

The Modern Vision of Corporate Culture: Conceptual Approach

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Abstract:

This study aimed to identify the conceptual framework of the culture of the institution, based on the importance that its components play in achieving the objectives underlined for any organization. This is to provide its members with an effective communication environment, through which it achieves the desired performance results, by influencing the behavior of the individual and then the behavior of the group making up the institution.

The descriptive analytical approach was adopted through relying on the relevant scientific references and analyzing the relationship between the various concepts that would clarify the importance of the role of the institution's culture in our present time, which will lead to achieving the goals of each organization.

Key words: Corporate Culture; Behavior; Performance.

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1. INTRODUCTION

1- Introduction:

The economy has recently experienced many new changes, whether related to economic systems or related to new directions of the economy, aimed at achieving sustainable development.

The digital economy has pushed institutions to adopt electronic management and rely on information and communication technology, and the purple economy has stimulated institutions to value the cultural return of goods and services, while the green economy has directed many institutions to allocate their resources and direct them towards protecting the environment. This transformation from the methods and principles of the traditional economy to modern types of it will not achieve its results without the pillar A Solid human resources efficient, human is the key to the success of The supplier of any organization, it has to keep pace with the changes taking place with flexibility and effectiveness, the results were more stable and competitive.

The success of institutions is also related to their dependence on the cultural and social formation, which leads to matching the goals of the individual with the goals of the institution, and here the institutions must pay attention to organizational values, these values fall within the so-called culture of the institution, the latter works to guide individual behavior by providing Various methods of communication, in order to inculcate the desired intellectual pattern in the employees, and thus direct their behavior towards the underlined performance and the objectives pursued.

1.1. Problematic:

The culture of the institution involves behaviors, beliefs, shared expectations, individual and social values and experiences that it should be in. In turn it aims to enhance the unique social and psychological environment in that organization, all of this in order to achieve competitive advantage and sustainable performance that guarantees success and excellence, here we must be asked the following question: **what is the importance of the culture of the institution in directing the behavior of individuals and improving the performance of institutions?**

In order to understand this main question, the following **sub-questions** have been asked:

- ✓ What is meant by the culture of the institution, and what are its types?
- ✓ What is the importance of the characteristics of the enterprise culture?
- ✓ What is the modern role of enterprise culture?
- ✓ What are the goals achieved by the enterprise culture models?

1.2. Study hypothesis:

This study is based on a basic premise that the culture of the institution is an imperative necessity for the institutions to keep pace with the economic developments taking place and achieve effective performance.

1.3. Research Objectives:

This study aims to identify the nature of the enterprise's culture by identifying its types and its most important characteristics, then to learn about the transition of the institution's culture role from the traditional to the modern role, especially after the developments that the economy knows and which produced many types and concepts worth keeping up with, as it aimed at The study aims to determine the place of the institution's culture between its impact and its effects, between individual behavior and the communicative environment, all of this in order to define its outcomes and its most important goals.

2. Corporate Culture:

In this topic, we will try to get acquainted with the nature of the institution's culture, goals, importance, and then to identify the most important characteristics that distinguish it.

1.2.Definition:

Before referring to an accurate definition of corporate culture, a distinction must be made between the society's culture in the institution and the culture of the institution. The first is what has been adhered to as a result of the interaction within the institution, whereas the last is what was produced by the social structure as a whole, where the corporate culture is defined as "the beliefs and behaviors that determine how a company's employees and management interact and handle outside business transactions" (Tarver, 2019), Only its refers to "the amalgamation of values, vision, mission, and the day-to-day aspects of communication, interaction, and operational goals that create the organizational atmosphere that pervades the way people work" (Miller, 2014).

It can be said that the culture of the institution is (Ben Aissa, 2004, p. 148):

- Each human group is linked to each other as a self-standing entity that has its own culture, as is the case for the workers group in an organization;
- This culture is the result of its choices for solutions that it believes are correct and ideal in facing the outer environment, and in order to achieve harmony and internal control;
- Culture has two primary functions: achieving harmony and inner control;
- The mechanisms of inclusion and adaptation in this case are collective efficiency and not individual, as it is necessary for the survival of the group and its continuation.

