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## ARTICLE TITLE

ORGANIZATIONAL CULTURE AND ITS ROLE IN ENHANCING JOB PERFORMANCE WITHIN THE WORKPLACE

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# ORGANIZATIONAL CULTURE AND ITS ROLE IN ENHANCING JOB PERFORMANCE WITHIN THE WORKPLACE

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## ABSTRACT

The study aimed to analyze the impact of organizational culture on job performance within the work environment by examining the institutional cultural dimensions and their reflection on employee behavior and productivity levels, it also sought to identify the main elements of organizational culture such as values, beliefs, norms and organizational symbols and to assess their contribution to improving the quality of job performance. The study was based on relevant theoretical literature addressing the concepts of organizational culture and job performance in terms of their characteristics, significance, determinants, components, types and dimensions. It also focused on the role of organizational culture in enhancing or diminishing job performance by studying its effects on both employees and the organization. In light of the study's questions and hypotheses the findings revealed a clear relationship between organizational culture and job performance. It was found that embedding organizational culture within the work environment particularly through the role of organizational leadership effectively contributes to enhancing productivity and creating a positive work environment. Ultimately, the study concluded with a set of general findings confirming the importance of developing organizational culture as a means to improve performance within institutions.

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## KEYWORDS

Culture, Performance, Organizational Culture, Job Performance, Work Environment, Elements of Organizational Culture, Dimensions of Organizational Culture, Determinants of Job Performance, Types of Job Performance

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### 1. Research Problem:

Organizational culture is considered one of the most fundamental pillars upon which institutions build their internal structure and achieve their strategic objectives. It is not merely a theoretical framework or a set of written rules but rather a comprehensive system of values, beliefs, customs and behavioral patterns shared by members of the organization. These elements guide their actions and determine the ways in which they interact within the workplace. This culture creates an invisible yet deeply influential climate that affects decision-making processes and leadership styles and communication skills and the level of collaboration among individuals. Moreover, it has both direct and indirect impacts on job performance.

In light of the rapid changes characterizing modern business environments such as intensified competition and accelerated digital transformation and shifting employee expectations, organizational culture has become more important than ever. It is now regarded as a strategic asset no less vital than financial or technological resources. Successful organizations are no longer measured solely by their ability to generate profits but also by their capacity to create a positive work environment that drives employees toward high performance and fosters innovation, and cultivates a sense of belonging and satisfaction.

Job performance as a reflection of an employee's competence and quality of work and productivity is not influenced solely by qualifications and experience but also by environmental and organizational factors. Foremost among them the prevailing organizational culture, a strong and cohesive organizational culture can contribute to higher levels of commitment and professional discipline and foster team spirit and enhance adaptability to change. Factors that directly impact job performance at both the individual and collective levels, numerous recent studies have shown that organizations with a clear organizational culture based on values such as participation, fairness, respect and recognition tend to achieve higher levels of job performance compared to those with weak or ambiguous cultural frameworks. Research has also demonstrated that employees whose personal values align with those of the organization are more committed and more satisfied and achieve better outcomes in performing their tasks.

Based on these considerations studying the relationship between organizational culture and job performance holds significant importance not only from a theoretical perspective to understand the nature of this relationship but also from a practical standpoint to assist organizations in designing and developing organizational cultures that can motivate and harness human potential in pursuit of shared goals and institutional excellence across various contexts and sectors. Accordingly the central research question is posed as follows:

**How does organizational culture influence the improvement of job performance in the workplace?**

**❖ Sub-questions of the Study:**

- What are the key elements of organizational culture that contribute to influencing employee performance in the workplace?
- To what extent does organizational culture contribute to enhancing employee productivity and improving their job performance?
- How does leadership influence the reinforcement of organizational culture in the workplace?

**2. Study Hypotheses:**

- **First Hypothesis:** Elements of organizational culture such as organizational values and beliefs and norms are fundamental factors that influence employee performance within the workplace.
- **Second Hypothesis:** A positive organizational culture contributes to the creation of a motivating work environment that enhances employee productivity and elevates the level of job performance.
- **Third Hypothesis:** Effective organizational leadership is one of the key drivers in building and reinforcing organizational culture within the institution by transmitting values and behaviors and attitudes to employees.

**3. Study Objectives:**

The present study aims to achieve the following objectives:

- ✓ To analyze the impact of organizational culture on job performance within the workplace by examining institutional cultural dimensions and their reflections on employee behavior and productivity levels.
- ✓ To identify the key elements of organizational culture such as values, beliefs, norms and organizational symbols that play a pivotal role in either enhancing or hindering job performance within institutions.
- ✓ To measure the extent to which organizational culture contributes to improving employee productivity and the quality of job performance by exploring the relationship between components of organizational culture and work outcomes.
- ✓ To explore the role of organizational leadership in embedding organizational culture within the work environment and to clarify how leadership styles and leader behaviors contribute to the transmission of organizational values and practices to employees.
- ✓ To propose practical mechanisms for developing organizational culture in ways that enhance job performance and foster a positive and motivating work environment.

**4. Significance of the Study:**

The importance of studying organizational culture and its role in enhancing job performance stems from the fact that organizational culture serves as the reference framework that shapes individual behaviors within institutions and guides interpersonal relationships and influences attitudes toward work. It represents a set of shared values and beliefs and norms that affect how tasks are performed and decisions are made and interactions occur within the work environment. The significance of this study lies in its attempt to clarify how

organizational culture can act as an effective motivator in improving productivity and commitment and professional discipline by fostering a positive work climate characterized by collaboration a sense of belonging and clarity of roles ,moreover the study sheds light on the vital role that organizational leadership plays in embedding and activating this culture within the workplace making it a key element in achieving effective institutional performance.In addition the study contributes to the enrichment of the theoretical domain by linking the concepts of organizational culture and job performance within a scientific framework that supports a deeper understanding of this relationship,this in turn helps guide human resource development strategies in alignment with the organization's values and culture.

### **5. Literature Review:**

**- Study by Hanini Fatima . (2013–2014). titled The Role of Organizational Culture in Professional Adaptation of Employees in Algerian Institutions: A Field Study at the Public Works and Real Estate Promotion Company in Cherouine, Adrar Province. Majister's Thesis in Sociology of Organization and Work. University of Adrar, Faculty of Humanities, Social and Islamic Sciences:**

This study aimed to explore the role of organizational culture in the professional adjustment of employees within Algerian institutions with a particular focus on the Public Works and Real Estate Promotion Company located in the municipality of Cherouine Adrar Province , The research adopted a descriptive and analytical methodology appropriate to the nature of the topic utilizing a questionnaire as the primary data collection tool the questionnaire was distributed to a sample of 110 employees who were actively working during the distribution period a total of 98 valid questionnaires were retrieved for analysis after excluding 12 that did not meet the required criteria.

