

The organizational values and its relation with the organizational commitment of personnel at the youth and sports directorate

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The values represent a behavioral variable which reflects the habits, traditions, criteria and the symbols of the organization. These elements affect all works that are executed in all organizations, thus, the organization has a set of values that are different from the others, since it endeavors to achieve some specified goals through its personnel.

The organizational commitment is considered as the main key to recognize the extent of harmony among the organization personnel and it is resulted from an interaction of multi powers inside the individuals and their personalities, the work pressures, the organizational factors and the social influences.

As a result of the negative values that dominate the society corporations in general and the sports ones in particular such as non commitment to the

appointments, negligence unconcern with the work, the repeated absence as well as the control of the personal relations in selecting and appointing the personnel, this research aims to know the organizational values and its relation with the organizational commitment of the personnel at youth and sports directorate.

This research has used the descriptive methodology for being appropriate for the research nature. The sample has included (150) of the sports specialists (first grade- senior specialists). The researcher has used the tool of organizational values questionnaire and the organizational commitment questionnaire.

The research has reached many outputs, since the order of values that are common in the directorate was as follow:

The justice, power, efficiency, effectiveness, teams of work, law and system and the reward. The responsibility

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for the work has come in the first rank in the dimensions of the organizational commitment. There was also a direct significant correlation between the dimension of (the desire to continue) and each of (managing the relationships that are represented in the value of work teams, law and system). There was also a significant statistical correlation between the dimension of (belief in the corporation) and the values of law and system.

Key words: organizational values- organizational commitment.

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The research introduction and problem

This era witnesses a rapid growth in all fields, thus, the success of the countries in achieving its goals has connected to the ability of its institutions in achieving their tasks with the best possible ways. It also depends on the institutions' ability to explore the elements that affect the human performance inside these institutions.

The values are one of the important aspects in studying the organizational behavior because they form a base for understanding the attitudes and motives. They also affect our recognition and they consider as the driver and the regulator of the behavior.

The values also consider as the criteria which is used during comparing the sets of alternatives and as a unified factor for the general culture and they determine the goals and policies in order to be in accordance to the values (Stephen & P.Robbins 1998).

The organizational values represent an important behavioral variable which reflects the habits, traditions, criteria and the symbols of the organization. These elements affect all works that are executed in all organizations, thus, the organization has a set of values that are different from the others, since it endeavors to achieve some specified goals through its personnel (Nawal Younis 2013).

The organizational values mean the principals and bases dominate the organization and express its philosophy. These organizational values appear in

its applied legislations, policies and procedures that rule its relation with the elements of internal and external environment. They also appear in through the behaviors of its personnel during their dealing with each other (Oraib Abu Omaira 2011).

The organizational commitment is considered as they main key to recognize the extent of harmony between the organization's personnel. It indicates the relationship between the individual and the organization and stabilizes the employees' positive feelings toward their organization (Mohammed Al Khashroum 2011).

The term of organizational commitment indicates the similarity between the individual's values, beliefs and goals and those of the organization and t do the best for achieving the organization goals and keeping its membership (Mayer & Allen & Smith 1993).

The youth and sports directorate in Cairo is one of the services directorates that follows Cairo governorate administratively and the ministry of youth and sport technically. It cares with the balanced building for the human in different fields such social, cultural, sports, religious and artistic fields.

The directorate endeavors to present its services for the broad sectors of individuals within the society (25).

As a result of the negative values that dominate the society corporations in general and the sports ones in particular such as non commitment to the appointments, negligence unconcern with the work, the repeated absence as well as the control of the personal relations in selecting and appointing the personnel, this research aims to know the organizational values and its relation with the organizational commitment of the personnel at youth and sports directorate, since the organizations have a set of positive and clear values that have the ability to face the challenges, changes and to achieve the goals.

The research goals:

This research aims to recognize the organizational values and its relation with the organizational commitment of the personnel at the directorate of youth and sport through:

- 1- Knowing the common values of the personnel at youth and sport directorate.
- 2- Realizing the reality of the organizational commitment of the personnel at youth and sport directorate.

3- The relationship between the organizational values and the organizational commitment of the personnel at youth and sport directorate.

