

## **THE IMPACT OF ORGANIZATIONAL CULTURE ON JOB PERFORMANCE AMONG EMPLOYEES OF THE COLLEGE OF ADMINISTRATIVE SCIENCES AT NAJLAN UNIVERSITY**

**Mohammed AL Hassan Mohammed**

Associate. Professor of Business Administration, College of Administrative Sciences,  
Najran University

This Paper was funded by Scientific Research Deanship at Najran University,  
NU/SHED/14/012

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**ABSTRACT:** *The present study is an attempt to identify the nature of the relationship between organizational culture and job performance among employees of the College of Administrative Sciences in Najran University, Saudi Arabia. The study problem lies in identifying the impact of organizational culture on job performance of employees at the College of Administrative Sciences. To achieve the objectives of the study, a number of hypotheses tested, mainly: There is a statistically significant relationship at the significant level of (0.05) between organizational culture and job performance among employees of the College of Administrative Sciences. The study adopted the questionnaire for collecting data from the study sample that consisted of (81) employees. The main finding of study is that there is a positive impact for organization culture on job performance among employees at College of Administrative Sciences due to the vital and effective role played by the organizational culture in the development of administrative thinking, which contributes to raising the level of job performance.*

**KEYWORDS:** organizational culture, job performance, Management practices, teamwork, shared vision.

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### **INTRODUCTION**

Culture is a human phenomenon that is greatly significant in affecting the behavior of the individual and groups. It is acquired by learning from the surrounding environment and contributes to their communication and the role to be played in organizations. Since organizations are part of the larger environment and society, organizational culture is an extension and reflection of the dominant culture that is reflected on employees. It also affects their decision-making, behavioral patterns, and attitudes (Abdullah, 2002). Therefore, organizational culture is a significant topic in management. Since the late 1970s and the beginning of 1980s, it was the focus of authors, when the concept of culture shifted from sociology and anthropology, to interact with some concepts of management, resulting in a new concept, known as "organizational culture". Accordingly, it became a rich field of researching organizations. With the increased interest of culture in studying and understanding organizational behavior, interest raised in the way of forming their culture. "Organizational culture" was used as an umbrella for many human concepts, such as: Social values and patterns, moral values, and technological values and their effects (Abdulghaffar,

2012). Hence, the study problem lies in identifying the impact of organizational culture on job performance of employees at the College of Administrative Sciences.

### **Statement of the Problem**

The problem of the current study has been defined in asking the following major question: What is the impact of organizational culture on job performance among employees of the College of Administrative Sciences, Najran University?

In addition, the following minor questions have been asked:

- Is there a relationship between management practices and job performance among employees of the College of Administrative Sciences?
- Is there a relationship between the culture of teamwork and job performance among employees of the College of Administrative Sciences?
- Is there a relationship between the shared vision and job performance among employees of the College of Administrative Sciences?

### **Variables of the Study**

*Independent variable:* Organizational culture, including the following items: management practices, teamwork, and shared vision.

*Dependent variable:* Job performance

### **Hypotheses**

To achieve the objectives of the study, the following hypothesis was introduced: There is a statistically significant relationship at the significant level of (0.05) between organizational culture and job performance among employees of the College of Administrative Sciences.

The following minor hypotheses were adopted:

1. There is a statistically significant relationship at the significant level of (0.05) between management practices and job performance among employees of the College of Administrative Sciences.
2. There is a statistically significant relationship at the significant level of (0.05) between the culture of teamwork and job performance among employees of the College of Administrative Sciences.
3. There is a statistically significant relationship at the significant level of (0.05) between shared vision and job performance among employees of the College of Administrative Sciences.

### **Objectives**

The current study aimed to:

- Identify the nature of the relationship between organizational culture and job performance among employees of the College of Administrative Sciences in Najran University.
- Define the aspects of organizational culture and job performance.
- Illustrate the effectiveness of organizational culture's elements on job performance among employees of the College of Administrative Sciences in Najran University.

- Study the relationship between the dominant organizational culture in universities and their employees' job performance.
- Identify the level of job performance among employees of the College of Administrative Sciences to consolidate NU continuing development.
- Discuss the role of management leaders and employees in fostering the culture of excellence and organizational commitment.

