

REFRAIN OF ORGANIZATIONAL CULTURE IN ENHANCING PARTICIPATION IN DECISION-MAKING TO CONFRONT WITH CHALLENGES FIELD STUDY OF LIBYAN INFORMATION AND COMMUNICATIONS TECHNOLOGY COMPANIES

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ABSTRACT

The study aimed to investigate the refrain of organizational culture in participation in decision-making. The model used four identified elements of organizational culture-collaboration, innovation, coherency, and effectiveness and for participation in decision making three elements were used namely belief in participation effectiveness, perception of participation impact on manager's power, and participation commitment. The study presented a review of literature focusing on organizational culture and participation in decision-making. Data was collected by a questionnaire distributed among a sample of 147 employees at Information and Communications Technology Companies in Libya in 2015. For testing, the hypothesis was used. The study revealed the following results:

- High level of implementation of various elements of organizational culture and participation in decision-making.
- Significant differences were found in all elements of participation in decision-making attributed to the elements of organizational culture.

The study provided a number of recommendations including delegation of authority to all levels; more attention to be given to employees' suggestion by managers, because ignoring their suggestions would have a negative impact on employees, motivation and participation in decision-making.

KEYWORDS: Four Identified Elements of Organizational Culture-collaboration, Innovation, Coherency, and Effectiveness and for Participation in Decision Making Three Elements

INTRODUCTION

There has been a development in the information technology and it has become necessary in all countries of the world. The governments have now begun to encourage the intergovernmental organizations to introduce technology in all its activities. The fundamentals of the use of information and communication technology is a software through which these organizations have left the conventional methods in completing activities and have replaced them by methods that are more modern in speed, accuracy and ease. The government in Libya is proactive in the encouraging organizations working in the use of the software work. This is what led to the many specialized companies in this field and are still on the increase. After all this, the Libyan organizations and different activities rely on access to the software from the former foreign companies. It is noted that the nature of the work of these companies is characterized by privacy in other sectors, since the development in this area has been the industry. This is what made participation in decision-making is a prerequisite for workers in these type of companies.

THE PROBLEM OF THE STUDY

The workers in the Information and Technology Companies are characterized by specialization and professionalism. They also depend on their colleagues in the development of their knowledge and what assets they have and their different experiences. This allows them to discussion and exchange ideas and viewpoints thereby to facilitate the task of decision-maker in finding creative solutions regarding the problems faced by these companies. According to the research and recent studies, the importance of participation of workers in decision-making in general promotes a sense of belonging to the organization and makes working life positive. As proven, the participation leads to higher productivity and reduces job turnover and brings more job satisfaction. Therefore, this study seeks to identify the extent of involvement of faith and commitment applied by the management of those companies and to enable workers and allow them to blow up the creative energies in pursuit of some of competition.

THE IMPORTANCE AND OBJECTIVES OF THE STUDY

The importance of the research topic is participation in corporate decision-making information and technology because of the nature of the activity of these companies which depends largely on the degree of discussion, dialogue and views as well as the rapid development of this type of industry which increases the importance of participation in the decision-making order. The desire to participate in the decision-making organizational culture of the company is represented in the extent of cooperation and coherence between the workers and administration on the other hand. The support is given to encourage creative ideas and convert them to innovations on the ground that these companies want to achieve higher levels of the effectiveness. So this study sheds light on the nature of the impact of culture based on the cooperation and cohesion and innovation and effectiveness in the post workers in the decision-making in the ICT in Libya. Therefore, the results that will come out by this study can be taken as indicators of the work of the departments in these companies. In this context, the following goals can be determined

- To identify the organizational culture and levels of the availability of elements which are cooperation and effectiveness in the companies of ICT industry in Libya.
- To identify the level of post workers in the decision-making.
- To identify the extent of the impact of the organizational culture and its elements in the decision-making.
- To provide some recommendations and mechanisms applied in the organizational culture in order to strengthen the post workers in the decision-making in the companies under study.

REVIEW OF THE LITERATURE

Definition

According to Azhar (2003) organizational culture is the combination of important assumptions that are shared in common by each members of an organization and are often unstated. Organizational culture is basically made up by two major common assumptions: values and beliefs. Values are the assumptions that have been forwarded by the leaders of the organization and considered to be ideals that are desired by all the members of an organization. Beliefs, on the other hand, are the assumptions about the reality and are created by experience.

Robbins (1986) on the other hand, defines organizational culture as a uniform perception of an organization which has common characteristics. Organizational culture, according to the author, is something descriptive and effectively can

distinguish one particular organization from another. It can also integrate individuals and groups of organization systems. Organizational culture is also defined by Rousseau (2000) as a set of commonly experienced stable characteristics of an organization which shows the distinctive features of an organization which differentiates it from the others. Similar to the definitions of Azhar (2003) that has been stated above, Rousseau (2000) also defines the organizational culture as set of norms and values that are shared by individuals and groups across the organization.

