are rewarded for learning.	1 2 3 4 5	1 2 3 4 5
4.2.7.16 Organization's staffs listen to others' ideas before speaking.	1 2 3 4 5	1 2 3 4 5
4.2.7.17 Organization's staffs are encouraged to ask "why" regardless of rank.	1 2 3 4 5	1 2 3 4 5
4.2.7.18 Organization's staffs respect each other.	1 2 3 4 5	1 2 3 4 5
4.2.7.19 Organization's staffs spend time building trust with each other.	1 2 3 4 5	1 2 3 4 5
4.2.7.20 The organization enables its staffs to get needed information at any time quickly and easily.	1 2 3 4 5	1 2 3 4 5
4.2.7.21 The organization creates systems to measure gaps between current and expected performance.	1 2 3 4 5	1 2 3 4 5
4.2.7.22 The organization invites its staffs to contribute to the organization's vision.	1 2 3 4 5	1 2 3 4 5
4.2.7.23 Organization's leaders share up-to-date information with employees about competitors, industry trends, and organizational directions.	1 2 3 4 5	1 2 3 4 5
4.2.7.24 In my organization, leaders empowers others to help implement the vision of the organization.	1 2 3 4 5	1 2 3 4 5

4.2.8 Would you recommend this organization as a good place to work? □ Yes □ No

Name: _____ Company: _____

Date: _____