The study yielded several key findings most notably the existence of an impact of organizational rituals and ceremonies on employee adjustment in the workplace however the proximity of the organization's language to that of the local community showed no significant influence on employees' adjustment with colleagues or superiors,The results also indicated that employees' awareness of organizational symbols plays an effective role in improving their professional adjustment, Additionally stories circulated within the organization regarding work practices and values were found to have a clear effect on employees' alignment with work nature and conditions, Lastly it was revealed that the prevailing values within the organization have a direct impact on employees' adjustment with both their colleagues and supervisors.

**- Study by Okasha Asaad Mohamed Ahmed. (2008–2009).titled The Impact of Organizational Culture on the Level of Job Performance: An Applied Study on “Paltel” Telecom Company in Palestine. Majister's Thesis in Business Administration, Islamic University Faculty of Commerce, Gaza – Palestine:**

This study originated from a central question regarding the extent to which organizational culture affects job performance it was based on the organizational and institutional characteristics that define the work environment within the company, The study adopted a descriptive and analytical methodology to examine the phenomenon and to construct an accurate understanding of the nature of organizational culture and its impact on employee performance, A questionnaire was used as the primary tool for data collection distributed to a stratified random sample of 312 employees representing 20% of the total workforce of 1,561 employees a total of 248 valid questionnaires were retrieved resulting in a response rate of 79.48%, Data were analyzed using statistical software to ensure the accuracy of the findings.

The study revealed several important results most notably the clear positive impact of organizational culture on the level of job performance it also found a statistically significant relationship between elements of organizational culturesuch as policies and proceduresand rules, regulations, organizational values, behavioral patternsand employee performance, Additionally the study highlighted the need for employees to develop their creative and innovative skills to keep pace with emerging changes in the work environment.

**- Study by Alawi Hafidh Salem Al-Haddad. (2023). titled Measuring the Role of Organizational Culture on Job Performance: A Field Study on Industrial Sector Institutions in the Sultanate of Oman. Journal of Advances in Agricultural Research, 28(04):**

This study aims to measure the impact of organizational culture on job performance in industrial sector institutions in the Sultanate of Oman based on the importance of this topic as a vital factor influencing employee performance within organizations, Organizational culture through its valuesandpolicies and behavioral patterns exerts both direct and indirect effects on employee behavior which in turn reflects on their performance level and their ability to achieve organizational goals, The study holds particular significance in

the context of ongoing efforts to improve the work environment and increase employee productivity in the industrial sector, The study adopted a descriptive analytical approach to examine the phenomenon and used a questionnaire as the main tool for data collection from a random sample of 300 employees working in industrial institutions a total of 270 valid questionnaires were retrieved with a response rate of 90%, Data were analyzed using SPSS software to examine the relationship between organizational culture and job performance.

The study yielded several key findings most notably a clear positive impact of organizational culture on the level of job performance it also found a statistically significant relationship between various elements of organizational culturesuch as policies, regulations, values and behavioral patternsand job performance, Furthermore the results highlighted the importance of promoting a culture of innovation and creativity to support performance and confirmed that an organizational culture that fosters collaboration and teamwork contributes to increased employee productivity, Additionally the study revealed a strong relationship between the flexibility of organizational culture and employees' ability to adapt to change which positively affects their performance.

**-Study by Fakhar Shahzad. (2014). titled Impact of Organizational Culture on Employees' Job Performance: An Empirical Study of Software Houses in Pakistan. International Journal of Commerce and Management, 24(03), 219–227:**

This research aims to explore the overall impact of organizational culture on employee performance in software companies in Pakistan whether through direct or indirect influences with a focus on analyzing the relationship between organizational valuesuch as innovationand risk-taking and active employee participationand employee performance, The study also seeks to understand the role of organizational culture in enhancing both individual and team performance a quantitative approach was employed to collect primary data through questionnaires as well as formal and informal interviews, The study sample included 110 employees data were analyzed using descriptive statisticsand correlation and regression analysis via SPSS software, The questionnaire comprised 30 items covering various dimensions of organizational culture, including internal communication, reward systems, innovation, risk-taking and leadership styles in addition to performance evaluation indicators.

The study's findings revealed a strong positive relationship between organizational culture and employee performance, organizations that promote a culture of innovation and encourage calculated risk-taking tend to achieve higher performance levels, the results also confirmed that effective internal communication and employee involvement in decision-making are critical factors in enhancing performance, as collaboration and participation significantly contribute to improving both individual and collective performance.

**-Study by Krishna Govender & Sharmane Naidoo. (2022). titled The Relationship Between Organizational Culture, Organizational Commitment and Organizational Performance: A Study of an African Bank in Southern Africa. Journal of Accounting and Management, 12(03), 146–162:**

This study aims to analyze the relationship between organizational cultureand organizational commitment and employee performance within a bank in the Kingdom of Eswatini (Swaziland) it employed a quantitative methodology for data collection through an online questionnaire administered via the Survey Monkey platform,the target sample consisted of 256 employees of whom 129 effectively responded yielding a response rate of 50%, including 48 males and 81 females,the study was based on a positivist research model and adopted a cross-sectional approach it utilized measurement tools adapted from previous studies applying a five-point Likert scale to ensure accuracy of measurement,data were analyzed using both descriptive and inferential statistical techniquesand including Structural Equation Modeling (SEM) and path analysis for hypothesis testing,the reliability of the instrument was confirmed through Cronbach's Alpha test and both convergent and discriminant validity of the scales were also verified.

The study yielded several key findings most notably the existence of a positive relationship between organizational culture and both affective and continuance commitment, However normative commitment did not show a significant impact on employee performance and no statistically significant relationship was found between continuance commitment and job performance,the results confirmed that affective commitment positively influences employee performance and that organizational culture is directly and positively associated with both individual job performance and the bank's organizational performance.



## 6. Study Concepts:

### Culture:

Culture is defined as «an integrated system that includes knowledge and beliefs and arts and morals and laws and customs and all other capabilities and habits acquired by individuals as members of a particular society». (Al-Omian, 2005, p. 309)

Malek Bennabi defines culture as «a system of social characteristics and interactions that shape the individual from birth becoming part of their unconscious awareness and contributing to the connection between their social path and the society to which they belong». (Bennabi, 1984, p. 48)

- **Operational Definition of Culture:** Operationally culture is understood as a system of values and beliefs and knowledge and customs and behaviors acquired by individuals through social interaction within specific social contexts.