Organizational values and beliefs refer to the common ideas about what the shared goals of an organization are, what types of behavior should the members of an organization follow in order to achieve the common goals of an organization. These organizational values in turn form out the standard norms and guidelines for the organization that makes it distinct from others.

Organizational culture is also defined by Schein (2004) as a pattern of shared assumptions that have been accepted by a group of individuals as they solve their problems. Because they have used these assumptions to solve their problems and it worked effectively, they accepted these assumptions as valid and thus they teach these assumptions to the newly joined members of the organization as standard ways of thinking, perceiving and approaching towards the problems. Organizational culture is a phenomenon that is shared by the members of an organization and operates unconsciously.

In order to understand the full complexity of organizational culture, a number of researchers made attempts to recognize and examine the components of the organizational culture. One of the inseparable components of organizational culture is the values that are shared and held by the individuals of an organization. Hofstede (2006) on the other hand, explains the organizational culture in the form of onion that contains a number of layers and values that make the core of the organizational culture. Importance of organizational culture to the success of the organization has been stressed by numerous researchers. For instance, according to Azhar (2003) corporate culture can determine the success of the organization. In other words, good companies are distinguished from bad ones based on their corporate cultures. The author further states that successfully managed companies usually have distinctive cultures based on which they are responsible for successful implementation of their strategies. Each organization has its unique culture that has powerful influence on the employees of the organization and the management team and therefore, it can be one of the most effective means of improving the overall performance of the organization. Although it is something intangible, it plays a significant role in shaping the success of the organization and has great influence on the employees. It is difficult to say that the organizational culture guarantees the success of the company but the companies with strong corporate culture always have more chances to become successful than their competitors (Jarratt and O'Neill (2002).

The importance of the organizational culture is also highlighted by Schein (2004) who stated that the culture can serve as strength as well as weakness to the organization. For example, if it serves as strength then it facilitates communication among the members of the organization, facilitates the process of decision making and control and creates commitment and cooperation within the organization. On the other hand, when there are many subcultures that exist in an organization and only few values and behavioral norms are shared across the organization and the traditions are rare. In organizations that are characterized with these traits the employees are more likely salary earners rather than being members of the organization and therefore, they have less commitment and responsibility towards their performance.

The elements of the organization that have weak corporate culture include: bureaucracy instead of entrepreneurship and creativity and unwillingness to adapt best practices from outside of the organization. It also includes politicized organizational environment and hostility to change (Kotter and Heskett, 1992). In addition to that, Rousseau (2000) also states that it is important for the organization to recognize the fact that the organizations do not improve in a vacuum environment and they need human interaction to support the improvement and development which can be achieved only by following the effectively accepted and equally shared values by each individual members of an organization.

Organizational culture has been identified as a mediating variable in this study. There are many terms used by different researchers to denote organizational culture. Similarly, there are many definitions of organizational culture. Organizational culture has been characterized by many authors as something to do with people and the unique quality and style of the organization (Kilman et al; 1985), and the way things are done in the organizations (Deal & Kennedy, 1982). Sometimes, organization culture is also known as “corporate culture”. “Corporate Culture” is used to denote the more “commercialized” meaning of organizational culture (Deal & Kennedy, 1982). This study adopts the definition of Hofstede (1980). According to Hofstede (1980), organizational culture refers to the collective programming of the mind that distinguishes the members of one organization from another. This includes shared beliefs, values and practices that distinguish one organization from another. The beginning of formal writing in an organizational culture started with Pettigrew (1979). He introduced the anthropologist concepts like “symbolism, myths,” and “rituals” that could be used in organizational analysis. Although there is no consensus on the definition of organizational culture, most authors agreed that organizational/corporate culture referred to something that is holistic, historically determined (by founders or leaders), related to things anthropologists study (like rituals and symbols), socially constructed (created and preserved by the group of people who together form the organization), soft, and difficult to change.

Organizational Culture

Organizational culture refers to a system of shared assumptions, values, and beliefs that show people what is appropriate and inappropriate behavior. (Chatman J. A, 2003) These values have a strong influence on employee behavior as well as organizational performance. In fact, the term organizational culture was made popular in the 1980s when Peters and Waterman’s best-selling book *In Search of Excellence* made the argument that company success could be attributed to an organizational culture that was decisive, customer-oriented, empowering, and people-oriented. Since then, organizational culture has become the subject of numerous research studies, books, and articles. Organizational culture is still a relatively new concept. In contrast to a topic such as leadership, which has a history spanning several centuries, organizational culture is a young but fast-growing area within management.

Culture is largely invisible to individuals just as the sea is invisible to the fish swimming in it. Even though it affects all employee behaviors, thinking, and behavioral patterns, individuals tend to become more aware of their organization’s culture when they have the opportunity to compare it to other organizations. It is related to the second of the three facets that compose the P-O-L-C function of organizing. The organizing function involves creating and implementing organizational design decisions. The culture of the organization is closely linked to organizational design. For instance, a culture that empowers employees to make decisions could prove extremely resistant to a centralized organizational design, hampering the manager’s ability to enact such a design. However, a culture that supports the organizational structure (and

vice versa) can be very powerful.