The research questions:

- 1- What are the common values of the personnel at youth and sport directorate?
- 2- What is the reality of the organizational commitment of the personnel at youth and sport directorate?
- 3- What is the relationship between the organizational values and the organizational commitment of the personnel at youth and sport directorate?

The plan and procedures of the research:

The used methodology:

For achieving the goals of the research and to answer its questions, the researcher has used the descriptive methodology with the surveying manner because it is appropriate for the nature of the research.

The research society and sample:

The sample of the research includes sports specialists who work in the general administrations that follow the youth and sport directorate that are represented in the general administration for sport, the general administration for the pioneers, the general administration for authorities, the general administration for youth, the general administration for planning and observation and the administration of preparing the leaders. The number of the specialists reached 200 specialists (the first grade-senior specialists).

The sample of the research:

The sample was chosen intentionally from the original society of the research. The sample reached 180 specialists after exclusion 20 specialists because they were in formal holidays (30 specialists represents the exploratory sample of the research, 150 specialists represent the main sample of the research).

Table No. (1)
a quantitative description for the research sample

Job grade	Research society	Exploratory research	The main sample	Rate of sample against the society
First grade	150	25	125	83%
Senior specialists	30	5	25	83%
Total	180	30	150	- -

Tools of gathering the data

The researcher has used the following tools in gathering the data of the research:

The records and documents:

They are represented in the scientific references, Arabic and foreign studies that relate to the research subject.

Personal interviewing

The researcher has conducted personal interviews with five experts of the professors in the field of the sports management and psychology. They asked for their help as arbitrators as well as two (2) managers of the general administrations at the directorate (attachment No. 1).

Two questionnaire forms:

The researcher has used two tools:

- 1- The questionnaire of the organizational values
- 2- The questionnaire of the organizational commitment.

First: The questionnaire of the organizational values:

It was prepared by D. Franics and M. Woof Cock 1990 and it was translated into Arabic by Abdel Rahman Hegan in 1990 and it includes number of values that are distributed on administrative fields. The researcher has chosen the following fields:

Table (2)
the fields of values

Sr.	The field	Values
1	The management manner	Value of power- value of elites- value of reward
2	Task management	Value of effectiveness- value of reward- value of economy.
3	Relations management	Value of justice- value of work teams- value of law and system

This questionnaire was used in many scientific studies such as the study conducted by Abdel Aziz Al Ghamdy (2005), the study conducted by Aggal Masaouda (2010) and study conducted by Nawal Younes and others (2013), the researcher has executed the following steps:

1- Selecting the values defined by the researcher according to the scale of D. Franics and M. Woof Cock.

2- Formulating the clauses under each value in the way that it is appropriate for the sports field, since the organizational values reached (9) which were shown in table (2). The clauses of the questionnaire reached (58) (the scale is in its primary image) appendix 2.

3- The questionnaire was shown to (5) experts in the field of sports management and psychology as well as (2) of the general administrations managers for codifying it in the sports field and to express their opinions regarding the extent of the appropriateness of these chosen values for the clauses included under each value.

4- The arbitrators' responses (experts) were summarized in a table that was analyzed by

repetitions number and the percentage, appendix 3. The researcher conducted the modifications recommended by the arbitrators. The value of the economy was deleted as well as amending some clauses. Number of values reached (8) and the clauses of questionnaire reached (58), the researcher has accepted rate of (75%) for agreement. Appendix No. 4.

Second: the questionnaire of the organizational commitment:

After reading the previous studies that relate to the study problem as well as the scientific references, the researcher prepared the questionnaire according to the following steps:

1- Defining the dimensions of the organizational commitment (the organizational loyalty- the responsibility towards the work- the desire to continue in the work- the trust in the corporation). These chosen dimensions were used in some previous studies such as the study conducted by Ibtam Yousef (2011) and Samy Ibrahim Hammad (2006).

2- Formulating the clauses under each dimension of the four dimensions, so, the

number of the clauses reached (29) (the questionnaire in its first image) appendix (2).

3- Showing the questionnaire to (five) of the academic experts in the field of the sports management and psychology as well as (2) managers of the general administrations for expressing their opinions regarding the dimensions of the organizational commitment as well as the suitability of the clauses come under each dimension.