2.2. Type of Corporate Culture:

The culture of the institution differs from one institution to another, depending on the difference in organization, size or activity, and perhaps the most prominent types of this

culture can be summarized in the following elements (Alatwi & Alchibani, 2010, pp. 46-47):

2.2.1. Clan culture:

The tribe's culture is characterized by formalism, decentralization, and the organization's orientation in it that is inward and dominated by cohesion, participation and work in a team spirit and a sense of one family, and the leadership style is represented by the patriarchal observer style that provides the necessary facilities for subordinates, and in this culture there are relationships that are characterized by sincerity Loyalty, tradition, and relationship cohesion. As for the strategic focus for it, it will be towards developing the human resource, commitment, and ethics, and communication methods within this culture are relational and horizontal in orientation. As for decision-making processes, they are characterized by being a participatory and decentralized process, and Organizations that focus on the culture of the tribe uses bonding and cohesion and membership as a motivational work;

2.2.2. Adhocracy Culture (Creativity culture):

The culture of creativity is characterized by formalism and decentralization, while the organizational focus in it is towards the outside and its strength is the speed of change and adaptation and it has a great focus on innovation, risk and creativity, its characteristics include air conditioning and external support, growth, insight and innovation, while the strategic focus of this culture is Towards growth, new resources and innovation, and the dominant leadership style is the innovative one that takes risk and change;

2.2.3. Market culture:

Regarding the market culture, its main directions are towards achieving goals, environmental exchange and competition, its relationship to goal orientation, competition and production is stable, focuses on outside the organization, official and central, and seeks to achieve productivity and maximum efficiency, and reflects external trends and the values of the formal ruling systems. As for the leadership style, it is the strict style, which is directed towards achievement, and its strategic focus is towards competitive advantage and excellence in the market, the communication methods in this culture are educational and geared towards achievement and results;

2.2.4. Hierarchy culture:

The hierarchical culture (bureaucracy) is characterized by formalism and centralization, and the organizational orientation in it is towards the interior, it seeks to achieve balance and control, its main orientations are towards rules, orders, policies, regulations and efficiency, while the leadership style is coordinated, organized and arranged, as are the

relations That connects employees with policies, official rules, procedures, clear expectations, and its strategic focus directed towards operations and budgeting. The means of communication within this culture are organized and vertical in orientation, while decision-making processes are centralized.

2.3. Corporate culture components:

The most important components of the enterprise culture the enterprise culture has a major role in the success or failure of the institution, the most important components of the enterprise culture are the following (lafi, 2019):

- **The vision:** The great culture begins with a clear and specific vision. The vision is the reason for establishing the foundation and a major reason for the continuity of its development and production regardless of what it produces;
- **The Values:** The values of the institution are the essence of its vision, and the essence of its culture. Values provide a set of instructions, behaviors and ideas necessary to achieve the vision;
- **The Practice:** is to apply the values stemming from the vision inside and outside the institution, then the values will not be valuable unless they are transferred from paper to reality;
- **The People:** They are a group of people who are fully prepared to embrace the institution's visions and values, and work to implement them. No institution will exist without people who believe in its values and goals;
- **The Place:** place is the existence of a suitable environment for transmitting vision and applying values on the ground, the place must be appropriate for ideas.

2.4. Corporate culture Importance:

The culture of the institution is characterized by a set of characteristics that can be mentioned as follows (Abufol, 2017):

- **Innovation:**
It is one of the special characteristics in institutions that are interested in implementing the culture of the organization, as it depends on the classification of innovation among its priorities, and it encourages employees to take risks and strive to innovate within their jobs, unlike companies that are not interested in innovation, it is expected from its employees to apply their jobs in a traditional way.
- **Attention to detail:**
It is one of the characteristics and characteristics associated with the culture of the institution, as employees are expected to be more accurate in carrying out their work, which depends on their interest in the details that contribute to their work in a careful manner.
- **Focus on results:**

It is the companies' interest in achieving the results that are considered an important value in the corporate culture, as commercial institutions strive to direct the sales force in order to obtain distinguished results.