An organization's culture may be one of its strongest assets or its biggest liability. In fact, it has been argued that organizations that have a rare and hard-to-imitate culture enjoy a competitive advantage. (Slocum, J. W, 2005). In a survey conducted by the management consulting firm Bain & Company in 2007, worldwide business leaders identified corporate culture to be as important as corporate strategy for business success. (Bamey, J. B.1986). This comes as no surprise to the leaders of successful businesses, who are quick to attribute their company's success to their organization's culture.



Figure 1

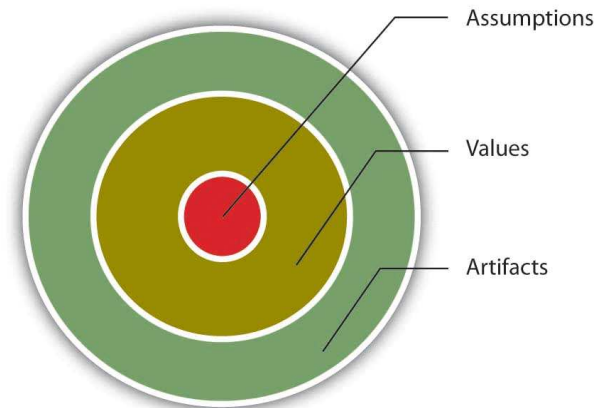
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Culture, or shared values within the organization, may be related to increased performance. Researchers found a relationship between organizational culture and company's performance, with respect to success indicators such as revenues, sales volume, market share and stock prices.(Kotter J. P 1992). At the same time, it is important to have a culture that fits with the demands of the company's environment. To the extent that shared values are proper for the company in question, company performance may benefit from culture.(Arogyaswamy B. 1987) For example, if a company is in the high-tech industry, having a culture that encourages innovativeness and adaptability will support its performance. However, if a company in the same industry has a culture characterized by stability, a high respect for tradition, and a strong preference for upholding rules and procedures, the company may suffer because of its culture. In other words, just as having the "right" culture may be a competitive advantage for an organization, having the "wrong" culture may lead to performance difficulties and may be responsible for organizational failure, and may act as a barrier preventing the company from changing and taking risks.

In addition to having implications for organizational performance, *organizational culture is an effective control mechanism dictating employee behavior.* Culture is a more powerful way of controlling and managing employee behavior than organizational rules and regulations. For example, when a company is trying to improve the quality of its customer service, rules may not be helpful, particularly when the problem customers present are unique. Instead, creating a culture of customer service may achieve better results by encouraging employees to think like customers, knowing that the company's priorities in this case are clear: Keeping the customer happy is preferable to other concerns, such as saving the

cost of a refund. Therefore, the ability to understand and influence organizational culture is an important item for managers to have in their tool kit when they are carrying out their controlling P-O-L-C function as well as their organizing function.

Levels of Organizational Culture



Source: Adapted from Schein, E. H. (1992). *Organizational Culture and Leadership*. San Francisco: Jossey-Bass.

Figure 2: Three Levels of Organizational Culture

Organizational culture consists of some aspects that are relatively more visible, as well as aspects that may lie below one's conscious awareness. Organizational culture can be thought of as consisting of three interrelated levels. (Schein, E. H. 1992) At the deepest level, below our awareness lie basic assumptions. These assumptions are taken for granted and reflect beliefs about human nature and reality. At the second level, values exist. Values are shared principles, standards and goals. Finally, at the surface, we have artifacts or visible, tangible aspects of organizational culture. For example, in an organization, a basic assumption that the employees and managers share might be that happy employees benefit their organizations. This might be translated into values such as egalitarianism, high-quality relationships and having fun. The artifacts reflecting such values might be an executive "open door" policy, an office layout that includes open spaces and gathering areas equipped with pool tables and frequent company picnics.

Understanding the organization's culture may start from observing its artifacts: its physical environment, employee interactions, company policies, reward systems, and other observable characteristics. When you are interviewing for a position, observing the physical environment, how people dress, where they relax, and how they talk to others is definitely a good start to understanding the company's culture. However, simply looking at these tangible aspects is unlikely to give a full picture of the organization, since an important chunk of what makes up culture exists below one's degree of awareness. The values and the deeper assumptions that shape the organization's culture can be uncovered by observing how employees interact and the choices they make, as well as by inquiring about their beliefs and perceptions regarding what is right and appropriate behavior

Participation (Decision Making)

Participation in social science refers to different mechanisms for the public to express opinions - and ideally exert influence - regarding political, economic, management or other social decisions. Participatory decision-making can take place along any realm of human social activity, including economic (i.e. participatory economics), political (i.e. participatory democracy or parpolity), management (i.e. Participatory management), cultural (i.e. polyculturalism)

familial (i.e. feminism).

For well-informed participation to occur, it is argued that some version of transparency, e.g. radical transparency, is necessary but not sufficient. It has also been argued that those most affected by a decision should have the most say while those that are least affected should have the least say in a topic.

