The Dialectical Relationship Between Organizational Heritage and Elite Organizations: A Conceptual Approach

Laith Ali Yousif Al-Hakim
laitha.alhakim@uokufa.edu.iq

Ameera Hataf Al-Janaby
amja.htf@gmail.com

Faculty of Administration and Economics
University of Kufa

Abstract

Organizational heritage can be a source and tool for achieving distinction and uniqueness of elite organizations, especially if the identity is valuable, scarce, and difficult to imitate. In the context of talking about the dynamics of building the organization's heritage and then employing this heritage at the organizational level, the necessary ideology of transformation and innovation should be strengthened, and this confirms that organizations cannot separate from their present, but they can codify their relationship with their past and employ history and past for the benefit of the present and the future. The desk method was adopted in the research, which was represented in a descriptive approach to study the topic of organizational heritage and elite organizations, which was done by surveying the literature and studies related to the topic, studying and analyzing them in an objective academic manner in order to be understood by specialists in various organizations. Intellectual foundations and drawing relationships and their implications in the business environment.

Keywords: Organizational Heritage, Elite Organizations.

Introduction

The study of organizational heritage, research into its impact and its role in guiding the strategies of elite organizations and their institutional activities as a whole; and because culture in general and organizational culture in particular is of a cumulative, variable and shifting character, it works to develop a sense of history, and represents a historical curriculum in which stories and myths about outstanding performance, persistent work and prominent persons in the organization are told (Vogel, 2016), it has been alerted. Researchers have indicated that a large part of the organization's culture becomes, cumulatively and in the same historical-chronological track, the heritage of the organization, its importance and value increasing over the years, which makes it and the organizational culture always gain the status of reference, especially since the latter contains the essential elements that enter In the meat and waste of the organization's stock of knowledge, experience, values, models, knowledge, ethics, principles, trends, technology, etc. (Al-Ashery, 2012). Nevertheless, some researchers went to distinguish between the three concepts of (culture, history and heritage), and to emphasize that the organizational heritage is the historical component produced by the organizational culture and this on the one hand, and on the other hand, the emphasis on the other hand that the organizational heritage as a concept is more broad and comprehensive than " History "for the organization; This distinction has been explained by the fact that all organizations have a history of some kind, except that only a limited number of them possess an organizational heritage that is meaningful and imbued with values (Urde et al., 2015). Despite the delay of researchers 'interest in studying organizational heritage, the modest outcome of foundational studies - theoretical and applied - that were conducted in this regard since the 1990s until today, has been able to draw the attention of contemporary business organizations that their success depends on the amount of interest they pay. Organizational work for successful organizations is a basic strategy for all current and future directions. Most researchers and those interested in studying sectors, organizations, or elite groups agree that they are related to excellence due to their different organization from other similar groups due to their ability to build relationships and exercise power, and it was the economic and administrative perspective in the interpretation of the elite phenomenon, which was presented by James Burnham (1905-1987) An important contribution to this direction, opened the field to study the possibility of economic organizations transforming into elite organizations, allowing the administrative class in them through possessing economic power, social prestige, and organizational effectiveness to transform into a dominant elite (Mogaidish, 2013). Within the

context of the interest in organizational heritage in this study; The research carried out by Balmer et al. (2006) from the last decade until today can be considered as the basis for the approach between organizational heritage theory and elite theory in building the intellectual and philosophical basis on which the intellectual dilemma is based for this study. The theory of the elite and the contemporary concept of organizational heritage converge on the one hand that their origin was within the framework of empirical research in the field of political science and political sociology, affirming that the idea of organizational heritage arose as a result of research that concerned the heritage of the elite families, which are the royal families in Britain and Sweden. In a way, these families were considered as organizational entities, in which the crown is a trademark, that is, the organizational character, which the royal families showed, made them closer to institutions than to authoritarian entities. According to Leslie (2017) study, interest in heritage is an end in itself in many environmental, cultural, artistic, social and other fields, and it should be protected and passed on to future generations to ensure its development. It helps to understand the past through its physical remains, and it enhances the material and spiritual well-being of individuals. Hence, according to the directions of this study, heritage represents the essence of development. and the emergence of elite organizations distinguished by their heritage characteristics.

