

The Influence of Cultural Factors on Employees' Performance at Halawane Corporation

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Abstract: The main objective of the study is to find out the influence of cultural factors on employee performance at Halawane Corporation in Amman, Jordan. Oftentimes, employees work harder to achieve organizational goals if they consider themselves to be part of the corporate culture. The study asked the main question "What is the influence of cultural factors on employees' performance at Halawane Corporation in Amman-Jordan? Hypothesis were put and tested and a model was crafted to fit the study. A questionnaire was developed and distributed to a sample of (80) employees chosen randomly from different levels and functions. Only 46 out of 80 were returned and the valid ones for analysis were 38. The collected data was examined by using the SPSS (Statistical Package for Social Sciences) and the results show that the cultural factor has no significant influence on employee's performance at Halawane Corporation.

Keywords: Culture, Factors, Performance, Goals, Environment, Behavior, Commitment.

I. Introduction

A corporate culture is defined by the practices and protocols people follow as they do their daily work. Culture also includes the values, expressed and implied, which influence the way people think and behave. Organization is a social entity that is goal directed and purposely structured, and every organization consists of three elements employees, goals and systems. The most important element of those is people (human resources). However, as employees perform better, the organization achieves its goals in a more efficient and effective way, bearing in mind that people work in systems to achieve the desired output. Such process can be affected by internal and/or external surroundings or environment. Previous research had found employees' performance was related positively to some attributes of work environment including i.e. job satisfaction, motivation and wages (Syauta Jack Henry, et al 2012). In others, it was related negatively to i.e. turnover and absenteeism (Uddin Mohammad Jasim et al, 2013). Organizational culture consists of values, behaviors, norms, beliefs, feelings, rites and rituals, written and unwritten rules in addition to other aspects. Scholars have different definitions and theories of culture but all are crafted around the same aspect. However, each organizational culture is different from others, and it seems it is difficult to make changes in the organizational culture because we live in rapidly changing times, and are likely to do so for some time to come. Therefore, it is desirable to create a culture, which is flexible and able to change rapidly when conditions require.

Research Problem and its Elements:

Most employees working at Halawane Corporation at different levels and different functions are often not satisfied or self-motivated to perform their tasks with the highest potential they have because of the unjust treatment of employees. That led to the lowest degree of motivation among employees and production had been dropped drastically. Therefore, the need for studying this problem is raised in order to evaluate the level of employees' performance affected or influenced by organizational culture. In order to find out a remedy for the company problems we asked the main question: (what is the influence of cultural factors on employees' performance in Halawane Corporation?)

Then the following questions are derived from the main question:

- What is the influence of personal culture on employees' performance at Halawane Corporation?
- What is the influence of system culture on employees' performance at Halawane Corporation?
- What is the influence of management culture on employees' performance at Halawane Corporation?
- Are there differences for the effect of cultural factors on employees' performance attributed to the functional variable (Job title)?
- Are there differences for the effect of cultural factors on employees' performance attributed to the (Experience) variable?

Research Hypothesis:

The main hypothesis:

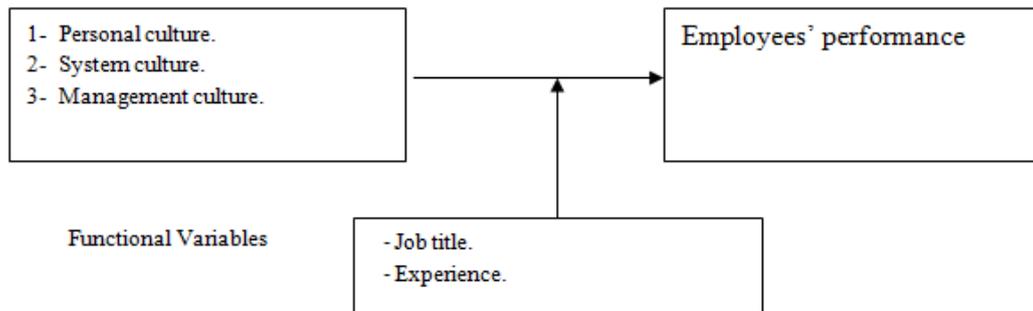
- **H₀:** There is no statistically significant effect with a level of ($\alpha=0.05$) for the cultural factors on employees' performance at Halawane Corporation.