Objectives of Participation

Participation activities may be motivated from an administrative perspective or a citizen perspective on a governmental, corporate or social level. From the administrative viewpoint, participation can build [public support](#) for activities. It can educate the public about an agency's activities. It can also facilitate useful information exchange regarding local conditions. Furthermore, participation is often legally mandated. From the citizen's viewpoint, participation enables individuals and groups to influence agency decisions in representational manner. The different types of political participation depends on the motivation. When a group is determined to work to solve a community problem, there can be led marches to work for candidates. Most immigrant racial groups have higher motivation since there is an increase in geographical dispersion and are faster growing racial groups. (Glass, J.J. 1979), How well participation can influence the relation between citizen and their local government, how it increases trust and boosts peoples willingness to participate has been explained by Giovanni Allegretti explains in an interview using the example of [participatory budgeting](#). (Eva-Maria Verfürth.2013)

Classifying Participation

Sherry Arnstein discusses eight types of participation in *A Ladder of Citizen Participation* (1969). Often termed as "Arnstein's ladder", these are broadly categorized as:

- Citizen Power: Citizen Control, Delegated Power, Partnership.
- [Tokenism](#): Placation, Consultation, Informing.
- [Non-participation](#): Therapy, Manipulation.

She defines citizen participation as the redistribution of power that enables the have-not citizens, presently excluded from the political and economic processes, to be deliberately included in the future (Arnstein, S.R. 1969),

Robert Silverman expanded on Arnstein's ladder of citizen participation with the introduction of his "citizen participation continuum." In this extension to Arnstein's work, he takes the groups that drive participation into consideration and the forms of participation they pursue. Consequently, Silverman's continuum distinguishes between grassroots participation and instrumental participation. (Silverman, R. M. (2005).

Archon Fung presents another classification of participation based on three key questions: Who is allowed to participate, and are they representative of the population? What is the method of communication or decision-making? And how much influence or authority is granted to the participation. (Fung, A. 2006),

Other "ladders" of participation have been presented by (Connor, D. M. (1988),

Civic Opportunity Gap

Youth participation in civic activities has been found to be linked to a student's race, academic track, and their

school's **socioeconomic status**. The American Political Science Task Force on Inequality and American Democracy has found that those with higher socioeconomic status participate at higher rates than those with lower status. A collection of surveys on student participation in 2008 found that "Students who are more academically successful or white and those with parents of higher socioeconomic status receive more classroom-based civic learning opportunities. Youth from disadvantaged backgrounds are less likely to report participation in school-based service or learning than other students. Students with more highly educated parents and higher household incomes are more likely to have the opportunity to participate in student government, give a speech, or develop debating skills in school.

Corporate Participation

Participation in the corporate sector has been studied as a way to improve business related processes starting from productivity to employee satisfaction. (Shetzer, L. 1993)

Cross Cultural Objective Participation

A cultural variation of participation can be seen through the actions of *Indigenous American Cultures*. Participation draws from two aspects: respect and commitment to their community and family. The respect is seen through their participation in non-obligated participation in various aspects of their lives, ranging from housework to fieldwork. (Coppens, Andrew 2014).

Often the participation in these communities is a social interaction occurring as a progression for the community, rather than that of the individual. Participation in these communities can serve as a "learning service". This learning ranges from everyday activities, in which community members gain a new skill to complete a task or participate through social events to keep their cultural practices alive. These social participation events allow newer generations to see the events and learn from this ongoing participation to continue these practices. (Rogoff, Barbara 2011). Although there are different domains and objectives of participation in these communities, the bottom line to this participation is that it is non obligated and often community orientated.

A social interaction that continues to thrive because of this high level of non obligation is the everyday action of *translating*. (Rogoff, Barbara, 2011).

HYPOTHESES OF THE STUDY:

The formulation of the hypotheses of the study is as follows :

- “There are statistically no significant differences when the level of an indication ($\alpha \leq 0.05$) of views of works about the participation of three elements in the decision-making (the belief in effective decision, awareness of the impact of participation on the power of the Director, and commitment to proceed) helps to cooperate with each other.”
- “There are statistically no significant differences when the level of an indication ($\alpha \leq 0.05$) of views of works about the participation of three elements in the decision-making (the belief in effective decision, awareness of the impact of participation on the power of the Director, and commitment to proceed) strengthens their ability to innovation.”
- “There are statistically no significant differences when the level of an indication ($\alpha \leq 0.05$) of views of works

about the participation of three elements in the decision-making (the belief effectively decision, awareness of the impact of participation on the power of the Director, and commitment to proceed) strengthens cohesion among themselves.

- “There are statistically no significant differences when the level of an indication ($\alpha \leq 0.05$) of views of works about the participation of three elements in the decision-making (the belief effectively decision, awareness of the impact of participation on the power of the Director, and commitment to proceed) strengthens their effectiveness.”