- **Interest in individuals:**

It is one of the characteristics that organizations classify as high value, as the culture of the institution is concerned with the nature of the impact of institutional decisions on individuals, and also institutions are interested in applying the deal that maintains the dignity and respect of employees.

- **Teamwork:**

It is the cooperative method that organizes all private activities in the work environment, as the culture of the institution seeks to form teams, and to ensure positive relations between employees and managers at work.

- **Competitiveness:**

It is one of the characteristics that the corporate culture is encouraged by, as companies are expected to strive to deal with competitors in the market, and a company with a competitive culture provides a high ability of competition in the market.

- **Stability:**

It is one of the basic rules of the culture of the institution, as companies.

Here, we can say that the culture of the institution represents the engine for the success of any institution, as culture plays a very important role in the cohesion of members, and preserving the identity of the group and its survival. Culture is an effective tool in guiding the behavior of workers and assisting them in their work better, through the system of informal rules and regulations present in the institution, which clearly shows to its members how to behave in different situations, in light of what is expected, and the importance of the culture of the institution can be summarized in the following points:

- It is important that leadership have an understanding of the thinking and behavioral tendencies of their employees and how mental energy manifests itself in outward behavior;
- Leadership must relate corporate goals in a way that allows each employee to identify with and internalize those goals;
- Leaders need to promote diverse thinking and a shared knowledge base to create a true sense of collaborative cohesion within the organization, which propels culture forward positively (Miller, 2014).

2. The modern role of Corporate Culture:

Enterprise culture is indispensable to human resources; a good enterprise culture can be beneficial to the effective management of human resources, so the enterprise culture also affects human resources management, where some see that culture affects people's behavior and thoughts. So, it's important to understand the culture of an enterprise for company,

others see that the development of the organization can promote the value of the humanitarian, at hence it advocated that the development of the organization should be combined with effective organizational culture, in order to make people to work effectively, where also think that enterprise culture has a potential power to improve performance of organization, individual satisfaction, problem solving and so on, At hence, every organization has their unique enterprise culture and value reflected, Because culture can used competitive advantage in the development of organization and achieve their culture value and promote the development of organization (Nan & li, 2017, p. 1836).

The importance of the enterprise culture has increased in the recent times, especially with the recent trends in the economy, and here the importance of the enterprise culture should be recognized through the following:

1.3. Corporate Culture and Digital Economy:

Digital economy refers to an economy that is based on digital computing technologies, although we increasingly perceive this as conducting business through markets based on the internet and the World Wide Web (Wikipedia, 2020), the digital economy is also referred to as the Internet Economy, New Economy, or Web Economy.

Increasingly, the digital economy is intertwined with the traditional economy, making a clear delineation harder (Wikipedia, 2020).

The importance of the enterprise culture appears here, after imposing the digital trend on business organizations within a new business model, leading to a transition to modern methods of management after it adopted the traditional methods, if the enterprise culture is based on learning about what is new in the economy, then the workers They will not find it difficult to shift towards the digital trend, but if the culture of the institution is unclear, this will lead to facing many difficulties, which leads to disrupting the methods and methods of communication, especially if they suffer from a lack of training programs and training in the use of digital management.

3.2. Corporate Culture and Green Economy:

Green Economy represents a radical transition for more efficient, environmentally friendly and resource-saving technologies to reduce emissions and mitigate the effects of climate change (Georgeson, Maslin, & Poessi, 2017, p. 01), the green economy is defined as economy that aims at making issues of reducing environmental risks and ecological scarcities, and that aims for sustainable development without degrading the environment (Wikipedia, 2020). Here, we find that the green economy is concerned with protecting the environment before achieving the profitable goals of enterprises, which guarantees the future of future generations by ensuring that they have access to resources in the future.

