

**The Relation between the Islamic organizational culture and the electronic management  
(The Kingdom of Saudi Arabia – Case Study)**

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**Abstract:**

Islamic thought has dealt with the cultural and administrative aspects in people's lives from its various theoretical and scientific aspects, as Islam is an integrated approach to life that includes all aspects of life, and the Islamic perspective of organizational culture differs from others in many aspects and thus people in Islamic society possess many values and beliefs. The importance of the study stems from the importance of the educational system, the development it is going through in the administrative field, and the need to focus on implementing electronic management effectively, which has become a developmental challenge. One of the most important results of the present study is to reach a deep clarity of the concepts of Islamic organizational culture in educational institutions, and thus may give responsible leaders greater rationalization of their decisions, and a deeper understanding of the nature of the values that affect them, and this leads in another way to lead the processes of change and urban development. Also, explaining the impact of the Islamic organizational culture in achieving distinguished performance at the level of electronic management. The study also provides many recommendations that would direct attention towards entrenching the principles and values of the Islamic organizational culture in educational institutions. Because of its pivotal role in raising the performance of electronic administration and developing the mechanism of work in the school administration by creating a regulatory environment that encourages the application of electronic management.

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**Keywords:** Islamic organizational culture; Electronic Management; KSA; Administrations

**1. Introduction:**

Islam is considered a religion and a state, as well as a doctrine and behavior, an entity and system, thought and action, as the administrative thought in Islam has special pivotal importance, as it is the solid foundation for the renaissance of the Islamic nation in the past and its basis for its awakening in the present, and its equipment to restore its bright place in the future, so the Islamic community has foundations administrative rules, pillars and pillars upon which it is based, and through which the administrative thought exercises its role in managing the Islamic community and managing its resources, capabilities, and energies to secure the happiness and well-being of Muslims as individuals and groups. Management in Islam is not an end in itself, but rather a means to achieve goals, and the use of the means and success in achieving the goal depends on knowing its dimensions, aspects, requirements, and elements, as well as the functions that must be performed, and management is not only necessary for institutions and organizations, but for society and nations. And for individuals too. Good management works to better manage resources and develop capabilities.

People in the Islamic community have many values and beliefs, some of them are basic and the other is secondary. However, it is an act of worship, and the need for a Muslim to have characteristics that distinguish him from others, such as honesty, honesty, distance from cheating, gossip, theft, and many deep-rooted and original beliefs that give Muslims certain directions and behaviors, and these values and beliefs have continued and passed down to generations through parents. Which may be subject to change and transformation by the factors of modern social forces, and this does not contradict the nature of the Islamic religion (Ragheb, 2016).

The Islamic perspective on organizational culture differs from the Western perspective in many aspects, and therefore the adoption of these Western cultures without awareness and a deep understanding of them is a blind tradition, as it is clear in many Arab writings on organization and management that there are some errors, and this results from the unconscious transfer of Western writings.

And the lack of respect for the privacy of each society, as these writings, confirm that the beginning of the concern for the human aspect in organizing and considering the feelings and feelings of others was with the emergence of a school Human relation, but the matter is different for our Arab and Islamic society, where the concern for the human aspect began at work since the monotheistic religions, including Islam, and he has glorified Islam is the working man and gave him all his human rights. The best example of this is the liberation of slaves who used to work as agencies and not as human beings with feelings and emotions (Qureshi, 2016).

The organization is considered a social unit established in an intentional way in order to achieve its goals, and each organization has a personality that distinguishes it from other organizations. This personality is a

mixture of values, trends and standards that direct the work of organizations and the workers participate in them, so values shape behavior and affect all work that is carried out in Organizations, especially the values of managers (organizational values, which represent a group of ideas and beliefs that managers and officials share and confirm their own unique view in the field of activity in order to achieve the goals of the organization. They also act as a guide for their behavior, as it is a choice between good, bad, important and unimportant behavior.)

The topic of the organization's culture has recently received great attention, considering that the culture of the organization is one of the main determinants of the success or failure of organizations, assuming that there is a correlation between the success of the organization and its focus on the values and concepts that drive its members to commitment, hard work, innovation, modernization, participation in decision-making and work to maintain On quality, improving service, achieving a competitive advantage, and responding quickly to the needs of customers and related parties in the organization's work environment (Abu Bakr, 2000).