### Organization:

An organization is defined as «a relatively continuous system of interactions that includes a set of relationships among distinct actors it cannot be reduced to a mere gathering of individuals engaged in various activities and at different levels, rather it should be viewed as a complex network of interactions and relationships that emerge among individuals within a competitive and internally conflicting context that characterizes the organizational environment». (Kaabach, 2006, p. 31)

It is also defined as «a human assembly of individuals who work cooperatively and share tasks and responsibilities and determine the appropriate time and place and means to achieve their common goals». (Al-Kubaissi, 2004, p. 43)

- **Operational Definition of Organization:** Operationally organization refers to the process of coordinating and arranging resources and activities within an institution in a systematic manner aimed at achieving specific objectives, this includes defining tasks and responsibilities and allocating human and financial resources, designing organizational structures and determining authorities to ensure the highest levels of efficiency and effectiveness in accomplishing work.

### Organizational Culture:

Organizational culture refers to «a system of influential elements or forces that leave a clear imprint on individual behavior within the institution it reflects the way employees think and perform their tasks as active members of the organization». (Al-Morsi, 2006, p. 245)

It is also defined as «a set of shared beliefs and values and expectations among members of the organization it is a system that emerges and evolves within the institution and is understood as a collection of values embraced by employees whether in leadership or operational roles which stem from both the internal and external environments of the organization». (Al-Qaryouti, 2000, p. 294)

- **Operational Definition of Organizational Culture:** Operationally organizational culture refers to the system composed of values and beliefs and norms and behaviors adopted by members of the institution which directly influence how they perform their tasks and interact with one another, this culture encompasses organizational habits and decision-making patterns and approaches to handling problems and conflicts within the work environment.

### Performance:

Performance is defined as «the basis upon which the effectiveness of individuals and groups and institutions is evaluated in other words it is the achievement of organizational goals». (Berber, 2008, p. 172)

It is also defined as «a set of variables related to performing work efficiently and effectively while minimizing obstacles and negative behaviors arising from individuals within the work environment». (Ali, 2008, p. 242)

- **Operational Definition of Performance:** Operationally performance refers to a set of measurable indicators and activities used to assess the success of individuals or teams in carrying out assigned tasks within a specified time frame this evaluation is based on objective criteria that include efficiency and effectiveness and quality of output and the volume of results achieved.

### Job Performance:

Job performance is defined as «the extent to which an employee accomplishes the tasks and duties associated with their position this reflects the degree to which they are able to meet job requirements, Some

researchers distinguish between performance as a tangible outcome of work and effort as the exerted energy emphasizing that performance is measured by results achieved rather than effort alone».(Hassan, 2001, p. 209)

It is also defined as «the final outcome of the tasks performed by an individual stemming from their understanding of their job role and capabilities which reflects the degree to which required tasks are executed».(Sultan, 2003, p. 219)

**- Operational Definition of Job Performance:**Operationally job performance refers to the set of tasks and activities an individual carries out within their professional context evaluated using specific indicators that measure levels of efficiency and effectiveness,these indicators include the ability to complete tasks within designated timeframesand quality of outputand decision-making skillsand collaboration and positive interaction with colleagues as well as adherence to the organization's established values and standards.

## **7. Organizational Culture:**

### **Characteristics of Organizational Culture:**

Organizational culture is defined by several characteristics that shape the nature of interaction within the institution and directly influence employee behavior and performance, The most prominent of these characteristics include:(Al-Atiya, 2003, p. 326)

**- Innovation and Risk-Taking:** This characteristic reflects the extent to which the organization is open to new ideas, encourages innovation among employees and is willing to take risks associated with changes and improvements in performance, products or services.

**- Attention to Accuracy and Detail:**This refers to the employees' commitment to focusing on precision in task execution reflecting an organizational culture that values quality and excellence.

**- Outcome Orientation:** This characteristic highlights the organization's focus on evaluating performance based on achieved results rather than the means used, thereby enhancing effectiveness and directing efforts toward goal attainment.

**- Human Resource Orientation:** This reflects the management's concern for employees by fostering a healthy work environment and providing ongoing support and motivation to ensure their well-being and drive continued productivity.

**- Team Orientation:** This feature indicates the organization's encouragement of group activities and teamwork, promoting collaboration and synergy among employees while reducing individualistic tendencies.

**- Competitiveness and Aggressiveness:** This refers to the degree of competition within the work environment which can be constructive driving achievement or excessive potentially creating a tense atmosphere that negatively affects collegial relationships.

**- Stability and Preservation of the Status Quo:**This expresses the organization's tendency to adhere to traditional methods and practices and favoring continuity over change which may hinder its adaptability to surrounding changes.

### **The Importance of Organizational Culture:**

The importance of organizational culture can be highlighted in the following aspects:(Ajabi, 2013, pp. 126–127)

- Organizational culture helps regulate employee behavior through a set of values and rules that serve as behavioral guidelines within the organization, Any deviation from these norms is often met with resistance or disapproval making culture an effective tool for maintaining discipline and consistency within the institution.

- Organizational culture provides a shared frame of reference that enables individuals to interpret events and activities within the workplace, This facilitates a more conscious and effective understanding of organizational phenomena and promotes adaptive behavior.

- Due to the deep-rooted nature of values and beliefs within organizational culture individuals' responses to problems or challenges tend to be relatively predictable, Thus understanding an organization's culture can help anticipate potential reactions from individuals and groups.

### **Sources of Organizational Culture:**

Organizations derive their culture from a variety of sources that contribute to instilling shared values and beliefs and reinforcing institutional identity among employees, andthe most prominent of these sources include is: (Al-Anquari, 2011, pp. 07–08)

- **Organizational Myths and Stories:** Institutional narratives and myths are used symbolically to convey past experiences and organizational values they help shape a collective memory that enables employees to understand the institution's history and learn from past successes and failures.

- **Rituals and Ceremonies:** Many organizations rely on periodic rituals and celebrations as a means of strengthening social bonds and embedding organizational values, these include events such as religious holidays (e.g., Eid, Ramadan) or welcoming activities for new employees such rituals foster a sense of belonging and team spirit within the institution.

