

The Impact of Community Culture on the Success of Management Theories

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Abstract: *Community culture greatly influences economic and intellectual growth of societies as it protects it from collapse and the spread of the destructive ideas. The current study tries to find the impact of community culture on the success of management theories. Empirically and theoretically, this study provides insights about the community culture and how it influences the cultural norms, economic growth and development of societies. Sampling (92) individuals, this study has found out that community culture its dimensions (Economic, Environment, and Social) affects the success of management theories. Based on the results some insights has been discussed.*

Keywords: Community Culture, Management Theories, Middle East

1. Introduction

Each community has a unique culture that makes it different from other communities. This culture regulates the relationship between individuals and defines the laws, customs, and traditions that govern the society and make it able to build, develop, adapt to the changes, and overcome all of the challenges facing it (Jovchelovitch, 2019). Moreover, it plays a major role in preserving societies and protects it from collapse, destructive ideas, and negative practices that would ruin the basis of its future and development (Fraise & Brooks, 2015). Community culture greatly influences economic and intellectual growth of societies. Consequently, It affects the interrelationships between its members. In addition, it creates the motivation to work and build the Community and protects it from collapse and the spread of the destructive ideas (Cardon, 2016). The culture of the Community is also reflected on the individuals where the individual feels important in the society which increase the individual's creativity and productivity) Muresan, Oroian, Harun, Arion, Porutiu, Chiciudean & Lile, 2016).

According to Martins (2012). Culture is considered as a source of influence that targets economies. Therefore, it is a distinguished by being a key component of competitiveness. Culture enhances human creativity and production so that valuable symbols and new meanings become a way of innovation and progress. In this context, Culture develops civilization and makes it more balanced and sustainable. Furthermore, it is an important part of revitalizing the deteriorating civilization in the developed world, provides great opportunities for the development of social interaction, and gives opportunities to start private business for marginalized people. Interestingly, Tekin & Tekdogan (2010) highlight that the relationship between society and its culture extends to safety concerns and social harmony. In an age in which societies tend to become multicultural, identities and ways of life confront one another. In a multi-cultural city, culture can be a means of stimulating pride, personal development and self-realization of minorities. At the same time, it can be common.

Management is one of the most effective skills for developing communities and nation's. This skill is useful in increasing the investment and developing the economy in

any society (Morden. 2017). The success of management depends on the effective use of financial and human resources and having the ability to solve problems with high efficiency (Berry, Broadbent & Otley, 2016). It also depends on the use of scientific methods in selecting workers, training, and placing them in the right place so that each worker performs as efficiently as possible to achieve the greatest possible profit and the desired goals (Balakrishnan & Cheng, 2019). In this context, many theories have been developed to provide evidences and insights about successful management and the way to develop society economically and intellectually (Tuczek, Castka & Wakolbinger, 2018). Most of these theories are concerned with the careful supervision of the workers to accomplish the desired goals and eliminate wasteful and low productivity. The application of management theories varies according to the different society or different educational and cultural level of individuals (Haski-Leventhal, 2018).

The current study tries to find the impact of community culture on the success of management theories. Empirically and theoretically, this study provides insights about the community culture and how it influences the cultural norms, economic growth and development of societies. This study tries to bring answers to the following questions: *Does community culture in its dimensions (Economic, Environment, and Social) influence the success of management theories?* Accordingly, the main hypothesis has been coined in order to answer this question. The hypothesis states: *There is no statistically significant impact of community culture (Economic, Environment, and Social) on the success of management theories ($\alpha \leq 0.05$).*

2. Literature Review

Community Culture

Community culture can be defined as the Values, attitudes, behaviours, beliefs, and assumptions people share about themselves and others, and about the natural world in which they live. It also includes the institutions, customs, and communication patterns people have created to meet their needs. Broadly, it can include language and speech patterns, everyday behaviour, social etiquette, religion, education, laws, morals, values, and exchange of goods and services (Desmedt, Bergs, Willaert, Schrooten, Vlayen, Hellings & Vandijck, 2018).

The movement towards a more imaginative community requires thousands of changes in mind-set, creating the conditions for people to become agents of change, rather than being passive recipients or victims of change. So that the creative community concept has to do with wider changes in economy and society, in which human creativity has become a key factor for the development (Austin & Green, 2019).

The Importance of Community Culture

Community culture is expressed through the social structure such as the social organizations, and social roles and norms that links people together. Community culture is created to meet community needs formally and informally. It is important to know about and understand the social culture of a community because they are the cultural mechanisms within which community life grows and community decisions are made (Harwood & Murray, 2018).