The Sub Hypotheses are:

- **H₀₁:** There is no statistically significant effect with a level of ($\alpha=0.05$) for the personal culture on employees' performance at Halawanee Corporation.
- **H₀₂:** There is no statistically significant effect with a level of ($\alpha=0.05$) for the system culture on employees' performance at Halawanee Corporation.
- **H₀₃:** There is no statistically significant effect with a level of ($\alpha=0.05$) for the management culture on employees' performance at Halawanee Corporation.
- **H₀₄:** There are no differences for the effect of cultural factors on employees' performance attributed to the functional variable such as (Job title) at Halawanee Corporation.
- **H₀₅:** There are no differences for the effect of cultural factors on employees' performance attributed to the (Experience) variable at Halawanee Corporation.

Research Model

Independent Variables: (Cultural Factors)
 Dependent Variables: (Employees' Performance)



Sources: Allaire & Firsirotu, M. E., Theories of organizational culture (1984), Al-Sarayreh, M., The relation between organizational culture and creativity (2003).

Procedural Definitions:

Organizational Culture: Schein (1990) defines cultural factors as the common values and behaviors of people that are considered as a tool which leads to the successful achievement of organizational goals. While Hofstede (1991) emphasized that organizational culture is the mindset of people that distinguishes them from each other, within the organization or outside the organization. This includes values, beliefs, and behaviors of employees versus the other organization. Organizational culture means stable arrangements of beliefs and norms, which are held commonly by a society or department in the organization (Kotter and Heskett, 1992). Strong culture in the organization is very helpful to enhance the performance of the employees that leads to the goal achievement and increases the overall performance of the organization (Deal and Kennedy, 1982). Employee's performance means the ability of employees to attain goals either personal or organizational by using resources efficiently and effectively (Daft, 2010).

We strongly believe that organizational culture is a combination of beliefs, attitudes, norms, needs, behaviors, and rites and rituals that determine and control the relationship of employees among each other and their relation with the organization they work for. Therefore, it affects the way employees performing their job. Currently, in the time of change, it is considered a big challenge for any organization to change its culture because of rapid environmental variation.

Personal Culture: Personal culture is the culture in which the corporate performs its tasks for the benefits of its members ignoring the official organization structure and policies. In addition to that, the process of controlling and managing the organization is a mutual agreed process.

System Culture: System culture is the culture in which the corporate performing its tasks according to the applied systems and policies. Here the job tasks are designed to fit special skills and requirements as well as the direction. The commands flow from the top to the bottom of the organization structure. Besides, the decisions are made according to the authority matrix.

Management Culture: Management culture is the culture in which the corporate performing its tasks according to the management style and conceptual thinking. Either the management can be open-minded, innovative, supportive, motivated, encourage mutual decisions, just, flexible and accept other opinions and suggestions or be close-minded, refuse change, unfair, and don't accept other opinions or suggestions.

Employees' Performance: Employees' performance is the degree to which the organization achieves its planned or expected results thru its members. However, the appraisal system used in the company under research include the quality and quantity of work done, time keeping and attendance, lessons learned (no repetition for the same complaint or mistake), communication, attitude towards job, problem solving, job knowledge and safety habits.

Importance of the Study: This research has a high degree of importance as it will reveal the relationship between the cultural factors and employee's performance, and it will solve the problems associated with this study if a significant influence is evident.

Population of the Study: The population of the study is the employees of Halawanee Corporation- one of the Halawanee Corporation members- located in Amman-Jordan. The total number of employees working at Halawanee Corporation is (226) working in two shifts which cover 24 hours a day 7 days a week.