- **Heroes and Cultural Symbols:** Success stories and heroic figures frequently mentioned within the organization serve as sources of inspiration they embody desired values and motivate employees to emulate successful personalities whether from within the organization or broader history such as prominent leaders and thinkers.

- **Customs, Traditions and Norms:** Organizational culture is influenced by the social customs that individuals bring from their local environments which shape behavioral standards within the organization, Geographic and social factors help determine patterns of behavior and interaction and teamwork styles.

- **Physical and Organizational Structure:** The physical layout of the institution reflects part of its culture such as the arrangement of offices, reception areas and the style of work equipment, All of these express organizational values related to order, transparency and openness to the public.

- **Team and Group Work Culture:** Teamwork culture has become a fundamental pillar of institutional success particularly amid the growing challenges of modern work environments effective organizations rely on collaborative teams, delegation of authority and participatory opportunities, This culture was notably exemplified in the Japanese experience which emphasized team spirit and the active involvement of executive leaders.

#### **Elements of Organizational Culture:**

Organizational culture is composed of a set of elements and determinants that serve as a fundamental reference for individuals within the organization these elements contribute to guiding behavior and reinforcing commitment to shared values:

- **Organizational Values:** These represent the foundational framework that governs employee behavior within the organization they reflect the core principles that prevail in the work environment such as respect, fairness and team spirit, These values guide employee actions and regulate professional relationships in alignment with the organization's overall objectives given the roles and responsibilities individuals hold they are encouraged to adopt and adhere to these values making them essential in shaping attitudes, orientations and day-to-day behaviors, This in turn enhances harmony and promotes positive professional conduct in the workplace. (Al-Omian, 2005, p. 414)

- **Organizational Beliefs:** These reflect a shared system of perceptions and ideas among employees regarding the nature of work and how it should be performed along with their collective understanding of the organization's social life such beliefs include the value of collaborative work, participative decision-making and the distribution of responsibilities, These beliefs act as informal tools that influence behavior and motivate employees toward the achievement of organizational goals making them a key pillar in supporting institutional performance and achieving operational efficiency. (Aichawi & Aichawi, 2016, p. 99)

- **Organizational Expectations:** These refer to a set of implicit assumptions and perceptions that form an unspoken psychological contract between the employee and the organization these expectations define what each party anticipates from the other throughout the employment relationship, They include aspects such as mutual respect among colleagues and recognition of efforts by management and the provision of a work environment that meets psychological and economic needs when these expectations are clearly defined they help individuals better understand their roles and responsibilities, thereby increasing initiative, task flexibility and job commitment. (Aichawi & Aichawi, 2016, p. 100)

- **Organizational Norms:** These consist of unwritten rules and standards followed by employees within the organization considered essential for preserving the institution's interests and ensuring smooth workflow examples include avoiding the employment of multiple family members within the same organization these norms act as moral codes that all members are expected to respect and uphold, Organizational norms gain particular significance in institutions with strong organizational cultures where they become integral to the system that guides behavior and regulates relationships in the workplace. (Al-Omian, 2005, p. 414)



### Types of Organizational Culture:

Organizations may exhibit different types of cultures depending on structural criteria, organizational size and defined objectives, The main types include:

- **Subcultures:** In smaller organizations a unified organizational culture often prevails shaped largely by the leader or manager with employees sharing common values and behavioral norms, In contrast larger organizations tend to develop distinct subcultures within departments or teams driven by the diversity of tasks, goals and work requirements these subcultures serve as effective mechanisms to help individuals adapt to the organizational environment accounting for differences in skills and competencies and promoting collaboration and integration that support the institution's overall objectives. (Bouali, 2014, p. 153)

- **Counterculture:** Counterculture often arises in large organizations characterized by diverse subgroups in terms of gender, education level, geographic origin and cultural backgrounds, This diversity can lead to internal currents that oppose the dominant organizational values and norms, the emergence of counterculture is particularly likely during mergers or acquisitions where some individuals may resist the culture of the new organization and oppose its administrative practices and organizational philosophy potentially leading to internal resistance that hinders institutional adaptation and smooth integration. (Bouali, 2014, p. 153)

- **Strong Organizational Culture:** A strong culture is marked by widespread consensus among members regarding shared values, beliefs and standards within an environment characterized by high levels of trust and mutual understanding, In such cultures employees work collectively toward unified goals, enhancing job satisfaction, motivation and organizational loyalty, Strong culture also promotes team performance by fostering harmony and cohesion thereby improving overall efficiency, The strength of a culture depends on the degree of collective agreement on organizational values and the extent to which these values are embodied in employees' daily behaviors. (Mostafa, 2000, p. 145)

- **Weak Organizational Culture:** In contrast weak culture is characterized by a lack of genuine commitment to the organization's values and principles with low levels of acceptance and trust in these ideals, As a result organizations may resort to formal rules and regulations to enforce discipline often within a bureaucratic framework, This type of culture can lead to negative behavioral patterns such as aggression, poor discipline, low morale, lack of motivation and diminished competitiveness among employees ultimately impairing organizational performance. (Mostafa, 2000, p. 145)

Dr. Abdulaziz bin Sultan Al-Anqari further categorizes organizational culture into the following types: (Al-Anquari, 2011, p. 06)

- **Bureaucratic Culture:** This culture is based on strict administrative foundations and clear organizational structures decisions are made according to pre-established procedures and rules while such organizations are known for discipline and high levels of organization this model may limit their flexibility in responding to rapid changes in the work environment.

- **Creative Culture:** This type emphasizes innovation and encourages initiative among employees risk-taking is viewed as an opportunity for growth and improvement, It promotes unconventional thinking and bold decision-making, fostering an environment that supports creativity and continuous innovation.

- **Supportive Culture:** Built on values of cooperation and trust and equality this culture fosters a family-like atmosphere of belonging, Humanistic approaches to interpersonal relations are emphasized which enhances social bonds among employees and creates a positive climate that motivates performance and boosts job satisfaction.

- **Task Culture:** Centered on achieving objectives regardless of the means used this culture prioritizes outcomes over time or location constraints it is characterized by a high degree of flexibility and autonomy in task execution which contributes to increased productivity and enhanced performance.

- **Process Culture:** Focused on operational efficiency and optimal resource utilization this culture is distinguished by its emphasis on continuous process improvement it aims to refine daily procedures to ensure high-quality results.

- **Role Culture:** Based on assigning tasks according to individual skills and competencies this culture ensures that roles are tailored to match employee expertise, This allows for the optimal utilization of personal abilities thereby strengthening the professional performance of the organization.