Community Culture is Useful in instilling values of right or good conduct such as ideas of justice, freedom, the sanctity of life, and responsibility to future generations among the members of the society. The community culture helps any community member to acquire higher order thinking skills, such as learning how to learn, create, discover, innovate, solve problems, and self-assessment.

The Dimensions of Community Culture

- **The Economic Dimension:**

Which is useful to develop the investment, business location, and the attraction of an educated workforce and Property and raise the value of the economic diversification (Khalid, 2018).

- **The Environmental Dimension:**

Which means the Re-use of redundant buildings or open space and the improved public realm, increasing use and sense of safety and reducing vandalism and the Environmental renewal and health promotion

- **The Social Dimension**

It increases the Volunteering and social capital and community cohesion, the level of Education and learning new skills. It also helps in Crime reduction, and suggests new solutions to everyday problems.

Business Management Theories

- **Russia**

The Russian business sector has seen a great progress in the recent years. Russia has become one of the richest countries in the world with raw materials, most of which contribute significantly to the industrial economy. It is also one of the top 10 economies in the world due to its use to the appropriate management theories. Where Russia depends on the strategy of European development to increase its foreign investments and removes the customs borders between itself and neighbouring countries and increase its competitiveness (Dzhukha, Kokin, Li & Sinyuk, 2017).

- **China**

China has become one of the largest economic countries in the world and it also trying to become the biggest economic

power in the world where it started its economic activities in the most countries of the world (Chung, Yu, Choi & Shin, 2015). China's economic growth indicators are clear in the global market and it is about to surpass the United States in terms of the gross domestic product. Although China's policy seems conservative and cautious, it has achieved a high competitive position. Where China is using the regulation and planning strategy to increase the domestic and the international investment and to control of the global markets (Qin, 2018).

- **Japan**

Japan is one of the countries suffering from a lack of natural and mineral resources and difficulty in the agricultural expansion. So that, Japan has tried to exploit the only resource that has abundant in it, with is the human element. Therefore, Japan has put all its focus on how to invest, develop and facilitate the human element (Baba, Watanabe, Miyata & Matsumoto, 2015). Management theories in Japan are based on achieving the unity between the employee and the management. Japanese management theories are keen to inform the employee of his importance in ensuring the progress and development of his country (Debroux, 2017).

- **Middle East**

Many countries in the Arab world have tried to achieve the necessary political and economic development to ensure the development and renaissance of their societies and improve the standard of living of the individuals by increasing the incomes and achieving the health and the job security (Karacay, Ertenu & Kabasakal, 2018). Although many Arab countries have the natural and the human resources, necessary to achieve a comprehensive renaissance in their economies but it failed because the Arab countries followed inappropriate management theories that do not suit the Arab societies (Adekola & Sergi, 2016).

3. Research Methodology

This study sought to explore the impact of community culture on the success of management theories. The resources of the primary data were collected using a survey instrument

3.1 The Research Instrument

The instrument contains (16) items measuring the impact of community culture on the success of management theories. The questionnaire is being distributed by hand. The questionnaire contains (3) demographic variables and (16) questions represent study variables:

- **Community Culture:** it is formulated into benchmarks or objectives to reach, into (3) fields with a total of (9) question: **Economic** contains of (3) questions, **Environment** contains of (3) questions and **Social** contains of (3) questions.
- **Management theories:** it is formulated into benchmarks or objectives to reach, with total of (7) questions:

3.2 Data Analysis and Interpretation

To examine the hypotheses which were formulated to examine the impact of community culture on the success of management theories. Statistical Package for Social Sciences (SPSS) was used in processing the following statistical techniques and tests in data analysis:

- **Reliability Test** for the Instruments of Measurement The reliability of a measure highlights the stability of consistency of instrument.
- **Frequencies and percentages** to describe demographical variables.
- Normality tests.
- **Multiple Regression Test** to explore the Direct impacts of variables (Main Hypothesis).
- **Simple Regression Test** to explore the Direct impacts of variables (sub Hypothesis).

3.3 Population and Sample

The population of the study consisted of random sample from (92) employee from Companies, as it is classified into its demographic characteristics in the tables below:

Table 1: Demographic characteristics for the study sample (Gender)

Gender	Sample	
	Frequency	Percentage
Male	40	43.5
Female	52	56.5
Total	92	100%

Table (1) it shows that the percent of males from the Sample has reached (43.5%) meanwhile it has reached (56.5%) for females.

Table 2: Demographic Characteristics of the Sample (Academic Level)

Academic Level	Sample	
	Frequency	Percentage %
High School	0	0
Bachelor’s Degree	77	83.7
Master’s Degree	11	12.0
Doctorate Degree	4	4.3
Total	92	100.0%

Table (2) shows the percentage of (Academic Level) in each criteria. Based on, it seems that the (High School) rank has achieved (0.0 %), and (Bachelor’s Degree) rank has achieved (83.7 %) and (Master’s Degree) rank has achieved (12.0 %) and (Doctorate Degree) rank has achieved (4.3 %).