### **Significance of the Study**

- It is a significant study because of the importance of organizational culture itself as the internal motif of employees' energies and efforts to accomplish objectives.
- Many modern studies reported that successful institutions have a positive organization in which all employees believe and protect. In addition, the successful cadre is often based on an organizational culture that motivates commitment and fosters the values of quality and excellence.
- It provides a practical analysis of the impact of organizational culture on job performance of employees, identifying strengths to be strengthen and supported, and weaknesses to be treated.
- Results can help decision-makers in Saudi universities to identify the dominant university culture and to start improving and developing employees' performance.

### **METHODOLOGY**

The study adopted the descriptive and analytical method, based on two approaches: the theoretical approach to offer a background of organizational culture and job performance by reviewing related books, journals, and research; and the field approach using the questionnaire to collect the required data.

#### *Population:*

The population of the study comprised all employees of the College of Administrative Sciences in Najran University; (81) employees.

#### *Sampling:*

The study adopted comprehensive survey methodology of sample of (81) employees and academicians. Therefore, (81) questionnaires were distributed of which (73) ones were retrieved, rating (90%);(5) were dismissed due to unavailability for analysis, rating (10%).

#### *Tools:*

The study adopted the questionnaire as the key tool of collecting data that were processed using (SPSS) and some statistical methods.

#### *Limitations:*

Temporal limitations: The second semester of 2015-2016.

Spatial limitations: All employees and academicians of the College of Administrative Sciences in Najran University.

## REVIEW OF THE LITERATURE

Okasha (2008) aimed to investigate the impact of organizational culture on job performance and consolidate the culture that contributes to developing employees' capabilities and developing job performance. Its problem was defined in the following question: What is the impact of organizational culture on job performance in Palestinian telecommunication companies? The study concluded that there is a positive impact for organizational culture on job performance in the company that has clearly defined policies and procedures. It recommends the company's management to pay more attention to positive organizational culture and values that contribute to raising managerial competence.

The problem of Samee (2009) was defined in the following question: What is the impact of organizational culture on job performance at banking sector in Yemen? It mainly hypothesized that: There is a statistically significant impact of employee's perception of organizational culture on job performance. It recommended that there is a negative impact of the dominant organizational culture in banking sector in Republic of Yemen on job performance. Additionally, there is a varied impact of organizational culture on the aspects and elements of job performance. Elfarhan (2003) attempted to identify the current situation of organizational culture and managerial development in Jordanian public sector's institutions. The study was applied to a sample of (400) employee of the central and supervisory administrations and those supervising managerial development units there. It concluded that their dominant organizational culture tends to bureaucracy and the level of managerial development fields is medium.

There is also a strong relationship between organizational culture and managerial development. Additionally, in case of the absence of organizational culture, managerial development is impossible. Abullelah (2006) aimed to identify the present situation of organizational culture in Palestinian Universities. Therefore, its problem was defined in the following question: What is the impact of dominant organizational culture in the Islamic University on the organizational development of universities? A questionnaire was mainly used to collect primary data from a randomly selected sample of (340) employees of administrators and academicians. It concluded that the dominant organizational culture in the Islamic University tends to accomplishment and that there is a statistically significant relation between organizational culture and organizational development sectors. Accordingly, it recommends decreasing the personalization of managerial decisions and consolidating institutional work in the university by adhering to rules and regulations, raising the level of delegation and interest in developing human resources. Elfarrag (2011) aimed to investigate the features of the dominant organizational culture in Syrian governmental institutions as well as those preferred by the participants. Then, it compared these features of the various institutions according to the nature of activity to have a general form accepted by participants that represent key features of the core values that should dominate. Therefore, (15) standards and (60) variables were used to explain the domains of organizational culture to be applied to a sample of (293) participants to know their opinions and categorize preferences. The study recommended adopting this form as a frame of values

that should be adopted by managers to create a positive organizational culture to accomplish the aspired objectives.

*Commenting on literature:*

The study agrees with literature in the importance of identifying the impact of organizational culture on job performance. For example, Okasha (2008) tackled the relationship of organizational culture and job performance, as well as consolidating the culture that contributes to developing employee's capabilities and job performance in Palestinian telecommunication companies. They agree that there is a positive impact of organizational culture on the level of job performance. It agrees with Samee (2009) that there is a statistically significant relationship between organizational culture and job performance, but they differed in conclusion. Unlike the current study, Samee concluded that there is a negative impact of the dominant organizational culture in banking sector in Republic of Yemen on job performance. Elfarrag (2011) aimed to propose a form of the appropriate features of organizational culture in the Syrian governmental sector's institutions.

Unlike literature, the current study focuses on a topic that was not the direct focus of literature, namely the impact of organizational culture on the employee's performance in educational institutions and their role in developing job performance through managerial practices, teamwork, and shared vision.