Each of these cultural types reflects the organization's approach to change and determines the nature of interactions between individuals and their work environment, They also have a direct impact on performance effectiveness and overall organizational behavior.

**Dimensions of Organizational Culture:**

Organizational culture constitutes a referential framework that guides individual behavior within the organization this is manifested through a set of core dimensions that contribute to shaping the work environment and directly influence job performance, The most important of these dimensions include: (Al-Morsi, 2006, p. 15)

- **Individual Initiative:** Refers to the extent to which employees are empowered to make decisions independently and perform their tasks flexibly reflecting the level of autonomy granted to them without excessive reliance on direct managerial supervision.

- **Risk Tolerance:** Reflects the organization's willingness to encourage creative ideas and new experiences as well as its readiness to accept calculated risks as part of continuous development and improvement processes.

- **Clarity of Objectives:** Involves the organization's ability to formulate precise, measurable goals and define clear performance standards thereby directing employee efforts toward specific outcomes and enhancing work efficiency.

- **Organizational Integration:** Expresses the degree of harmony and coordination among different departments and units within the organization which is a critical factor in fostering team spirit and preventing organizational conflicts and contradictions.

- **Control and Supervision Style:** Refers to the extent to which formal rules and procedures regulate employee behavior in addition to the degree of direct supervision imposed during the execution of tasks.

- **Managerial Support:** Indicates the extent to which management provides moral and practical support to employees such as offering information and encouraging initiative and creating favorable conditions for professional development and innovation

- **Organizational Identity:** Reflects employees' sense of belonging to the organization as a whole rather than merely to their specific functional units which enhances institutional cohesion and strengthens organizational loyalty.

- **Reward and Incentive Systems:** Assesses the fairness and objectivity of incentive systems by linking rewards to actual performance levels rather than to personal relationships or unprofessional criteria.

- **Acceptance of Diversity and Differences:** Highlights the organization's openness to diverse perspectives its encouragement of internal dialogue and its readiness to accept constructive criticism as a means of improving performance and policies.

- **Communication Systems:** Concerns the effectiveness of communication channels within the organization whether formal or informal and the extent to which they contribute to the flow of information and increased transparency and enhanced interaction across different managerial levels.

**8. Job Performance:****Characteristics of Job Performance:**

The characteristics of job performance can be summarized as follows:(Hassouna, 2008, p. 28)

- Job performance is a dynamic and continuously evolving activity as it is influenced by environmental and organizational and personal factors making it subject to change depending on the surrounding conditions of the employee.

- Job performance can be evaluated using quantitative or qualitative criteria such as achievement rates, quality of outcomes, adherence to deadlines and the level of efficiency.

- Performance focuses on the results achieved by the individual in light of predetermined goals making it a key indicator of the employee's effectiveness and competence in fulfilling their responsibilities.

- Performance is affected by various factors some of which relate to the nature of the work environmentsuch as managerial support or incentivesand others to the individual such as skills, experience and personal motivation.

- Performance is measured not only by final outcomes but also by how tasks are carried outthat is the employee's behavior during work such as discipline, cooperation and problem-solving ability.

- Job performance is a behavior that can be improved through training and guidance and continuous motivation making it a vital area for professional development within organizations.

**Importance of Job Performance:**

Job performance is considered one of the fundamental pillars for the success of organizations and the achievement of their goals whether in the public or private sector it reflects the extent to which employees are competent in executing their tasks and their direct impact on productivity and the quality of services provided, The importance of job performance lies in several key aspects: (Arfis, 2018, pp. 481–482)

- Effective performance contributes to the efficient execution of tasks which leads to an overall improvement in organizational productivity and a reduction in resource wastage.
- High-performing employees enhance the quality of work thereby strengthening the organization's reputation in the market and supporting its competitive advantage.
- Strong performance fosters a work environment that encourages creativity and innovation where employees take the initiative to improve work methods and propose new solutions that enhance overall organizational performance.
- Elevated job performance increases employees' sense of professional satisfaction and achievement which in turn raises organizational commitment and reduces absenteeism and staff turnover.
- Effective performance builds positive relationships between management and employees and promotes a cooperative and understanding work environment reducing organizational tensions and conflicts.
- High levels of job performance enable the organization to adapt to market changes and economic pressures thereby increasing its stability and enhancing its capacity for sustainability and growth.

**Determinants of Job Performance:**

An individual's job performance is the result of the interaction of several key factors that influence their ability to perform tasks efficiently, Among these determinants are: (Khellouf, 2013, pp. 269–270)

- **Desire (Motivation):** This refers to the internal drive that propels an individual toward achievement and reflects their psychological readiness to perform tasks, Motivation is influenced by various factors such as the level of incentive, job satisfaction, the presence of personal goals and the recognition of efforts by management.
- **Ability:** This denotes the skills, knowledge and experience an individual possesses which enable them to successfully carry out their work it also includes physical and mental attributes that contribute to the efficient execution of assigned tasks.
- **Work Environment:** This encompasses the organizational setting in which an individual operates including both physical conditions (such as tools and equipment) and intangible aspects (such as managerial support, peer relationships and organizational culture), A supportive and stimulating environment enhances the likelihood of achieving high job performance.

**Elements of Job Performance:**

Job performance comprises a set of interrelated elements that contribute to forming a comprehensive picture of an employee's competence and effectiveness within the work environment, These elements include the following: (Boutoutan & Khemar, 2014, p. 43)

- **Knowledge of Job Requirements:** This element is fundamental to effective performance as it reflects the extent to which an employee understands the nature of their job and the skills and tasks and procedures it entails, This knowledge includes familiarity with laws, organizational regulations and the ability to use tools and technologies related to the field of work, the more the employee is aware of their responsibilities and the limits of their authority the more capable they are of performing duties accurately and efficiently and making appropriate decisions without hesitation or overreliance on direct supervision.
- **Quality of Work:** This refers to the level of precision and adherence to professional and organizational standards in carrying out tasks, Quality is not limited to the absence of errors but also involves the employee's ability to provide effective solutions and accomplish tasks that exceed expectations, reflecting a sense of responsibility and craftsmanship, The quality of work is directly linked to the satisfaction of both internal and external clients and is considered a crucial indicator in long-term performance evaluation.
- **Quantity of Work Achieved:** This element reflects productivity that is the number of tasks or the volume of outputs an employee can complete within a specific time frame it is not merely measured by the number of units produced but is also assessed in light of a balance with quality, A highly competent employee maintains a high level of output without compromising accuracy or quality and is distinguished by good time management and optimal use of available resources to achieve maximum results.

