

The Impact of Organizational Culture on Employee Performance: The Moderating Role Organizational Innovation

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Abstract

This paper aims to synthesize the literature on the effects of cultural factors on mobile banking adoption in different countries of the world. The study is based on 100 articles from peer-reviewed journals from the period between 2010 and 2021 and revolves around the concept of cultural aspects of mobile banking adoption. The analysis shows that the core constructs of technology acceptance models are known to significantly influence adoption intentions but their strength is very much dependent on the culture of the target population. Based on Hofstede's cultural dimensions, the power distance and uncertainty avoidance are found to moderate the adoption factors. Social influence is seen to be more significant in the collectivist culture as compared to the individualist culture; whereas, trust is seen to be a culture free factor that influences adoption but its determinants are culture specific. Security and privacy are listed as global problems, but the level of their importance differs between developed and developing countries. The review also identifies the differences between the developed and the developing countries in the use of mobile banking and factors that influence it . These findings underscore the requirement of culture wise technology acceptance model and stress the need of country specific approaches for the banks and policy makers to promote the mobile banking usage. Finally, the present study outlines the gaps in the literature and the possible future research directions such as the requirement of longitudinal analysis, the use of combined method, and the exploration of the new technology in mobile banking. This review is also useful for enriching the literature on technology acceptance models and offering real-world guidelines to financial institutions that want to expand mobile banking use in culturally distinctive environments .

Keywords: Mobile Banking, Cultural Factors, Technology, Hofstede's Cultural Dimensions, Cross-Cultural Comparison, Financial Inclusion, Technology Acceptance Model, Utaut, Systematic Review, Digital Finance.

Introduction

Organizational culture is a key concept in modern management that determines the success or failure of an organization. Each organization has its own organizational culture, which

workers or employees adhere to and represents a set of standards. It determines what is desirable and undesirable behavior, and therefore organizational culture is the characteristic that distinguishes the organization from others. Other institutions and the beliefs, values, and standards that an organization formulates to guide the behavior of its members in order to address issues of external adjustment and internal integration (Maqableh, 2022). A healthy structure of an organization is built on a strong culture that encourages learning and adapting to the changing internal and external environment around the organization (Nafchi & Mohelská, 2020).

Organizational culture is concerned with how employees perceive the characteristics of the organization's culture, not whether they want them. Organizational culture is characterized by common characteristics, The impact of organizational culture on employee performance organizational culture plays an important role in determining employee performance and the organization's overall performance studies indicate a strong positive relationship between positive organizational culture and employee performance employees who work in a work environment with a positive culture are more committed (Mohammad, 2018).

Therefore, attention to building a positive organizational culture is necessary to improve employee performance and achieve the organization's goals Managers can take various steps to build a positive organizational culture by working with employees to identify a set of values and principles that will form the basis of the organization's behaviors. Many researches have been done previously to study the relationship between organizational culture, organizational innovation, and employee performance in many sectors and countries Their organizational structure relies heavily on employees, as their ideas and creativity are the main driver of innovation of new health products and services for internal operations organizational innovation plays an important role in enabling organizations to survive and compete in the ever-changing business environment (Migdadi, 2022).

Employees feel a greater sense of belonging to the organization and its goals, which prompts them to exert more effort to achieve these goals. They are more comfortable expressing their new ideas, which leads to increased innovation, organizations should provide opportunities for employees to develop their problem-solving and creative thinking skills Organizers should involve employees in the decision-making process, giving them a sense of responsibility and encouraging them to contribute their ideas.

Literature Review

Organizational Culture

A set of values, beliefs, traditions, and practices presented by members of an organization and extending as rituals that govern employee behavior as a result of employee interactions in both formal and informal work environments (Saqr, 2021). It is defined as a model of shared values that determine how behaviors and attitudes are controlled and define what is important to people in the organization (Al-Otaibi et al, 2024).

The characteristics that distinguish the organization from other organizations, and these characteristics have relative continuity and have an effective and significant impact on the behavior of the organization's employees (Al-Tayeb, 2021). The researcher defines it as a set of beliefs, values, principles, and behaviors that shape the behaviors and expectations of the

organization's members. Organizational culture is the core of any organization, and shapes its identity and distinguishes it from other organizations.

Power Distance: The power distance dimension indicates the extent to which members of a society accept differences in the distribution of power and wealth. With regard to organizational culture, the power distance dimension refers to the extent to which employees accept the existence of a clear hierarchical structure in the organization and the extent of their respect for authority and leaders.