### **Conceptual Framework**

*Organizational culture:*

It is "the set of key behavioral patterns that are discovered, improved, and developed by a certain group while acquiring the method of treating problems related to internal and external adaptation. Because they are useful for, they should be taught to new members to be understood, perceived, and practiced (Mosa, 2013). According to Elsaerfy (2006), it is "the set of items formed by doctrine, philosophy, values, beliefs, thinking, and standards of the staff". Elsakarna (2009) defines it as "the set of values brought by the staff of an organization of employees and directors from the external to the internal environment. Another author defines organizational culture as "philosophies, concepts, principles, values, hypotheses, beliefs, expectations, attitudes, and standards that relate the parts of an organization in a shared environment. It provides a comprehensive image that reflects values and beliefs of the past, present, and future of an organization. Additionally, it accomplishes various functions as it creates self-esteem and identity of the employees, helps create commitment and support, and works as a framework (Abdulghaffar, 2011).

To conclude, values are the common divisor of these definitions of culture. Elomian (2005) believes that these values, beliefs, and ideas are in a certain organization. Therefore, values are the key concept of evaluate the attitudes, actions and behaviors of that individuals acquire through social relations and continuous interaction. When an institution adopts certain values, e.g. commitment to laws and regulations, interest in customers, and improving effectiveness and competence, it expects that its members adopt them.

*Elements of organizational culture:*

According to Elsakarna (2009), they are as follows:

1. Organizational values represent the values of the work place or environment, where they work on guiding the employees' behavior within the various circumstances, e.g. employees' equality, time management, and interest in performance and respecting others.
2. Organizational believes are shared ideas on the nature of work and social life in the environment, and accomplishing tasks, e.g. the importance of contributing to decision making and teamwork and their impact on accomplishing organizational objectives.
3. Organizational traditions are standards that the employees of an organization adhere to as they are useful, e.g. committing to not to employee the father and son in the same organization.
4. Organizational expectations represent unwritten psychological commitment, namely the set of expectations defined or expected by the individual or organization while working there, e.g. superiors' expectations of subordinates; subordinates' expectations of superiors; and mates' expectations of estimation, mutual respect, and offering an organizational environment and climate that help and support the psychological and social needs of the individual.

*Job performance:*

Linguistically, performance refers to a work, action, or accomplishment. It is the exerted action or accomplished activity. It is the result of a certain effort exerted by an individual or a group of persons to accomplish (a) certain action(s). Therefore, there are various definitions of job performance. "It is the human behavior in work; i.e. the accomplishment made by exerting a physical or mental behavior". It is also defined as "the set of the employee's behaviors that help achieve organizational objectives". Samee (2009) defines it as "the accomplishment made as a result of the individual's mental and physical efforts. Accordingly, it is a reflection of the individual's success or failure in accomplishing the assigned objectives".

*Elements of job performance:*

According to Okasha (2008), elements of job performance are, as follows:

1. Knowledge of job requirements, including general knowledge, technical and professional skills, background, and related fields.
2. Type of work represents the individuals' feeling of work to be accomplished besides desire, skills, desire, and ability to organize and accomplish work with no errors.
3. Quantity of accomplishments is the quantity and speed of work that an employee can accomplish in the normal conditions.
4. Persistence includes seriousness, devotion, assuming responsibility, accomplishing works on time, and the need to guidance by supervisors.

*Limits of job performance:*

Bahr and Abu Swreh believe that defining the individual's performance requires knowing and interacting with factors. Because of their diversity and the difficulty of knowing their effect on performance, the authors face various difficulties in defining the factors affecting performance and their interaction.



A number of management scholars tried to set a form of the limits of performance. Porter and Luther offered a form based on three key factors (output of effort, personal traits, and familiarity of job role). While the exerted effort reflects the individual's enthusiasm and experience, familiarity with the role is clear in personal behavior, perceptions, and impressions of performing a certain role. To conclude, limits are based on three variables, as follows:

1. Exerted effort that reflects the individual's enthusiasm and motivation.
2. Individual capabilities and features are capabilities and experiences that are the core of effort.
3. Familiarity with the role is represented in the individual's behavior, perceptions, and impressions of performance.

### Field study

Here, the author tries to describe methodology, participants, sampling, as well as the tool and its preparation, validity, and reliability. He also describes procedures of reviewing and applying and statistical processing.