Literature Review
1. Organizational heritage Organizational
heritage can be defined through the benefit of the formula presented by Urde et al. (2015) in which he defined it as that sum in which the organization's heritage, organizational identity and all the literature preserved by the organizational memory of management and individuals in an organization can be referred to. What Balmer (2013) presented to the organizational heritage is that it is the constant feeling of individuals from successive generations in the organization, about what they are and who they are, and it may require that this feeling be on the part of the owners, as in family organizations, for example. In this regard, the two researchers conclude that the visions provided by the studies concerned with the identity of the organizational heritage and the definition of the concept of organizational heritage, still consider the importance of this concept as potential and not close, in terms of its feasibility from the standpoint of organizational behavior management and organizational sociology, but there are some aspects. Which can be built upon, especially those presented by the efforts of Balmer &Burghausen (2014), relating first to the construction and formation of the concept of the heritage of the mark, the theoretical foundations upon which the organizational memory is based, as well as to the basic differences related to the organizational identity (such as the characteristics of the identity claimed by Members of the organization or as a self-identification / classification towards the organization), as well as theoretical insights that concern the relationship between organizational identity and the heritage of the organization from the perspective of organizational culture. However, the proposal presented by Balmer &Burghausen (2015), can contribute to the formulation of a procedural definition of organizational heritage for the purposes of the current study, "it is that balance of philosophy, principles, values, stories and myths associated with organizational practices, products, customs and traditions that have been rooted in the culture and memory of workers in the organization by virtue of The passage of time for more than three generations, and what can be forgotten and re-remembered, and then awareness of it, awareness and symbolic participation as an identity to which all members of the organization belong, including those working in it, and in another procedural form, the researchers define the organizational heritage, as: "That heritage linked to all The characteristics and practices that define the identity of an organization's heritage through its multi-generational history, which forms an important part of organizational memory, and is expressed in the set of defining characteristics of the organizational identity of individuals and the organization.

2. Organizational Heritage Dimensions
As a result of the novelty of the topic of organizational heritage in the field of business administration and the scarcity of theoretical and applied studies related to it, and after the researcher was exposed to a number of previous studies, it became clear to her that there was no local, regional or global study (to her knowledge), she measured this variable in the organizational environment and this is why the researcher By relying on three dimensions identified in the studies of Balmer &Burghausen (2015), Balmer (2011), and (Balmer et al. (2006), namely: organizational identity, organizational memory and mark heritage, to measure this variable as well as being compatible with the idea of the thesis, and these dimensions can be clarified. as follows:

a.Organizational Identity: The concept of organizational identity is one of the modern concepts first introduced by Albert & Whetten (1985), which contributed to the expansion of the study and research on the importance of discovering, constructing and employing them in ways and methods that make them more powerful and attractive, and contribute to the development and enhancement of the work environment (Foreman et al., 2002); The more employees feel about their organizational identity, the more they believe in the organization and the more positives it has. As it directly affects their behavior, so the goals of the organization become goals for them, and its success or failure is a success or failure for them (Abdel Fattah & Abu Saif, 2016). The identity is related to the perceived external image, which relates to the image of the organization among stakeholders, society as a whole and among workers. Although identity is formed internally in the organization, individuals are affected by the image that others paint of their organization (Hatch & Schultz, 2000). According to Brickson (2007), organizational identity refers to the nature of the assumed relationship between the organization and its stakeholders as perceived by members and attitudes. Individual, relational, and group relationships that generate distinct patterns of relationships with external and internal stakeholders with unique potentials to enhance specific forms of social value, and Hatch & Schultz (2002) defined them as members' shared perceptions of the central and distinct characteristics of their organization.

B. **Organizational Memory:** Perceptions of the past are an integral part of the individual and the understanding of the organizational self. They also have an effect on how to see the future according to the same self-perceptions that are formed by individuals about themselves and the organization at the same time. The past is always a subject for interpretation, based on the role of memory in defining and defining a relationship. This past is the future (Lafhal, 2018), despite the importance that the concept of organizational memory occupies within the literature of management and its areas of application, but the theoretical and cognitive perceptions associated with it are still young and immature to present an accurate and agreed upon concept of organizational memory, especially in light of the contradictions and limitations of the concerned literature. In providing a deep understanding of this concept (Dahneen, 2017). In general, organizational memory represents the ability to retain and remember things that happened in the past (Ackermann & Halverson, 2000), and Louadi&Tounsi (2008) indicated that it is stored information from the history of the organization, which can be used in Take current decisions.