Sample of the Study: The sample of this study included (80) employees chosen randomly among all employees within different shifts from different levels and functions.

Sampling Unit: With the help of human resources department at Halawanee Corporation, the distributed questionnaires were returned after two days. The returned filled questionnaires were 46 out of 80 and the valid ones that were good for analysis were 38.

Sources of Information: The information gathered in this paper is categorized mainly as secondary sources and primary ones. The secondary information was gathered from journals, books, thesis and dissertations, magazines, and search engines. Primary sources were gathered from distributing a questionnaire that was designed and articulated by a group of specialists in the field of culture to answer the paragraphs of the questionnaire.

Validity of Tools Measurements: In the context of this subject Cronbach's Alpha is used as an index of reliability. Cronbach's alpha determines the internal consistency or average correlation of items in the questionnaire to gauge its reliability, as it is considered very important to know whether the same set of items would elicit the same responses if the same questions are recast and re-administered to the same respondents. Measures derived from questionnaire are declared to be reliable only when they provide stable and reliable responses over a repeated administration of the questionnaire (Cronbach's Alpha factor should be > 70% to get valid and reliable results).

Limitations of the Study:

The study was limited to a small corporation located in Amman/Jordan and normally employees working at small companies have strong cultural ties than huge corporations. Halawanee Corporation, however, is a family business and any information about this company is considered a top secret to the owners. We were able to distribute our questionnaire only through a person working at the human resources department. Therefore, checking the reliability and validity of this study would be hard to make.

Statistical Analysis:

The collected data was examined by using the SPSS (Statistical Package for Social Sciences) and the results show that the organizational culture has no significant influence on employee's performance at Halawanee Corporation. Descriptive statistics and frequencies were used to figure out the measures of central tendency (average or mean, median and mode) in addition to standard deviation. Table (1) shows the distribution of sample study according to the functional variable (job title)

Table (1)

Job title		Frequency	Percent	Cumulative Percent
Valid	Manager	3	7.9	7.9
	Section head	6	15.8	23.7
	Engineer	3	7.9	31.6
	Officer	7	18.4	50.0
	Supervisor	1	2.6	52.6
	Inspector	3	7.9	60.5
	Technician	6	15.8	76.3
	Laborer	6	15.8	92.1
	Other	3	7.9	100.0
Total		38	100.0	

From the given table, we can conclude that the highest percent of employees are officers then section heads, then technicians and laborers and then others.

Table (2) shows the distribution of sample study according to functional variable (experience).

Table (2)

Experience		Frequency	Percent	Cumulative Percent
Valid	Less than 5 Years	14	36.8	36.8
	5 to less than 10 years	13	34.2	71.1
	10 to less than 15 years	2	5.3	76.3
	15 years and more	9	23.7	100.0
	Total	38	100.0	

The table above indicates that the experience of employees is 36.8% for less than five years followed by 34.2% for five to less than ten years, 5.3% for ten to less than fifteen years and finally 23.7% for fifteen years and above. Table (3) shows the distribution of Likert Scale for the statements of personal culture

Table (3)

Personal Culture	Scale	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Median	Std. var.	Results
1. The company performs its duties for its benefit and the benefit of its employees	Freq.	8	19	5	3	3	3.68	1.141	Agree
	%	21.1	50	13.2	7.9	7.9			
2. The company controls its work and that is done by mutual agreement with its employees	Freq.	4	26	6	2	0	3.84	.679	Agree
	%	10.5	68.4	15.8	5.3	0			
3. The Company's management method is based on mutual agreement between its members	Freq.	3	17	5	8	5	3.13	1.234	undecided
	%	7.9	44.7	13.2	21.1	13.2			
4. I do my work independently and far from pressure	Freq.	10	18	2	5	3	3.71	1.228	Agree
	%	26.3	47.4	5.3	13.2	7.9			
5. There are good relations between staff and managers	Freq.	11	21	3	2	1	4.03	.915	Agree
	%	28.9	55.3	7.9	5.3	2.6			
Results of personal culture	Freq.	36	101	21	20	12	3.64	.721	Agree
	%	18.94	53.16	11.08	10.56	6.32			

