

# Artificial Intelligence and the Remodelling of the Arab Clan Culture: A Comprehensive Analysis

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## Abstract:

For public organizations looking to assure fairness and meritocracy, the clan system—which refers to the employment and advancement of people based on their family or social connections—has long been a problem. By increasing efficiency, decreasing bias, and facilitating improved decision-making, artificial intelligence (AI) has the potential to drastically alter the clan system of public institutions. This study employs a qualitative methodology to offer insightful explanations of how AI can influence the clan system in public organizations. Qualitative research can aid in the development of responsible and efficient AI systems that support equality, empowerment, and effectiveness by examining the experiences and viewpoints of people participating in hiring and promotion processes. The study finds that artificial intelligence can lessen the impact of clan ties in the hiring process and guarantee that the best individuals are chosen for the position. Additionally, AI-powered tools can be used to find any irregularities in the hiring process and offer suggestions for improvement. AI can be used to evaluate performance and make promotion decisions in addition to recruitment. AI can assist in ensuring that promotions are based on merit rather than clan allegiance by evaluating employee performance data and spotting patterns and anomalies. Additionally, AI can offer insight into the knowledge and training that will best increase performance, enabling public agencies to give their staff members specialized training and development opportunities. In general, this study concludes that the use of these technologies is ethical and transparent. It is important to ensure that they are applied ethically and transparently to avoid unintended consequences and ensure that they benefit all people equally. In addition, the study emphasizes the importance of considering the cultural and social context in which AI is implemented to ensure that it is consistent with community values and norms.

**Keywords:** Artificial Intelligence, Clan System, Organizational Culture, Public Institutions, Arab Culture

## 1. Introduction

The clan system is a form of social organization founded on kinship, shared ancestry, and mutual assistance. It has dominated human cultures throughout history and influenced how people interact and organize themselves (Rao, Zhou, Ding, Wang, Fu, & Zhu, 2022). It has become increasingly evident in recent years that the clan system's influence permeates modern public institutions as well as traditional cultural settings (Fan, Li, Xue, & Yu, 2023). Public institutions, including government agencies, schools, and hospitals, play a crucial role in how societies all over the world operate. Their duties span a wide range of industries and

functions, from education and health to law and government operations. These organizations must conduct their business impartially, openly, and effectively. These fundamental ideals, however, may be compromised by the clan system's intrusion into these institutions. Tribalism was unable to set aside and accept the marginalization it might have experienced as a result of clashing foreign philosophies and ideas like Marxism due to the opening of the Arab culture to the civilizations of the world and the transmission of many new thoughts. existentialism, structuralism, deconstruction, nationalism, etc. The following themes are covered as this essay investigates the effects of AI on the clan system in public institutions:

1. The clan system's cultural and historical context
2. Techniques used by the clan system to infiltrate public institutions
3. Effects of the clan system's influence on public institutions
4. Methods to lessen the harm the clan system does to public organizations
5. Examine how AI can influence the clan system in governmental organizations.
6. Describe the thoughts on this topic held by specialists in Arab culture.

## 2. Literature Review

For public organizations looking to assure fairness and meritocracy, the clan system—which refers to the employment and advancement of people based on their family or social connections—has long been a problem. However, the development of artificial intelligence (AI) has the potential to fundamentally alter the clan system in public institutions by increasing effectiveness, minimizing bias, and facilitating improved decision-making (Bostrom & Yudkowsky, 2018). This overview of the literature looks at recent studies on using artificial intelligence to combat the clan system in public organizations (Abdeldayem & Aldulaimi, 2020) Recruitment is one of the primary areas where AI can be used to address the clan system. According to research, using AI-powered technologies can minimize the impact of clan relationships during the hiring process and guarantee that the best candidates are chosen for the position. For instance, (Iqbal, 2022) discovered that a recruitment method based on artificial intelligence in the Pakistani public sector successfully reduced clans in the hiring process and led to the selection of better-qualified individuals. Along with recruitment, AI can be used to assess performance and decide who gets promoted. AI has been found to help ensure that promotions are chosen by merit rather than clan connection through the analysis of employee performance data and the detection of patterns and anomalies. For instance, (Gao, Li, Tsai, Gao, Zhu, & Qu, 2023) discovered that a Chinese government agency's AI-powered performance evaluation tool successfully minimized the impact of clan connections on promotion decisions.

