

Possibility of Applying Arabian Management Theory

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Abstract

The research aims at examining the possibility of applying Arabian management theory by measuring the impact of Arabian management theory pillars (service concept, counseling concept, and justice concept) on employees' performance. A survey questionnaire was distributed to 385 employees at private, public, civil society, and regional organizations in 22 Arabian countries by e-mail to collect the relevant data about research constructs, and test the study hypotheses, where 202 valid questionnaires were retrieved from 14 Arabian countries (Algeria, Bahrain, Egypt, Iraq, Jordan, Kuwait, Morocco, Palestine, Qatar, Saudi Arabia, Sudan, Syria, UAE, and Yemen); which represents 52.47% from distributed questionnaires and 63.64% from Arabian countries.

The study has detected the following findings:

- The perceptions of respondents about all items of Arabian management theory pillars (service concept, counseling concept, and justice concept) are high.
- There is a statistical impact of Arabian management theory pillars (service concept, counseling concept, and justice concept) on employees' performance.
- There are no statistically differences at significant P-value < 0.05 in perceptions of respondents towards Arabian management theory pillars (service concept, counseling concept, and justice concept) attributable to nature of organization.
- There are no statistically differences at significant P-value < 0.05 in perceptions of respondents towards Arabian management theory pillars (service concept, counseling concept, and justice concept) attributable to their countries.

Based on the findings of the study, private, public, civil society, and Arab regional organizations in Arab world are advised to apply Arabian management theory pillars in order to enhance its role in employees' performance through recruiting and hiring leaders who believe in Islamic values and Arab culture. Future studies could be conducted in terms of Arabian management theory on job satisfaction and other related constructs.

Keywords: Arabian management theory, service concept, counseling concept, justice concept, employees' performance, Arab organizations, Arab nations

1. Introduction

Management as an activity and practice is found in all communities and nations, where its existence in homes, places of worship, governance, and all economic activities. Management has been, and is still the greater hand for every leader. All great leaders throughout history were managers; through managing the affairs of their countries, and running the efforts of their people (AL-Kasasbeh, AL-Faouri, & Al-Hyasat, 2012).

Management plays a vital role at the development of organizations in the all countries. Accordingly, a number of management theories emerged (Abu Nabaa, 2014). Despite the existence of management as a practice since ancient civilizations, where management has been practiced for thousands of years (Robbins, DeCenzo, & Coulter, 2013), but management as science did not appear only at the end of the nineteenth century and the beginning of the twentieth century when classical, behavioral, and quantitative schools grew up. Then, modern management theories emerged (AL- Ameri & AL-Ghalibi, 2013). Management theories were developed in the way of studying the productive activities of industrial firms, but there are several organizations and human communities, where an extensive use of management theory outcomes can be effective (Butkus, 2010). The search will continue to formulate more theories in order to improve performance in organizations.

Organizations faced challenges in the 21st century. These challenges forced the organizations to review its strategic approaches, adapt to its environments through new methods such as building smart and virtual organizations (AL-Kasasbeh, AL-Kasasbeh, & AL-Faouri, 2016).

In cross-cultural settings, earlier studies of management used the approach of transferring management theories, methods, know-how, and practices from more developed to developing countries. Researchers from the various disciplines have participated in the efforts of organization theory. Cross-cultural management scholars have been moving towards exploring the motivations, aspirations, and attitudes of human beings around the world; mainly those located in the developing countries (Saikat, 2005).

At this time of so-called Arab Awakening, organizations in the Arab world nowadays face serious challenges and concerns in terms of quality of life, total quality management, and organizational sustainability. Hence, managers might need to re-engineer their ways of thinking to become more attuned with Arab values and culture (Hammoudeh, 2012).

Abu Nabaa (2005) has developed a new management theory in his book titled "Toward Developing an Arabian Theory in Management". This book contributes in enhancing management thought based on Arabian and Islamic heritage instead of consuming the Western theories which may not be applicable in Arabian environment.