It can be seen from the table above that the results of personal culture is (3.64) which means (agree) based on the samples of the study analyzed, as the variables which represent our options are (strongly agree, agree, undecided, disagree and strongly disagree) and such being reflected on numbers on SPSS program as positively means (5=strongly agree, 4=agree, 3=undecided, 2= disagree, 1= strongly disagree). For this it was considered 0.8 as an interval distance resulted from (4 divided by 5). Therefore, the following categories are considered:

From 1.0 – 1.79: strongly disagree.

From 1.80 – 2.59: disagree.

From 2.60 – 3.39: undecided.

From 3.40- 4.19: agree.

From 4.2- 5.0: strongly agree.

Table (4) shows the descriptive statistics for system culture

Table (4)

System Culture	Scale	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Median	Std. var.	Results
6. The company complies with its policies, procedures and regulations	Freq.	11	9	7	0	1	4.03	.854	Agree
	%	28.9	50	18.4	0	2.6			
7. The responsibility and distribution of work is done according to the employee's skills.	Freq.	7	17	5	7	2	3.53	1.156	Agree
	%	18.4	44.7	13.2	18.4	5.3			
8. The selection and hiring of staff is based on job requirements needed.	Freq.	6	16	9	4	3	3.47	1.133	Agree
	%	15.8	42.1	23.7	10.5	7.9			
9. Communications in the company flow from top to bottom	Freq.	5	27	5	1	0	3.95	.613	Agree
	%	13.2	71.1	13.2	2.6	0			
10. Staff communication is according to the organizational structure.	Freq.	7	27	2	2	0	4.03	.677	Agree
	%	18.4	71.1	5.3	5.3	0			
11. Decisions and approvals are being made according to the approved authority matrix.	Freq.	12	22	3	1	0	4.18	.692	Agree
	%	31.6	57.9	7.9	2.6	0			
Total	Freq.	48	110	31	15	6	3.87	.628	Agree
	%	21.05	56.15	13.62	6.57	2.63			

The table above shows that the system culture as independent variable has a total median of 3.87.

Table (5) shows the descriptive statistics for management culture as independent variable

Table (5)

Management Culture	Scale	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	median	Std. var.	Results
12. My superiors respect and reward me when I properly complete the assigned tasks.	Freq.	7	16	6	6	3	3.47	1.202	Agree
	%	18.4	42.1	15.8	15.8	7.9			
13. My opinions are considered and respected in regard to the decisions I made related to my work	Freq.	11	17	5	2	3	3.82	1.159	Agree
	%	28.9	44.7	13.2	5.3	7.9			
14. I have been encouraged to increase innovation and creativity for what is best for all.	Freq.	10	13	5	7	3	3.53	1.289	Agree
	%	26.3	34.2	13.2	18.4	7.9			
15. Dealing with all employees, regardless of their functional level, is based on justice and fairness.	Freq.	10	9	11	4	4	3.45	1.288	Agree
	%	26.3	23.7	28.9	10.5	10.5			
16. The company provides facilities that help employees perform better	Freq.	14	17	1	4	2	3.97	1.150	Agree
	%	36.8	44.7	2.6	10.5	5.3			
Total	Freq.	52	72	28	23	15	3.65	.979	Agree
	%	27.34	37.88	14.74	12.1	7.9			

The table above shows a median of 3.65 (agree) for the management culture as independent variable Table (6) shows the descriptive statistics for employee's performance as dependent variables

Table (6)