Table 3: Demographic Characteristics of the Sample (Years of Experience)

Years of Experience	Sample	
	Frequency	Percentage %
Less than 1 year	8	8.7
1-3years	16	17.4
3-5 years	30	32.6
More than 5 years	38	41.3
Total	92	100.0%

For the variable (Years of Experience) it seems that the (Less than 1 year) rank has achieved (8.7 %), and (1-3years) rank has achieved (17.4 %) and (3-5 years) rank has achieved (32.6 %) and (More than 5 years) rank has achieved (41.3 %).

3.4 Tool validity

In order to check the validity of the study instrument, the values of Cronbach's alpha has been calculated as below in table (5).

Table 5: Cronbach's alpha For the study fields

Field Number	Field	Value of (α)
Community Culture		
1	Economic	0.787
2	Environment	0.737
3	Social	0.846
Management theories		
1	Management theories	0.768

As shown from the table above that the total Cronbach's alpha for the study fields was above than (0.60) which will leads to the stability of the results for this study

4. Analysis of the Results

To analyze the data and examining Hypotheses, to explore The impact of community culture on the success of management theories Multiple and Simple Regression, as it shown as follow: **Main Hypothesis (H01)**. There is no statistically significant impact of community culture (Economic, Environment, and Social) on the success of management theories ($\alpha \leq 0.05$). To check validity of linear regression for this model VIF and tolerance were calculated for each field for independent variables as the following table:

Table 6: VIF and tolerance for each field for independent variables

Field	Tolerance	VIF
Economic	.950	1.052
Environment	.933	1.071
Social	.940	1.064

As shown in the table above for VIF values, it seems that all VIF values are (less than 10) which leads to the compatibility of using regression test. Also regarding tolerance values that those values are more that (0.05) which means we can use the regression modelling to test the hypothesis. Moreover, the normal distribution test was performed through calculation (Kolmogorov-Smirnov^a) values and table (7) shows that.

Table 7: (Kolmogorov-Smirnov^a)for each field for dependent variables

Field	Kolmogorov-Smirnov ^a	
	Statistic	df
Management theories	.248	92

Regarding static values, which means we can use the regression modelling to test the hypothesis. Multiple Regression test has been used, to check the direct impact of community culture (Economic, Environment, and Social) on

the success of management theories ($\alpha \leq 0.05$) shown in the tables below:

Table 8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.446 ^a	.199	.172	.37569

Table 9: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	3.083	3	1.028	7.281	.000 ^b
	Residual	12.421	88	.141		
	Total	15.504	91			

Table (10) Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.253	.825		7.576	.000
	Economic	.140	.082	.166	1.696	.093
	Environment	-.452	.114	-.390	-3.952	.000
	Social	-.281	.142	-.194	-1.973	.052

- a. Dependent Variable: Management theories
- b. Predictors: (Constant), Economic, Environment, Social.

As it is shown from the table above that the effect of community culture on the success of management theories, the result shows that there is significant effect for community culture on the success of management theories, because the significant value was (0.000) less than (0.05), the value of R is the square root of R-Squared and is the correlation between the observed and predicted values of dependent variable was (0.446) and The coefficient of determination R^2 (0.199) therefore, about 19.9% of the variation in success of management theories explained by community culture and the restriction Parameter (F) was (7.281) of the success of management theories will be caused from community culture, and thus we will accept the alternative the hypotheses **“There is statistically significant impact of community culture (Economic, Environment,**

and Social) on the success of management theories ($\alpha \leq 0.05$)”.

Sub Hypothesis (H01-1). There is no statistically significant impact of Economic on the success of management theories ($\alpha \leq 0.05$).

We used Simple Regression test to check the direct impact of Economic on success of management theories shown in the tables below:

Table 11: Simple Regression test to check the direct impact of Economic on success of management theories

Dependent Variable	R	R^2	F	DF	Coefficients			
					Predictor	B	T	Sig
Success of management theories	.205 ^a	.042	3.964	1	Economic	0.173	1.991	0.050
				90				
				91				

As it shown from the table above that the effect of **Economic on success of management theories**, the result shows that there is significant effect for **Economic on success of management theories**, because the significant value was (0.050) equal (0.05), the value of R is the square root of R-Squared and is the correlation between the observed and predicted values of dependent variable was (0.205) and The coefficient of determination R^2 (0.042) therefore, about 4.2% of the variation in **success of management theories** explained by **Economic**. Restriction Parameter (F) was (3.964) of the **success of management theories** will be caused from **Economic**, and thus we will accept the alternative the hypotheses **“There is statistically significant impact of Economic on the success of management theories ($\alpha \leq 0.05$)”.**

Sub Hypothesis (H01-2). There is no statistically significant impact of Environment on the success of management theories ($\alpha \leq 0.05$).