Despite some practices and ideas from the past are still applicable and relevant to management today (Daft, 2013), but successful resolution of organizational problems is depend on managers' identification of key variations in culture, environment, and situation at hand. Therefore, the aim of current study is to examine the possibility of applying Abu Nabaa's management theory in Arabian context.

2. Literature Review & Study Hypotheses

Marti and Scherer (2016) indicated that management theories are not only describing organizational reality but also shaping it, therefore, management researchers should take social welfare considerations into account in their theories and empirical studies. Jones, Donaldson, Edward, Harrison, Leana, Mahoney, and Pearce (2016) recommended that management scholars would be inspired to directly address social welfare concerns in their theorizing and empirical researches. And if theory building do shape organizational reality, the better world envisioned by the management scholars may begin to take shape in workplace.

Obeidat, Shannak, Masa'deh, and Al-Jarrah (2012) have examined the heritage and religious features of Arabian culture and its implications for managers at organizations in the Arab nations. The study has indicated that the characteristics of Arabian culture differ from those of Western nations, accordingly different management theories and practices need to be developed in Arabian organizations rather than adopting Western theories and practices. Obeidat et al. study's (2012) has determined the managerial problems of Arabian organizations and suggested that managers need to be aware of their own cultural issues, and the vitality of paying their attention to avoid negative consequences on the organizational performance. There is a vital need in the Arab world to build cooperation mechanism for the exchange of experience and knowledge among professionals dealing with culture and heritage management (Alghazawi, Waheeb, & Kraisha, 2015).

Smith, Choui, and Harb (2007) concluded study to understand cross-national variations in leadership by examining how leaders handle specific work events within their span of control. Smith et al. study's (2007) samples were middle and senior managers in four Arab countries. Saudi managers were found to be an expected traditional and personality style of fairly strong reliance on both formal and unwritten rules. Managers from Qatar, Lebanon and Oman each differed from this style in ways consistent with modern theories. Correlations with assessments of how routine work events had been handled in each country revealed the presence of distinct leader styles. The conclusion of the study indicated that there is a fairly uniform style of leadership across Arab countries.

Saikat's study (2005) provides an analysis of cross-cultural management style and structure to support the young American managers in multinational companies who are placed in charge of foreign offices. By understanding the reasoning behind each other's behavior, there would be less room for inaccurate generalizations. However, all managers and employees have to receive some type of training in cross-cultural organization styles.

Since the discovery of oil, Arab world has become a center of international attention. Due to the peculiarity of the change process in the Arab nations. Arab work orientations, practices, and management styles, are neither known nor understood outside the Arab region. Therefore, organizational development accomplishments are still limited (Ali, 1996).

Culture and environment have been considered as significant elements in management studies. Culture particularly is perceived by many scholars as a crucial element in differentiating Eastern management practices

from those in the West. Culture, also, plays a vital role in Arab society. Distinctive social, historical, and religious customs require that more attention to be paid to cultural traits in the exercise of authority, interaction and control (Alyousif, Naoum, Atkinson, & Robinson, 2010).

Findings of Badawy's study (1980) suggest that philosophies and managerial styles of Arab managers from Bahrain, Kuwait, Saudi Arabia, UAE, and Oman are traditional affected by their history and culture.

Abuznaid (2006) developed a model for the effect of Islam on managers' behavior. The effect is employed from the pillars of Islam: faith, prayer, alms, fasting, and pilgrimage. He found an evident that the five pillars have a significant impact on managers' behavior. Moreover, he concluded that there is a direct effect of Allah supreme names on managers' style and behavior. Allah names have a significant relationship with management functions such as planning, organizing, and directing. Likewise, the combination of nationality and religion is a form of identification of the majority for Arab cultures. Religion has a main impact on social interactions, human behavior and social relations.

Ali (1990) detected that developing countries would face social and managerial problems. One of these problems is transferring of Western management models, practices, and techniques to be used in developing countries. Where Arab countries provide a unique setting for social- science study and analysis, due to the rate of changes, direction, and complexity.