Uncertainty Avoidance: So that uncertainty does not avoid one. Diversity in contemporary culture, and refers to the extent to which individuals are able to adapt to diversity, diversity, diversity, diversity in the face of not determining which members of these organizations are most able to adapt to pleasant changes and find new solutions to the forms they encounter.

Collectivism: It includes a wide range of major cultures, and is concerned with describing the extent to which individuals focus on groups and cultures with collective initiatives to focus groups and their common goals. While a culture with a low collectivistic dimension indicates the organization's focus on individuals and their individual needs.

Long Term Orientation: Culturally oriented organizations have a long-term vision for their future, define long-term goals and guide their course, and involve all of their members in formulating, understanding, and committing to the vision. Organizations with a long-term-oriented organizational culture believe in the importance of teamwork and cooperation among their members (Akpa et al., 2021).

The Impact of Organizational Culture on Employee Performance

There is a consensus that culture has a strong role in enhancing employee productivity, job satisfaction, and morale. This results in better communication between employees and increased levels of cooperation, commitment, and harmony, as they all work within a single cultural framework that pushes them toward achieving the goals desired of them. The focus is on achieving excellence and outstanding performance, and the strong relationship between values and beliefs has been confirmed through experiments and research conducted in a number of companies. A positive organizational culture contributes to improving employee performance through employees feeling a sense of belonging to the organization and its goals and being more willing to work harder to achieve them. Employees are happier and more satisfied with their work, which reduces employee turnover rates. Employees who work in a work environment with a negative culture may be afraid to express new ideas, which leads to a lack of innovation. Employees may suffer from lower levels of job satisfaction and happiness, which leads to a higher rate of Staff turnover so, Attention to building a positive organizational culture is necessary to improve employee performance and achieve the organization's goals. Managers can take various steps to build a positive organizational culture by working with employees to determine a set of values and principles that will form the basis of the organization's behaviors (yusufi et al., 2022).

Organizational Innovation

Innovation, invention and creativity generated by institutions and not individuals have become an essential product for modern institutions that need to continue growth and a comprehensive process of change in the organization's structure, culture and operations with the aim of achieving fundamental improvements and enhancing efficiency and innovation (Abu Khoussa, 2015).

Organizational innovation includes many aspects, including:

- a. Develop new products and services that better meet customer needs.
- b. Improving the organization's internal processes to increase efficiency and productivity.
- c. Develop new business models to increase revenue and profitability.
- d. The habit of structuring the organization to make it more flexible and able to adapt to changes.
- e. Encouraging a culture of creativity and innovation among employees (Dobelin, 2018).

The Importance of Organizational Innovation

Perceptions of innovation have changed significantly today, whether at the organizational or national level. Innovation has become a standard by which countries and peoples judge their degree of progress and sophistication. Indeed, it has come to be seen as a source of wealth and an important factor in social and economic development, Organizational innovation is an important element for the success of any organization in today's constantly changing world, as it enables organizations to achieve many benefits. Innovation has contributed to creating a positive and motivating work environment for employees, as employees feel more satisfied when they are able to use their creative skills and solve problems in new ways as well. Innovation can lead to new opportunities for learning and professional development for employees.

Relationship between Organizational Innovation and Employee Performance

There is a strong mutual relationship between organizational innovation and employees. They play an important role in driving innovation. Employees at all levels have valuable experience and knowledge that can be used to generate new and innovative ideas. Employees can use their creative skills to solve problems in new and innovative ways. Employees play a key role in putting innovation ideas into practice. Implementation and turning it into reality (Ashiru et al., 2022).

Employee engagement has become a global construct that cannot be ignored as an emerging field of research between employee commitment and organizational performance, which is a step forward in management science, Motivated employees are builders in the organization and seek to know their role and what is required of them to perform their role and achieve the organization's directions and always do outstanding work Performing at a high level when measured and evaluated and striving to take advantage of his talents, abilities and strengths on a daily basis, They seek to use their talents, abilities and strengths in their work as they are the ones who have a passion for their work and building their organization (Al-Hadidi,2020).

Employee Performance

Employee performance and effectiveness are considered one of the most important variables discussed by many researchers in the literature, and its importance stems from the fact that performance is the most important indicator of organizational success and the ability to achieve the required goals effectively and efficiently (Ngwa et al., 2019).

Criteria for evaluating employee performance include punctuality, efficient and effective work performance, ability to provide company resources and utilize them optimally, how employees work with other employees to maintain a productive work environment, and

therefore performance depends on what employees do and not the results of their work (Pombo & Gomes, 2019).