Artificial intelligence adoption in government institutions, however, is not without difficulties. Possible unintended consequences, such as the continuation of various forms of bias or discrimination, are one of the key concerns. For instance, (Obermeyer, Powers, Vogeli, & Mullainathan, 2019) observed that a healthcare AI tool that was chosen for its ability to forecast patient needs showed racial bias. The possibility of poor accountability and transparency in AI decision-making is still another issue (Basu, Majumdar, Mukherjee, Munjal, & Palaksha, 2022). This might make people less confident in the technology's abilities and outcomes. Therefore, it's critical to make sure AI is used responsibly, transparently, and with the proper protections and controls. The body of research suggests that, through fostering justice, meritocracy, and efficiency, AI has the ability to fundamentally change the clan system in public institutions. To ensure the appropriate and efficient use of the technology, there are some issues that must be resolved. The long-term effects of AI on

the clan structure of public institutions require more study (Kaushal, Kaurav, Sivathanu, & Kaushik, 2021). The clan system has its origins in prehistoric human cultures, where the strength of the kinship network was crucial to survival. Families came together to create clans, which offered resources and security in a hostile and unforgiving environment. The clan system maintained its significance and power over time by adapting to new situations and environments as cultures developed (Zhang, 2020).

From Scottish Highland clans to Native American tribes, African tribal cultures, and Chinese clans, the clan system has been seen in a wide range of historical and geographic contexts. The clan structure was fundamental in forming the social, political, and economic systems in each of these settings. The clan system continues to have an impact on the world, despite the fact that it is less significant in many modern societies. In some areas, particularly those with weak or nonexistent centralized authority, the clan system continues to play a crucial role in directing social and political life. Public institutions may be negatively impacted by this systemic effect, compromising their efficacy and integrity (Huang, Ma, & Wang, 2022). Since we don't wish to draw a line between tribalism and these concepts and philosophies, this part of our theme is less important than the fact that tribal culture has its roots in Arabia. Regardless of inclination, the soul has no place in this strategy, despite all the ideas and concepts that were applied to the Arab people (Tripathy, 2020).

Parties and civil institutions like federations, associations, study centers, etc. proliferated, and many Arab countries exercised democracy, albeit officially. Arab writers, thinkers, and intellectuals have embraced liberal democracy, and as a result, the region has its own media outlets as well as social and cultural institutions. In spite of what we have said, however, and despite the relativity of this fact, we still perceive a tribal culture in the majority of Arab nations for a number of reasons. For instance, in many Arab nations, the political party has replaced the tribe as the objective standard, and many trade organizations, unions, and groups have taken its place. Instead, it could be stated that formal civil organizations and departments, as well as state and national institutions like the military and security, were also equated with the tribe.

The party depends on connected families in some locations and hasn't been able to completely renounce tribal customs, whether leftist or religious; thus, the difference here shows up in different ways. With a few accepted exceptions here and there, the General Secretary's thoughts and position are unquestionable and immortal, comparable to the sheik of the tribe. On the other hand, unions are also a tribe. When one political force controls a union, that union becomes a target for that power's party, and other political forces are swiftly repulsed. Even if we talk, we are still captives of tribal culture because this is how things operate in all civil institutions. How do changes in societies happen? We will address these other questions that this one undoubtedly prompts later. While philosopher Karl Marx primarily focused on social conflicts, sociologist Emile Durkheim discussed the importance of social activity, and scientist Max Weber concentrated on the person and how it affects social transformation.