4- The arbitrators' responses (experts) were summarized in a table that was analyzed by repetitions number and the percentage, appendix 3. The researcher conducted the modifications recommended by the arbitrators. The clauses of questionnaire reached (28), the researcher has accepted rate of (75%) for agreement. Appendix No.4.

The two forms of questionnaire were shown to the experts in the period from 2\9\ 2013 to 12\9\ 2013.

The exploratory study:

To investigate the suitability of forms of questionnaire (the questionnaire of the organizational values and the questionnaire of the organizational commitment), the exploratory study was conducted on (30) specialists who were chosen randomly from the sample's society and from outside the main sample

during the period from 24\9\ 2013 to 1\10\ 2013.

The scientific coefficients of the questionnaire form:

After defining the research exploratory sample and preparing the two tools of collecting the data in its primary image, the researcher calculated the following:

1- Calculating the truth coefficient:

- The truth of (the content- the purport) through the arbitrators

- The truth of the internal consistency.

First: the arbitrators' truth:

The research has used the arbitrators' opinions to know the truth of the (content) through showing the values, dimensions and the clauses included in the two forms of questionnaire in their primary images to five (5) of the academic experts as well as two (2) managers of the general administrations of the directorate.

Second: the truth of the internal consistency:

The truth of the questionnaire was investigated through using the truth on the internal consistency by finding the relation between the degree of each clause and the total degree of the value or the dimension. This was conducted through applying the two questionnaire forms to (30) specialists.

Stability of the two questionnaires:

For investigating the stability of the two questionnaires, the researcher has used Alpha coefficient, thus, the researcher has reached the final image for the two questionnaires. The clauses of the organizational values questionnaire reached (51) and the clauses of the organizational commitment reached (25) and they became ready to be applied to the main sample of the research-appendix (5).

The main study:

The two forms of questionnaire in its final images were applied to the main sample during the period from 14\10\ 2013 to 28\10\ 2013. The researcher has used tri- estimating scale (1-2-3), since all clauses were positive.

The statistical treatments:

- 1- The descriptive statistics
- 2- Birson's correlation coefficient
- 3- Value of Alpha coefficient.

Presenting and discussing the results:

Table (3)

The mathematical mean and the standard deviation and the twist coefficient for the organizational values of the study N= (150)

Statement	The field	The values	M	S.D	∫
The organizational values	The management style	Value of power	14.91	0.741	0.140
		Value of elites	11.13	1.21	-0.687
		Value of reward	10.97	1.06	0.156
	Task management	Value of effectiveness	12.20	0.941	-0.901
		Value of efficiency	14.76	0.877	-0.490
	Relations management	Value of justice	15.10	1.07	-0.499
		Value of work teams	11.24	0.759	0.392
		Value of law and system	11.14	1.10	0.987
	The total degree of the organizational values			101.47	2.80

Table (3) shows that:

There was a variation in the sample's responses to the axis of the organizational values form. The twist coefficient has confined between (± 3) which indicates the moderation of data.

The responses of the research sample (the sports specialists) to the questionnaire of the organizational values show that the justice value is the most dominant values in the directorate of youth and sport, since the mathematical mean reached 15.10 and it came in the first place.

The researcher attributes these results to the distribution of the administrations manager, the works, the privileges and the work burden among the sports specialists in equity and dealing with the specialists before the law in justice way without distinguishing.

This came in accordance with indicated by Finegan (2000) regarding the importance of commitment to the values, since this has its continuous affects and the visible values of the personnel constitute an importance such as the cooperation, justice and the straightness.

The value of the power came in the second place, the mathematical mean reached 14.91. The researcher attributed that the higher management at the youth and sport directorate has the information and power that enables it to execute the projects in the directorate plan as well as making the decisions that show they are in the responsibility position. This came in accordance with what was indicated by Williamson (1990) (24) that the common values between the personnel and the internal interaction of the organization individuals constitute an effective and strong system inside the organization and enables the administration to get a full control over the whole issues.

The value of efficiency came in the third place with a mathematical mean 14.76. The researcher attributes that the higher management (the directorate's managers and deputies) use the best methods of work for achieving the efficiency in performance, since the work is characterized by the seriousness and the higher management doesn't

allow decreasing the personnel's performance level.