In recent years, companies have been interested in improving and developing their performance because performance is the main basis for achieving their goals. Performance is the level of effectiveness and efficiency of employees in accomplishing their tasks and their production capacity, which benefits the company and its ability to achieve all organizational goals (Kuswati, 2020).

Hypotheses of Study

H01: There is a Statistically Significant Negative Impact at the level of ($\alpha \leq 0.05$) for Organizational Culture on Employee Performance.

H01.1: There is a Statistically Significant Negative Impact at the level of ($\alpha \leq 0.05$) for Organizational Culture dimension (Power Distance) on Employee Performance.

H01.2: There is a Statistically Significant Negative Impact at the level of ($\alpha \leq 0.05$) for Organizational Culture dimension (Uncertainty Avoidance) on Employee Performance.

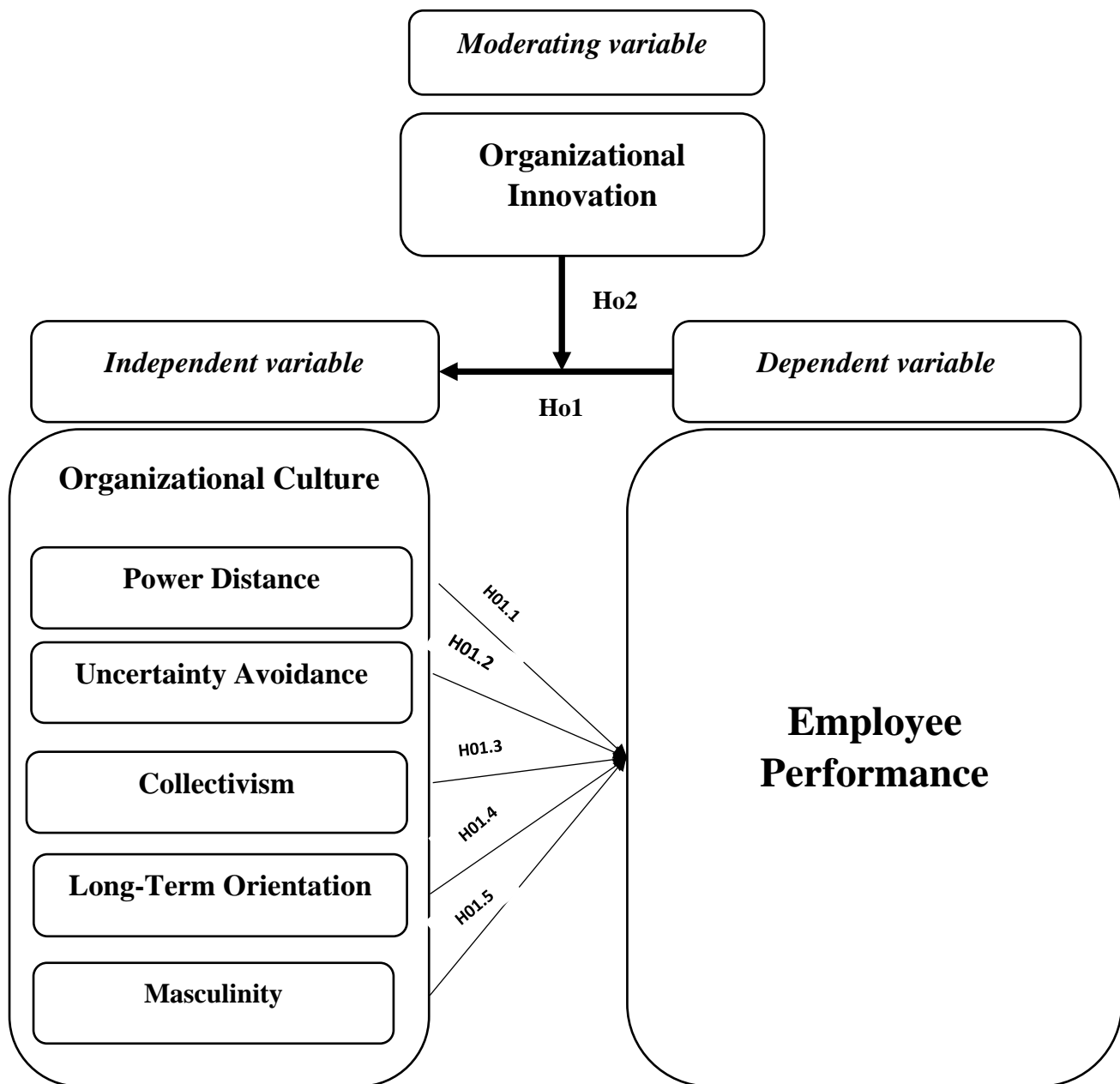
H01.3: There is a Statistically Significant Negative Impact at the level of ($\alpha \leq 0.05$) for Organizational Culture dimension (Collectivism) on Employee Performance.