- **Perseverance:** This refers to the employee's commitment and continued effort to perform their work with determination and consistency even under difficult conditions or professional challenges. A persevering employee does not shy away from difficulties or obstacles but rather makes extra efforts to complete tasks and is characterized by a sense of responsibility and self-discipline. Perseverance is associated with internal motivation and reflects a high level of job loyalty and a strong commitment to achieving organizational goals on an ongoing basis.

### **Types of Job Performance:**

Job performance can be classified into several types. Among the most important classifications are those based on the source of performance and the scope of comprehensiveness:

- **Classification According to the Source of Performance:** Organizational performance can be categorized based on its source into two main types: (Zarnouh, 2020, p. 33)

❖ **Internal Performance:** This refers to the performance achieved through the optimal utilization of an organization's internal resources whether human or financial or technological. This type of performance reflects the organization's ability to coordinate and integrate its various resources to achieve operational efficiency and task effectiveness. The better the organization manages its internal resources and integrates its capabilities the more it strengthens its internal performance which in turn demonstrates the effectiveness of its infrastructure and internal capacities.

❖ **External Performance:** This refers to the performance that results from the organization's interaction with its external environment. It is manifested in the organization's ability to respond to changes and developments in its external surroundings whether economic, technological, social or legal. External performance is an indicator of the organization's flexibility in adapting to market demands and customer needs and even its ability to anticipate changes and develop proactive strategies. The success or failure of the organization in this regard depends on its ability to strike a balance and alignment between its internal activities and external environmental conditions which requires continuous monitoring and close tracking of surrounding developments.

### **- Classification According to the Scope of Comprehensiveness:**

Performance within an organization can also be classified based on the level of comprehensiveness into two main types which reflect the breadth of evaluation and its link to various organizational systems: (Arfis, 2018, p. 485)

❖ **Overall (Comprehensive) Performance:** This refers to performance that reflects the overall outcomes of the organization as an integrated unit. The achievements are the result of interaction and synergy among all systems and subcomponents within the organization. Strategic goals cannot be attributed to a single element but are the outcome of coordination and cooperation among various functions and resources. This type of performance includes the organization's ability to achieve major objectives such as market continuity and sustainable growth and profit generation and it serves as a general indicator of the organization's success in its competitive environment.

❖ **Partial (Functional) Performance:** This focuses on evaluating the performance of specific parts within the organization such as particular systems or sub-units based on defined criteria that vary depending on the nature of organizational functions. Partial performance includes several types depending on the field or function being assessed such as:

✓ **Financial Performance:** The organization's efficiency in managing its financial resources and generating returns.

✓ **Human Resource Performance:** Relates to the management of human resources in terms of recruitment and training and motivation.

✓ **Procurement Performance:** Measures the efficiency of supply and materials acquisition processes.

✓ **Production Performance:** Evaluates the effectiveness of production systems in achieving the required quality and quantity.

✓ **Marketing Performance:** Reflects the effectiveness of marketing strategies in attracting customers and expanding market share.

Partial performance serves as a critical entry point for analyzing strengths and weaknesses within the organization. Through it overall performance can be improved by enhancing each individual function.

**Dimensions of Job Performance:**

The dimensions of job performance reflect the various aspects through which performance can be manifested helping to define the general goals and objectives it aims to achieve, These dimensions include the following:

- **The Organizational Dimension of Performance:** This dimension refers to the systems and methods adopted by the organization within its organizational structure to effectively achieve its objectives it involves how organizational and administrative processes are managed and how well they align with the overall structure of the institution, The evaluation of this type of performance relies on a set of standards and indicators that primarily focus on the efficiency of procedures and internal organization without directly considering social or economic outcomes, Organizational performance is measured by the institution's ability to organize its resources and distribute tasks and make administrative decisions within a coherent work environment, As such it is closely linked to the structural framework and the administrative procedures in place. Therefore an institution may attain high organizational effectiveness even if this effectiveness is not directly reflected in economic or social indicators which underscores the autonomy of this dimension from other performance aspects. (Harairiya, 2015, p. 68)

- **The Social Dimension of Performance:** This dimension focuses on the level of employee satisfaction with their responsibilities and functional roles where this level of satisfaction is considered an important indicator of their loyalty and sense of belonging to the organization, The organization's attention to the social aspects of human resources such as the work environment and relationships among colleagues and recognition of employee efforts directly contributes to enhancing motivation and productivity, In the long term neglecting these social aspects may lead to a decline in the organization's quantitative performance due to decreased motivation or increased absenteeism or higher employee turnover, Therefore the quality of management is closely related to its ability to achieve an integrated balance between economic and social effectiveness which helps in achieving positive and sustainable outcomes that ensure the organization's growth and stability. (Harairiya, 2015, p. 68)

**9. The Role of Organizational Culture in Enhancing and Reducing Levels of Job Performance:****The Role of Organizational Culture in Enhancing Job Performance:**

The prevailing organizational culture within institutions seeks to develop employees' capacities and enhance their cognitive and practical skills by providing a stimulating work environment that enables them to make appropriate decisions when facing challenges in the performance of their tasks empowering employees and granting them sufficient authority to make decisions is considered one of the fundamental factors contributing to the improvement and long-term sustainability of job performance, To achieve this goal it may be necessary to reduce excessive reliance on direct supervision, thereby allowing employees greater freedom in their work and enhancing their opportunities for professional growth and development. An effective organizational culture primarily aims to support mechanisms for solving complex organizational problems and to address technical challenges that may affect the workflow and its quality, Moreover such a culture contributes to establishing an institutional environment that encourages innovation and creativity where employees are motivated to propose new ideas and improve work methods which positively reflects on the overall performance of the institution, behavioral knowledge, alongside practical applications, plays a pivotal role in this context, relying on continuous intervention techniques and practical experimentation as tools for enhancing organizational performance, This in turn contributes to increasing the institution's efficiency and its ability to achieve both its organizational and developmental goals as well as those of its employees. (Al-Atiya, 2003, p. 120)

**The Role of Organizational Culture in Reducing the Level of Job Performance:**

The prevailing organizational culture within an institution may lead to a decline in job performance when certain factors are present that reinforce this negative impact, The most prominent of these factors include: (Thabet & Al-Morsi, 2002, p. 441)

- **Organizational Size:** As the size of the institution increases and its geographical branches expand especially in large organizations spread across multiple regions the opportunities for direct interaction between employees diminish along with their effective participation in decision-making and shared work experiences, This distance hinders the development of a unified and coherent organizational culture and negatively affecting internal communication and team spirit.