THE METHODOLOGY

The study targeted workers in the Information and Communication Operations in Libyan IT companies. Because of the lack of official statistics in a number of these companies about their employees, the researchers rely on sample available method and identified it in collaboration with the departments of companies that have been accessed. The researchers distributed 200 questionnaires to the workers randomly. Out of 200 questionnaires, 147 were recovered for the analysis. This represents 74% of the sample size which was a good percentage. Table 1: below shows the number of companies and the number of distributed questionnaires recovered.

Table 1: Under Study Shows the Companies and the Number of Distributed and Recovered Questionnaires.

The Company's Name	Number of Employees	Number of Distributed Questionnaires	Number of Questionnaires Recovered	Number of Valid Questionnaires
Libya VoIP for International Communications and Information Transfer	350	58	51	47
Tracks company for information technology	300	50	41	40
Libyan International Telecommunications Company	250	38	27	25
Libyan international telecommunications company	160	31	21	20
Libby's Information and Technology	120	23	16	15
Total	1180	200	153	147

THE STUDY MODEL

The study sample consisted of two variables. It represents the independent variable of organizational culture. This variable consists of four elements, cooperation, innovation, cohesion and effectiveness. The dependent variable is involved in decision-making, which consists of three elements- Belief in actively participating, Awareness of the impact of participation on the strength of the Director, Commitment to Participate. Table 2: refers to the changes and elements included in the study table in addition to the definition of these elements.

Table 2: Studies the Variables and Elements

Variable	Element	The Definition	The Source
(Independent) Organizational culture	Cooperation	Emphasizes the internal flexible trends which mainly focuses on the sharing of information, confidence, empowerment and teamwork, The organization emphasizes on the cooperation and wants to reach a friendly community and trusts each individual like a big family.	Chang & Lin, 2007
	Innovation	It refers to the environment in order to support creativity in solving problems and providing new ideas and support for the development and permanent improvement.	Chuang et al, 2004 Carmeli, 2005

	Cohesion	Confirms the trends and censorship, where it focuses on laws, regulations, efficiency with the need to recognize the importance of these relationships to achieve solidarity between individuals.	Chang & lin,2007 Carmeli,2005
	Effectiveness	Focuses on competition in achieving the goals and productivity and achieve all that is beneficial to the organization.	Chang &Lin,2007
(Dependent) Participation in Decision-Making	Belief in Actively participating	It refers to the quality and productivity of the decision, efficient self subordinates, effective communication, positive relations between workers, and a sense of self-worth.	Parnell &Crandall,2001
	Awareness of the Impact of Participation on the strength of Director	It refers to the increased participation of the Director of subordinates in decision-making on the belief that this will improve the effectiveness of the organization, and does not underestimate the organizational strength. On the contrary, participation is at its lowest point when managers believe that participation leads to a lower organizational strength.	
	A Commitment to Participate	Refers to the importance of commitment of the Director in partnership and a long supply to increase the absorption and effectiveness of workers in the implementation of programs. Attempts by considering the post rather than a philosophy which must be adopted in the long term as a tool but not suitable for managers with mental orientation and who are looking for regulatory changes.	

WHAT THE STUDY GAUGES

Organizational Culture Scale

To measure the organizational culture scale of the companies targeted by the study, (Chang &Lin, 2007) the four elements with which the researchers agree are: Cooperativeness, Innovativeness, Consistency and Effectiveness. This measure consists of 27 phrases: - (9) phrases for cooperation, (6) phrases for each of the Innovativeness and Effectiveness respectively. The researchers asked the workers within the sample to answer these phrases according to the Likert scale. Identified weights of the answers are as follows (1) Points to unapproved strongly, (2) Points to unapproved, (3) the neutral point, (4) Points to approval, (5) Points to strongly approved. To ensure the stability of the organizational culture scale, it has used reliability coefficient Cronbach Alpha. Table 3: refers to the stability values of these elements.

Participation in Decision-Making Scale

To measure the variable to participate in decision-making, the scale given by (Parnell&Crandall, 2001) has been used. After some amendments made in the scale to become an adequate study of the Libyan environment, it consists of 16 phrases and covered three elements namely actively participating by (8) phrases, recognizing the impact of participation on the strength of Director by 4 phrases and a commitment to participate by 4 phrases. The study asked of a sample of individuals to answer these phrases under a similar scale to measure organizational culture. Table 3: shows the stability values of these elements. It is noted that all alpha values constituents of the variables of the study exceeded the lower limits which can be accepted to continue in dealing with the data Statistics to (0.60) To be sure of the sincerity and clarity of the approved study phrases and their ability to cover all aspects of the concepts of organizational culture and participation in decision-making, a group of researchers have being viewing the metrics and taking their observations in conducting the proposed amendments in the field of business administration.