Electronic technology has become an integral part of developing administrative performance, raising and developing the efficiency of human resources in all official institutions, as well as institutions, devices, and all public and private interests, in recognition of their constructive and influential role and their importance in the administrative process; Because what technology provides increases the efficiency and effectiveness of human resources in institutions, which depend on the management of resources for this institution. If the Human Resources Department has a highly efficient and effective department in its fields, and its various activities such as training, selection, appointment, and planning, this will lead to these institutions achieving their goals and increasing the chances of their ability to excel and compete in the time of knowledge and technical progress, as well as achieving the activities of institutions. For its objectives, it depends to a large extent on advanced systems and technologies, which lead through the human resources department to efficiently and effectively activate its role, which illustrates the importance of employing information technology in managing the activities and operations of these institutions for effective employment by providing human cadres that can interact with modern technology; To employ them in a way that contributes to achieving the goals of these institutions (Abdullah, 2008).

There is no doubt that electronic management is a modern concept that was born in an advanced stage of the information technology revolution and the economics of knowledge, which contributed to its formation and spread effectively, and organizations, companies, and organizations of different nature and tasks began to move and switch to electronic management systems due to the many advantages it touched (Al-Alaq, 2005). Since its birth, electronic management has been harnessed in everything that serves business administration and its various fields, so that it has become one of the basic necessities that cannot be dispensed within the work of management, especially in the areas of decision-making, as well as services related to the Internet and e-mail that facilitated communications, as well as obtaining a lot. Of data and information when needed, easily and conveniently by administrators.

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Electronic systems have helped directly in changing the structural organization of government institutions, as it necessitates these institutions to rehabilitate, train their employees, and rebuild many jobs in order to become jobs supported by what is provided by communication and information technology in order to improve performance, raise efficiency and productivity (Al-Sajjan, 2010).

**1.1 Important of Study:**

The importance of the study stems from the importance of the educational system, the development it is going through in the administrative field, and the need to focus on implementing electronic management effectively, which has become a developmental challenge. The study is also considered a recent study. This is because the concept of Islamic organizational culture is one of the contemporary vital areas that leads to understanding the activities of organizations and understanding the phenomena surrounding them.

This study may contribute to understanding the Islamic organizational culture in educational institutions, and thus it may give responsible leaders more rationalization of their decisions, and a deeper understanding of values that affect them, and this leads in another way to lead the processes of change and development. The importance of this study also stems from the relative scarcity of applied research and studies that examine the nature of the relationship between Islamic organizational culture and electronic management in public education institutions, although many local and Arab studies have dealt with electronic management as a variable in studies, and organizational culture as a variable in other studies. She also hopes for a researcher from this study to have an active contribution to:

- Adopting the strategies of the Islamic organizational culture and linking it to the performance of electronic management in the Saudi Ministry of Education.
- Developing the working mechanism in the school administration by creating an encouraging organizational environment for the application of electronic administration.
- Serving both the school administration, the education administration, researchers, and everyone related to the educational work.

**1.2 Aims & Objectives:**

The aims of the study reflect the goals set Which can be measured, and has a close relationship with the questions and problem of the study, and is achievable considering the effort and time allocated to them. Therefore, what this study seeks to achieve in terms of specific objectives in the following points:

- Identify the degree of practicing the Islamic organizational culture in Asyah Governorate in the Qassim region of the Kingdom of Saudi Arabia
- Identify the reality of performing electronic administration in Asyah Governorate in the Qassim region of the Kingdom of Saudi Arabia

- Determine the relationship between the degree of practicing the prevailing Islamic organizational culture in Al-Asyiah Governorate in the Qassim region of the Kingdom of Saudi Arabia and performing electronic management.
- Analysing the influence of the prevailing Islamic organizational culture practice on performing electronic management in Al Asyiah Governorate in the Qassim region of the Kingdom of Saudi Arabia.

## **2. Literature review:**

Naqqar and Ali (2019) published that the study sample's trend towards organizational culture and knowledge management was average because of the lack of awareness among the users of this sector of the importance of knowledge as a resource for wealth and knowledge management as a modern approach and organizational culture as a viable pillar of the knowledge management approach, and the results also found a positive effect of a moderate degree Between organizational culture and knowledge management within the institutions of the agricultural sector in Algeria.

Al-Derawi (2019) concluded with important recommendations: To benefit from experts when preparing strategic plans. Increase management and workers' awareness of the importance of strategic management as a way for organizations to access organizational culture.