- **Organizational Age:** Newly established institutions often suffer from the absence of a clear or cohesive organizational culture compared to older organizations that have cultivated deep-rooted and evolving cultures over time. This gives older organizations an advantage in maintaining stable and continuous performance.

- **Organizational Technology:** Neglecting the use of modern technology and effective communication tools adversely impacts performance efficiency and effectiveness, This negligence fosters a negative organizational culture that lacks innovation and thereby reducing productivity and achievement levels within the institution.

- **Internal Socialization:** Failing to support and reinforce organizational values within the workplace weakens the strength of organizational culture, This leads to diminished team cohesion and reduces levels of professional commitment and organizational belonging among employees.

- **External Environment:** Instability in the external environment in which the institution operates affects its internal stability this may give rise to an inappropriate organizational culture characterized by anxiety and distrust which hinders effective performance and fosters a negative organizational climate.

- **Frequent Organizational Change:** Repeated internal changes such as staff turnover and departmental restructuring and continuous replacement of workers combined with differing views on these changes contribute to the weakening of the organizational culture, This weakness directly reduces its effectiveness and leads to a noticeable decline in institutional performance.

## **10. The Impact of Organizational Culture on Job Performance:**

### **The Impact of Organizational Culture on Employees' Job Performance:**

Organizational culture plays a pivotal role in shaping employees' behaviors and directing their performance within the institution it represents the value-based and normative framework that guides individuals in their daily interactions with tasks, colleagues, supervisors and internal systems it directly influences the degree of employee engagement and the quality of effort exerted and the level of aspirations they seek to achieve it also affects the nature of human relationships within the workplace, This impact can be clarified through the following dimensions: (Mostafa, 2000, pp. 84- 85)

- **Environment of Freedom and Autonomy:** A positive organizational culture provides a climate that allows individuals to act independently and make decisions related to their tasks without rigid bureaucratic constraints, This enhances their self-confidence and encourages creativity and initiative when employees feel free to express themselves and participate in decision-making they are more integrated into the team and less resistant to change factors that positively reflect on the institution's overall performance.

- **Institutionalization of Equality and Justice:** One of the characteristics of an effective organizational culture is its foundation on the principle of equality among all employees where each individual receives their rights regardless of background or position while also recognizing individual differences in competence and ability, Organizational justice forms the basis of trust and job satisfaction as it ensures transparency in the implementation of internal policies and the distribution of opportunities particularly concerning recruitment and promotion and rewards which contributes to strengthening organizational loyalty and improving performance levels.

- **Promotion of Job Security:** Job security is a key dimension that enables employees to work in a stable environment free from concerns about their professional future, An organizational culture that prioritizes job stability creates a supportive atmosphere that encourages employees to focus on their tasks and strive to improve their performance without fear of dismissal or replacement, This sense of security becomes increasingly important with age and proximity to retirement, making a stable organizational culture a major factor in enhancing employees' commitment and sense of responsibility.

### **The Impact of Organizational Culture on Institutional Job Performance:**

Organizational culture is one of the fundamental pillars that directly influences the quality of job performance within any institution, This culture emerges from a system of shared values and norms and beliefs among employees and is reflected in their professional behavior and interactions with the work environment, The impact of organizational culture manifests in several key areas: (Al-Sakarneh, 2009, p. 374)

- **The Relationship Between Organizational Culture and Institutional Effectiveness:** A positive organizational culture plays a significant role in fostering cooperation among employees and encouraging creativity and innovation which enhances institutional effectiveness and leads to higher productivity levels,

This in turn contributes to the successful achievement of the institution's strategic goals, Conversely a negative or unstable organizational culture results in reduced overall performance and a decline in work quality.

- **The Impact of Organizational Culture on Organizational Structure:** The prevailing culture within an institution influences the nature of its organizational structure constructive and flexible cultures tend to support simple efficient structures that facilitate quick decision-making, In contrast traditional or rigid cultures are often associated with bureaucratic and overly hierarchical structures which hinder operational dynamism and limit the institution's ability to adapt to changes.

- **Organizational Culture and Job Commitment:** An organizational culture that takes employee needs into account and provides a supportive and motivating environment strengthens employees' sense of belonging to the institution this enhances their loyalty and stability and willingness to exert greater effort, On the other hand institutions characterized by an imbalanced culture lacking fairness and transparency often suffer from weak professional loyalty and high turnover rates and reduced job continuity and efficiency.

### 11. The Relationship Between Organizational Culture and Job Performance:

The success of job performance is directly influenced by the presence of a strong organizational culture that supports employees' efforts and enhances their productivity within the organization, This culture contributes to creating a work environment that encourages the optimal utilization of job performance and is essential in guiding individual behavior and promoting effective performance management.(Khellouf, 2013, p. 272)

High-performing and successful institutions are characterized by a cohesive and strong organizational culture in which all members operate within a unified and clear value framework that guides them toward the achievement of common goals, In contrast institutions with weak organizational cultures suffer from a lack of coherence where the culture may be fragmented or ambiguous leading to misalignment among individuals, In such weak organizational environments employees often struggle to identify the expected behavioral standards and tend to rely on strict orders and directives rather than personal initiative and effective engagement in their work this gap between formal organization and mature personal characteristics negatively affects performance making the work environment less productive and less adaptable to change.(Khellouf, 2013, p. 272)

Hellriegel and Slocum explained that there is a direct correlation between organizational culture and performance levels within institutions, Several factors contribute to strengthening this relationship most notably:(Bouali, 2014, pp. 158–159)

- **Establishing Direction and Defining Desired Behaviors:** Organizational culture provides a reference framework that helps employees understand the organization's history and operating style giving them clarity regarding the expected behaviors and directions, This clarity facilitates adaptation to the work environment and enhances employees' ability to make decisions aligned with institutional values and strategic goals thereby positively impacting job performance.

- **Enhancing Feelings of Belonging and Organizational Loyalty:** When employees embrace the organization's values and adopt its organizational philosophy this instills a strong sense of belonging and commitment it transforms individual efforts into collective efforts directed toward achieving shared objectives, Such institutional cohesion reduces internal conflicts and fosters a positive work climate that motivates productivity and increases job commitment.

- **Regulating Behaviors in the Workplace:** Organizational culture serves as an informal mechanism for regulating employee behavior by setting unwritten norms and expectations that guide individuals toward behaviors aligned with the organization's interests, Moreover recruitment based on value alignment between individuals and the institution fosters internal harmony and reduces the likelihood of behavioral problems and ensures performance stability.

