

Informal organisation and its relationship to administrative values in contemporary management

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Abstract:

The interest in the studies of informal organization, whether in foreign or Arab studies, is considered very minimal and is not afforded its due importance. It is, however, crucial to understand, analyze and study the relationship and impact that individuals have on the nature of work, the level of productivity and even their job commitment, which play an effective and instrumental role in achieving the goals of the organisation, regardless of whether they are Governmental, non-governmental, profit or non-profit and spanning all fields, including educational, health, economic, political.

Job commitment (informal organization) is the main engine to ensure the success and continuity of work, which is expected to lead to achieving the best results for any type of organization, in addition to developing optimal plans to achieve organizational goals.

Keywords:

Informal organization; relationship; General goals; Enterprise strategy; administrative loyalty.

1. INTRODUCTION

The communication pattern and the nature of the relationship between the work personnel in any institution is a cornerstone to building, developing, and stabilizing the institution, or conversely, by destroying and undermining it. Therefore, the institution today needs individuals who enjoy the spirit of initiative, self-monitoring, scientific and practical qualifications.

It is also certain that the efficient management of the human element must mean great care on the part of the management and the relevant authorities, because the higher the employees' awareness and the greater their cohesion, the better equipped the institution will be to deal with and avert any potential crises while also increasing productivity and improving other elements...

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Informal organisation is a feature of the organization that reflects several aspects within the organization, including the prevailing style of communication, the cultural, social, scientific, and practical situation of individuals, the combination of which would determine the organizational climate and work environment.

Crucially, Informal organisation breeds and nurtures functional commitment in the organisation, which is an important administrative objective in private and governmental organisations due to its connection to the issue of performance, productivity, and job satisfaction. It is also one of the most desirable behaviors that is required to be strengthened and enhanced among employees, as well as administrative leaders, as it generates in individuals a high sense of belonging and integration within the organisation, which positively impacts on some variables such as organisational citizenship.

2. The general framework of the study:

2.1 The importance of studying:

1. This study explores the existence and characteristics of the relationship and impact of informal organization on job commitment and attempts to measure its effect quantitatively
2. Understanding the impact of the culture and values of informal organisation on the members' job commitment.
3. Statement of the effect of informal communication style on job commitment within the facility
4. Understanding the effectiveness of informal organization in decision-making
5. Understanding the effectiveness of informal organization in productivity.

2.2 Objectives of the study:

1. Understand the relationship between the members of the informal organization on the prevailing organizational climate within the organization.
2. Discover the social and cultural dimensions of the informal organization.
3. Determine the effect of the work environment of the establishment or the organizational structure on the effectiveness of the informal organization and vice versa.
4. Knowing the role of job commitment in promoting the presence of informal organization.

2.3 Methodology: In line with the objectives of this study and its exploratory nature, the descriptive and analytical approach was adopted, in which the study is carried out in its natural conditions as they are in reality, analysed and interpreted.

3.1 The concept of informal organization:

1. The dictionary of organization and management terminologies defines informal organisation as "...those various personal and social relationships that workers establish and continue to establish, which are not directly planned or evaluated by

management, but which arise and develop because of work and the presence of workers in one place or close proximity".¹

2. The sociology dictionary can be described as the system of personal relationships that appears automatically during the interaction of individuals within the formal organisation.
3. Informal organisation is defined as "the primary social relations that arise from the spontaneous interaction between individuals."Is²
4. Informal organisation is stated in the dictionary of organisation and management terminology as "those diverse personal and social relationships that are established by Informal organisation."
5. The affiliation of the individual and his or her effective attachment to the goals and values of the organisation, regardless of the material value achieved from the organisation.³

3.2 Concept of Organizational Values:

1. Values according to the social perspective: They are organisations of generalised emotional and mental judgements towards people, things, meanings and aspects of activity that direct the individual's choices between alternatives of behaviour in different situations. They also determine for him the type of behaviour desired in a situation in which there are several behavioural alternatives.
2. The definition of organisational values is not too dissimilar to the definition of values from a social perspective. Organisational values reflect the internal characteristics of the institution and work to direct the behaviour of human resources within the different organisational circumstances. They serve as rules that enable the individual to distinguish between right and wrong and between desirable behaviours. There is a strong relationship between organisational values and organisational performance, upon which the institution's success in business depends.
3. It should be noted that organisational values have a significant impact on the decision-making process in the organisation, since they affect the setting of goals, the accompanying selection and distribution of the priorities of the work to be

