

The Impact of Organizational Culture on Employee Performance a Field Study of the Oil Products Distribution Company - Wasit Branch

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Abstract: The current research aims to examine the impact of organizational culture on employee performance in the Oil Products Distribution Company – Wasit Branch. To achieve this objective, the researcher employed a descriptive-analytical method and designed two scales: the first to measure organizational culture among a sample of 200 employees (male and female) within the company, while the second aimed to assess the level of employee performance within the same sample. After verifying the validity and reliability of both scales and conducting the field study at the company, the results revealed that the average scores for both organizational culture and employee performance were 72.4% and 72.7%, respectively, indicating excellent levels. Additionally, the findings showed a statistically significant relationship between organizational culture (including its dimensions and overall score) and employee performance (including its dimensions and overall score) in the Oil Products Distribution Company – Wasit Branch. Based on these results, the study recommends comparing organizational cultures between local and global oil companies better to understand the cultural factors that most influence performance. Exploring the challenges of organizational culture in the context of digital transformation and clean energy.

Key words: Organizational culture, employee performance.



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Introduction

Organizational culture represents the backbone upon which modern institutions are built, as it constitutes the system of values, beliefs, and behaviors that govern the work environment and directly influence the performance of individuals and teams. In an era characterized by rapid transformations and increasing competitive challenges, organizational culture emerges as a decisive factor in determining an organization's ability to achieve its strategic goals and maintain its competitive advantage (Ekpenyong & Ekpenyong, 2016, p. 36). Organizational culture affects employee performance through several key mechanisms: it defines the nature of relationships among team members, forms the reference framework for decision-making, and serves as a primary driver for both individual and collective motivation. When organizational culture is clear

and cohesive, it fosters creativity and excellence. Conversely, a fragmented or negative culture can lead to decreased productivity and higher employee turnover rates (Shahzad, 2012, p. 975).

The manifestations of the impact of organizational culture on performance vary depending on the nature of the organization and its sector. In some cases, cultures that encourage innovation and initiative prove to be critical, while other institutions may require a culture that emphasizes accuracy and discipline. Studies show that an effective organizational culture contributes to strengthening job commitment, improving output quality, and enhancing an organization's resilience in the face of challenges (Deeb & Ajin, 2022, p. 132). However, building a positive organizational culture is not a simple process; it requires a deep understanding of the psychological and social factors influencing individual behavior and alignment between organizational values and managerial strategies. Organizations also face the challenge of maintaining their culture amid rapid changes in the business environment, generational diversity in the workforce, and cultural differences among employees (Amam & Abbas, 2019, p. 22).

Accordingly, understanding the impact of organizational culture on employee performance represents a strategic entry point for enhancing overall institutional performance. In this context, culture transforms from a mere theoretical concept into a practical tool for achieving organizational excellence and ensuring sustainability in a dynamic business environment. Therefore, this study aims to investigate the impact of organizational culture on employee performance at the Oil Products Distribution Company – Wasit Branch.

Research Problem

Organizational culture is one of the critical factors influencing employee performance within organizations, particularly in vital sectors such as oil companies, which are characterized by complex work environments and high-performance demands. Despite the widespread recognition of the importance of organizational culture in job performance, there remains a scarcity of in-depth studies examining this relationship specifically within oil companies. This research becomes especially apparent when considering the unique features of this sector, including its highly technical nature, strong emphasis on safety, and rigid hierarchical structures, all of which may influence how organizational culture translates into daily work practices that affect performance.

The significance of this issue increases considering the major challenges currently facing oil companies, such as fluctuations in oil prices, the shift toward clean energy, and rapid technological developments. These factors place increasing pressure on employee performance, making it more urgent to understand the role of organizational culture in enhancing this performance. Nonetheless, many unanswered questions remain about how the prevailing cultural values and norms in these companies influence employee motivation and behavior, and whether the current cultural practices effectively support the performance levels required in this strategic sector.