This came in accordance with what was indicated by Somers (2011) (21) that the organizational values that endeavor to upgrade the moral principals in the organization achieve the fewest number of errors within the work and the highest degree of the functional commitment.

The value of effectiveness came in the fourth place and the mathematical mean reached 12.20, this may be due that the higher management has a clear future vision regarding the directorate goals. It also cares with being sure that the personnel execute their decisions accurately.

The value of the work teams and value of law and system came in the fifth place with a mathematical mean 11.24, the researcher attributes this result the nature of work within the departments depends on the work team during executing the projects included in the activity plan, whether there are sports, social or artistic activities as well as during executing these activities through holding the general assemblies to observe the executing of these activities,

which in its turn, will deep the value of the team work within the scope of laws that regulate the procedures of executing the different activities.

This came in accordance with what was indicated by Francis, Mike and D. Cook (1995) in the study conducted by Abdel Aziz Al Ghamdy (2005) (7) who indicated that the successful organization is the one which manages respectfully a proper system of rules and procedures. It is important to the individuals to feel that they belong to each other, since the successful organization is the one that guarantee getting the gains from the active work teams.

The elites' value came in the sixth place with a mathematical mean 11.13. This may due to these individuals who manage (the ministry deputy- the directorate manager- the administration manager) are the best candidates for the administrative works, since there is a consideration for the conditions required in appointing the personnel (the sports specialists) within the directorate.

The reward value came in the last order with a mathematical mean 10.97, this may due to

the weakness of the physical materials found in the directorate, because the directorate follows the governorate administratively. It is a governmental body with limited financial resources.

This agrees to the result of the study conducted by Khaled Bin Abdullah Al Haneeta (2003) (2), since the reward value came in the last place of the organizational values found within the medical services in

Riyadh city, and it also came in accordance to the result of the study conducted by Abdel Aziz Bin Abdullah Al Ghhamdy (2005) (7) in which the reward occupied the last place of the organizational values within the administrations that follow the ministry of education. This answers the question:
1- What are the common values of the personnel at youth and sport directorate?

Table (4)
The mathematical mean, the standard deviation and the twist coefficient of the organizational commitment dimensions N= 150

Statement	Dimensions	M	SD	
The organizational commitment	Organizational loyalty	13.23	1.69	0.564
	Responsibility of work	16.69	0.634	0.358
	Desire to continue	13.72	1.21	-0.695
	Trust in the institution	12.74	0.999	0.135
The total value of the organizational commitment		56.38	1.90	0.236

Table (4) shows that:

There is a variation in the sample's responses on the axis of the organizational commitment dimensions, the twist coefficient has confined to (± 3) which indicates the moderation of data.

The responses of the sample (sports specialists) show that the axis of responsibility towards the work came in the first order with a

mathematical mean 16.69. The researcher sees that this due to the specialists' obligation to perform their duties defined according to the plan made inside the directorate and their feeling with the responsibility towards the directorate, since the sports specialists participate in putting the goals and defining the projects within the activity plans in the

light of a support from the higher management and allowing the sports specialists to participate affectively.

This came in accordance to the results of the study conducted by Ibtam Yousef Mohammed (2011) (1), since the responsibility towards the work came in the first place.

The axis of desire to continue in work has occupied the second place with a mathematical mean 13.72. The researcher attributes this to the feelings of the sports specialists inside the sports and youth directorate that they give a great concern for the personal relationships with their colleagues which were built for years, since they prefer to stay in the directorate because of the few opportunities to get a job in other institutions.

The axis of the organizational loyalty came in the third order with a mathematical mean 13.23. The researchers attribute this to the specialists' desire to work for the directorate's interest and to adopt the values and goals of the directorate and working to achieve them.

This comes in accordance with what was

indicated by Arowly that the organizational loyalty is a psychological relation that relates the individual to the organization, which in its turn will motivate him to incorporate into the work and to adopt the organization's values (Jawad 2000).