¹Hassan Al-Jilali, The Emergence and Formation of Informal Organizations, Journal of Human Sciences, Volume 3, Issue 5, December 2003, Algeria, p. 72

² Soleimani Ezz El-Din, Informal Organization and Productivity, (Majster's Thesis: Development and Management of Human Resources) Department of Sociology and Demography, Faculty of Humanities and Social Sciences, University of Mentouri Constantine, 2007/2008, Algeria, p. 21

³ Basem Abdel-Hussein, The Impact of Empowering the Commonwealth in Job Commitment, Journal of the University College of Economic Sciences, Volume 31, Issue 31, 2012, Baghdad, p. 267

accomplished. The values of the individual also affect the type of information he collects, his confidence in its sources and his awareness of the meanings of this information and, more importantly, how to interpret them. Furthermore, the value judgment intervenes when thinking about alternatives. Thus, the individual does not think about alternatives that contradict the values he believes in and the implementation of the decision is affected by the values that the executor carries, especially when choosing the appropriate means to implement the decision that was chosen, in addition to the intervention of value judgment when discussing results and evaluating the degree of their effectiveness, as well as detecting deviations and correcting errors.

4. Characteristics of the informal organisation

1. Spontaneity and Spontaneity: This organisation arises automatically and spontaneously as a result of the meeting of a group of individuals in a specific place in the establishment, in which they may exchange conversations and ideas while some of them find similarities in ideas, opinions, interests or interests, which leads to the continuation of that relationship that may even extend beyond and outside the Workplace.
2. Types of Relationships: Where personal and social relationships are the basis of the informal organisation, in contrast to the formal organisation whose members' relationships are determined by written rules.
3. Objectives: In any informal organisation, individuals attempt to satisfy their private and collective desires by adopting a goal or a set of common goals. Since if the informal organisation does not have any specific goal, this organisation then becomes meaningless and without identity, as the common goal is that to which the efforts of individuals are directed in order to achieve a general benefit for the informal organisation and then for its members, so they are then desired goals by all or the majority. At least, it cannot be confined to narrow individual points of view, as these goals may be written or verbal, in the sense that they are simply included in the actions and actions of the group¹.

Thus, the goals of the groups are related and related to the awareness that their members can reach, and they do not exist outside their thinking, but rather are the result of the sum of their individual perceptions.

¹ Mairi Hisham, Informal Organization as an Introduction to Conflict Management within Business Organizations (Master's Degree: Management Sciences), and Management Sciences, University of Algiers 3 Algeria, 2013/2014, p Department of Human Resources Management, Faculty of Economic Sciences, Commercial Sciences.p ,32

4. A special language for communication: Members of the informal organization use words and signs that have special concepts that only the members understand their true meanings, meaning that they have a special language within this organisation that they communicate with and understand.
5. Multiplicity: In the same informal organisation there are several informal groups.
6. Informal Leadership: There was a belief about informal leadership that individuals in informal groups have the same level of prestige and influence over them, but the truth is the opposite.
7. Any informal group is not without a leader; As it is considered the main engine for it, every group of any kind, whether it is a group playing the neighborhood group, friends or the informal work group, each has its own leader who assumes a set of tasks in it, and he stands out from among the members of the informal group and is respected and accepted by them.
8. Organisational structure: It is more complex than the formal organisation from the organisational point of view. In the formal organisation, the procedures required to carry out the work are determined. In the informal organisation, the structure is based on the strength of the influence of individuals on each other through status, strength, friendship, love and hate. Slogans and Principles: Every group has slogans and principles whose impact is stronger than the official procedures, rules and principles, and by slogans we mean patterns of behavior that the group maintains in carrying out its activities, and the influence of the individual within the group with these behavioral patterns may be stronger than the influence of individuals and official administrative rules.
9. Size: Studies show that informal groups tend to be small, ranging from 3 to 16 members. 75% of informal groups are usually between five and a maximum of seven individuals, but that is with the aim of strength, cohesion, and satisfaction.
10. Coherence Madeleine G sees coherence as the solidarity of the individuals of the resulting informal organisation.¹

It is about mutual attraction or integration between the individuals who form it and the unity of their goals, work, and standards.