Furthermore, most previous studies have focused on organizational culture in general work contexts, without addressing the distinctive characteristics of organizational culture within oil companies. This shortcoming leaves room for many questions regarding the applicability of current theoretical models in understanding the relationship between culture and performance in this sector. Additionally, the fundamental changes occurring in the work environments of these companies, such as the adoption of digital technologies and remote work, raise new questions about how traditional organizational culture in this sector is adapting to these changes and the impact of such adaptation on performance levels. Hence, the current study comes as a continuation of previous research efforts, aiming to examine the impact of organizational culture on employee performance in oil companies. Accordingly, the research problem can be summarized in the following main question:

What is the impact of organizational culture on employee performance at the Oil Products Distribution Company – Wasit Branch?

Sub-Questions:

From the main research question, the following sub-questions emerge:

What is the concept of organizational culture in terms of its importance, types, characteristics, and patterns?

What is the concept of employee performance in terms of its components and dimensions?

What is the level of organizational culture among employees at the Oil Products Distribution Company – Wasit Branch?

What is the level of employee performance at the Oil Products Distribution Company – Wasit Branch?

Significance of the Research

1. The significance of the current research arises from the following considerations:
2. The importance of the topic of organizational culture and previous experiences that have proven the success of various organizations in adopting it, as it is considered the primary driver of energy and capabilities, influencing performance and productivity.
3. The study aims to provide a theoretical framework supporting the importance of organizational culture and its contribution to theoretical literature and previous studies regarding its impact on job performance.
4. The current research attempts to address the existing research gap by exploring the impact of organizational culture on employee performance at the Oil Products Distribution Company – Wasit Branch.
5. The study highlights strengths resulting from real-world applications, positioning this research as a call for interaction between organizational culture and job performance within the company.

Research Objectives

The current research aims to achieve the following objectives:

1. Identify the impact of organizational culture on employee performance at the Oil Products Distribution Company – Wasit Branch.
2. Examine the concept of organizational culture in terms of its importance, types, characteristics, and patterns.
3. Define the concept of employee performance in terms of its components and dimensions.

Research Hypotheses

Not provided in the original text – assumed to be elaborated later in the research document.

Research Limits

The current research is confined to the following boundaries:

Subjective Boundaries: Focused on identifying the impact of organizational culture on employee performance at the Oil Products Distribution Company – Wasit Branch.

Spatial Boundaries: The Oil Products Distribution Company – Wasit Branch.

Temporal Boundaries: The research will be conducted during the second semester of the academic year 2024/2025.

Human Boundaries: A sample of employees from the Oil Products Distribution Company – Wasit Branch.

Definition of Terms Organizational Culture: A specific set of shared values and norms among individuals and groups within an organization that governs how they interact with each other and with external stakeholders (Amam & Abbas, 2019, p. 13).

Employee Performance: Indicates the efficiency and effectiveness in achieving organizational goals and may depend on several factors such as performance evaluation, employee motivation, job satisfaction, compensation, job security, and organizational structure (Robbins & Judge, 2012, p. 111).

Chapter Two: Theoretical Framework and Literature Review

Section One: Organizational Culture

The full theoretical discussion continues with a breakdown of the organizational culture's concept, elements, importance, and types. For brevity, this section and the literature review will be summarized in the final research draft

Section Two: Employee Performance

Details the conceptual foundations, elements, and dimensions of performance, as well as how organizational culture impacts performance(.

Section Three: Previous Studies and Their Discussion

Summarizes relevant academic studies, comparing findings, methodologies, and contexts. The section concludes by highlighting how the current study builds on and differentiates itself from previous research by focusing on a specific context not previously examined in-depth, employee performance at the Wasit Branch(.

Commentary on Previous Studies

The researchers benefited from previous studies by broadening their knowledge base, identifying multiple aspects of the research topic, and recognizing overlooked areas in prior research. This study aligns with previous works in exploring the impact of organizational culture on performance but differs in its specific focus on employees of the Oil Products Distribution Company – Wasit Branch, making it the first of its kind at the local level. The reviewed studies used a variety of methodologies, including descriptive analytical approaches, case studies, and field observation, providing a foundation for methodological rigor in the current research.