### METHODOLOGY

According to the nature and objectives of the study, the author adopted survey study, based on the descriptive and analytical method regarding categorizing and organizing data because it is the most appropriate to the nature of the study.

#### *Population:*

The study covered all employees at College of Administrative Sciences, Najran University in the second semester of 2015/2016, numbered (81).

#### *Sampling:*

The study was based on the comprehensive sample of selecting participants. It covered all on job employees and academicians at College of Administrative Sciences, Najran University. It applied the tool of the study (i.e. questionnaire) to all participants (numbered 81) and making validity and reliability tests. Only (73 out of 81) questionnaire were retrieved, rating (90%) that were all reviewed to make sure that they were answered.

Table (1) Distributing the questionnaire to the employees of the College of Administrative Sciences, Najran University

Department	No.	Full professor	Associate professor	Assistant professor	Lecturer	Demonstrator	Scholarship	On vacation
Business Administration	34	2	-	8	9	6	9	-
Public administration	20	1	2	6	3	3	4	1
Laws Department	34	-	2	14	6	3	8	1
Accounting	15	1	1	2	2	2	8	-
Administrators	13	-	-	-	-	-	-	-
Total	116	4	5	30	20	14	29	2

Table (1) illustrates that the employees of the College of Administrative Sciences are (116); (104) academicians and (13) administrators. This indicates that the larger part is "academicians". There are (4) newly appointed demonstrators after distributing the questionnaire. Regarding academic departments, participants are affiliated as follows: (34) to Business Administration rating (29.3%), (34) to Laws department rating (29.3%), (20) to Public Administration rating (17%), (15) to Accounting rating (13%), and the rest are administrators rating (11.2%).

Regarding academic qualification, participants are categorized, as follows: (4) full professors, (5) associate professors, (30) assistant professors, (20) lecturers, (14) demonstrators, and (29) are have scholarships of MA. and Ph.D.

*Characteristics of the sample:*

To define the distribution of items according to personal (demographic) features, frequencies and percentages of the participants are estimated, as shown in the following table.

Table (2) Demographic characteristics of the participants

Variable	Categories of the variable	Number	Percentage
Age	20-30	17	23.6%
	31-40	22	30.6%
	41-50	21	29.2%
	51-60	11	15.3%
	More than 60	1	1.4%
	Total	72	100.0%
Qualification	Secondary	5	6.9%
	Diploma	1	1.4%
	Bachelor	10	13.9%
	Higher Diploma	1	1.4%
	Master	17	23.6%
	Ph.D.	38	52.8%
	Total	72	100.0%
Job experience	Less than 5	25	34.7%
	5-10	22	30.6%
	11-15	12	16.7%
	More than 15	13	18.1%
	Total	72	100.0%
Current job	Employee	12	16.7
	Demonstrator	4	5.6
	Lecturer	19	26.4
	Assistant Professor	32	44.4
	Associate professor	1	1.4
	Full professor	4	5.6
	Total	72	100.0%



Table (2) illustrates that the participants' ages are as follows: (22) of (31-40) rating (30.6%), (21) of (41-50) rating (29.2%) and (17) of (20-30) rating (23.6%). This reveals that a large part of the participants is aged (31-40), i.e. youth.

Regarding academic qualification, (38) are Ph.D. holders rating (52.8%), (17) are MA. holders rating (23.6%), (10) are Bachelor holders rating (13.9%), and the others are Secondary and Diploma holders. Regarding experience, the study reveals that participants are as follows: (25) have less than 5 years rating (34.7%), (22) have (5-10) years rating (30.6%), and the others have (11- 15 and more) years. This illustrates that the majority of employees have few practical experience in academic and administrative work. Regarding current job, the study reveals that (32) are (assistant professors) rating (44.4%), (19) are lecturers rating (26.4%), (12) are administrators rating (16.4%), and the others are full professors and demonstrators. This illustrates that the majority of employees hold the position of assistant professor.

### **Tool**

The study adopted the questionnaire to collect data in which the author was concerned with simplicity and easiness, as possible to be easily perceived by the participants. It comprises two sections:

**The first** covers personal data that help the author identify the population and their key features.

**The second** uses Likert-Five items scale to obtain their responses (one answer). It was designed to identify the impact of organizational culture on employees' job performance.