C. **Brand Heritage:** Both the mark's heritage and the organizational heritage are basic structures for heritage studies in organizational contexts, so a distinction should be made between them, just as the distinction between the concepts of organizational image and organizational identity (Burghausen& Balmer, 2014). The concept of the brand's heritage is one of the main concepts that paved the way for the emergence and crystallization of the concept of organizational heritage. This term refers to a distinct class of trademarks, which expresses the identity, behavior and symbols of the organization, and the time dimension represents a major aspect of it. Trademarks of the organizations' heritage are seen as having a meaningful past, present and future. That is, they exist in all three timeframes, and the trademarks must be the heritage of the organizations However, it has a meaningful past, present and future. That is, they are present in the three timeframes, and the trademarks of the heritage of the organizations - to remain prominent - must be relevant and respectful, and not be solid, but rather they must be able to adapt (Balmer &Burghausen, 2015).

3. **Elite Organizations**

A number of pioneers of the classical school of elite theory emphasized the importance of the organizational dimension in the emergence and development of the elite, as one of the most important dimensions that contribute to crystallizing the status of elites and their roles in the general social context. This trend incorporates the ideas of both Mosca&Michels who emphasized the organizational characteristics of the elite (Salam &Qunun, 2015). The main idea on which this trend is based is that the elite possesses the reins of power and leadership, and that this is due to their high organizational capabilities and characteristics and the ingenuity of organizing and leadership (Zubairi, 2001). The ability to organize within the elite and the flexibility of interaction among its members makes the elite able to take ownership and control of various aspects of life in society (Watafa, 2015). The talk about the phenomenon of the elite revealed intense intellectual debate in the West in general, and the disagreement often existed over whether the elite was the real reality in which the minority exercised its hegemonic power and influence, as opposed to the formal pattern of majority rule, and whether elite behavior was capable of embodying democratic principles or not; Some of them argued that the existence of the elite does not conflict with democracy as much as it strengthens it, while another opinion went on to say that it reveals

great social, historical and political contradictions, with which it is difficult to talk about any real democracy, as the few rule and dominate and the majority do nothing but that they It is dedicated to this elite and gives it more influence and power (Hammoud and Al-Saeedi, 2013). Many definitions have been given to the elite on the basis that it is the minority within any social grouping such as society, the state and the political party, or a minority, group or class that exercises superior influence within society, has a high status in society, exercises power and influence, and enters into conflicts for the sake of leadership, and includes political leaders And the military, as it includes in some cases, families or owners of powerful economic institutions and may include unions, intellectuals, and business organizations, with the assertion that the concept of the elite emerged and developed in the twentieth century, in light of the efforts made by the pioneers in the field of elite theory and the study of elite behavior and psychological trends. Social and political. Based on the foregoing, it is no longer appropriate today to view organizations as stable bureaucratic structures. Rather, they should be viewed as social and cultural factors that contribute to a high degree in bringing about the required, possible and potential changes on an ongoing basis, on elite bases with extended effects and repercussions (Hassoun and Salman, 2012); The developments in the field of studying the behavior of organizations in recent decades have contributed to uncovering profound dimensions and trends for many types and models of different business organizations, in relation to what their position and role in the general social and cultural context in which they are active, and the possession of these organizations of many features. The organizational qualification that qualifies it to play active, influential and perhaps dominant elite roles and functions, which seems consistent with the developments and intellectual transformations that have occurred in the theory of the elite, and the emergence of the possibility of using it to further study the behavior of organizations, and their role in managing general transformations through roles of an elitist character, Especially in light of the important position that organizations have acquired in a transformed world (Mogadish, 2013). Of course, the matter is not limited to state institutions or political elites, but rather the economic elites within certain companies that may have an organizational link between them through joint ownership and membership in unions of employers and sales unions, and members of this elite possess leadership powers that link and coordinate the activities of numbers. Large scale enterprises and projects, achieving a degree of coordination (Scott, 2009); Undoubtedly, this concept lends itself to definitions of terms such as organizational elites, elite organizations, and elite organizations in particular. Based on the foregoing, the researcher can define elite organizations, as "the organization that depends primarily on the distinct and unique characteristics and features of its organizational members, and exploits them to enhance their role and elite behavior in society, or in one of its sectors, or in any of the various activities, and exercising its authority and influence over him. " It can be said that the elite organizations inherently carry dual features that combine the characteristics of the elite and the characteristics of the organization, and among the most important and prominent models of this category of organizations are universities, political parties, media institutions, civil society organizations, and also business organizations in various sectors.