H01.4: There is a Statistically Significant Negative Impact at the level of ($\alpha \leq 0.05$) for Organizational Culture dimension (Long-Term Orientation) on Employee Performance.

H01.5: There is a Statistically Significant Negative Impact at the level of ($\alpha \leq 0.05$) for Organizational Culture dimension (Masculinity) on Employee Performance.

H02: There is a Statistically Significant Negative Impact at the level of ($\alpha \leq 0.05$) for Organizational Innovation on the Relation Between Organizational Culture and Employee Performance.

Model of Study



Methodology of Study

The study aims to examine the impact of organizational culture and innovation on employee performance among young and middle-aged adults in Jordan and the UAE. Using both descriptive and analytical approaches, a questionnaire was developed based on three key variables: organizational culture, organizational innovation, and employee performance. The questionnaire, influenced by established references (Hofstede's, OECD, etc.), included demographic criteria (gender, age, and years of experience) and was distributed online due to the COVID-19 pandemic. The study compares workers in Jordan and the UAE to uncover how different work environments and levels of culture and innovation affect performance, offering insights for future research and organizational practices to enhance productivity.

Frequencies

The research focused on analyzing the frequencies of various demographic variables of the participants in the test. These variables included age, location, work experience, gender, educational level, and work sector. Through this examination, the researchers obtained crucial information about the characteristics of the sample. The frequency analyses were instrumental in offering a thorough understanding of the study's participants, and the data is presented in Table 1.

Table 1

Demographic Frequency statistics

Variables	sub-groups	Frequency	Percent
Age	Under 17 years -24 years old	34	11
	25-34 years old	162	52
	35-44 years old	60	19
	45-54 years old	45	14
	55-65 or older	13	4
	Total	314	100
Where are you located	Jordan	169	54
	United Arab Emirates	145	46
	Total	314	100
Work Experience	Less than one year	27	8.6
	1-2 years	28	8.9
	3-6 years	66	21
	5-10 years	65	20.7
	11-15 years	51	16.2
	More than 15 years	77	24.5
	Total	314	100
Gender	Male	183	58.3
	Female	131	41.7
	Total	314	100
Educational Level	High school degree or equivalent	11	3.5
	Diploma	36	11.5
	Bachelor's	190	60.5
	Master's	59	18.8
	PhD	18	5.7
	Total	314	100
Work Sector	Broadcasting and Media	5	1.6
	Computer and Electronics Manufacturing	5	1.6
	Construction	20	6.4
	Education Industry	63	20.1
	Finance, Banking, and Insurance	29	9.2
	Hotel and Food Services	3	1
	Medical Health Care and Social Assistance	42	13.4
	Military	10	3.2

	Real Estate, Rental and Leasing	5	1.6
	Retail	10	3.2
	Software and Programming	8	2.5
	Telecommunications	4	1.3
	Wholesale	4	1.3
	Other Industry	106	33.8
	Total	314	100

The table 1 presents demographic frequency statistics for various sub-groups in the sample, comprising total of (314) individuals. Among the age groups, the highest percentage of participants falls within the (25-34) years old category, accounting for (51.6%) of the total. This indicates that a significant portion of the sample is in their mid to late twenties and early thirties. Conversely, the lowest representation is in the (55-65 or older) category, comprising only (4%) of the respondents, suggesting a relatively small number of participants from the elderly age group. Regarding the where are you located, the highest frequency of participants comes from Jordan, with (169) individuals, constituting (54%) of the total sample. This implies that more than half of the respondents are from Jordan. In contrast, United Arab Emirates (145) constituting (46%) of the total sample. Regarding the work experience, the highest proportion of respondents (24.5%) has "More than 15 years" of experience, indicating a considerable number of seasoned professionals in the dataset. On the other hand, the "Less than one year" category has the lowest frequency at (8.6%), suggesting that fewer participants are just starting their careers. When considering gender distribution, males dominate the sample, accounting for (58.3%) of the respondents, while females represent (41.7%). This demonstrates a gender imbalance in the dataset, with a higher male representation. Concerning educational levels, participants with a "Bachelor's" degree constitute the highest proportion at (60.5%). This indicates that a majority of respondents have completed their undergraduate studies. Conversely, the lowest percentage is in the "High school degree or equivalent" category, making up only (3.5%) of the sample. Lastly, work sectors, the "Education Industry" stands out with the highest frequency at (20.1%), suggesting a significant number of individuals working in this field. Conversely, several sectors, such as "Broadcasting and Media," "Computer and Electronics Manufacturing," and "Hotel and Food Services," have the lowest representation, each comprising around (1-3%) of the sample.