Abu Nabaa (2005) has built his Arabian theory in management on the following three pillars:

The first pillar is service: manager has to respect his employees as he respects his guests to win their cooperation and improve their performance. The second pillar is counseling with his people and giving them opportunities to participate in decision making process that motivate employees and improve their performance. The third pillar is justice. Manager has to consider fear of Allah when taking any decision, and has to be fair with all employees, therefore, employees' performance will be improved. Figure 1 shows Arabian theory in management.

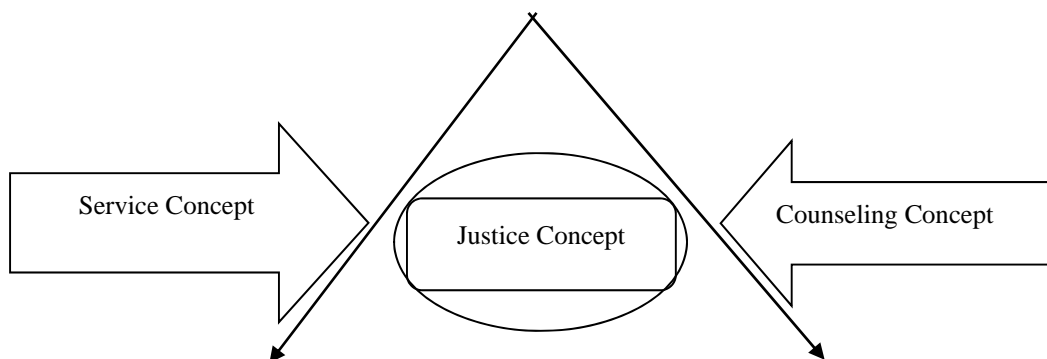


Figure 1. Arabian management theory

Source: Abu Nabaa, Abdel Aziz M. (2014). Arabian Management Theory for Sustainable Development. *Journal of Baghdad College of Economic Sciences University*, Special Issue for Joint Scientific Conference. 19-39. Retrieved from <http://www.iasj.net/iasj?func=issues&jId=231&uiLanguage=en>

Abu Nabaa (2014) indicated that by these three concepts, he is not trying to reinvent the wheel. Because its roots are available in Islamic culture and Arab heritage, but he has tried to assemble components of steering wheel together to make the managerial carriage able of going forward. Thus if we want to change the process of the Arab manager, we have first to change the inputs of the Arab manager's mindset, so that we can have an effect on manager's mindset and improve his managerial ability. Figure 2 shows the manager's mindset inputs and outcomes of Arabian management theory:

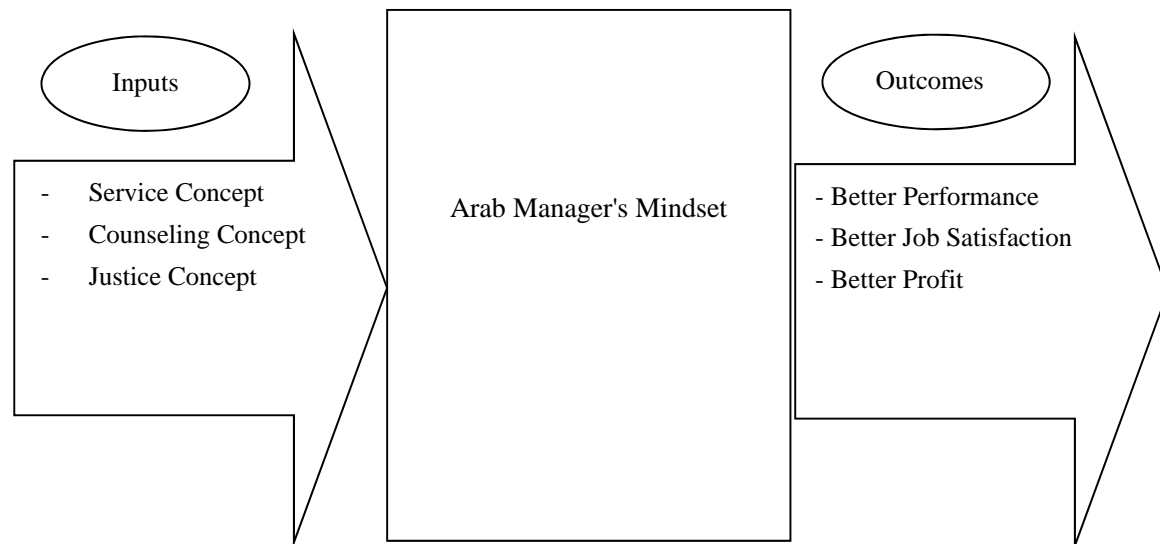


Figure 2. Arab manager's mindset model

Source: Abu Nabaa, Abdel Aziz M. (2014). Arabian Management Theory for Sustainable Development. *Journal of Baghdad College of Economic Sciences University*, Special Issue for Joint Scientific Conference. 19-39. Retrieved from <http://www.iasj.net/iasj?func=issues&jId=231&uiLanguage=en>

After reviewing the Western theories in management, and despite its significance in enhancing the managerial thought, yet we have to realize that they grew up in dissimilar environments that are different from the Arab culture. No scholar can deny the effect of the environment on the thought of the manager's mindset (Abu Nabaa, 2014). Management is a theoretical discipline that develops continuously and rapidly. As organizations globalize, as the environment changes, as technology advances and so management theory develops (Olejniczak, 2013).

Based on Arabian management theory, the study endeavors to test the following hypotheses:

H₁: Arabian manager adoption of service concept leads to employees' performance improvement.

H₂: Arabian manager adoption of counseling concept leads to employees' performance improvement.

H₃: Arabian manager adoption of justice concept leads to employees' performance improvement.

H₄: There are no statistically significant differences at P-value < 0.05 in perceptions of respondents towards Arabian management theory pillars (service concept, counseling concept, and justice concept) attributable to nature of organization.

H₅: There are no statistically significant differences at P-value < 0.05 in perceptions of respondents towards Arabian management theory pillars (service concept, counseling concept, and justice concept) attributable to their countries.

Figure 3 shows theoretical framework of the study, which consists of independent variables Arabian management theory Pillars (service concept, counseling concept, and justice concept) and dependent variable, namely employees' performance improvement.

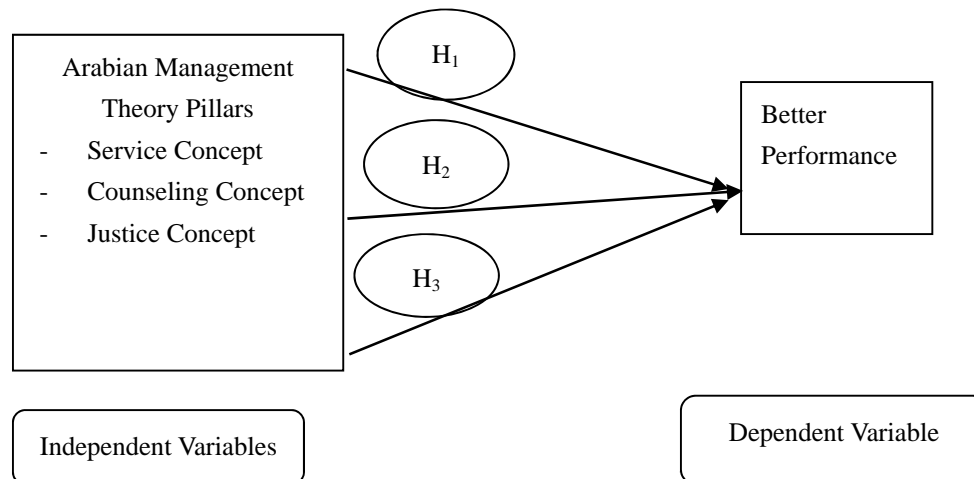


Figure 3. Theoretical framework of the study

The researcher expects that current study will be important by adding new knowledge to academics, practitioners, and organizations in Arab world. New body of knowledge may close the gap between theory and practice in terms of applying the Arabian management theory in Arabian context and its influence on employees' performance improvement.