4. Elite Organizations Dimensions

Elite organizations in any society are seen as one of those entities capable of moving and pushing society forward, either by controlling its trends, as do the elite organizations in the field of media and the public opinion formation industry, or by leading and managing community activities as the political elite organizations do. In power and business organizations, as well as through the production of knowledge and culture through the educational and knowledge elite organizations such as universities, research centers and organizational elites formed by writers, writers and intellectuals, but within the organization itself, it is mostly represented by management, knowledge makers and organized elites in the field of research, development, information production and management (Mustafa, 2016).

Through the researchers reviewing a set of literature pertaining to elite organizations, we found that there is a clear dearth in the scales used by researchers to measure elite organizations. Although there are some differences in the researchers' intellectual views about the dimensions of this scale, there is almost a consensus between (Farazmand, 1999;Goffee& Jones, 2015; Paulo & Cesar, 2017; and Brezis, 2018) stressed the necessity of six combined dimensions, namely (organizational authenticity, organizational legitimacy, organizational integrity, organizational flexibility, organizational differentiation, and adding value to workers), and these dimensions can be illustrated as following:

a. **Organizational Authenticity:** The concept of authenticity has experienced turmoil more than others, because it is used in the field of glorifying parents, pride in oneself, and showing off the

heritage. Therefore, it is the most confused concept. Behind the empty words in a blind imitation, this is the antithesis of true individual authenticity, for the individual who enjoys authenticity is the one who can reconsider, review and examine thoroughly, examine the familiar objectively, impartially and independently, and take a stand on what he sees, hears, reads, and lives (Hsiung, 2012), and Lockwood & Lehman (2018) added that authenticity refers to what is real, not genuine and true. In the same context, Tracy & Robins (2007) indicated the existence of three basic and distinct points of view to clarify the concept of authenticity:

> consistency between the entity's internal values and its external expressions. The entity conforms to the criteria of its social class.
> A connection between an entity and a person, place, or time.

b. **Organizational Legitimacy:** That the organizations exist in a social system and use the resources that may be allocated through it, the use of these resources must be accepted by the larger social system. Hence, organizations are legitimate to the extent that their activities coincide with the goals of the social system. Legislation is the process by which an organization is justified for a peer or higher order a right to exist, and here Amisha et al., 2005) indicated that legalization takes place at the institutional level of formal organizations, and that one of the main functions of people at the institutional level is conferring Legitimacy over the organization in the social system, if legitimacy is important, or even necessary, for the organizations 'survival. Schiopoiu& Popa (2013) emphasized that the degree of stability of regulatory legitimacy depends on the following factors:

> Quality of organizational management.
> Effective resource allocation and efficient use of scarce resources. Toughness of behavioral norms.
> Increase visibility of social response.

c. **Organizational Integrity:**Integrity in the workplace is very important because these traits foster a positive workplace culture. There is open communication, good decision making, and a strong moral compass that guides all decisions and actions. While irresponsible behavior and a lack of trust can make the work environment uncomfortable and tense, if you are known for your integrity, you will gain the trust and respect of the people around you, and integrity is not only important on a personal level, it is also very important at the level of the workplace. Organizations known for their integrity do better. The customers who want to do business with an organization that does not stick to its promise, or says one thing but does another thing or delivers bad products or services? They will not. Instead, they want to engage with an organization that can be trusted to follow what has been agreed upon, that has trustworthy employees and a good brand mission (Kathy Miles, 2017). Al-Tai et al., (2017) have indicated that the concept of organizational integrity is linked to ethical values. These values promised women reflecting organizational integrity, and that the mixing process between values and integrity gave strength to organizations that pursue this philosophy, especially when relying on ethical standards that are related to integrity such as (responsibility, commitment and control) And these standards must be integrated with the vision, mission and goals of any organization to build a clear strategy capable of managing integrity within organizations, meaning the concept of moral values to be the real roots that nourish organizational integrity mechanisms and programs to reduce the nutrients of administrative corruption.