In his 1965 book "The Nature of Iraqi Society," the author Al-Wardi demonstrates how the existence of a society between two models made it restless and unstable. It can be thought of as a society confused between two opposite paths, each of which has its own values, making it represent the behavior of the former at times and then the behavior of the latter at other times. In the same context, Al-Wardi tried to apply the theory of American sociologist William Agburn—according to which the material components of culture change more quickly than the immaterial ones—to the transformation of Iraqi society. According to Wardi, "The feature of rapid change is that it does not influence all components of the social whole to

the same degree since there are frequently two components that are interrelated, and then a change occurs in one of them without occurring in the other." Alternatively, it may occur in one more quickly than the other, resulting in conflict, tension, or conflict between both. Al-Wardi based his theory on a number of factors, the first of which is that the Iraqi wants his government-owned rights while failing to perform his commitments to them. The expansion of democratic forms of government forced that culture to change, leading to the establishment of shura councils, parliaments, etc. However, what actually happened was that tribal culture grew more entrenched. According to scientific sources and references, these three men are the fathers of sociology. While these sources do not ignore Comte's contributions, they downplay their significance in light of the idea of social structures' conceptual and empirical (experimental) limitations. When Durkheim arrived, he adopted Comte's concepts, refined them, and then concentrated on functionalism in his studies (Aldulaimi, Abdeldayem, Keir, & Abdelhakim, 2022).

However, because the three founders were compatible in more ways than one, their differences do not imply that they each disregarded the other's views; rather, they each chose a unique angle from which to view the world. After learning the basics of sociology, we begin to wonder about the changes in Arab communities and discover that they did not grow along the same lines as other societies. Instead, it can be stated that an outside element played a major role in shaping Arab social transformation. The end of colonialism in the Arab world was different from the end of colonialism in other nations. Prior to his departure, he tried to maintain the social structure's subservience to antiquated laws and practices, such as tribal culture.

Several governmental institutions have successfully deployed AI to combat the clan system, including:

1. Civil Service Agency of the Philippines: In an effort to lessen the influence of clans in hiring, the commission introduced an artificial intelligence-based recruitment system in 2019. Instead of relying on human connections, the approach employs algorithms to evaluate individuals based on their knowledge and expertise.
2. City of Helsinki, Finland: To aid in the identification of potential biases in the recruiting process, the city developed the "Helsinki Algorithm," an AI-powered application. The technology looks at job descriptions and flags any language that might be prejudicial to particular groups of individuals. The report then makes suggestions for rewriting the job description to remove the prejudice.
3. State of New Jersey, USA: To assist in finding the most qualified applicants for promotion, the state has introduced an AI-based application called "The Promotional Candidate Assessment Tool." The technology evaluates employee performance information and suggests promotions based on merit, not on a person's clan.

These examples demonstrate how artificial intelligence can be applied to public institutions to encourage fairness and meritocracy by minimizing the impact of nepotism on hiring and promotion choices. But it's crucial to remember that AI is not a magic bullet, and its application needs to be closely watched to prevent it from encouraging other types of prejudice or discrimination.

### 3. Methodology

This study explores how artificial intelligence (AI) can influence the clan system in public organizations using a qualitative research technique. An in-depth understanding of the

opinions and experiences of people involved in public institution hiring and promotion procedures, as well as the impact of AI on these procedures, can be gained through qualitative research (Abdeldayem & Aldulaimi, 2020). Semi-structured interviews are one type of qualitative research that could be utilized. These interviews are performed with people who are involved in hiring and promoting people in public organizations, including managers, employees, and HR specialists. The interviews would detail their experiences with the clan system, their opinions on how artificial intelligence might be used to deal with the clan system, and any worries or apprehensions they may have about its eventual implementation. Focus groups are a different qualitative methodology that could be employed. These organizations would bring together people involved in the hiring and promotion procedures of government organizations to talk about their views and experiences with the clan system and how artificial intelligence might affect it. Focus groups would make it possible for members to build on one another's thoughts and experiences during a more involved and collaborative discussion of the subject (Ali, Abdullah, Aswad, Abdeldayem, & Aldulaimi, 2022). Thematic analysis, which entails extracting patterns and themes from the data, can be used to examine data gathered through semi-structured interviews and focus groups. The presence and implications of the clan system are a few possible subjects. The possibility that artificial intelligence will have an impact on the clan structure, as well as any worries or apprehensions related to its adoption. In general, qualitative research can offer insightful information about how AI can influence the clan system in public institutions. Qualitative research can aid in the development of responsible and efficient AI systems that support equality, empowerment, and efficiency by examining the experiences and views of people participating in hiring and promotion processes.