The constructs of this study were operationalized in order to be turned in a measurable variables (Zikmund, Babin, Carr, & Griffin, 2013; Sekaran & Bougie, 2013) by subdividing study variables into various measurable elements to measure the following constructs; service concept, counseling concept, justice concept, and employees' performance.

3. Research Methodology

The study is an empirical research on private, public, civil society, and regional organizations in Arab world. To measure the impact of Arabian management theory pillars on employees' performance, a questionnaire was distributed to 385 employees at private, public, civil society, and regional organizations in 22 Arabian countries by e-mail to collect the relevant data about research constructs, and test the study hypotheses. 202 valid questionnaires were retrieved from 14 Arabian countries (Algeria, Bahrain, Egypt, Iraq, Jordan, Kuwait, Morocco, Palestine, Qatar, Saudi Arabia, Sudan, Syria, UAE, and Yemen); which represents 52.47% from distributed questionnaires and 63.64% from Arabian countries.

3.1 Research Tool

Questionnaire was developed to measure Arabian management theory pillars (service concept, counseling concept, and justice concept) and employees' performance. The questionnaire contains (28) items according to quintet Likert scale.

3.2 Validity of Research Tool

Statistical Package for the Social Sciences (SPSS) was used to analyze data of the study. The researcher has designed all study results in tables 1-9 based on SPSS analyses.

Table 1. Arabian management theory factor loadings and reliability of the constructs

Alpha Cronbach	0.862	0.916	0.886
Items	Service Concept	Counseling Concept	Justice Concept
Service1	.551		
Service2	.747		
Service3	.780		
Service4	.785		
Service5	.638		
Service6	.726		
Service7	.774		
Service8	.573		
Service9	.639		
Counseling 1		.787	
Counseling 2		.734	
Counseling 3		.784	
Counseling 4		.743	
Counseling 5		.782	
Counseling 6		.824	
Counseling 7		.788	
Counseling 8		.717	
Counseling 9		.804	
Counseling 10		.618	
Justice 1			.688
Justice2			.742
Justice3			.814
Justice4			.786
Justice5			.675
Justice6			.825
Justice7			.651
Justice8			.620
Justice9			.755

All items loadings are significant at P-value < 0.05.

Factor analysis was conducted to extract Arabian management theory constructs by using varimax rotation to determine variance explained. The researcher used 0.5 as threshold of primary loading according to Chen, Soliman, Mao, and Frolick (2000) who adopted 0.5 as threshold of primary loading in their study. Three constructs of Arabian management theory were revealed as a result of the factor analysis. The factor loadings is ranged from 0.551 to 0.825 as shown in the Table 1.

3.3 Reliability of Research Tool

Cronbach alpha coefficient was extracted to verify the internal consistency of the variables. Table 1 displays reliability coefficients of service concept, counseling concept, and justice concept constructs that exceeded 70%, which is an acceptable measurement for analysis.

4. Research Findings

4.1 Perceptions of Respondents about the Study Variables

To measure perceptions of respondents about the study constructs, the significance level of the answers to the research tool items was adopted according to the following formula:

Category Length = (maximum response limit - minimum response limit) / number of importance levels.

Category Length = (5-1)/3 = 1.33

Based on mean, low significance level is ranging from 1-2.33, moderate significance level is ranging from 2.34-3.66, and high significance level is ranging from 3.67-5.

4.1.1 Perceptions of Respondents about Service Concept

A review of Table 2 displays that the means of all items of the service concept are high with general mean (4.0968). This is consistent with the old Arab proverb says that “the leader is the servant of his community” (Abu Nabaa, 2014, p. 29).