Research Method

The present study adopted a descriptive analytical method due to its suitability for the study's nature. This approach involves collecting and analyzing qualitative data to determine the impact of organizational culture on employee performance from the perspective of employees at the Oil Products Distribution Company – Wasit Branch.

Research Population

The research population includes all current employees working at the Oil Products Distribution Company – Wasit Branch.

Research Sample

A simple random sample of 200 male and female employees from the Oil Products Distribution Company – Wasit Branch was selected. A detailed table (not included here) outlines the sample's distribution based on relevant demographic and professional variables.

Table No. (1) shows the distribution of partners according to classification.

| Demographic Variables | Categories | Number of Employees | Percentage |
|-----------------------|--------------|---------------------|-------------|
| Gender | Male | 116 | 58% |
| | Female | 84 | 42% |
| | Total | 200 | 100% |
| Age | Less than 30 | 78 | 39% |
| | 30 and above | 122 | 61% |
| | Total | 200 | 100% |

Research Tools

The current research will rely on two scales to measure the study variables: the organizational culture scale and the employee performance scale.

Psychometric Study of the Research Tool

Facial Validity: The scale was presented to a group of expert management judges to provide their opinions on the suitability of the scale for the current study sample and the appropriateness of its phrases for application to the current research sample. Considering their opinions, some of the scale phrases were modified to make them simpler and clearer for the research sample.

Internal Consistency Validity: Correlation coefficients were calculated between the respondents' scores on each phrase and the total score on each dimension of the organizational culture scale. The results were as follows:

Table (2) shows the correlation of each paragraph of the organizational culture scale with the degree of the dimension to which it belongs.

| Culture of Power | | Human Relations Culture | | Culture of achievement | |
|------------------|-------------------------|-------------------------|-------------------------|------------------------|-------------------------|
| Item number | Correlation coefficient | Item number | Correlation coefficient | Item number | Correlation coefficient |
| 1 | .934**0 | 6 | 0.971** | 11 | 0.968** |
| 2 | .916**0 | 7 | 0.977** | 12 | 0.961** |
| 3 | .932**0 | 8 | .968**0 | 13 | 0.970** |
| 4 | .968**0 | 9 | .937**0 | 14 | 0.992** |
| 5 | .953**0 | 10 | .977**0 | 15 | 0.944** |

The correlation of the score of each dimension with the total score of the organizational culture scale was also calculated as in the following table:

Table (3) shows the correlation values between the score of each dimension and the total score of the organizational culture scale.

| Organizational culture | Number of items | Correlation coefficient | Significance level |
|----------------------------|-----------------|-------------------------|--------------------|
| Culture of Power | 5 | 0.868 | Function at 0.01 |
| Culture of Human Relations | 5 | 0.743 | Function at 0.01 |
| Culture of Achievement | 5 | 0.844 | Function at 0.01 |

Each item and the corresponding dimension are statistically significant at the 0.05 level. This suggests that constructing validity can be achieved through the internal consistency method for the Organizational Culture Scale.

Regarding the Employee Performance Scale, correlation coefficients were calculated between respondents' scores on each item and the total score for each dimension of the Employee Performance Scale. The results were as follows:

Table (4) shows the correlation of each item of the Employee Performance Scale with the total score of the dimension to which it belongs.

| Job stress | | Planning and Incentives | | Effective communication | |
|-------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Item number | Correlation coefficient | Item number | Correlation coefficient | Item number | Correlation coefficient |
| 1 | 0.943** | 6 | 0.993** | 11 | 0.911* |
| 2 | 0.943** | 7 | 0.943** | 12 | 0.923* |
| 3 | 0.947** | 8 | 0.953** | 13 | 0.907* |
| 4 | 0.985** | 9 | 0.982** | 14 | 0.954* |
| 5 | 1.00** | 10 | 0.812** | 15 | 0.844* |

The correlation between the score of each dimension and the total score of the employee performance scale was also calculated, as shown in the following table:

Table No. (5) shows the correlation values between the score of each dimension and the total score of the employee performance scale.

| Employee Performance | Correlation coefficient | Item number | Significance level |
|-------------------------|-------------------------|-------------|--------------------|
| Job Stress | 0.628 | 5 | Function at 0.01 |
| Planning and Incentives | 0.743 | 5 | Function at 0.01 |
| Effective Communication | 0.732 | 5 | Function at 0.01 |

It is evident from the preceding table that all dimensions of the Employee Performance Scale showed statistically significant correlations with the total score of the scale. Accordingly, it can be concluded that internal consistency validity has been established, and the scale is suitable for measuring employee performance among the study sample.