5. Factors for the emergence of informal organization:

5.1 Spatial proximity:

Spatial proximity is considered one of the most important factors in the formation of informal organisations, because this factor helps workers meet in one place, support one-on-one contacts between them and helps in the emergence of social relations and interactions between them... This is because people who work in unified space, or

¹ Mairi Hisham, reference previously mentioned, p. 33

share a dormitory, tend to participate together in informal organisations by virtue of the physical closeness between them and as a result of the continuous interaction that arises in the work environment.

5.2 Job similarity:

The similarity of the jobs performed by the workers leads to their solid founding in informal organisations. Skilled workers form organisations with each other that differ from those organisations formed by unskilled workers, and the mechanical worker forms with workers who have specialisations a social organisation that differs from weavers or warpers (*), as people who share similar jobs tend to participate together better and more cohesively in informal organisations. Furthermore, workers of a similar level try to stay away from others of a higher or lower status, so the job that the worker occupies affects his assessment of colleagues, and even binds him to his co-workers with a strong bond as each group tries to form units that are consistent with the nature of the work that it performs¹.

5.3 Age and seniority at work:

Old workers enter into relationships with each other and form informal organisations, because the culture and traditions of elderly workers sometimes differ from the culture of younger people, and a conflict may occur between the two generations in terms of social values and standards because young people tend to, for their part, form informal groups that include only workers who are close in age or seniority at work. Furthermore, the elderly and people who have spent a longer period of time at work may feel that their position is superior to other younger workers, or those who are new to the service, and therefore each age group tends to participate in teams that agree with and are compatible with its characteristics. Age and seniority at work play a prominent role in the formation of workers in informal groups and organisations.

5.4 Social status:

It is the degree and level of recognition that an individual obtains as a member of the local community and the work group inside the factory, so we find that some people call status prestige, including Dr. “Abdul Basit Muhammad Hassan” and Dr “Muhammad Al-Gohary”, with the latter deeming status to be one of the factors for the emergence of informal groups and is similar to the prestige that some individuals enjoy despite what may separate them in terms of spatial distance inside the factory. The status that individuals enjoy helps them form informal organisations and this may be gained from the factory community in which the individual works, or it may be garnered from the local community in general. The factors that we mentioned previously cannot be separated from each other as they are closely interrelated and intertwined, complementing each other, thus it is not possible to consider a specific group based on one factor alone, for example, such as age or seniority at work. If there

¹ Hassan Al-Jilali, reference previously mentioned, p.77

is a group based on these foundations we would have then neglected the most important factor, which is spatial proximity.

There is no overly decisive or essential factor in the formation of informal organisations because all factors are interrelated and interdependent, and if one of them plays a role more than the other when certain circumstances are available, this does not necessarily negate the role of other factors. "A. Baron" mentions the factors for the emergence of informal groups in the ones that we explained previously, with a slight change in some and the addition of other elements, such as the fact that they perform the same work or that they belong to similar nationalities, regional origins or that they are of the same sex or age or leadership level in the organisation and in most cases, they meet because they occupy adjacent places in the workplace...

Therefore, "A. Baron" focuses on spatial proximity in the emergence of informal groups because it is one of the most prominent and important factors in the interaction of individuals through continuous and consistent contact, including daily confrontation in the workplace¹.

6. Manifestations of the informal organization:

The informal organisation is manifest through several aspects, the most important of which are:

1- Presence of informal leadership: In addition to the two official honors, informal leaders emerge among the employees, as these leaders have psychological characteristics and distinct abilities that enable them to appear, influence, and control their colleagues in special ways.

2- The existence of common values and standards: the informal organisation uses practices and pressures on its members to promote compliance with the group's values and standards, while it also aims to direct individuals to follow paths in which they do not deviate from the values and standards of the group. Furthermore, the standards are disciplinary rules for collective behavior, which are renewed by the group and individuals must abide by these disciplinary standards in their behavior.

3- Informal communications: which are carried out through informal means that are not approved or required by the official organisation, but rather arise as a result of the existence of personal connections and social relations between the workers in the organisation².

¹ Hassan Al-Jilali, reference previously mentioned, p.78

² Ali bin Hadi bin Moaidh Al-Bishri, The Role of Computers in the Organizational Development of the Security Patrol Experience, unpublished master's thesis, King Saud University in Riyadh - Saudi Arabia, Department of Administrative Sciences, in 1998 , p. 27.

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-4Restricting the level of production: Informal groups can exert pressure and resistance to restrict the level of production at a certain level, and this is due to the existence of a collective commitment among the members of the informal organization¹.