d. **Organizational Flexibility:**Technological development and globalization are a state of uncertainty and the inability to predict any area of our life, and based on these changes, we must ensure the ability of organizations to deal with these changes. It is considered a critical point in order to maintain the competitive advantage, and the ability of the organization to adapt to unexpected changes is a means that drives it to apply modern business strategies. One of its types is flexibility (Al-Fadel, 2015), and Witmer & Mellinger (2016) added that organizational resilience represents its ability to anticipate gradual change, sudden turns, respond and prepare for survival and prosperity.

e. **Organizational Differentiation:**Domina& Andrew (2019) believes that organizational differentiation represents the series of processes that organizations use to assign employees and assets to achieve their goals and define differentiation processes in the relationships between employees and managers. Supervisors, and at the same time it creates structural differentiation and coordination problems that require supervisory attention, and therefore the large size has adverse

effects on the administrative component. The administrative costs of differentiation have feedback effects, which reduces savings in the effects of large administrative size on the one hand, and limits from the effect of size on differentiation. on the other hand, based on the foregoing, organizational differentiation leads to two results: (Tubin, 2007)

> ➤ Increasing the organizational size generates differentiation along different lines at slower rates.
> ➤ Differentiation expands the administrative component in organizations to activate coordination.

f. **Add Value to Employees:**The concept of value creation has still garnered attention since its emergence as one of the most important challenges facing organizations in the modern business environment, that material capital is represented in machines, and equipment is considered one of the inert factors if it is not activated through the contribution of workers to the theory of organization management, which is considered value creation Its primary goal, organizations today rely heavily on how to create value and exploit skills and competencies in order to reach high levels of performance and excellence. Stabell&Fjeldstad (1998), and Lardy et al. (2001) added that by going through an approach Traditional rationality relies on the implementation of the activities and processes of the organization. Workers are considered resources of the organization, which allow it within a certain combination to create value because they are not just resources like other resources of the organization. Rather, they have become real sources of value creation due to the skills that these represent. She became the beating heart of the organization.

5. The Relationship Between Organizational Heritage and Elite Organizations

The organizations interested in their heritage represent multiple categories of institutions, companies and organizational entities, which are active and work in many sectors and vital areas, and are characterized by a set of main and general characteristics that are based on the concepts of history, identity and memory related in the end to the heritage of the organization, as part of a continuous strategy to manage and develop this Heritage, as every heritage organization can have an organizational heritage and vice versa, because the characteristics of heritage should be realized first at the institutional level, so that they can then be achieved at the organizational level, and on this basis it can be said that most of the characteristics and features are available in universities and higher education institutions. That makes it interested in its organizational heritage, especially as it possesses a fair amount of productive heritage linked to its history and the course of its effectiveness, and this in turn dictates the existence of a common feature in it, which is its ability to be elite organizations at the same time. Concerning this, it is possible to seek a theoretical and objective relationship between the concept of organizational heritage linked to a specific class or type of organizations and the elite organizations, on the one hand that the organizational characteristics and features remain the test link between the characteristics of heritage and the elite, and this is what appeared in the efforts of the German sociologist Mannheim, who focused on Intellectual Elite, as a neutral and heterogeneous social group that cannot be considered a class in Mannheim's assessment, is linked by a "common scientific heritage" and is responsible for determining the orientations of society by diagnosing its reality, evaluating it and revealing the options before it. Criticism is the "engine of society and its awareness (Buroni, 2010).

Conclusions

Organizational heritage can be a source and tool for achieving distinction and uniqueness of elite organizations, especially if the identity is valuable, scarce, and difficult to imitate. In the context of talking about the dynamics of building the organization's heritage and then employing this heritage at the organizational level, the necessary ideology of transformation and innovation should be strengthened, and this confirms that organizations cannot separate from their present, but they can codify their relationship with their past and employ history and past for the benefit of the present and the future.

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