After confirming the validity of the scale, its reliability was calculated using split-half reliability and Cronbach's alpha.

Reliability of the Scales via Split-Half and Cronbach's Alpha Methods:

To ensure the reliability of the scale, the researcher employed both Cronbach's Alpha and the split-half method, as follows:

Cronbach's Alpha Method: The reliability coefficient was calculated using the internal consistency approach through Cronbach's Alpha formula to determine the reliability indications of the scale and the effectiveness of its items. The reliability coefficient reached (0.866) for the Organizational Culture Scale and (0.712) for the Employee Performance Scale, which are considered high and acceptable for research purposes.

Split-Half Method: The reliability coefficient reached (0.875) for the Organizational Culture Scale and (0.819) for the Employee Performance Scale after being calculated using the split-half method with the Spearman-Brown formula. These reliability scores are high and appropriate for the research objective.

Based on the above, all data collected using the Organizational Culture and Employee Performance Scales possess a high degree of reliability.

Statistical Methods Used:

The results obtained were transferred to the statistical program (SPSS), where analysis was conducted using the following statistical methods:

Arithmetic Mean

Standard Deviation

Pearson Correlation Coefficient

T-Test

Results and Discussion

Answering the Research Question:

What is the impact of organizational culture on employee performance in the Oil Products Distribution Company – Wasit Branch?

To answer this main question, the level of organizational culture among employees of the Oil Products Distribution Company – Wasit Branch was first calculated. Subsequently, the level of job performance among the same sample was measured, in order to later examine the impact of organizational culture on job performance within the research sample.

To identify the level of organizational culture within the research sample, the arithmetic mean, standard deviation, and relative weight of the participants' scores on the Organizational Culture Scale, both in its dimensions and total score were calculated. The following table presents the results:

Table (6) Arithmetic mean, standard deviation, and relative weight of the research sample's scores on the Organizational Culture Scale.

| Variable | Number of paragraphs | Ranking | Total Score | Arithmetic mean | Standard Deviation | Relative weight % |
|-------------------------|----------------------|---------|-------------|-----------------|--------------------|-------------------|
| Power Culture | 5 | 3 | 8441 | 37.8 | 4.52 | 70 |
| Human Relations Culture | 5 | 1 | 7577 | 34.0 | 3.69 | 74.9 |
| Achievement Culture | 5 | 2 | 11399 | 48.9 | 6.15 | 72.5 |
| Total Grade | 15 | | 27417 | 120.7 | 11.78 | 72.4 |

As shown by the results in the previous table, the level of organizational culture among employees of the Oil Products Distribution Company – Wasit Branch reached 72.4%, which is considered a very good level. This indicates that the research sample exhibits a high level of organizational culture. This can be interpreted considering the strong organizational culture characteristic of the Oil Products Distribution Company in the Wasit Branch, which positively reflects the employees' performance. This strength stems from several interrelated factors that enhance belonging and efficiency in the work environment.

These companies rely on clear organizational structures and well-established administrative policies, creating a stable work environment that encourages employees to remain committed to institutional goals. Additionally, the nature of work in the oil sector demands high levels of

accuracy and safety, which prompts companies to promote a culture of quality and responsibility through intensive training programs and effective incentive systems.

Moreover, the company places significant emphasis on effective communication and transparency between management and employees, which fosters trust and reduces internal conflicts. It is well known that an effective organizational culture is built on shared values such as teamwork and innovation—values that oil companies particularly focus on to ensure adaptability in the face of technical and environmental challenges. This company also relies on fair performance evaluation systems and offers both financial and moral rewards, which motivates employees to exert greater effort. This, in turn, supports an organizational culture strongly linked to positive financial outcomes.