Table 2. Mean, standard deviation, and significance level for items of service concept

Item	Mean	S.D.	Sig. Level
Manager's eagerness to achieve the goals of employees along with the organization's goals is leading to improve their performance.	4.1931	.90732	High
Manager's listening to employees' views in my organization is leading to improve their performance.	4.2327	.81058	High
Manager's appreciation to employees' capabilities in my organization is leading to improve their performance.	4.2574	.77464	High
Manager's eagerness to meet employees' needs in my organization is leading to improve their performance.	4.1733	.88923	High
Manager's putting himself -in any situation- in employees' shoes is leading to improve their performance in my organization.	3.7921	.89573	High
Manager's appreciation to retirees of my organization is leading to improve employees' performance.	3.9158	.97115	High
Manager's gratefulness to distinguished employees in my organization is leading to improve their performance.	4.1881	.83115	High
Manager's positive criticism to employees –start with strengths then improvement areas- in my organization is leading to improve their performance.	3.9257	.79765	High
Manager's care of employees' circumstances in my organization is leading to improve their performance.	4.1931	.71748	High
General Mean	4.0968		High

4.1.2 Perceptions of Respondents about Counseling Concept

Table 3 shows that the means of all items of counseling concept are high with a general mean (4.1302). This is consistent with Ali Bin Abi Taleb's saying: “counseling and dialogue are a door to mercy where no opinion goes astray” (Abu Nabaa, 2014, p. 33).

Table 3. Mean, standard deviation, and significance level for items of counseling concept

Item	Mean	S.D.	Sig. Level
Manager's consultation of employees in my organization is leading to improve their performance.	4.1832	.90938	High
Manager's solution of the problems faced by employees in my organization is leading to improve their performance.	4.1485	.79659	High
Manager's meeting periodically with employees in my organization is leading to improve their performance.	3.9950	.83158	High
Open communication between manager and employees in my organization is leading to improve their performance.	4.0842	.82730	High
Collective management in my organization is leading to improve employees' performance.	3.9505	.96585	High
Mutual trust between manager and employees in my organization is leading to improve their performance.	4.2228	.70172	High
Manager's wisdom in dealing with issues at work in my organization is leading to improve their performance.	4.2079	.73730	High
Manager's discussion with distinguished employees in my organization is leading to improve their performance.	4.2030	.87155	High
Manager's allowing employees' opinions without fear in my organization is leading to improve their performance.	4.1584	.86654	High
Manager's respect of time when attending meetings with employees in my organization is leading to improve their performance.	4.1485	.77762	High
General Mean	4.1302	.	High

4.1.3 Perceptions of Respondents about Justice Concept

Table 4 demonstrates that the mean of items of justice concept are high with a general mean (4.0699). This is consistent with Prophet Mohammad's saying: "Three judges: one goes to paradise and the other two go to hell", Therefore, a manager in his office at organization is a judge, and he has to be fair with his employees (Abu Nabaa, 2014, p. 36).

Table 4. Mean, standard deviation, and significance level for items of justice concept

Item	Mean	S.D.	Sig. Level
Manager's justice in dealing with employees in my organization is leading to improve their performance.	4.0396	.86296	High
Manager's giving incentive for eligible employees in my organization is leading to improve their performance.	4.2178	.81776	High
Manager's granting promotion to eligible employees in my organization is leading to improve their performance.	4.2079	.90677	High
Manager's granting bonuses to employees in accordance with the regulations and instructions in my organization is leading to improve their performance.	4.0446	.88828	High
Manager's unacceptance of patronage in decisions concerning employees in my organization is leading to improve their performance.	3.9901	.94627	High
Manager's evaluation objectively for employees' performance in my organization is leading to improve their performance.	4.0347	.84275	High
Not listening for hypocrites in my organization is leading to improve employees' performance.	3.9604	1.07824	High
Manager's evaluation for employees based on job description in my organization is leading to improve their performance.	3.8812	.95456	High
Fear of Allah by manager at his work in my organization is leading to improve employees' performance.	4.2525	.82294	High
General Mean	4.0699		High

4.2 Hypotheses Testing

H₁: Arabian manager adoption of service concept leads to employees' performance improvement

T-Test analysis in table 5 indicates that there is a statistical effect of service concept on employees' performance at organizations in Arab world; where t-value is significant at P-value = .000. Thus, hypothesis H1 is accepted.