### *Statistical analysis method:*

The author used the descriptive and statistical approach, using SPSS software (Statistical Package for Social Studies). In addition, the following statistical methods were adopted:

- Validity and reliability test of the questions in collecting data using Cronbach's alpha.
- Frequencies and percentages to describe participants and define the percentages of responses to the items.
- Arithmetic mean to rank the participants' responses according to agreement.
- Standard deviation to measure the cohesion of responses to the variables "The more the arithmetic mean is, the less the value of standard deviation is obtained".
- To identify the relationship between organizational culture and employees' job performance, T-test of the sample was made.

### *Validity and reliability of the tool:*

#### \*External validity

To test its validity, the questionnaire was reviewed by a number of reviewers from Saudi and Sudanese universities who made good suggestions.

**Validity and statistical reliability:** To test its reliability, Cronbach's alpha was estimated to identify the reliability of data, cohesion and reliability of the scale, and the correlation

among scales expressing the participants' responses. It reached (872) suggesting that results of statistical analysis are reliable.

*Data analysis and hypotheses testing:*

To achieve the objectives of the study, data were analyzed through the appropriate method using (SPSS). Standard deviation, arithmetic means, and T-test of the sample were estimated to test the significance of statistical differences. In addition, arithmetic means and standard deviations of each section and the values of arithmetic means of each category through:

Calculating extent=  $5-1=4$ , dividing extent on the number of categories  $4/5= .8$

Then, the value is added to the inferior limit of the scale, to be as follows:

- 1-1.8; Totally disagree (Very low)
- 1.8-2.6; Disagree (Low)
- 2.61- 3.4; Neutral (Medium)
- 3.41-4.2; Agree (High)
- 4.21-5; Totally agree (Very high)

**Testing the hypotheses**

A. There is a statistically significant relationship at the significant level of (0.05) between management practices and job performance among employees of the College of Administrative Sciences.

To test this hypothesis, the author used table (3) illustrating the relationship between management practices and job performance. He analyzes the responses using arithmetic means, standard deviations, t-test to test the significance of statistical differences.

Table (3) Relationship between management practices and job performance of the employees

Item	Standard deviation	Arithmetic mean	Significance level	(T) Value	Degree
Management is interested in clearly defining the job's tasks.	.722	2.01	.000	--11.593	Low
Management is interested in developing employees by offering appropriate training opportunities.	.622	1.92	.000	--14.770	Low
Management is interested in informing employees of the works' development plans.	.732	2.17	.000	--9.665	Low
Management motivates employees to positive contribution to achieve objectives.	.695	2.10	.000	--11.018	Low
Management applies the policy of employees' rotation to directorates and departments.	.953	2.45	.000	-4.857-	Low
All employees are involved in the process of decision making.	.949	2.47	.000	--4.719	Low
Management is largely interested in the employees' perspectives and suggestions.	.863	2.29	.000	--6.965	Low
Management offers the required support to	.697	2.22	.000	--9.475	Low

perform job tasks.					
Management is interested in transferring practices from one department to another.	.870	2.44	.000	--5.417	Low
Management is keen on approving justice in the reports of evaluating employees' performance.	.861	2.07	.000	-9.169-	Low
Total	.44664	2.2140	.000	--14.932	Low

Table (3) illustrates that the mean of standard deviation rates (.44664) suggesting that cohesion of the responses. The total of arithmetic mean is (2.2140) suggesting that the participants tend to agree on the items in a low degree. In addition, T-value is (14.932) which is larger than that of the table reaching (1.97), suggesting that t-test is statistically significant of all items with a significance value of (0.000) less than the significant value of (0.05). This approves the hypothesis.

*Second hypothesis:* "There is a statistically significant relationship at the significant level of (0.05) between the culture of teamwork and job performance among employees of the College of Administrative Sciences".

To test this hypothesis, the author used table (4) illustrating the relationship between teamwork and job performance. He analyzes the responses using arithmetic means, standard deviations, t-test to test the significance of statistical differences.

Table (4) Relationship between teamwork and job performance of the employees

Item	Standard deviation	Arithmetic mean	Significance level	(T) Value	Degree
Departments exchange services (experiences) to help each other.	.718	2.07	.000	-10.990-	Low
Teamworks consist of all employees in all managerial departments and units.	.738	2.07	.000	-10.702-	Low
Employees are assigned the tasks of other administrative units.	.830	2.37	.000	--6.392	Low
All employees are keen on interest in the team's objectives.	.957	2.24	.000	--6.775	Low
Spirit of cooperation dominate all employees in the different departments.	.842	1.90	.000	-11.059-	Low
All employees contribute to defining objectives.	.938	2.22	.000	--7.037	Low
Employees have a spirit of positive cooperation that help speed accomplish.	.657	2.07	.000	--12.017	Low
Decisions are made according to the team's opinions.	.846	2.38	.000	--6.265	Low
The employee prefers group interests to personal ones.	.888	1.97	.000	--9.825	Low
The spirit of cooperation, understanding, and tolerance dominates superiors and subordinates	.650	1.83	.000	-15.229-	Low
Total	.45469	2.1125	.000	-6.475-	Low