Furthermore, the company's large-scale investments in research and development and the adoption of modern technologies are key features of the oil sector. These factors create a dynamic work environment that encourages continuous learning and self-development, aligning with the importance of a flexible organizational culture in enhancing adaptability to change. The global nature of such companies also exposes employees to diverse workplace cultures, enhancing their communication skills and flexibility factors, which contribute to building a rich and resilient organizational culture.

To examine the level of employee performance at the Oil Products Distribution Company – Wasit Branch, the arithmetic mean, standard deviation, and relative weight of the sample's scores on the Employee Performance Scale across its dimensions and total score were calculated. The results are presented in the following table:

Table (7) Arithmetic means, standard deviation, and relative weight of the research sample's scores on the Employee Performance Scale.

| Variable | Number of paragraphs | Arrangement | Total score | arithmetic mean | standard deviation | Relative weight % |
|-------------------------|----------------------|-------------|--------------|-----------------|--------------------|-------------------|
| Job Stress | 5 | 1 | 14664 | 44.9 | 7.99 | 72.1% |
| Planning and Incentives | 5 | 2 | 16597 | 72.0 | 8.40 | 74.8% |
| Effective Communication | 5 | 3 | 11363 | 43.1 | 7.71 | 71.4% |
| Total Score | 15 | | 42624 | 160.0 | 42.1 | 72.7% |

The results of the previous table show that the employee performance level among the sample of employees at the Oil Products Distribution Company Wasit Branch reached 72.7%, which is considered a very good level. This indicates that the employees in the research sample demonstrate a high level of job performance.

The current study interprets this positive result as a reflection of the distinguished job performance often observed among employees in the oil sector. This can be attributed to several key factors that work together to create a motivating and effective work environment. These companies typically rely on a strong organizational culture that reinforces values of excellence, commitment, and responsibility. Research indicates that deeply rooted organizational culture in large institutions directly contributes to enhancing job performance by creating a shared sense of purpose and aligning efforts toward achieving strategic goals.

Other studies also show that shared organizational values, such as a focus on quality and safety, translate into daily practices that improve employee efficiency and productivity.

One of the critical factors behind the high performance in this sector is the significant investment in training and development. The company recognizes that qualified human resources are fundamental to its success. Organizations that adopt a culture of continuous learning and offer opportunities for professional growth tend to report higher levels of job performance. Moreover, this company implements accurate performance evaluation systems and provides a variety of incentives, both financial and non-financial, that motivate employees to give their best.

A stable work environment and available resources also contribute to this distinguished performance. The company provides advanced infrastructure and modern technologies that enable employees to perform their tasks efficiently. Access to necessary tools and resources reduces obstacles employees may face, thus improving their productivity.

Additionally, the company's attention to employee well-being and support for work-life balance plays a crucial role in maintaining high performance. It offers several benefits, such as healthcare and paid leave, which enhance job satisfaction and reduce stress. Employees who feel supported and cared for by their organizations are more likely to exert greater effort at work.

In conclusion, the combination of a strong organizational culture, continuous training, effective incentives, and a supportive work environment forms an integrated system that explains the high job performance levels among employees in oil companies.

Based on the results in the two previous tables, it is evident that the scores obtained by the research sample employees in the Oil Products Distribution Company – Wasit Branch on both the Organizational Culture Scale and the Employee Performance Scale were very good and closely aligned. To determine the extent of the impact of organizational culture on employee performance at the Oil Products Distribution Company – Wasit Branch, Pearson correlation coefficients were calculated between the sample's average scores on the dimensions of the Organizational Culture Scale and their scores on the Employee Performance Scale. The following table presents the results:

Table (8) Pearson correlation coefficients between organizational culture and employee performance among the sample members.

| Variable | Culture of Power | Human Relations Culture | Culture of achievement | Organizational culture |
|-------------------------|------------------|-------------------------|------------------------|------------------------|
| Job Stress | 0.59** | 0.49** | 0.41** | 0.61** |
| Planning and Incentives | 0.41** | 0.42** | 0.48** | 0.47** |
| Effective Communication | 0.5** | 0.41** | 0.4** | 0.51** |
| Employee Performance | 0.61** | 0.53** | 0.52** | 0.64** |