Table 5. Results of T-Test analysis of the effect of service concept on employees' performance

	Test Value = 3			95% Confidence Interval of the Difference		
	T	DF	Sig. (2-tailed)	Mean Difference	Lower	Upper
Service1	18.689	201	.000	1.19307	1.0672	1.3189
Service2	21.614	201	.000	1.23267	1.1202	1.3451
Service3	23.071	201	.000	1.25743	1.1500	1.3649
Service4	18.753	201	.000	1.17327	1.0499	1.2966
Service5	12.568	201	.000	.79208	.6678	.9164
Service6	13.403	201	.000	.91584	.7811	1.0506
Service7	20.317	201	.000	1.18812	1.0728	1.3034
Service8	16.495	201	.000	.92574	.8151	1.0364
Service9	23.634	201	.000	1.19307	1.0935	1.2926

H₂: Arabian manager adoption of counseling concept leads to employees' performance improvement

T-Test analysis in Table 6 indicates that there is a statistical effect of counseling concept on employees' performance at organizations in Arab world; where t-value is significant at P-value = .000. Thus, hypothesis H2 is accepted.

Table 6. Results of t-test analysis of the effect of counseling concept on employees' performance

	Test Value = 3				95% Confidence Interval of the Difference	
	T	DF	Sig. (2-tailed)	Mean Difference	Lower	Upper
Counseling 1	18.492	201	.000	1.18317	1.0570	1.3093
Counseling 2	20.492	201	.000	1.14851	1.0380	1.2590
Counseling 3	17.007	201	.000	.99505	.8797	1.1104
Counseling 4	18.625	201	.000	1.08416	.9694	1.1989
Counseling 5	13.987	201	.000	.95050	.8165	1.0845
Counseling 6	24.766	201	.000	1.22277	1.1254	1.3201
Counseling 7	23.285	201	.000	1.20792	1.1056	1.3102
Counseling 8	19.617	201	.000	1.20297	1.0821	1.3239
Counseling 9	19.000	201	.000	1.15842	1.0382	1.2786
Counseling 10	20.991	201	.000	1.14851	1.0406	1.2564

H₃: Arabian manager adoption of justice concept leads to employees' performance improvement

T-Test analysis in Table 7 indicates that there is a statistical effect of justice concept on employees' performance at organizations in Arab world; where t-value is significant at P-value = .000. Thus, hypothesis H3 is accepted.

Table 7. Results of t-test analysis of the effect of justice concept on employees' performance

	Test Value = 3				95% Confidence Interval of the Difference	
	T	DF	Sig. (2-tailed)	Mean Difference	Lower	Upper
Justice 1	17.122	201	.000	1.03960	.9199	1.1593
Justice2	21.166	201	.000	1.21782	1.1044	1.3313
Justice 3	18.933	201	.000	1.20792	1.0821	1.3337
Justice 4	16.713	201	.000	1.04455	.9213	1.1678
Justice 5	14.871	201	.000	.99010	.8588	1.1214
Justice 6	17.449	201	.000	1.03465	.9177	1.1516
Justice 7	12.659	201	.000	.96040	.8108	1.1100
Justice 8	13.120	201	.000	.88119	.7488	1.0136
Justice 9	21.631	201	.000	1.25248	1.1383	1.3666

H₄: There are no statistically significant differences at P-value < 0.05 in perceptions of respondents towards Arabian management theory pillars (service concept, counseling concept, and justice concept) attributable to nature of organization.

The results of ANOVA in table 8 show that there are no statistical significant differences at P-value < 0.05 in perceptions of respondents towards Arabian management theory pillars (service concept, counseling concept, and justice concept) attributable to nature of organization (private, public, civil society, and regional organizations); P = .933, .077 and .250 consecutively. Thus, hypothesis H4 is accepted.