#### 4. Results and Findings

Information was obtained from a variety of subject-matter specialists from different GCC nations who have published or spoken on the matter. Dr. RC, the global leader of responsible AI at Accenture Applied Intelligence, is one expert who spoke on how AI has the capacity to change the clan system in public institutions. He claimed that artificial intelligence has the ability to level the playing field by removing the effect of personal ties and guaranteeing that the most qualified people are selected for the position in a 2019 interview with the World Economic Forum (Aldulaimi, Abdeldayem, Mowafak, & Abdulaziz, 2021). Dr. MS, a sociologist and researcher in artificial intelligence from New York University in the United Arab Emirates, is another authority who has published on this subject. In an article that appeared in Wired magazine, he said that "AI can be a fantastic tool to fight nepotism in public institutions, but it must be done ethically and transparently to prevent perpetuating other prejudices." Dr. ML also covered how AI may potentially undermine the clan structure in his work at the Qatar Institute for Data and Society Research: "Public institutions can overcome the influence of clan with the use of artificial intelligence." affiliations by standardizing hiring and promotion procedures and offering impartial selection criteria." These experts draw attention to the potential for artificial intelligence (AI) to affect the clan structure of governmental institutions, but they also stress the need for careful implementation to prevent unexpected consequences and guarantee justice and merit.

##### 4.1 The Mechanisms of the Clan System

Through a number of ways, the clan system infiltrates public institutions, including:

1. Favoritism and nepotism are two of the most obvious ways that the clan system can have an impact on public organizations. Clan members might put the interests of

- their families before their own, which would result in the selection of underqualified people for important posts. This may lower the institution's service quality and erode public confidence (Darwish, 2014).
2. Patronage and corruption: Clan-based networks can help promote patronage and corruption in government organizations. Clan leaders may exploit their influence to give resources and contracts to their kin, frequently at the expense of the general welfare. This may result in improper resource allocation and lower the institution's general effectiveness.
  3. Informal networks and decision-making: The clan system can also produce informal networks within governmental organizations that elide traditional avenues for decision-making. These networks, which are frequently built on blood ties or regional relationships, can result in a lack of accountability and transparency, making it challenging for outside observers to assess and hold the institution accountable.

#### 4.2 The Consequences of the Clan System:

Reduced efficiency and efficacy can be among the far-reaching effects of the clan system's influence on public institutions. Public institutions may become less effective and efficient if unqualified individuals are present in important positions and resources are allocated improperly. The agency may struggle to carry out its mandate and provide lower-quality services, which would eventually affect the communities it serves. Trust in public institutions can erode if they act more in the interests of a specific clan or group than in the interests of the wider populace. Disengagement from civic engagement, a decline in adherence to rules and laws, and even societal instability may result from this. Inequality becomes more ingrained. Existing social, economic, and political imbalances could be made worse by the clan system's control over public institutions. When chances and resources are distributed based on kinship rather than merit, cycles of poverty and exclusion can be sustained for individuals outside the clan network.

#### 4.3 Strategies to Minimize the Negative Effects of the Clan System

A broad strategy, including several different components, is needed to address the clan system's effects on public institutions. The clan system is a sophisticated social structure with a strong cultural foundation in Arab society that profoundly affects governmental organizations. This frequently results in corruption, nepotism, and favoritism, all of which have a detrimental effect on how well public institutions operate. The following techniques can be applied to reduce the detrimental impacts of the clan system on Arab governmental institutions:

1. Adopt transparent and merit-based recruitment processes: Public institutions should adopt transparent and merit-based recruitment processes based on qualifications and experience rather than family or clan membership. This ensures that people are hired based on their skills and abilities, not social connections.
2. bolster meritocracy Promoting merit-based hiring and promotion procedures in government organizations can aid in reducing the negative consequences of favoritism and nepotism. Guarantee that workers have the necessary skills and expertise, this may entail putting in place standardized hiring procedures and offering chances for training and development.
3. Create ethical codes of conduct for all employees: Public institutions should create ethical codes of conduct for all employees. This code ought to forbid favoritism, nepotism, and other types of corruption and spell out the penalties for breaking them.