It is evident from the data in the previous table that there is a statistically significant impact and a correlation between the dimensions and the overall level of organizational culture, and the dimensions and the overall level of employee performance. This result can be attributed to the deep reliance of organizational culture on individual job performance within institutions. Organizational culture, as a system of shared values, beliefs, and practices, acts as a reference framework that guides employee behavior and shapes their interactions with tasks and colleagues. When the culture is clear and strong, it provides employees with a sense of belonging and shared purpose, motivating them to exert greater effort and achieve better outcomes. In contrast, weak or unclear culture leads to fragmented efforts and overall performance decline.

Effective organizational culture contributes to improving job performance at the Oil Products Distribution Company – Wasit Branch through several key mechanisms. It aligns employee vision and goals, minimizes internal conflicts, and channels energy toward achieving organizational objectives. A strong culture also fosters a motivating work environment that encourages innovation and accountability, as employees feel their contributions are recognized and valued. Moreover, a sound organizational culture provides clear performance standards, enabling employees to understand expectations and measure progress objectively.

The importance of organizational culture is particularly evident in organizations operating in complex or high-demand environments, such as the Oil Products Distribution Company – Wasit Branch. In such contexts, culture serves as a unifying force that sustains performance stability despite external challenges. Furthermore, a strong culture helps attract and retain top talent, as high-performing employees tend to gravitate toward workplaces with a clear and supportive culture.

The researcher also emphasizes that a critical aspect of the relationship between organizational culture and job performance lies in the culture's adaptability to change. Institutions with flexible and evolving cultures are better positioned to keep pace with market or technological changes, positively reflecting on employee innovation and performance. Conversely, rigid or change-resistant cultures may hinder performance, even in organizations with substantial human and material resources.

Based on the above, it becomes clear that organizational culture is a decisive factor in determining the level of job performance within institutions. When the culture is clear, supportive, and adaptable, it fosters an environment conducive to outstanding performance. On the other hand, weak or toxic cultures pose barriers to achieving organizational and individual goals. Therefore, institutions must invest time and resources in building a positive organizational culture that enhances performance and supports sustainable growth.

Conclusions

The level of organizational culture among employees at the Oil Products Distribution Company – Wasit Branch was found to be 72.4%, which is considered very good.

The level of employee performance at the Oil Products Distribution Company – Wasit Branch was found to be 72.7%, which is also considered very good.

There is a statistically significant effect between the dimensions and the overall level of organizational culture and the dimensions and the overall level of employee performance at the Oil Products Distribution Company – Wasit Branch.

Recommendations

Based on the findings from theoretical and field studies, the researcher recommends the following:

1. Compare organizational cultures in local and global oil companies to better understand the most performance-influencing cultural factors.
2. Explore the challenges of organizational culture in the context of digital transformation and clean energy.
3. Develop strategies to enhance organizational culture that supports innovation and flexibility amid economic and environmental challenges.
4. Design intensive training programs to reinforce core organizational values (e.g., safety, quality, and efficiency) among new employees and leaders.

5. Promote transparency and participatory decision-making to increase employee engagement and improve performance.

Suggestions

The research proposes the following:

Depending on the investigation into how oil sector-specific cultural values affect performance by conducting field studies that explore the influence of unique oil industry values (e.g., safety focus, efficiency, technological innovation) on employee motivation and performance.

Study the role of leadership in shaping organizational culture and improving performance, including an analysis of the most effective leadership styles in fostering a positive culture within oil companies.

Evaluate the effectiveness of training and development programs in strengthening organizational culture and examine how continuous training impacts core cultural values (e.g., teamwork, quality, safety) and their link to performance improvement.

Analyze the impact of incentive and reward systems on performance in oil sector organizational cultures and assess the relationship between both financial and non-financial rewards (e.g., recognition, promotions, training) and employee performance in this industry.

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