Table 8. Results of ANOVA of perceptions of respondents towards Arabian management theory pillars attributable to nature of organization

		Sum of Squares	DF	Mean Square	F	Sig.
Service	Between Groups	.150	3	.050	.144	.933
	Within Groups	62.071	179	.347		
	Total	62.221	182			
Counseling	Between Groups	2.741	3	.914	2.318	.077
	Within Groups	70.552	179	.394		
	Total	73.293	182			
Justice	Between Groups	1.796	3	.599	1.382	.250
	Within Groups	77.522	179	.433		
	Total	79.318	182			

H₅: There are no statistically significance differences at P-value < 0.05 in perceptions of respondents towards Arabian management theory pillars (service concept, counseling concept, and justice concept) attributable to their countries.

Table 9. Results of ANOVA of perceptions of respondents towards Arabian management theory pillars attributable to their countries

		Sum of Squares	DF	Mean Square	F	Sig.
Service	Between Groups	5.135	13	.395	1.169	.306
	Within Groups	57.086	169	.338		
	Total	62.221	182			
Counseling	Between Groups	6.598	13	.508	1.286	.225
	Within Groups	66.694	169	.395		
	Total	73.293	182			
Justice	Between Groups	8.113	13	.624	1.481	.129
	Within Groups	71.205	169	.421		
	Total	79.318	182			

The results of ANOVA in Table 9 show that there is no statistical significant differences at P-value < 0.05 in perceptions of respondents towards Arabian management theory pillars (service concept, counseling concept, and justice concept) attributable to their countries (Algeria, Bahrain, Egypt, Iraq, Jordan, Kuwait, Morocco, Palestine, Qatar, Saudi Arabia, Sudan, Syria, UAE, and Yemen); P = .306, .225 and .129 consecutively. Thus, hypothesis H₅ is accepted.

5. Conclusion

The aim of this research is to examine the possibility of applying Arabian management theory by measuring the impact of Arabian management theory pillars on employees' performance.

The perceptions of respondents about all items of Arabian management theory pillars (service concept, counseling concept, and justice concept) are high. This indicates that Arabian management theory is possible to be applied in the Arab nations. The researcher concludes that applying Arabian management theory required recruit and hire leaders who believe in Islamic values and Arab culture due to the effect of the pillars of Islam on managers' style and behavior (Abuznaid, 2006).

The results demonstrate that there are statistical effects of Arabian management theory pillars (service concept, counseling concept, and justice concept) on employees' performance at organizations in Arab world. These results agree with principles of Abu Naba'a's theory (2005). This indicates that Arabian management theory pillars (service concept, counseling concept, and justice concept) is applicable in Arabian environment and consistent with Arab culture and Islamic heritage.

The results show that there are no statistical differences in perceptions of respondents towards Arabian management theory pillars (service concept, counseling concept, and justice concept) attributable to nature of organization (private, public, civil society, and regional organizations). This indicates that Abu Naba'a's theory (2005) is possible to be applied at all kinds of Arab organizations in the Arab nations.

The results illustrate that there are no statistical differences in perceptions of respondents towards Arabian management theory pillars (service concept, counseling concept, and justice concept) attributable to their countries. This indicates that Abu Nabaa's theory (2005) is possible to be applied in all Arab nations.

6. Implications

Since there are positive effects of Arabian management theory pillars on employees' performance at various organizations in Arab world, it is necessary to apply Arabian management theory to improve performance.

Since there are no statistical differences in perceptions of respondents towards Arabian management theory pillars attributable to nature of organization and Arab nations, the researcher recommends that Arabian management theory can be applied at all kinds of organizations in Arab nations.

7. Limitations and Future Studies

Since the study measures the effects of Arabian management theory pillars on employees' performance only, future studies could be conducted in terms of Arabian management theory pillars on job satisfaction and other related constructs.

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