7. Classes of organizational values in the administrative institution:

Organisational Values According to Dave Francis and Mike Woodcock:

The division that the researchers "Dave Francis" and "Mike Woodcock" came up with, in their book "Unblocking organization values", is considered an embodiment of the Western view of the prevailing values in contemporary Western institutions, where they divided organisational values into twelve values and classified them into four main groups:

7.1 Management values Administrative officials derive them from their authority:

1. The value of power (managers must manage): that managers maintain, from their possession of information, the authority of the position and decision-making
2. The value of the elite (the elite is always at the top): which managers acquire by virtue of their complex and important administrative work, since administrative work must be held by the best individuals.
3. The value of the reward (performance is king): It comes after determining the successful performance of the individuals who run the institution, as their reward is considered important².

7.2 Mission management values: From interest in improving work performance and achieving goals emerge.

1. The value of effectiveness (I do the right things): It enables the organisation to focus its available resources on activities that yield results.
2. The value of sufficiency (I do things in the right way): It expresses the management's ability to do hundreds of small things in an elaborate manner.
3. The value of the economy (nothing is for free): The failure of a business is often caused by the high costs of the organisation, and this value serves as a basic criterion for the success of the organisation.

7.3 Relationship management values: Its goal is to propel the human resources to the highest levels of functional commitment, which are:

¹ Kaz Muhammad, The Informal Organization, the Other Side of the Formal Organization in the Industrial Establishment, Al-Hikma Journal for Social Studies, Volume 1, Issue 1, January 2013, Algeria, p. 39

² Seifi Youssef and Meziane Mohamed, Factors of Job Satisfaction and Organizational Commitment of the University Professor, Journal of Human Development, Volume 6, Issue 11, November 2018, Algeria, p. 48

1. The value of justice: Superiors influence the quality of life of their subordinates, as it enhances their confidence in management and loyalty to the institution.
2. The value of teamwork: It stems from the enjoyment of the individuals joining each other in work, which perfection in the work because the talent of one individual may compensate for the weakness of another individual.
3. -The value of law and order: It empowers managers to act as judges; judging the actions of their subordinates without giving them the right to respond.
Successful management is the one that creates and manages with respect an appropriate system of rules and procedures.

7.4 Environmental Management Values: It comes from the organisation's knowledge of the environment in which it operates, which are:

1. Defence value: through which the organisation's members respond to environmental changes by developing strategic plans after studying environmental threats¹.
2. The value of competition (survival of the fittest): It is realised in the higher administrative levels of the organisation, as it expresses the competitiveness of the institution.
3. The value of exploiting opportunities (who dares earns): It enables the institution to reach external opportunities before competing institutions reach them and help seize and exploit them quickly, despite the risks that may accompany them.²

8. Motivation to développe standards of moral values:

I believe that when studying human resources in an organisation, it should be viewed from a broader perspective so that all factors affecting human resources can be taken into account, as ethical factors are no less important than physical and social factors. Although administrative researchers consider ethical values as an integral part of the culture of the organisation, and therefore they acknowledge the existence of the ethical factor, they do not recognise its direct impact on the efficiency of human performance, which prompted me to adopt this ethical approach, in addition to the following motives:

- The validity of Western organisational values for our economic institutions:
- The organizational values that D. Francis and M. Woodcock came up with are appropriate for institutions operating in Western society, because the sources of values from which they derived these twelve values are the same as the sources of values of the society to which working human resources belong. Accordingly, the organisational values of the institutions that are active in the Islamic society differ

¹ Musa Abdel-Fattah Hafez, Abdel-Rahman Sayed Suleiman, and Samira Ibrahim Shend, Introduction to Social Psychology, Zahraa Al-Sharq Library, Cairo-Egypt, in the year 1997 AD, pp. 209.

² Musa Abdel-Fattah Hafez, reference previously mentioned, p.210

from the organisational values of the institutions that are active in the Western society, in terms of their source¹.

9. Source of Organisational Values for Economic Institutions in Islamic Society:

The Islamic society derives its values from two main sources: the Holy Qur'an and the purified Sunnah of the Prophet, and considering the human resources working in our economic institutions belong to this society, any researcher in his classification of organisational values must rely on these two sources².

It impacts organisational ethics on the efficiency of human performance. Organisational ethics is defined as a set of values established by human resources with functional relationships to govern their behaviour, performance of their work and their use of available resources in the organisation they work in.