Table 3: Shows the Stability Values for the Elements of the Study Variables

Elements	The Value of Fortitude
Cooperation	0.76
Innovation	0.75
Cohesion	0.64
Effectiveness	0.69
Elements of Organizational Culture Combined	0.89
Belief in Actively Participating	0.81
Awareness of the Impact of Participation on the Strength of the Director	0.71
Commitment and Involvement	0.77
Elements to participate in the Decision-making combined	0.78

Statistical Analysis and Discussion of the Hypotheses

For the purpose of statistical analysis, the arithmetic mean, standard deviation and arithmetic average have been used. The answers to the levels of the elements of the organizational culture and participation in decision-making were determined in the following phrases. (Less than 2.5 indicates the level low),(less than 3.5 indicates the average level) and (3.5 points to a high level).

Organizational Culture

Table 4: indicates the answers of study sample for phrases related to the elements of organizational culture (Independent variable). They are cooperation, innovation, cohesion and effectiveness. With regard to statements that reveal the extent of cooperation between workers, the majority of the answers were at the OK. These values ranged from (3.90) higher value for phrases that refer to the harmony among workers. And the lowest value of the phrases pertaining to the mandate of managers which amounted to the middle of the arithmetic value of (3.10).

Table 4: Shows the Arithmetic Mean and Standard Deviation of the Sample Answer Study on Organizational Culture Phrases

Elements of Culture		Phrases	Arithmetic Mean	Standard Deviation	Arithmetic Mean General	Answer Levels
Cooperation	1	Managers are keen to delegate their subordinates more authority	3.10	1.00	3.62	High
	2	Allow participation in decision –making situations, increase creativity and innovation	4.16	0.79		
	3	All managers treat subordinates as big as a family	3.49	0.86		
	4	There is high confidence among workers	3.71	0.88		
	5	Leaders encourage employees to participate actively in all the company’s activities	3.57	0.76		
	6	The workers to protect the company and property	3.39	0.97		
	7	Managers should trust the workers and allow them to participate in decision-making	3.67	0.85		
	8	There is a great harmony among workers	3.90	0.82		
	9	The company is interested in developing	3.55	0.84		

		human resources and workers morale and teamwork				
	1	It encourages managers working on innovation and risk-taking	3.51	0.89		
	2	Managers have to see the deep understanding to create a new job opportunities for the company	3.84	0.74		
	3	Challenges faced by the workers to allow them to learn and grow	4.24	0.59	3.66	High
	4	Give the company attention of workers and encourage them to innovate	3.45	0.84		
	5	Lead managers and subordinates to actual growth and innovation	3.37	0.85		
	6	To work in the company systematically and to do each task clearly	3.53	0.95		
	1	Puts the managers on clear objectives and ask for workers completion of these goals accurately	4.02	0.69	3.87	High
	2	To have a formal and accurate system of the company and ask the subordinates to follow them	4.10	0.62		
	3	Confirms of Directors on the stability and culture of the province	3.80	0.70		
	4	Take over the company's interest to accomplish goals efficiently	4.10	0.65		
	5	Characterized by the company's stability and the provision of job for the security of workers	3.14	1.28		
	6	The workers should work in the company systematically and do each task clearly	4.04	0.64		
	1	Confirms the managers on the work efficiently and the completion of tasks effectively	3.94	0.55	3.93	High
	2	Cares about managers to achieve good performance in the work for the attainment of the target regardless of the personal feelings	4.02	0.77		
	3	The divisive factor in company's success is its ability to the exploitation of the resources available to achieve better performance	3.98	0.55		
	4	Compete for workers and sections with their counterparts to achieve the efficiency at the best	3.76	0.75		
	5	Seeking to the company to maintain competitive advantage	4.10	0.77		
	6	Give the company attention of the workers in order to increase their competence and follow-up their achievements	3.80	0.76		
					3.77	High

Participation in Decision-Making

Table 5: shows the sample answers of the study for phrases that belong to the elements involved in the decision-Making. The answers were related to the belief in actively participating in decision-making; where it was mostly ok when high, five of which is. The remaining three words were worth when strongly Disagree, Making the result of the arithmetic mean of the total value of the phrases that element to be ok, and when the value of (3.99), high. The highest value for the mean was for the term in which the workers believed that participation in decision-Making situations allow them to increase creativity and innovation, and the value was of (4.23). The reference value of the standard deviation to a low dispersion in the answers to workers, It reached its highest dispersion (0.88) This value is less than it is for to believe actively participating in the decision-Making, but also high. The last four phrases which relates to the extent of a commitment to participate in the decision. It was the answer for all of them when OK. And the median ranged between (3.16) for her statement that relate to the fact that participation is used more often, but sometimes take the decision certified director of his information and experience. How was the arithmetic mean value of the total public statements this element (3.56). which is also high. But the value is less than the belief actively participate and not to fear because of his influence on the director to participate. Overall, the notes of the arithmetic mean of the phrases of the constituent elements of participation in decision-making values that she was high as the values of the arithmetic average gross her (3.78)

Table 5: Shows the Arithmetic Mean and Standard Deviation Study Sample Answers for Participating In the Decision-Making Phrases