Descriptive Statistics

Table (2)

presents the summary statistics for the study variables

Paragraph	Mean	Std.Dev.	Degree
Organizational Culture	3.454	0.399	Medium
Organizational Innovation	4.254	0.514	High
Employee Performance	3.759	0.55	High

The table 2 shows the mean, standard deviation, and degree for three key variables: Organizational Culture, Organizational Innovation, and Employee Performance. Organizational Culture has a mean of 3.454 and a standard deviation of 0.399, indicating a moderate level and consistent responses among participants. Organizational Innovation has

a mean of 4.254 and a standard deviation of 0.514, reflecting a high level of innovation with some variation in responses. Employee Performance has a mean of 3.759 and a standard deviation of 0.55, demonstrating a high level of performance with moderate variability. These results suggest that while organizational culture is moderate, both organizational innovation and employee performance are high, indicating that strong innovation practices positively influence employee performance.

Multicollinearity Test

The issue of multicollinearity was investigated using VIF (Variance Inflation Factor) and Tolerances. The results, presented in Table (3), indicated that the VIF values (1.185), all well below the commonly accepted threshold of 10. Additionally, the tolerance value (0.844), comfortably above the threshold of 0.10. This analysis, in accordance with Neter et al (1996), suggests that there is no multicollinearity problem in the dataset.

Moreover, the Pearson correlations also supported the absence of multicollinearity. The correlations between the variables were all moderate and did not exceed the recommended threshold of 0.80, as suggested by Pallant (2001). Overall, these findings provide strong evidence that multicollinearity is not an issue in the dataset under examination.

Table (3)
Multicollinearity Test

Variables	Organization al Culture	Organizational Innovation	Employee Performance	VIF	Toleranc e
Organizational Culture	1			1.185	0.844
Organizational Innovation	0.395	1		1.185	0.844
Employee Performance	0.345	0.516	1		

Normality

In the study conducted by Hair et al. (2010), the normality of the study variables was tested using the Skewness and Kurtosis test. Normality issues were considered to exist when the skewness values were outside the range of (< 2.00) and the kurtosis values were outside the range of (< 7.00) (Kim, 2013). Table (4) in the research presented evidence regarding the normality of the study variables.

Table (4)
Normality Test

Variables	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error
Organizational Culture	-0.134	0.138	2.94	0.274
Organizational Innovation	-1.202	0.138	6.372	0.274
Employee Performance	-0.763	0.138	3.556	0.274

Table (4) presents the results of the Skewness and Kurtosis test of normality for the study variables, organizational culture, organizational innovation, and employee performance. The Skewness statistic measures the asymmetry of the data distribution, while the Kurtosis statistic indicates the peakedness or flatness of the distribution. For all study variables, the Skewness values are close to zero and within the range of < 2.00. This suggests that the data distributions are approximately symmetrical and do not exhibit significant deviations from normality in terms of skewness. Similarly, the Kurtosis values for all variables are within the range of < 7.00, indicating that the data distributions have approximately normal kurtosis. This means that the distributions are neither too peaked nor too flat compared to a normal distribution.

PLS Initial Model

In this study, the researcher adhered to the approach proposed by Tabachnick and Fidell in 2007, which suggests customizing factor loadings based on the sample size. In this study, the final observations were (314), accordingly, the most appropriate cut-off factor loading is 0.35. Figure (1) shows the measurement model of the study, R² and factor loading of the items.