Organisational ethics or moral values in the organisation differ from the legal rules, which include a set of principles and legislation that describe the acceptable behaviour of the organisation's members, as they include official behaviours in the organization and do not cover all ethical standards that human resources adhere to³.

10. Standards of ethical values associated with leadership:

This type of criteria is related to the administrative leaders of the organisation and it is concerned with controlling the behaviour of the individual leader, given that the type of his behaviour affects his performance and the performance of the human resources working under his authority. The impact of this kind of ethical standards starts from the top of the hierarchy of authority in the organisation heading downwards, as it aims to create an ethical climate for the higher levels of the organisation. These standards are final moral values that the individual leader must reach, and in order to do so, he must adhere to a set of intermediate moral values:

10.1 The criterion of good example: the individual leader is required to be a realistic example of the ideal ethical behaviour. The individual serves the leader in achieving this criterion by having two values:

- 1- Al-Shura: It is the flipping of opinions and choosing the most appropriate one.

¹ Musa Al-Madhoun and Ibrahim Al-Jazrawi, Organizational Behavior Analysis, Arab Center for Student Services, Amman-Jordan, 1995 AD, p. 400.

² Saeed Yassin Amer, Contemporary Thought in Organization and Management, Service Center for Consultation and Development, Cairo, Egypt, 1994, p. 151.

³ Dave Francis and Mike Woodcock, Organizational Values, translated by: Abd al-Rahman Ahmed Hejan, reviewed by Waheed Ahmed al-Hindi and Amer Abdullah al-Sairi, Institute of Public Administration, Riyadh - Saudi Arabia, in 1995, p.45

- 2- Neutrality: It makes the individual leader not biased towards a particular opinion in issuing his decisions, away from haste, arbitrariness, and blind imitation.
- 3- Elite Criterion: It enables the institution to obtain the best human resources to perform business and job tasks, whether administrative or executive. Achieving this standard requires the individual leader to have two values¹:
- 4- Division of work: according to the human resources, without neglecting their desires and tendencies at work².
- 5- Functional specialisation: It requires placing the right man in the right place. Selection is based on technical and administrative experience, and appointment is based on competency tests.

10.2 -Standard of Commitment: It is based on the idea of obligation, which is considered the basic rule of the entire ethical system, and this standard is linked to the individual leader achieving two values:

1. Taking responsibility: It means the individual's commitment to carry out the work entrusted to him to the best of his abilities
2. Self-control: in himself and its development in the hearts of the human resources working under his supervision.

10.3 Standards of ethical values associated with the institution:

This type of criteria is applied to all human resources working in the organisation, whether the nature of the tasks they perform are administrative or executive, and it is concerned with controlling the behaviour of human resources working at all organisational levels, given that the type of their behaviour is the main determinant of the efficiency of the organisation as a whole. Accordingly, the impact of this type of standards includes all levels of the hierarchy of authority in the institution, as it aims to create the general ethical climate prevailing in the institution.

10.4 Loyalty criterion:

the intensity of the connection and integration of human resources with the institution. Because this psychological link has a significant impact on the integration of human resources in work, their adoption of the values of the institution, their desire to do their best for their benefit and to maintain their membership in it. It also serves human resources in achieving this criterion by endowing them with two values.

¹Mustafa Mahmoud and Mr. Taha Hassanein, Director and Employee Behavior Development: A Strategic Approach to Managing Human and Organizational Behavior in Contemporary Organizations, Modern Loyalty Press, Cairo-Egypt, 2005 AD, p. 152

² Ali Khalil Mustafa, Islamic values and education, Ibrahim Halabi Library, Medina, Saudi Arabia, in 1988, p. 209.

10.5 Loyalty:

It is the adherence to the path of consolation (consolidation?) and the preservation of the covenants of the covenants

Affiliation: It is a positive feeling that pushes the individual to integrate the principles and values of the institution.¹

10.6 The criterion of freedom:

It is the extent to which human resources are able to do things or leave them in the organisation of their own will, and serve them in achieving this criterion, having two values:

-1Independence: It is the individual human resources to manage matters related to their work in the institution by themselves, without being subject to guardianship or control.

2- Ambition: It is a personal desire for success, which can be manifest in the behaviour of the individual through his search for excellence in achieving his desired material and moral goals.

3-The criterion of rationality: It is the good behaviour of human resources in their employment of the available resources in the institution, and the extent to which they are compatible in choosing among the possible alternatives².