Elements Post	Phrase	Arithmetic Mean	Standard Deviation	Arithmetic Mean General	Standard Answer
Belief in actively participating	1 Many of the problems disappear when everyone has a chance to participate in decision-making	3.80	0.88	3.99	High
	2 Allow participation in decision-making situations to increase creativity and innovation	4.23	0.66		
	3 Usually results from participating in the decision-making and take effective decisions	3.92	0.57		
	4 Collective decisions have great value despite requirements for a long time	3.98	0.63		
	5 Participation of workers in decision-making means being responsible for its implementation	4.14	0.67		
	6 Participation in decision-making communication and coordination as an effective tool	3.90	0.65		
	7 Helps participate in decision-making, in creating positive relationships at all levels	3.88	0.66		
	8 The worker feels important when the boss allows him to participate in decision making	4.04	0.76		
Awareness of the impact of participation	1 Participation in decision-making requires the disclosure of a great deal of private information	3.37	1.07	3.80	High

on the strength of the Director	2	Participation in the decision making gives a lot of strength to the managers	3.63	0.72		
	3	Making the subordinates to take the decision does not mean weakening of the role and power of the Director	4.14	0.57		
	4	Subordinates participating in the decision making does not mean sharing power with the managers	4.04	0.61		
				0.80		
A Commitment to Participate	1	Participation in decision-making as one of active management methods in the long term	3.67	0.80	3.56	High
	2	The Director should urge the subordinates to participate rather than ignore their suggestions	3.15	1.09		
	3	In most cases, the work is under way to participate but at times the resolution manager takes decision based on his own information and experience	3.88	0.66		
	4	Participation in decision-making is a philosophy, not a way to make the decision	3.16	0.87		
		Arithmetic average of the total of all the elements involved in the decision-making phrases combined			3.78	High

Testing of the Hypotheses

The test approved four hypotheses in this study by using the Coefficient of Variance.

It should be noted here that for being appropriate statistical tool to learn about the differences between the elements of the study variables, the value of statistical error moral contrast will accept up to (0.5).

Hypothesis 1

There are statistically no significant differences when the level of significance ($\alpha \leq 0.05$) of the views of workers on their participation in decision-making in all three spheres (belief in actively participating, awareness of the impact of participation on the strength of the Director, and a commitment to participate) enhances cooperation among themselves”.

Table 6: indicates the analysis of variance for one hypothesis which relates statistically significant differences of the decision-making because of the culture of cooperation between the studies sample workers.

There are statistically no significant differences for constituent variable participation in decision-making which results (belief in actively participating, Awareness of the impact of participation on the strength of Director and a commitment to participate) and that these differences are attributable to a culture of collaboration among workers. The highest value of these differences to believe in actively participating in decision-making, as the value of coefficient of variation F is (3.53) The level of significance (0.00) It is a moral function. The lowest value of the variance was an element

of a commitment to participate in decision-making and the value (2.24)

Table 6: Shows the Variation of the Workers to Participate Decision-Making Because of the Cooperation Between Workers (N=147)

Elements Involved in Decision-Making	F	Sig	Result of the Hypothesis
Belief in actively participating	0.00	3.53	Refusal
Awareness of the impact of participation on the strength of Director	0.00	3.05	Refusal
A commitment to participate	0.00	2.24	Refusal

Hypotheses 2

“There are statistically no significant differences when the level of significance ($\alpha \leq 0.05$) of the views of workers on their participation in decision-making in all the three spheres (Belief in actively participating, Awareness of the impact of participation on the strength of Director, and a commitment to participate) enhances their ability to innovate”

The table 7: shows the result of the second hypothesis which relates to the differences in the elements involved in the decision because of a culture of innovation among workers. It was found that there are statistically no significant differences between the three components of the variable participation in decision-making and are attributable to the culture of innovation elements.

The highest differences were not fear because of the influence on the Director’s post. It amounted to variation (F). For this item (9.76) Ubmstoy denotes (0.00) The differences were less foe elements- belief in actively participating in decision-making and the value of contrast was(4.91). The level of significance was(0.00). And these results lead to the rejection of the null hypothesis

Table 7: Shows Contrast of Workers in Decision-Making Because of the Participation of Innovation (N=147)

Elements Involved in Decision-Making	F	Sig	Result of the Hypothesis
Belief in actively participating	4.19	0.00	Refusal
Awareness of the impact of participation on the strength of Director	9.76	0.00	Refusal
A commitment to participate	6.91	0.00	Refusal

Hypothesis 3

“There are statistically no significant differences when the level of an indication ($\alpha \leq 0.05$)of the views of workers on their participation in decision-making all the three spheres (Belief in actively participating, Awareness of the impact of participation on the strength of Director, and a commitment to participate) enhances their ability to innovate”.

Table 8: shows the results of variance to test the third hypothesis which relates to the nature of the differences in the elements involved to take the decision because of the culture of cohesion among employees. The largest of these differences was to commit to participating in decision-making; it amounted to the contrast of this element (7.88). The level of significance was (0.00). The lowest differences were in belief in actively participate in decision-making, which amounted to contrast (6.11). The level of significance was (0.00). And it indicates that the result was not possible to accept the third null hypothesis.