Likewise, (Baieesh, 2019) concluded that the way to achieve human resource development lies in providing the environment for this through a flexible organizational culture capable of adopting everything new in the administrative arena and adapting to it in order to develop the skills of the human element and achieve the survival and prosperity of the organization.

Nassif (2018) reached a set of results, the most important of which are: There is a statistically significant effect of the organizational culture on strengthening the strategic roles of the employees of human resources departments in Jordanian universities, and there is an effect of the individual versus collective dimension on the strategic roles in all its dimensions, while there is no effect of flexibility versus Toughness, authority, and avoiding uncertainty and short-term orientation versus long-term orientation on strategic roles in all its dimensions in Jordanian universities. The study recommended adopting various methods of organizational culture by human resources departments in universities, which results from their dependence on employees, as the organizational culture works to support strategic and creative scientific, and to maintain the competitive position of the university among other universities.

Al-Mawla (2018) concluded many results, the most important of which are the results of the study confirming that the company seeks to keep pace with the scientific developments of its employees, and the study confirmed that workers perform the tasks assigned to them without direct supervision, which indicates that there is interest in the organizational values of the company. The results of the study confirmed the existence of a positive relationship between the organizational culture dimensions and the performance of the company's employees. The study made many recommendations, including the need to develop relationships

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of intimacy and intimacy among employees, by following everyone's values and beliefs. And the need to emphasize the importance of the role of organizational culture, which leads to more effectiveness in the performance of employees.

Al-Jubouri (2018) showed that the level of organizational culture in private hospitals in the northern region came with a high overall level, where the first level came in the field of commitment and respect for time at a high level, a wall, followed by the second place in the field of encouraging creativity and innovation, and at a high level, a wall and came in third place in the field of work in the spirit of The team has a very high degree, and the field of participation in decision-making came in the last place at a high level, as for the axis of employees' performance, it came at a high level. Statistically significant attributable to demographic variables.

Al-Aalimat (2017) showed that the possession of professional growth among kindergarten teachers in Jordanian public schools from the viewpoint of middle-level principals. In light of the results of the research, it recommends the necessity of working on the application of comprehensive quality standards in education, and the application of standards of excellence by kindergarten teachers and directors in Jordan. To improve the educational process in kindergarten.

Ghailani (2017) Stated that the results of the study showed that the organizational culture represents a set of principles, knowledge, concepts, and main values shared between the employees of the organization, and it was found that the strength of the perception of the organizational culture is closely related to the effectiveness of all employees in the organization. It can be achieved through several requirements, such as focusing on being close and caring for the workers. The study recommended improving the pattern and lines of communication in the organization in order to save a lot of time and effort, by opening new communication channels and improving the communication process between employees and management.

Al-Fuhaid (2018) showed that the contribution of the "Noor" electronic management program to improving administrative performance in all four axes was at a high level, and the highest contribution came in the axis of student affairs management, followed by the axis of teacher affairs, student counseling, and finally, resource management. The results also showed that there are statistically significant differences regarding the contribution of the "Noor" program in student affairs management for the benefit of those with experience of 15 years or more. The results also showed that there are no statistically significant differences because of the variable of the number of training courses and academic qualification.

Al-Munif (2016) explained that there were no statistically significant differences between the responses of the study community members about the reality of using electronic administration in literacy schools in Makkah. Because of the difference in the number of years of experience, or to the difference in the number of training courses. Whereas differences were found due to the difference in academic qualifications in the administration of students' affairs in favor of other qualifications (teachers' institute and intermediate college).

Ashour and Al-Nimri (2013) indicated that the level of application of electronic management was high in Yarmouk University, from the viewpoint of the faculty members. The levels of application of electronic management at Yarmouk University from the point of view of administrators with an average grade.

Al-Mutahmi (2012) also mentioned that there are statistically significant differences regarding the application of electronic management because of the educational qualification in favor of holders of master's and doctoral degrees. And that there are statistically significant differences regarding the reality of applying electronic management because of years of experience in favor of those with over 15 years. It also showed that there are statistically significant differences regarding the reality of applying electronic management attributed to the English language in favor of those with an excellent degree.

Al-Salami (2012) explained that training needs for primary school principals considering the requirements of electronic administration in Makkah city in all its fields was high.