11. O bstacles that limit the impact of organisational values on overall performance levels:

There are many obstacles that limit the impact of morally oriented organisational values on the overall performance level, which results in the organisation not benefiting from that positive impact. No matter how diverse these constraints are, they affect, to varying degrees, the prevention of benefiting from the positive effects of organizational values in improving the levels and rates of the overall performance of the economic enterprise³. These constraints can be divided into the following:

11.1 Administrative obstacles:

One of the most important administrative obstacles that limit the impact of morally oriented organisational values on the level of overall performance is the

¹ Abdullah Abdul-Ghani Al-Tajm and Talaq bin Awad Allah Al-Sawat, Organizational Behavior: Concepts, Theories and Applications, Dar Al-Nawabegh, Jeddah-Saudi Arabia, in 1996 AD, p. 106.

² Al-Jurjani, reference previously mentioned, p. 84.

³ Abdel Moneim Al-Hanafi, Encyclopedia of Psychiatry: Psychology and Psychiatry in Our Daily Lives, Cairo-Egypt, Madbouly Bookshop, second edition, in 2003 AD, p. 315 .

intense centralisation, which is often as a result of the institution's management sticking to powers and responsibilities for fear of losing influence and control over work.

Managers who do not have the required creative skills and abilities may feel by the potential loss of their prestige and influence. Furthermore, superiors' distrust of subordinates may also lead to the former stripping the latter of sufficient authority that would otherwise enable them to accomplish their work tasks efficiently and effectively. This could occur as a direct consequence of the incorrect beliefs and ideas of the superiors and their intense fear that their subordinates may make mistakes or rebel against them. This, and the fear of some human resources from assuming responsibility is considered one of the administrative obstacles that can result from the lack of self-confidence of both the boss and the subordinate due to the lack of training and information, or the ambiguity of the job role, or even for health and social reasons¹.

11.2 Technical obstacles:

One of the most important technical obstacles that limit the impact of ethically oriented organisational values on the level of overall performance is the absence of advanced communication systems and techniques, which often leads to poor exchange of information on organisational values between departments within the same institution. Another impediment could be the lack or obsolescence of the technical capabilities necessary to improve performance through organisational values, as a result of the lack of interest in providing the institution with modern technologies that can help rationalise decision-making, such as management information systems, expert systems, decision-making systems and decision support systems. The lack of appropriate training to develop the skills, raise the capabilities and refine the expertise of human resources leads to a weak ability of these human resources to keep pace with the technical and civilizational development, as a result of the difficulty of transferring and using modern technology, and the associated new organizational values at work.²

11.3 Physical obstacles:

One of the most important material obstacles that can limit the impact of ethically oriented organisational values on the level of overall performance, is the limited

¹ Paul Ohana, *Les 100 motifs du management des hommes*, edition DUNOD, Paris-France, 2nd edition, 1999, P 30.

² Ahmed Ben Bashir Mohamed and Mohamed Ben Chaib, "La flexibilité des entreprises Algériennes, un instrument d'intégration à l'économie mondiale." Presentation presented to the first international forum on effective management in economic institutions, Faculty of Economics, University of Mohamed Boudiaf in M'sila, Algeria, Daily: 03-04 May 2005 AD, p. 02

financial allocations allocated for the development of organisational values due to budget constraints. Commitment to annual budgets set by the central organs of any economic institution does not allow the administration to think about developing future programs and activities that could help raise the skill levels of human resources in facing workloads and problems.

The lack of material incentives necessary to encourage human resources to perform well could lead to a weak role of material and moral incentives in encouraging human resources to develop and pursue education, training and self-development, which contribute to realising and understanding ethically oriented organisational values¹.

12. Conclusion:

In conclusion, it has become necessary to state that the organisation's exploitation of informal organization, by adopting its positive aspects and paying attention to its negative goals, may lead to making sound and practical decisions in implementation, in addition to the organization's understanding of the impact of both informal organization and functional commitment.

There are, however, some weaknesses and shortcomings that need improvement and further development, which, if remedied, would achieve organizational effectiveness for the organization and provide an appropriate organizational climate in which individuals can perform and implement the roles required of them and help provide services to the beneficiaries in a comfortable and encouraging atmosphere.

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¹Ibn Manzoor, Lisan al-Arab, Part Four, Correction: Amin Muhammad Abd al-Wahhab and Muhammad al-Sadiq al-Ubaidi, Dar Revival of Arab Heritage, Beirut-Lebanon, third edition, in 1999, pg. 283

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