Table 8: Shows the Variation of Workers to Participate in Decision-Making Because of The Cohesion. (N=147)

Elements Involved in Decision-Making.	F	Sig	Result of the Hypothesis
Belief in actively participating	6.11	0.00	Refusal
Awareness of the impact of participation on the strength of Director	7.43	0.00	Refusal
A commitment to participate	7.88	0.00	Refusal

Hypothesis 4

“There are statistically no significant differences when the level of an indication ($\alpha \leq 0.05$) of the views of workers on their participation in decision-making in all the three spheres (Belief actively participating, Awareness of the impact of participation on the strength of Director, and a commitment to participate) Enhances their effectiveness”.

Table 9: refers to the results of the fourth test the hypothesis, which assumes that there were no statistically significant differences of the elements involved in the decision-making because of the effectiveness of workers. It showed variance in test results and no statistically significant differences in variable participation in decision-making, and the value of variation amounted to (11.12). The level of significance was (0.00). The test results rejected the null hypothesis.

Table 9: Shows the Variation of Workers to Participate Because of the Decision-Making Efficiency

Elements Involved In Decision-Making	F	Sig.	Result of the Hypothesis
Belief in actively participating	11.12	0.00	Refusal
Awareness of the impact of participation on the strength of Director	5.52	0.00	Refusal
A commitment to participate	4.84	0.00	Refusal

RESULTS AND RECOMMENDATIONS**Results**

The study found the following results

- There is a high level of availability of the constituent elements of organizational culture of the four hypotheses which relied on cooperation, cohesion, innovation, and effectiveness. The most represented element in the Information and Communications Technology Companies was the effectiveness component. And by about 79% and less than that was for the cohesion and innovation and cooperation followed in a row.
- There are high levels of representation of the elements involved in the decision-making and more of these elements represent the belief to actively participate in decision-making. This finding supports what has been reached in the first result. The culture of effectiveness is calling for companies interested in participating in decision-making including workers assigned to its technical and specialized tasks which required them to consult others and benefit from the experiences of their colleagues. The percentage of the availability of this element was (80%). The second finding was the element not fearing the Director's influence. As for the last finding was the commitment to participate in the decision-making. There was a low interest in the commitment to participate in the decision-making because of weakness of awareness of workers.
- There is statistically significant differences to participate in the decision-making because of cooperation between

the workers. Values of contrast close elements of the three constituent to participate in the Decision which are belief in actively participating, awareness of the impact of participation on the power of the Director, and commitment to proceed. It can be the result of the fact that the need to cooperate and need to inevitability exchange new information is a specialization in the field of the work of these companies.

- There were significant statistical differences to share decision-making because of what was provided by workers regarding their innovations. The highest of these differences were not to fear the influence of the Director. The researchers believe that the nature of work in this type of company in which the majority of work was team based. It makes the teams less afraid of the manager's influence compared to the traditional managers.
- There were significant statistical differences to share decision-making due to the cohesion of workers. It is noted that the differences were close to the values of all the elements involved in the decision resulting from the coherence of workers. This finding supports what brought the researcher score on cooperation, since the cooperative work groups are often more cohesion.
- There is a statistical significance difference to participate in decision-making because of the differences in the effectiveness of the workers. The highest of these differences was in belief in actively participating in decision-making. This can be considered as a logical difference because the culture of effectiveness should lead to a search for ways to reach them including faith in actively participation in decision-making.

Recommendations

By the results of the statistical analysis and the results of testing of hypotheses, the researchers offered the following recommendations.

- The managements of these companies encourage the employees to maintain the reputation of the companies in which they work and protect the property.
- It is necessary to focus on proposals of workers and not to be ignored by the managers of Information Technology Companies as this has a negative impact on their motivation and their participation in decision-making related to their work and being responsible for it.
- It is noted that the workers in these companies consider a commitment to participate in decision-making as a duty imposed on them. And therefore they are officially committed to and not because of the faith to participate. On the basis that, the opinion of the group is better than the opinion of the individual alone, So the Directors of those companies explain to the workers and increase their awareness and establish the concept of participation in all the spheres. So the workers consider participation as a philosophy and a way of life rather than as an official duty.
- The managements of these companies should give attention about the feelings of working with regard to job security and stability. The results of the analysis of employees do not feel the stability and job security enough which is reflected in cohesion which in turn reduces the desire to take responsibility and to participate in decision-making, and all of this leads to a decline in the effectiveness of these companies and their employees.
- There is a need to choose the managers who have the ability to work with the guidance and have other highly

specialized technical knowledge. There should be organization of qualifying courses for those managers to get them used to encourage the disclosure of information between them and the workers on the one hand and between the workers themselves, on the other hand.

- You must enable workers in the Libyan Information and Communications Technology Companies by giving them more authority to ensure the creation of an atmosphere of a culture of cooperation. The study results indicated the influence clearly in the desire of employees to participate in decision-making.

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