Al-Qasim (2018) concluded with a set of results that there is a positive relationship between administrative requirements and human resource performance (efficiency), there is a positive relationship between technical requirements and human resource performance (effectiveness), there is a positive relationship between security requirements and human resource performance (creativity and innovation), there is a positive relationship between material requirements and the organizational culture (organizational beliefs). Organizational values mediate the relationship between the requirements of electronic management and performing human resources.

Al-Hammoudi (2018) pointed to several results, the most important of which are: the weak interest of the administrative leaders in Sabratha Teaching Hospital in studying and analyzing the factors forming the organizational culture, as well as the weakness of interest of the administrative leaders in Sabratha Teaching Hospital in studying and analyzing the application of electronic management.

Hassan (2013) showed that the prevailing organizational culture of the researched organization is characterized by strength and cohesion according to the respondents' responses, as it came to a high level of importance. The prevailing organizational culture in the researched organization is linked to a positive relationship with the project of implementing electronic management.

Al-Ajez (2011) pointed out some of the most important results: There is a statistically significant relationship between the elements of organizational culture and organizational values, organizational beliefs, organizational norms, and organizational expectations) and between activating the application of electronic management in the Ministry of Education and Higher Education in the governorates of Gaza, and this relationship was positive. The results indicated that the employee may not make decisions related to his work without referring to the direct supervisor within the electronic work environment. The distinguished employees in building and publishing electronic work are not honored or motivated. The employees are not given the opportunity to participate in the development of work systems and mechanisms in the electronic program they use.

### **3. Study Analysis:**

#### **3.1 Study Tools:**

##### **1. The Questionnaire:**

The questionnaire was used as a main tool in order to access information through which the researcher would achieve his purpose of the study, as well as to verify the hypotheses of the study. The questionnaire is one of the important survey tools to collect data related to a specific topic by preparing a set of written questions that the respondent answers to himself, and the questionnaire is a tool to obtain facts and collect data on the conditions and methods already in place. Society is one of the most used methods of data collection in educational, psychological and social research (Al-Dulaimi & Al-Rahim, 2014).

##### **2. Observation:**

It is one of the means of collecting data required by the subject of the research and the variety and difference of research tools depends on the different nature and sources of the required information, as well as the difference in the nature of the society or social situation (the subject of the research) in addition to the researcher's experience and training on data collection tools. Observation is one of the important methods of data collection in non-survey research, and it is a continuous process during the different stages of conducting the research and depends on accurate observation of the phenomena under study using appropriate means and appropriate scientific control, whether for the observer, the objects subject of the observation, or the position of the observation.

##### **3. Personal interviews:**

The interview is one of the important measurement tools for collecting data, and it is used in all areas of social, educational, psychological, and political life, to be used in orientation, diagnosis, or treatment processes. The interview indicates its name, as it is an interview between two people, or it is a real confrontation between two or more people. The interview is also considered an oral questionnaire through which the researcher collects information in an oral manner directly from the respondents.

#### **3.2 Study sample & Population:**

The questionnaire was used as a main tool in order to access information through which the researcher would achieve his purpose of the study, as well as to verify the hypotheses of the study. The questionnaire was conducted on 90 people, who can be classified as follows:



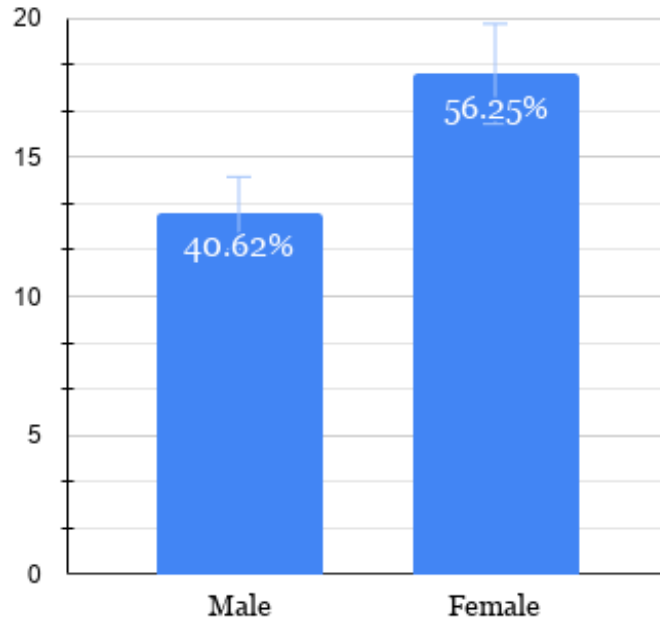


Figure 1: Count of Gender.