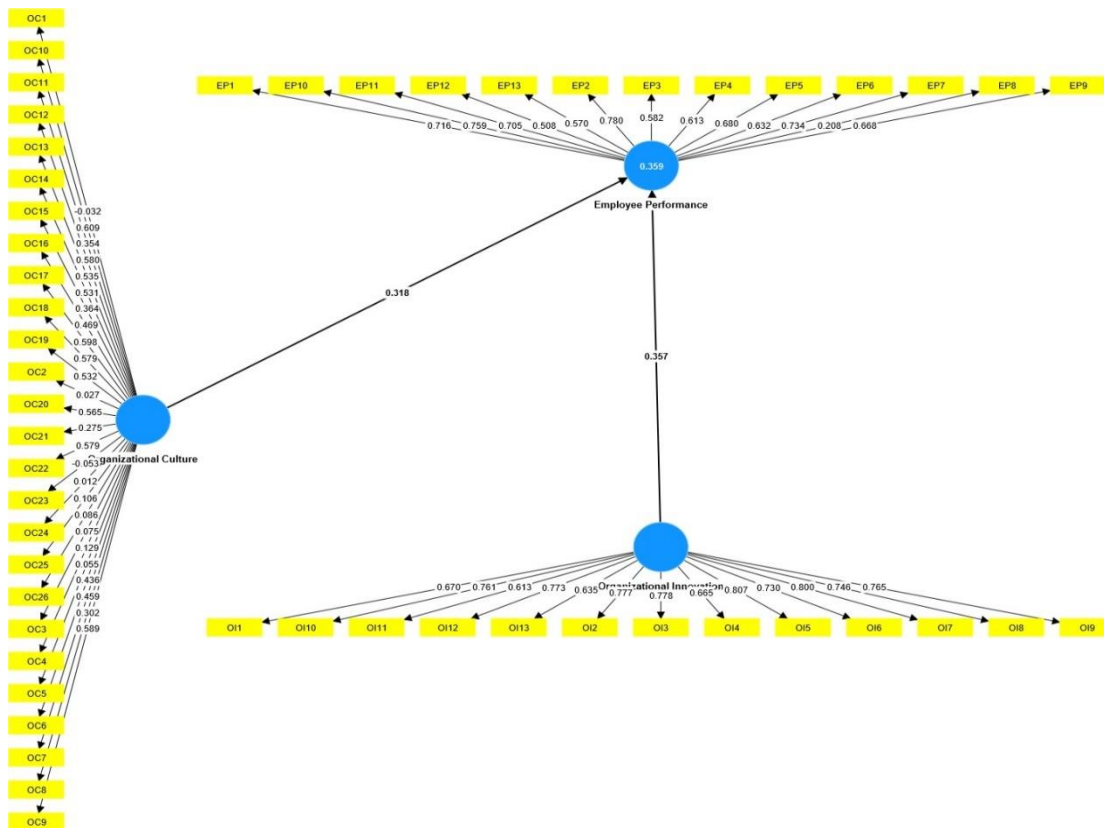


Figure (1): Measurement Model of the Study Variables

In order to better display the factors loadings, they have been formulated in Table (5):

Table (5)
Outer Loading of Study Variables

SECTION	#	Employee Performance	Organizational Culture	Organizational Innovation
Employee Performance	EP1	0.716		
	EP10	0.763		
	EP11	0.702		
	EP12	0.504		
	EP13	0.578		
	EP2	0.780		
	EP3	0.572		
	EP4	0.610		
	EP5	0.686		
	EP6	0.634		
	EP7	0.741		
	EP9	0.665		
Organizational Culture	OC10		0.617	
	OC12		0.586	
	OC13		0.536	
	OC14		0.540	
	OC15		0.372	
	OC16		0.483	
	OC17		0.616	
	OC18		0.596	
	OC19		0.547	
	OC20		0.576	
	OC22		0.590	
	OC6		0.486	
	OC7		0.472	
	OC8		0.263	
	OC9		0.574	
Organizational	OI1			0.669
	OI10			0.761

OI11			0.611
OI12			0.773
OI13			0.635
OI2			0.777
OI3			0.778
OI4			0.666
OI5			0.807
OI6			0.730
OI7			0.800
OI8			0.746
OI9			0.765

Table (5) shows that each variable belongs to their construct and highly correlated with them, which means that there are no problems of cross loadings between variables, except of EP8, OC1, OC2, OC21, OC23, OC24, OC25, OC26, OC3, OC4, OC5, and OC11 which was deleted and the final model as displayed in Figure (2).