We used Simple Regression test to check the direct impact of Environment on success of management theories shown in the tables below:

Table 12: Simple Regression test to check the direct impact of Environment on success of management theories

Dependent Variable	R	R^2	F	DF	Coefficients			
					Predictor	B	T	Sig
success of management theories	.380 ^a	.144	15.166	1	Environment	0.440	3.894	0.000
				90				
				91				

As it shown from the table above that the effect of **Environment on success of management theories**, the result shows that there is significant effect for **Environment on success of management theories**, because the significant value was (0.000) less than (0.05), the value of R is the square root of R-Squared and is the correlation between the observed and predicted values of dependent variable was (0.380) and The coefficient of determination R^2 (0.144) therefore, about 14.4% of the variation in **success of management theories** explained by **Environment** . Restriction Parameter (F) was (15.166) of the **success of**

management theories will be caused from **Environment**, and thus we will accept the alternative the hypotheses **“There is statistically significant impact of Environment on the success of management theories ($\alpha \leq 0.05$)”.**

Sub Hypothesis (H01-3). There is no statistically significant impact of Social on the success of management theories ($\alpha \leq 0.05$).

We used Simple Regression test to check the direct impact of Social on success of management theories shown in the table below:

Table 13: Simple Regression test to check the direct impact of Social on success of management theories

Dependent Variable	R	R ²	F	DF	Coefficients			
					Predictor	B	T	Sig
success of management theories	.085 ^a	.007	0.656	1	Social	0.085	0.810	0.420
				90				
				91				

As it is shown from the table above that the effect of **Social** on **success of management theories**, the result shows that there is no significant effect for **Social** on **success of management theories**, because the significant value was (0.420) More than (0.05), and thus we will accept the hypotheses “**There is no statistically significant impact of Social on the success of management theories ($\alpha \leq 0.05$).**”.

5. Discussion

The current study sheds light on the impact of cultural community on the success of management theories. The results have revealed that community culture influences positively the success of management theories. This result can be explained as community culture is linked to management and organization dynamically as interactive management is a cultural phenomenon, which plays an important role in influencing management theories. Another point that such results can rely on is that community culture contributes in the formation of thinking patterns that influence the behaviour of individuals in organizations. Moreover, community cultural is an essential approach in the initial and organizational studies that achieve sustainable human and administrative development. In addition, it includes human interaction, which is the essence of the administrative and organizational process. One of the positive results of the community cultural approach in the management and organizational theories is the development of the concepts and techniques sought in developing countries, which provides a greater chance of survival and continuity.

When it comes to the impact on Economic dimension, Community Culture is an important approach that contributes wide developments in the world of economy and business to reach the development of the whole society and achieve economic progress. The economy is closely tied to management theories and enhances the value of countries. It has positively influenced management after the renaissance in the field of economy that the world has witnessed. The societal culture has positively affected the increase of the economy of the countries and independence.

Impact of Social dimension on Management: The management theories are considered one of the most important human activities in any society, based on the different stages of its development; it is a hierarchy of relations within a social system. The result in which this study has revealed to illustrates an impact that social dimension can have on the success of management theories. This result can be explained as Management is a kind of behaviour in which all human and human organizations are involved. Management theories rise from an organized group of individuals and seeks to regulate community relations and linkages to achieve specific goals for

community members with a high degree of efficiency. The Management makes social progress that depends on the countries to achieve progress and prosperity for their citizens, successful management is the basis for the success of the organization and its superiority over its competitors.

Environmental Dimension: testing the hypothesis has revealed that environmental dimension has a positive impact on the success of Management theories. This result is explained as environment plays a major role in the development of management. The environment also positively affects management in terms of increasing the ambition of workers and the fall of some traditional ideas and the emergences of new values of management in addition to it is a method of directing human and material resources and organize them in dynamic forms to achieve common goals and results satisfactory. Environmental differences in communities have also improved the concept of management and increased entrepreneurship.

This study has brought the attention to consider the resources of development in communities and society. The research sees that community culture is a very important variable that affects the success of organisations and individuals- Accordingly, there must be more attention to be paid to the essential resources for sustaining communities and extensive efforts to be given by organisation, community institutions and governments towards communities. Moreover, there must be more efforts to be paid in order to develop and enrich the culture in order understand community culture can impact other variables like, family structure and management patterns used by firms.

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