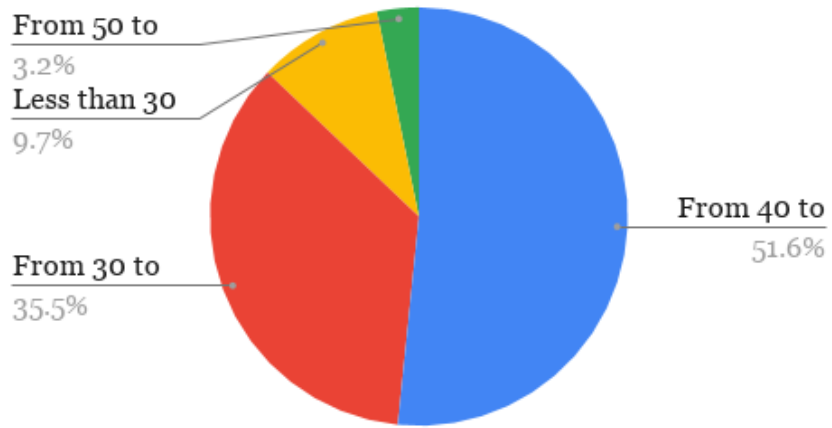


Figure 2: Count of Age group (years).

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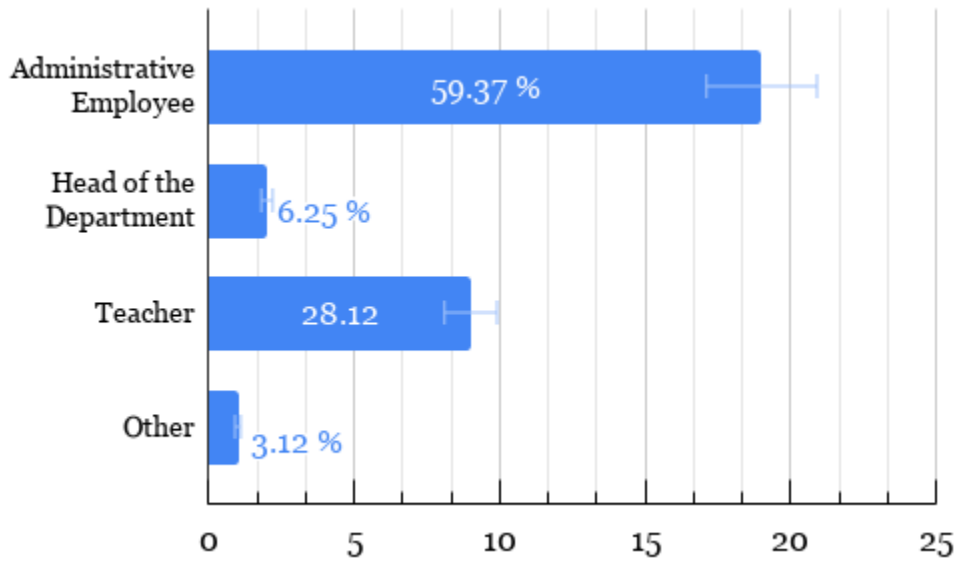


Figure 3: Count of The job rank you represent.

**3.3 Results:**

- The First Trend:** (Organizational values) as one of the directions of the Islamic organizational culture, and it represents the common understandings in the work environment about certain behaviors and directions that are legally agreed upon and known to the employees, and it included:
  - There is a kind of coherence and cohesion between the administration of the education office and the employees:

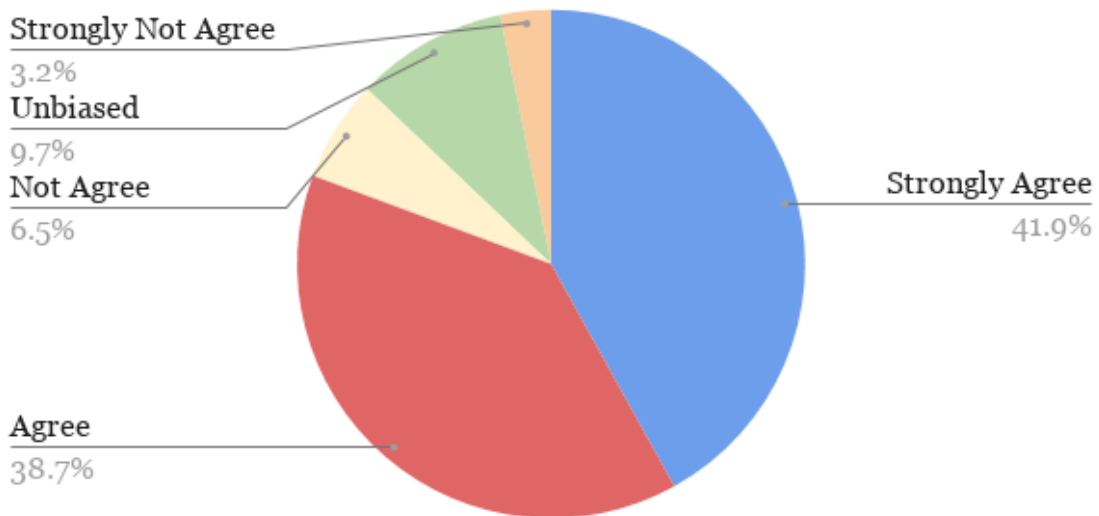


Figure 4: Answers about “There is a kind of coherence and cohesion between the administration of the education office and the employees?”.

2. Regarding the principle of Consultation; The following findings show about whether employees are involved in developing performance improvement proposals:

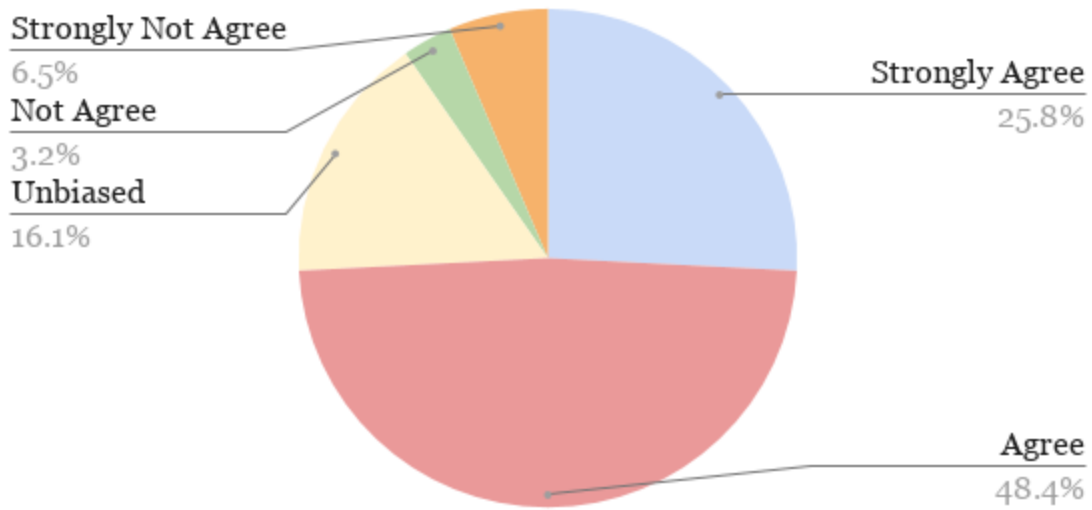


Figure 5: Answers about “Employees are involved in developing performance improvement proposals?”

3. Also, regarding to achieving fairness and equality among the employees of the Education Office; The results as follows:

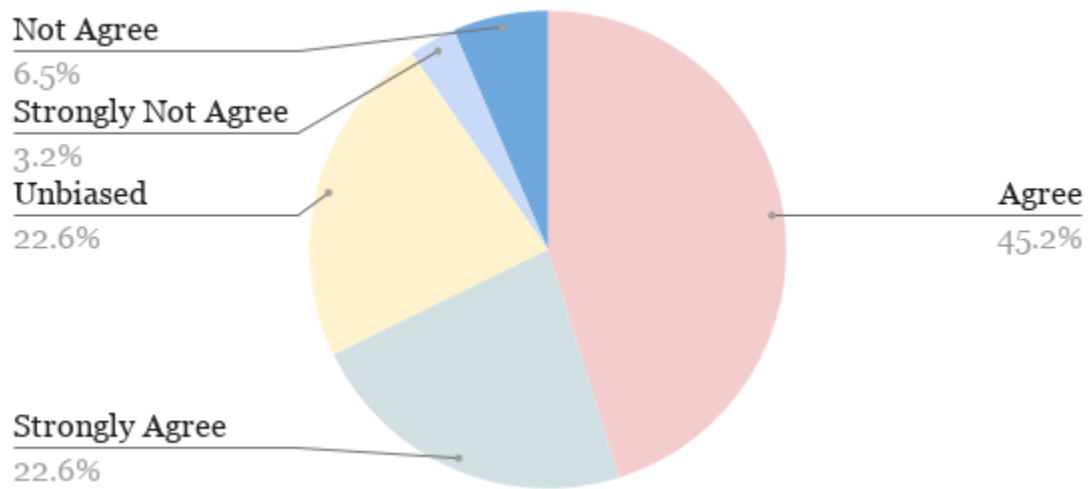


Figure 6: Answers about “If there is an achieving fairness and equality among the employees of the Education Office”.

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- **The Second Trend:** (Organizational beliefs) as one of the trends of the Islamic organizational culture, which are common ideas about the nature of work and social life in the work environment agreed upon in Sharia and explain how work and tasks are accomplished, and it included:
  1. The results were shown, as shown in the figure, regarding the education office strengthening the spirit of teamwork among the employees:

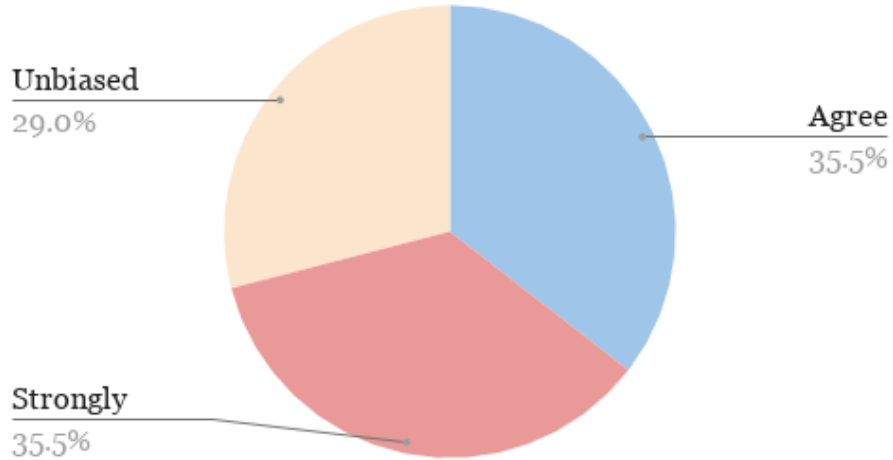


Figure 7: Answers about “The education office strengthening the spirit of teamwork among the employees?”

2. While the results related to the existence of common convictions among employees of the importance of Consultation in solving problems and the decision-making process showed:

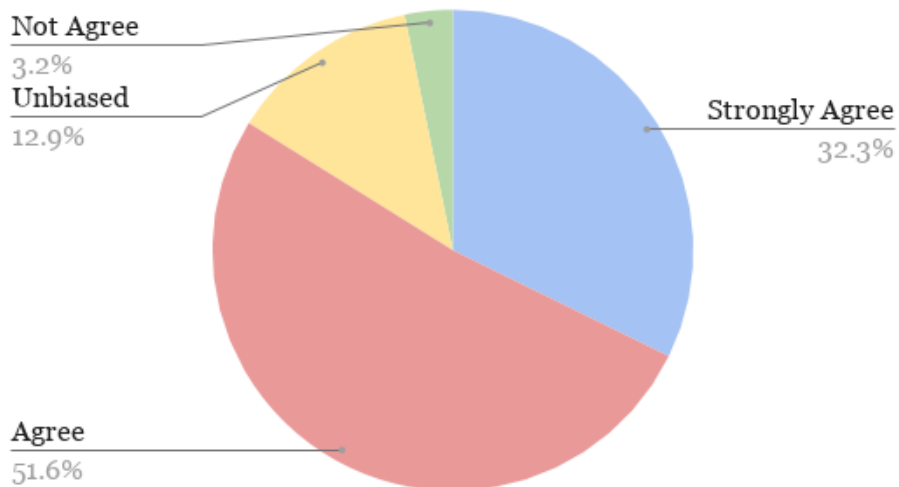


Figure 8: Answers about “If there is an existence of common convictions among employees of the importance of Consultation in solving problems and the decision-making process”.