The importance of the enterprise culture appears here, after imposing the digital trend on business organizations within a business model sanctifies the preservation of the environment in the context of achieving the goals of the institution, if the culture of the

institution is based on preserving the environment and respecting the laws and adherence to the principles of social responsibility, this will be positively reflected on Achieving the goals of the environmental economy at the institutional level, but if the culture prevalent in the institution does not provide for respecting the environment as a primary orientation, then the goals of the institution will conflict with the objectives of the environmental economy, which may cause legal excesses that harm the institution; society and environment.

3.3. Corporate Culture and Purple Economy:

Purple economy represents one of the social colors in the economy, which contributes to developing the commodity and production culture towards achieving sustainable development, purple economy is defined as a part of the economy which contributes to sustainable development by promoting the cultural potential of goods and services (Wikipedia, 2019), purple economy: economy which adapts to human diversity in globalization and which relies on the cultural dimension to enhance goods and services (Reverso Dictionnary, 2019), Where this definition indicates that the purple economy is a modern attempt to direct the economy to the cultural dimension in the sense that achieving sustainable development will be through intensification of awareness-raising efforts to establish a culture of goods and services with a positive impact on society.

The purple economy is closely related to the values and culture of society, which controls the human response and ensures its positive interaction, thus culture is one of the axes that help in developing the economy.

The importance of the enterprise culture is manifested through the regulation of purple professions, so adopting an enterprise culture is the customs and values shared by all individuals, which means necessarily the adoption of customs and values shared by all individuals within the institution which must be accepted by new individuals within the work environment.

Thus, whenever the enterprise culture is solid and precisely defined with the requirements of the times, the acceptance of professions and purple jobs in a manner that will not affect the activity of the institution, but will further achieve the goals of the purple economy.

4. The corporate culture between influence and vulnerability:

In order for the institution to achieve its external goals, it must first achieve its internal goals and provide an effective communication environment, all of this will only be through influencing the behavior of the working individual, in light of being affected by effective communication, and this relationship can be clarified by providing an influence process that is practiced by a culture The institution is based on the behavior of employees, and ways to establish this through necessary communication to establish the goals of communicative culture.

4.1. The relationship of enterprise culture to the behavior of individuals:

The organizational culture enables the organization to produce appropriate behaviors that support the stability and balance of the social organization of the organization so that it is accepted by all its members so that the organization can achieve the common goal. The organizational culture supports harmony, integration and belonging in a way that ensures the continuity of the group and its ability to solve its problems and uses methods and Methods to confront the obstacles that face them, but institutions differ in their ability to produce a culture that achieves this because they express an organized social action, they constitute references that these individuals derive from them solutions, methods and approaches, by allowing them to integrate their strategies and orientations. There are various ways to preserve the collective relationship and joint teamwork, which allows distinguishing individuals belonging to different organizations (Danbri, 2012/2013, p. 56).

4.2. The relationship between communication and enterprise culture:

Effective communication is essential for a positive culture at the workplace. Transparency in communication is mandatory at all levels for better understanding of work and better bonding among individuals.

Culture is simply the result of the interaction amongst the employees working for a considerable period of time in the organization. A better employee relation promotes a positive culture whereas conflicts and disagreements spoil the ambience and spread negativity all around at the workplace. here should know the following (Prachi, 2015):

- Communication plays an important role in increasing the comfort factor amongst the employees and eventually a healthy culture at the workplace;
- The communication between the top management and the employee needs to be effective for better work culture. The management must clearly pass on necessary information to all the employees so that they know what they actually are supposed to do at the workplace;
- The employees must be very clear with their key responsibility areas for them to deliver their level best. The roles and responsibilities must be delegated as per specialization, educational qualification and area of interest;
- The employees should have the liberty to share their ideas and concepts on an open forum to come to an innovative solution benefitting all. It is essential to come to an alternative acceptable to one and all for a healthy culture at the workplace. Discussions are important before implementing any new idea;
- The consistent performers must have a say in the strategy making. Such activities go a long way in motivating the employees and creating a culture where employees stick to the organization for a long time;
- Morning meetings are essential to effectively communicate the agenda of the day to one and all. Every employee should be treated equally and no one should feel neglected or left out at the workplace. Quick feedbacks are important;