Table (4) illustrates that the mean of standard deviation rates (.45469) suggesting that cohesion of the responses. The total of arithmetic mean is (2.1125) suggesting that the participants tend to agree on the items in a low degree. In addition, T-value is (6.475) which is larger than that of the table reaching (1.97), suggesting that t-test is statistically significant

of all items with a significance value of (0.000) less than the significant value of (0.05). This approves the hypothesis.

*Third hypothesis:* There is a statistically significant relationship at the significant level of (0.05) between shared vision and job performance among employees of the College of Administrative Sciences.

To test this hypothesis, the author used table (5) illustrating the relationship between shared vision and job performance. He analyzes the responses using arithmetic means, standard deviations, t-test to test the significance of statistical differences.

Table (5) Relationship between shared vision and job performance of the employees

Item	Standard deviation	Arithmetic mean	Significance level	(T) Value	Degree
The College's employees have a clear and shared vision of the nature of work.	.746	2.08	.000	-10.428-	Low
Employees have shared vision.	.765	2.08	.000	-10.174-	Low
College's employees have common traditions on work.	.502	2.12	.000	-14.797-	Low
There is a shared understanding between College's employees.	.566	1.94	.000	-15.533-	Low
There is a common language among all employees regarding work.	.711	2.13	.000	-10.445-	Low
There are common language among all employees regarding work.	.698	2.14	.000	-10.465-	Low
Meetings are held to listen to employees' opinions and suggestions.	.858	2.10	.000	--8.924	Low
College's employees have common perceptions on work.	.738	2.07	.000	-10.702-	Low
Employees exchange the stories of success and excellence.	.842	1.90	.000	-11.059-	Low
Total	.46114	2.0629	.000	-17.243-	Low

Table (5) illustrates that the mean of standard deviation rates (.46114) suggesting that cohesion of the responses. The total of arithmetic mean is (2.0629) suggesting that the participants tend to agree on the items in a low degree. In addition, T-value is (17.243) which is larger than that of the table reaching (1.97), suggesting that t-test is statistically significant of all items with a significance value of (0.000) less than the significant value of (0.05). This approves the hypothesis.

To conclude, T-value is statistically significant of all hypotheses reaching (0.000) which is less than significance value (0.05). This suggests that there is a relationship among management practices, teamwork, shared vision, and job performance of the employees of the College of Administrative Sciences, Najran University. Accordingly, the major hypothesis, "there is a statistically significant relationship between organizational culture and job performance among employees of the College of Administrative Sciences in Najran University", was approved.

## CONCLUSION

Based on the significance of its topic, procedures, and objective, the study concludes that:

1. There is a statistically significant relationship at the significant level of (0.05) between management practices and job performance among employees of the College of Administrative Sciences.
2. There is a statistically significant relationship at the significant level of (0.05) between the culture of teamwork and job performance among employees of the College of Administrative Sciences.
3. There is a statistically significant relationship at the significant level of (0.05) between shared vision and job performance among employees of the College of Administrative Sciences.
4. There is a statistically significant relationship between organizational culture and job performance among employees of the College of Administrative Sciences, Najran University.
5. There is a positive impact for organizational culture on job performance among employees at College of Administrative Sciences due to its vital and effective role in the development of administrative thinking which contributes to raising the level of job performance.
6. Most of the employees at the College of Administrative Sciences, Najran University hold scientific degrees and academic experiences. In addition, they are youth.

## RECOMMENDATIONS

The following recommendations are made:

1. Management of the College should not neglect organizational culture because of its direct effects on job performance.
2. Management of the College should work on developing job performance by developing human capabilities and skills, offering opportunities of scientific research and promotions, and holding effective training programs to enable employees perform the assigned tasks and responsibilities.
3. Management and employees should pay more attention to the positive organizational culture because it contributes to developing job performance.
4. Job performance of the employees should be developed through continuous updating of the elements of organizational culture (i.e. management practices, teamwork, and shared vision).

5. More studies should be conducted in organizational culture and its effective role in enhancing administrative competence in higher education institutions.

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