- **The Third Trend:** (Policies and procedures) as one of the directions of the Islamic organizational culture, and the policies that are considered an official statement of a principle or rule must be followed by the management and workers (written as a statement or rule), while the procedures express how these policies are implemented. Regarding to the policies and procedures followed in the education office, the results have shown clear answers about whether they are derived from Islamic rules:

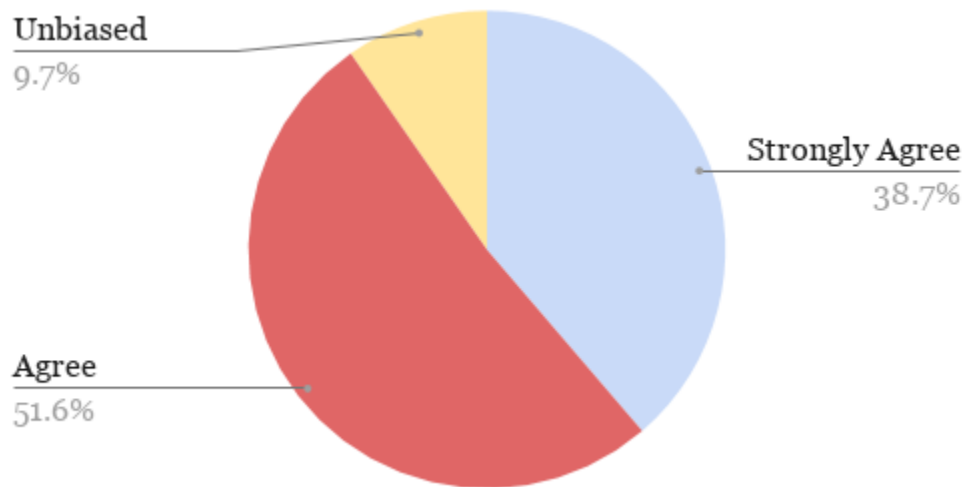


Figure 9: Answers about “If the policies and procedures followed in the education office”.

#### 4. Conclusion:

After studying and analyzing the results, the most important results can be summarized as follows:

- Regarding to the first trend: (Organizational values) as one of the directions of the Islamic organizational culture, the results showed that the percentage of supporters that there is a kind of coherence and cohesion between the administration of the education office and the employees was as follows: 41.9% Strongly agreed, 38.7% Agreed, while 3.2% Strongly not agree, Also, 9.7% Unbiased.
- Regarding the principle of Consultation; The following findings show about whether employees are involved in developing performance improvement proposals. Where the results showed as follows: 25.8% Strongly agreed, 48.4% Agreed, while 6.5% Strongly not agree, Also, 16.1% Unbiased.
- Also, regarding to achieving fairness and equality among the employees of the Education Office; The results as follows: 22.6% Strongly agreed, 45.2% Agreed, while 3.2% Strongly not agree, Also, 22.6% Unbiased.
- Regarding to the second trend: (Organizational beliefs) as one of the trends of the Islamic organizational culture. The results were shown, regarding the education office strengthening

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the spirit of teamwork among the employees, the results as follows: 35.5% Strongly agreed, 35.5% Agreed, while 29% Unbiased.

- While the results related to the existence of common convictions among employees of the importance of Consultation in solving problems and the decision-making process showed as follows: 32.3% Strongly agreed, 51.6% Agreed, while 3.2% Not agree, Also, 12.9% Unbiased.
- Regarding to the third trend: (Policies and procedures) as one of the directions of the Islamic organizational culture. The results have shown clear answers about the policies and procedures followed in the education office and if it derived from Islamic rules or not, the results were as follows: 38.7% Strongly agreed, 51.6% Agreed, while 9.7% Unbiased.

### 5. Recommendations:

The study provides many recommendations that would direct attention towards entrenching the principles and values of the Islamic organizational culture in educational institutions.

- Enhancing coherence and cohesion between the administration of the education office and the employees and studying the effect of additional factors on assessing the current state of the relationship between them.
- Involve employees in developing proposals to improve performance.
- Developing and improving the concepts of fairness and equality among employees and studying the impact of new factors on their interaction and evaluation of this trend.
- Study the impact of the results of this research on the process of problem-solving and decision-making.

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