- The employees must develop the habit of using planners and organizers to avoid forgetting critical issues;
- More emphasis should be laid on written communication as compared to verbal communication as no one can ever back out in cases of written communication;
- Emails are an important way of communication at the workplace. All the employees who ought to be a part of the communication should be kept in the loop. The emails should be self-explanatory and provide common information to all;
- The superiors must be accessible to all the members and lend a sympathetic ear in cases of queries;
- Effective communication plays an important role in increasing the morale of the employees.

5. Models of Corporate culture:

The Models of the enterprise culture scientific studies indicate in the scope of the enterprise culture that it is possible to divide this culture into four models (Abufo, 2017):

5.1. The first cultural model:

It is the institutional culture associated with the distinction between specialized workers, and the incompetence of other employees, and this culture leads to the emergence of a confusion between individuals in the institution; because the collective feeling within the work environment provides protection against division among employees, and reduces the procedures that include the issuance of penalties.

5.2. The second cultural model:

It is the culture that differs from that found in the first model, as it agrees that there are differences and seeks to apply negotiation, and it is made by professional employees, and individuals within this cultural model are interested in showing their skills and experience, and often work within special contracts, whether in terms of salaries or incentives provided to them.

5.3. The third cultural model:

It is the culture that fits with long-term professional work, and that is associated with self-emerging institutions, and in this institutional cultural environment, selective harmony among employees is prevalent.

5.4. The fourth cultural model:

It is the culture that spreads in business environments characterized by dependency and individualism, and appears clearly among unqualified employees, who need job experience. Examples include workers who migrate from rural areas, or young graduates who avoid being in a confrontation with job responsibility.

All of these models, regardless of their type, aim at the end to achieve (Abufof, 2017):

- **Unit:** It is the concern of the corporate culture in uniting employees together; by assessing the differences between them, whether in the special culture or the various traditions. Therefore, building a common corporate culture in the work environment is one of the most important means that gives a feeling of unity and understanding between employees, and also helps to enhance communication and reduce the occurrence of Conflicts ;
- **Sincerity:** it is the concern of the enterprise culture in making employees maintain their loyalty to the institution, When employees see that they are part of their organization's culture, then they will strive to contribute effectively to its success;
- **The direction:** is the contribution of organizational culture in guiding employees in order to carry out their tasks, which contributes to the understanding of each employee of his responsibilities and roles in work.

6. Conclusion:

From the foregoing, it can be said that the culture of the institution plays a strategic role within any organization, and this is by creating a positive culture in the organization and supporting and disseminating it and embedding it in the behavior of individuals and, in return, allowing the determination of the type of communication that must be provided to achieve the underlined goals;

The culture of the institution is represented the beliefs and behaviors that determine how a company's employees and management interact and handle outside business transactions, Here, it is necessary to know that the culture of the institution differs from one institution to another, and from one pattern to another as we distinguish several types, the most important of them (**Clan culture** that is characterized by formalism, decentralization, and the organization's orientation in it that is inward and dominated by cohesion; **Creativity culture** that is characterized by formalism and decentralization, while the organizational focus in it is towards the outside and its strength is the speed of change and adaptation and it has a great focus on innovation; **Market culture** that its main directions are towards achieving goals; environmental exchange and competition; its relationship to goal orientation;

Hierarchy culture that is characterized by formalism and centralization, and the organizational orientation in it is towards the interior, it seeks to achieve balance and control). However despite the different types, they should be based on the following: vision; values; practice; people and place.

Culture has many benefits for management. It helps it to know the type of culture that prevails in the institution, and more than that helps it to keep abreast of developments

taking place, whether related to keeping pace with the outcomes of the digital economy; purple or green, which made it a fundamental pillar of the success of institutions and the protection of their position and advantages Competitive.

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