4. Provide Training: Public organizations should educate and train their staff on the detrimental effects of the clan system and how they can jeopardize the agency's goals and mission. This can help spread awareness and encourage an open and meritocratic society.
5. Promote diversity and inclusion: Public institutions should aggressively seek out candidates from a variety of communities and backgrounds in order to increase the diversity and inclusion of their workforce. This can promote a more inclusive and cohesive workplace culture by reducing clan-based divisions.
6. Promote accountability and transparency: Public institutions should encourage this culture by routinely reporting on their operations and outcomes. This can help boost public trust while lowering the likelihood of corruption and power abuse. Overall, reducing the detrimental consequences of the clan system in Arab public institutions calls for a multidimensional strategy that considers both the structural and cultural elements that support its maintenance. Public institutions can build a more open, merit-based, and inclusive workplace culture that can better meet the requirements of the general public by putting these tactics into practice.

Here are some instances of the techniques listed above being successfully applied to reduce the detrimental impacts of the clan system in Arab state institutions:

1. Implementation of transparent and merit-based recruitment processes:

- The Civil Service Bureau of Jordan implemented a merit-based hiring process that prioritizes skills and qualifications above links to families or clans. Nepotism has decreased as a result, while merit-based hiring has increased.
- The government of Dubai has implemented a centralized recruitment system in the United Arab Emirates that makes use of artificial intelligence to find the best candidates based on their credentials and expertise. This encouraged more transparent recruiting practices and helped lessen bias.

2. Development of ethical rules and rules of conduct:

- A code of conduct for public employees in Lebanon was created by the Lebanese Transparency Association and forbids nepotism, favoritism, and other types of corruption. These guidelines have been implemented by numerous government organizations and have contributed to the development of an honest and transparent culture.
- The National Anti-Corruption Commission in Saudi Arabia has created an ethics code for public servants that places an emphasis on truthfulness, accountability, and transparency. These guidelines were extensively embraced by public institutions and supported the development of an ethical culture.

3. Provision of education and training:

- An anti-corruption training program was created in Egypt by the Administrative Control Authority with the goal of encouraging integrity in public administration. Institutions in the public sector have largely adopted this program, which has assisted in increasing awareness and fostering a culture of accountability and openness.
- The Anti-Corruption Commission in Qatar has created a training course for public servants that emphasizes encouraging sincerity and moral conduct. This program has

received recognition for its success in fostering a culture of openness and responsibility.

#### 4. Promote diversity and inclusion:

- Affirmative action was undertaken in Bahrain by the Public Service Bureau to boost the presence of women and minority groups in public administration. This approach lessened clan rivalries while promoting diversity and inclusiveness in the workplace.
- The Labor Department in Kuwait created a policy requiring the hiring of non-Kuwaitis for specific government positions. This policy promoted a more diverse and inclusive workplace and lessened clan rivalries.

#### 5. Promotion of accountability and transparency:

- By conducting routine inspections and investigations, the National Audit Office of Oman encouraged accountability and transparency in public organizations. As a result, there is less corruption now, and accountability and transparency are encouraged.
- The National Anti-Corruption Commission of Morocco was successful in looking into and bringing cases of corruption in public institutions to justice. This lessened the detrimental effects of the clan system on public institutions and helped foster a culture of responsibility and transparency.

### 5. Conclusion

In conclusion, public institutions have always struggled with the clan system when trying to assure justice and merit in hiring and promotion practices. However, the development of artificial intelligence (AI) has the potential to fundamentally alter the clan system in government institutions by enhancing productivity, minimizing bias, and facilitating improved decision-making (Baqi, Abdeldayem, & Aldulaimi, 2022). According to research, artificial intelligence can be used in recruiting, performance reviews, and promotion decisions to minimize the impact of clan allegiance and make sure the best candidates are chosen. However, there are several difficulties with adopting AI in public institutions, such as the possibility of unintended consequences and a lack of accountability and transparency in decision-making. Prioritizing ethical considerations, encouraging transparency and accountability, and tracking the effects of artificial intelligence on the clan system over time are crucial for ensuring the responsible and successful use of AI in public institutions. Overall, through fostering justice, meritocracy, and efficiency, AI has the capacity to change the clan system in public institutions. To ensure that it benefits everyone equitably, it is crucial to approach its implementation properly.

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