The axis of trust in the corporation came in the last place with a mathematical mean 12.74, the researcher attributes this to non feeling of the enough freedom to express their personal feelings and to achieve their ambitions. The feelings of the sports specialists with proud and pride is very limited during showing the results of the directorate's activity plans. This came in accordance to what was indicated by Al Khashaey (2003) (3) that the trust in the institution is affected by the individual's feelings that the organizational environment allows him to participate affectively in making the decisions that relate to the work or relate to himself. This answers the question:

2- What is the reality of the organizational commitment of the personnel at youth and sport directorate?

Table (5)
The values of correlations between the organizational values and the dimensions of the organizational commitment N= (150)

	commitment	Organizational loyalty		Responsibility towards the work		The desire to continue in work		Trust in the institution	
		Values	R	Sign.	R	Sign.	R.	Sign.	R
The management manner	Power	-0.010	0.899	0.029	0.727	-0.079	0.335	0.033	0.690
	Elites	-0.044	0.590	0.036	0.663	0.039	0.636	-0.065	0.690
	Reward	-0.041	0.616	0.008	0.925	-0.037	0.653	0.069	0.399
Managing the task	Effectiveness	-0.050	0.540	0.002	0.978	-0.021	0.798	-0.080	0.331
	Efficiency	0.032	0.695	-0.141	0.84	0.152	0.063	-0.131	0.111
Managing the relations	Justice	0.016	0.848	-0.123	0.136	0.161	0.050	0.122	0.139
	Work teams	0.055	0.501	-0.051	0.536	0.177	0.030	-0.039	0.638
	Law and system	-0.011	0.891	0.046	0.579	0.225	0.006	0.169	0.039

The significance $\square 0,05$

Table (5) shows that:

There is a direct relation with a statistical significance between the (desire to continue) and (the relationships management that are represented in the value of the work teams and the value of law and system). There is also a direct relation with a statistical significance between (the trust in the institution) and the value of law and system.

In the light of the research sample (the sports specialists), there is a relationship with a statistical significance between the desire to continue in work and the value of the work teams as well as the value of law and system (managing the relationships).

The researcher attributes that the work groups in the authority of supervising the sports and social activities or the meetings of the general assemblies enjoy joining to the others; accordingly, they can work together accurately, and the sports specialists feel that they belong to each other, thus, the work tasks are executed within the frame of laws and rules applied by the work groups in the directorate of youth and sport.

This came in accordance with the results of the study conducted by Wallace and Hunt (1999) (23) which indicated that there is a correlating relationship between the organizational

culture and the organizational climate as well as the administrative values such as the power, justice, law and system. This also came in accordance with a study conducted by Mousa Ahmed and Mahmoud Al Nagar (2010) (11) which indicated that there is an effect with a statistical significance for the environment internal elements (the organizational structure-the organizational culture) at the level of the organizational commitment.

These results also are in accordance to the results reached by a study conducted by Boon and Arumungam (2006) (14) which indicated that the dimensions of the institutional culture (communication, training, development and work teams) have correlated positively to the personnel's commitment.

- There is a direct correlation with a statistical significance between the trust in the institution and the value of law and system.

The researcher attributes these results that the directorate provides a frame of laws and regularities, which in its turn enables it to manage all detailed steps for fulfilling the

tasks defined for the sports specialists. This reflects on the sports specialists' feelings that the higher management allows them to participate effectively in making the decisions that relate to the work and their feelings with stability and belongingness to the directorate. This came in accordance to the results of studies conducted by Wallece and Hunt (1999) (23) and a study conducted by Mohammed Mustafa Al Khashroum (2011) (10) which indicated that there is a moral effect for the variable of the service climate as it recognized by the personnel at the level of the organizational commitment. This answers the question:

3- What is the relationship between the organizational values and the organizational commitment of the personnel at youth and sport directorate?

Conclusions:

1- The organizational values common in the directorate of youth and sport are ordered as follow: the justice, efficiency, effectiveness, work teams, law, system and the reward.

2- The responsibility towards the work is the first

dimension of the organizational commitment of the sports specialists.

There is a correlation with statistical significance between the desire to continue the work and the value of work teams and the value of law and system (relationships management). There is also a direct relation with a statistical significance between (the trust in the institution) and the value of law and system.

Recommendations:

1- The researcher recommends with conducting similar studies on the different sports institutions.

2- Paying attention to the study of the organizational commitment on the administrative levels at the sports institutions.

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