- **The Impact of Organizational Culture on Productivity and Effectiveness:** Numerous studies indicate that institutions with strong and clearly defined organizational cultures achieve higher levels of performance, The clarity and coherence of values enhance employee commitment and improve their efficiency which in turn boosts overall institutional performance and increases long-term productivity.

### 12. Study Results in Light of Its Research Questions:

- **Results in Light of the Central Research Question:** The study found that organizational culture has a direct and fundamental impact on employees' job performance within the workplace it guides their behaviors and shapes their professional attitudes in alignment with the institution's objectives, An organizational culture based on shared values such as discipline, teamwork, transparency and accountability helps create a healthy

organizational climate that fosters belonging and increases motivation, thereby enhancing commitment, productivity and overall job performance.

- **Results in Light of the First Sub-Question:** The study revealed that the elements of organizational culture that effectively influence employee performance consist of several key components, Foremost among them are organizational values which define what is acceptable and unacceptable within the institution managerial communication styles which ensure clarity of directives and daily practices that reinforce a culture of discipline and appreciation, Additionally the presence of clear organizational symbols such as logos and influential leadership figures was shown to enhance employees' sense of belonging and organizational identity positively reflecting on their performance and professional conduct.

- **Results in Light of the Second Sub-Question:** The study indicated that organizational culture plays a critical role in improving employee productivity and performance it contributes to the creation of a motivating work environment built on trust and mutual support which reduces stress and internal conflicts and allows employees to focus on their tasks with greater efficiency clear organizational values and principles also help unify individual and collective efforts aligning employee goals with those of the institution, This alignment strengthens overall institutional performance and enhances its competitive capacity.

- **Results in Light of the Third Sub-Question:** The study confirmed that leadership plays a pivotal role in instilling and reinforcing organizational culture within the institution leaders serve as role models for employees and their behavior and management style significantly shape the prevailing culture, A leader who embodies values such as integrity and effective communication and organizational justice fosters a positive culture that motivates employees and strengthens their commitment, Leadership also plays a central role in disseminating organizational culture through the implementation of appropriate policies and motivational practices and the promotion of team spirit ultimately contributing to the development of a cohesive and sustainable organizational culture that enhances institutional performance.

### **13. Study Results in Light of Its Hypotheses:**

- **Results in Light of the First Hypothesis:** The study results indicate that elements of organizational culture such as values, beliefs and prevailing norms within the institution are fundamental pillars that directly impact employee performance, The shared values adopted by the organization help guide individual behavior and regulate interactions within the work environment, Organizational beliefs provide a reference framework that defines acceptable and unacceptable conduct making it easier for employees to understand what is expected of them, Organizational norms foster a sense of self-discipline and promote harmony among individuals thereby improving performance quality and reducing internal conflicts.

- **Results in Light of the Second Hypothesis:** The study revealed that the presence of a positive organizational culture is a key factor in enhancing employee productivity and improving their performance, A culture that encourages appreciation, rewards open communication, and innovation creates a supportive work environment that motivates employees to perform at their best, Furthermore the clarity of goals and their alignment with individual values strengthen the sense of belonging and commitment which positively reflects on the quality and level of job performance.

- **Results in Light of the Third Hypothesis:** The findings confirm that organizational leadership is a critical factor in establishing and embedding organizational culture within an institution, Through their behavior continuous communication and decision-making processes leaders effectively convey the desired values and culture to other members of the organization, The study shows that leaders who adopt transformational or participative leadership styles are more capable of generating a positive cultural impact that drives employees toward commitment and engagement in achieving organizational goals ultimately leading to improved overall performance efficiency.

### **14. General Findings of the Study:**

- Organizational culture plays a pivotal role in shaping individual behaviors within institutions as it directly influences employees' adherence to rules and regulations as well as their intrinsic motivation both of which are clearly reflected in the quality of job performance.

- Values and beliefs and organizational norms form the foundation of structured institutional work, The clearer and more commonly shared these elements are among all employees the more effectively they can perform their tasks within a work environment characterized by harmony and mutual understanding.

- The study revealed that a positive organizational culture contributes to creating a motivating and productive work environment within such a culture employees feel secure and supported and appreciated which drives them to exert maximum effort and creativity while reducing the likelihood of job burnout.

- The presence of a strong organizational culture enhances employees' sense of belonging and institutional loyalty making them more invested in the organization's well-being and stability, it also reduces turnover intentions and increases long-term commitment.

- Organizational leadership is a key factor in building and embedding organizational culture within institutions, Leaders play a crucial role in transmitting desired values and behaviors through guidance and role modeling and motivation thereby creating a unified culture that supports overall performance.

- The study findings indicated that organizational culture impacts employees' level of job satisfaction, The more employees feel appreciated by the institution and the more the organizational values align with their psychological and social needs the higher their level of job satisfaction.

- Organizational culture contributes to reducing workplace conflicts and employee turnover by establishing clear standards and rules that govern professional relationships and define roles and responsibilities in a way that minimizes misunderstanding and conflict.

- The findings showed that a strong organizational culture facilitates communication and coordination among individuals and departments by fostering an atmosphere of trust and openness and collaboration, This in turn accelerates task execution and enhances the effectiveness of achieving organizational goals.

### **Conclusions**

In light of the foregoing it is evident that organizational culture is not merely a set of values or principles adopted by an institution but rather a comprehensive system that deeply influences individuals' behaviors and interaction patterns and their commitment to work objectives, A strong organizational culture fosters a professional climate characterized by cooperation and trust and discipline which contributes to enhancing job performance and improving individual efficiency by motivating employees to give their best and guiding their behavior toward achieving the institution's shared goals, it also plays a fundamental role in supporting innovation and facilitating decision-making and enhancing flexibility in responding to environmental changes.

On the other hand the absence of a clear organizational culture or the presence of a weak or counterproductive culture leads to a disoriented work environment lacking cohesion this negatively affects performance quality and job satisfaction and increases internal conflicts and diminishes the sense of belonging, Therefore recognizing the importance of organizational culture and working to develop it in a deliberate and thoughtful manner is one of the essential pillars that management must prioritize especially in light of the rapidly evolving challenges facing modern institutions.

Ultimately it can be affirmed that the success of institutions in achieving their objectives and improving their job performance does not rely solely on human competencies or material resources but largely depends on the nature of the prevailing organizational culture and the extent to which it aligns with the institution's vision and core values.

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