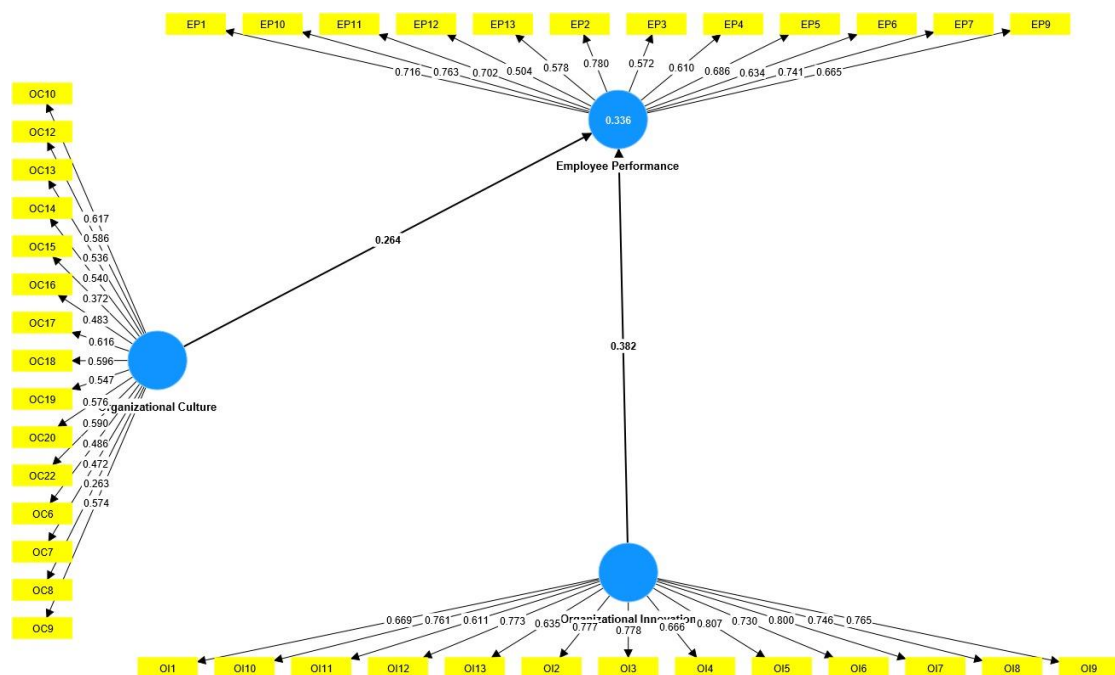


Figure (2): Measurement Model of the Study Variables after Deletion

Discriminant Validity

In 1981, Fornell and Larcker proposed the Fornell-Larcker Criterion, which was utilized to examine discriminant validity in Table (6). According to this criterion, if the loadings of an indicator on its designated latent variable are greater than its loadings on all other latent variables, then the condition for discriminant validity is satisfied.

Table (6)

Fornell-Larcker Criterion

	Employee Performance	Organizational Culture	Organizational Innovation
Employee Performance	0.668		
Organizational Culture	0.491	0.594	
Organizational Innovation	0.539	0.532	0.735

According to table (6), each indicator's loading on its designated latent variable is greater than its loading with other variables. This implies that the measure deviates more from, or has weaker correlations with, other measures that are conceptually unrelated to its underlying construct. In simpler terms, the indicators show stronger connections with their intended latent variables and weaker connections with unrelated variables.

Convergent Validity

Convergent validity which is the degree to which multiple items to measure the same concepts are in agreement, based on Hair et al., (2010) the criteria to assess convergent validity are: (1) Cronbach's Alpha at cut-offs (>0.60), (2) Composite reliability at cut-offs (>0.60), (3) Average Variance Extracted (AVE) at cut-offs (>0.50), Table 7 shows the results of convergent validity:

Table (7)

Convergent Validity

	Cronbach's alpha	Composite reliability	Average variance extracted (AVE)
Employee Performance	0.885	0.905	0.446
Organizational Culture	0.816	0.852	0.283
Organizational Innovation	0.928	0.938	0.540

Based on Hair et al. (2010) the criteria to measure reliability is Cronbach's Alpha at cut-offs (>0.60) as seen from table (7) all the Cronbach's alpha values are higher than 0.60. as seen from table (7) all the Composite reliability values are higher than 0.60 but not all the AVE values are higher than 0.5 where both the employee performance and organizational culture are lower than 0.5, but according to (Fornell and Larcker, 1981) if AVE is less than 0.5, but composite reliability is higher than 0.6, the convergent validity of the construct is still adequate, which means that the constructs are valid.

Assessment of the Structural Model

As shown in Figure (3) the aim of the structural model is to examine the impact of organizational culture and organizational innovation on employee performance as follow:

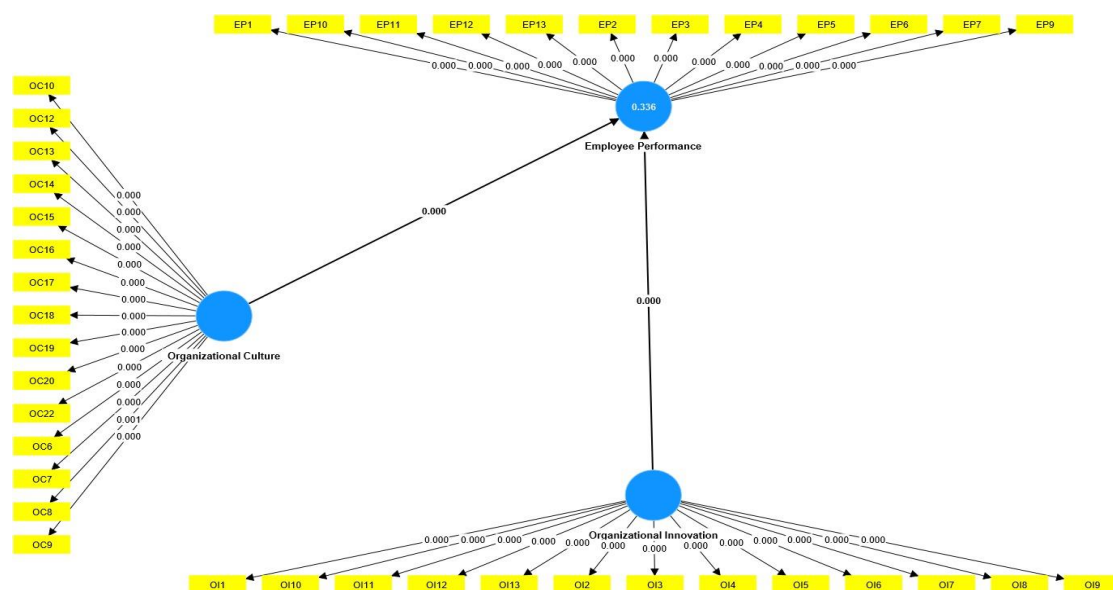


Figure (1): Measurement Model of the Study Variables

The model shows that the organizational culture and organizational innovation can explain 33.6% of the employee performance. According to the Falk and Miller, (1992) the explanatory power of the R^2 above 10% is acceptable. Table 8 shows the results of path analysis and hypothesis testing.

Table (8)

Path Analysis and Hypothesis Testing

	Relationship	Path Coefficient	T Statistics	P Values	Decision
H 1	Organizational Culture -> Employee Performance	0.264	4.629	0.000	Accepted
H 2	Organizational Innovation -> Employee Performance	0.382	5.038	0.000	Accepted

According to the results (Table 8), Organizational Culture -> Employee Performance have a ($\beta = 0.264, p < 0.01$) which mean there is a significant positive impact of Organizational Culture on Employee Performance, Organizational Innovation -> Employee Performance have ($\beta = 0.382, p < 0.01$) which mean there is a significant positive impact of Organizational Innovation on Employee Performance. Therefore, H1 and H2 are supported.

Countries Comparisons

In order to compare between two countries in this study, namely Jordan and UAE, independent sample T-Test were used to difference between Jordan and UAE according to the study variables, Table 9 shows the results of independent sample T-Test.

Table (9)

Independent Sample T-Test

	Country	N	Mean	Mean Difference	T-Statistics	Sig.
Organizational Culture	Jordan	169	3.52	0.135	3.023	0.003
	UAE	145	3.38			
Organizational Innovation	Jordan	169	4.27	0.042	0.718	0.473
	UAE	145	4.23			
Employee Performance	Jordan	169	3.73	-0.059	-0.961	0.344
	UAE	145	3.79			

When comparing Organizational Culture between Jordan and the UAE, the mean score in Jordan is 3.52, while in the UAE, it is slightly lower at 3.38. The Mean Difference of 0.135 indicates that Jordan has a slightly higher mean score for Organizational Culture. The T-Statistics value of 3.023 suggests a statistically significant difference between the two countries in terms of Organizational Culture. Moreover, with a Significance level (Sig.) of 0.003, the observed difference is statistically significant at the conventional significance level of 0.05 ($p < 0.05$).

When examining Organizational Innovation between Jordan and the UAE, the mean score in Jordan is 4.27, while in the UAE, it is marginally lower at 4.23. The Mean Difference of 0.042 indicates a slight advantage in favor of Jordan for Organizational Innovation. However, the T-Statistics value of 0.718 and the Significance level (Sig.) of 0.473 suggest that there is no statistically significant difference in Organizational Innovation between the two countries. In other words, the observed variation in Organizational Innovation scores is likely due to chance and not a meaningful distinction between Jordan and the UAE.

Regarding Employee Performance, the mean score in Jordan is 3.73, while in the UAE, it slightly surpasses that with a mean score of 3.79. The Mean Difference of -0.059 indicates a minor advantage in favor of the UAE in terms of Employee Performance. However, both the T-Statistics value of -0.961 and the Significance level (Sig.) of 0.344 suggest that there is no statistically significant difference in Employee Performance between the two countries. In other words, the observed variation in Employee Performance scores is not likely to be meaningful or significant in distinguishing between Jordan and the UAE.

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