Employee's Performance	Scale	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	median	Std. var.	Results
17. I do perform my work under pressure.	Freq.	14	11	1	9	3	3.63	1.403	Agree
	%	36.8	28.9	2.6	23.7	7.9			
18. I respect and comply with all procedures and code of conduct requirements.	Freq.	24	13	1	0	0	4.61	.547	Strongly Agree
	%	63.2	34.2	2.6	0	0			
19. I communicate with other related parties in my field work.	Freq.	24	12	1	1	0	4.55	.686	Strongly Agree
	%	63.2	31.6	2.6	2.6	0			
20. The company relies on me to perform specific tasks.	Freq.	20	13	3	1	1	4.32	.933	Strongly Agree
	%	52.6	34.2	7.9	2.6	2.6			
21. I have the skills of problem solving.	Freq.	19	18	1	0	0	4.47	.557	Strongly Agree
	%	50	47.4	2.6	0	0			
22. I complete my work in time.	Freq.	14	18	3	3	0	4.13	.875	Agree
	%	36.8	47.4	7.9	7.9	0			
23. I maintain a good attendance with no absence.	Freq.	27	10	0	1	0	4.66	.627	Strongly Agree
	%	71.1	26.3	0	2.6	0			
Total	Freq.	142	95	10	15	4	4.34	.453	Strongly Agree
	%	53.39	35.71	4.37	7.88	5.25			

The table above shows a median of 4.34 (strongly agree) for the employee's performance as dependent variable. It is noticed from the previous tables that all types of organizational culture (personal, system and management) which act as independent variables are implemented in the organization. Also, the dependent variable (employee's performance) is also implemented in Halawanee Corporation.

Inferential Statistics:

The hypotheses were being tested using linear regression test.

Table (7) shows the linear correlation between the dependent and the independent variables

Table (7)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.280 ^a	.078	-.003	.45416

a. Predictors: (Constant), Management culture, System culture, Personal culture

The value of R is 0.28 and this is considered a low value to make a strong relation between these variables.

Table (8): Analysis of variables for regression line. The Hypothesis was being tested using linear regression test as shown below:

Table (8)

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.596	3	.199	.963	.421 ^a
	Residual	7.013	34	.206		
	Total	7.609	37			

a. Predictors: (Constant), Management culture, System culture, Personal culture
 b. Dependent Variable: Employee's performance
 As the value of Sig is 0.421 > 0.05, therefore we accept the hypothesis made for this analysis of (the line of regression does not fit with given data).

Table (9): Multiple Regression analysis to test the influence of variables on the dependent variable.

Table (9)

Model	unstandardized Coefficient		Standardized Coefficient		t	Sig.
	B	Std. Error	Beta	t		
(constant)	3.532	.503	7.019	.000		
Personal Culture	.108	.136	.171	.792		.434
System Culture	.185	.149	.256	1.242		.223
Mgmt. Culture	-.082	.107	-.177	-.765		.450

Coefficients^a
 a. Dependent variable: Employee performance

It can be seen from the given table (9) that the level of significant of (t) value for all independent variables (personal, system and management culture) are 0.434, 0.233 and 0.450 respectively, these values are higher than 0.05, therefore we accept the null hypotheses made at the beginning of this paper:

- **H₀₁:** There is no statistically significant effect with a level of ($\alpha=0.05$) for the personal culture on employees' performance at Halawane Corporation.
- **H₀₂:** There is no statistically significant effect with a level of ($\alpha=0.05$) for the system culture on employees' performance at Halawane Corporation.
- **H₀₃:** There is no statistically significant effect with a level of ($\alpha=0.05$) for the management culture on employees' performance at Halawane Corporation.

Table (10) shows the descriptive statistic for the dependent and independent variables according to the variable (experience).

Table (10)

Descriptive		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Personal culture	Less Than 5 Years	14	3.3714	.88355	.23614	2.8613	3.8816	2.20	5.00
	5 to less than 10 years	13	3.8308	.42305	.11733	3.5751	4.0864	3.20	4.60
	10 to less than 15 years	2	2.9000	.42426	.30000	-.9119	6.7119	2.60	3.20
	15 years and more	9	3.9333	.65574	.21858	3.4293	4.4374	3.00	5.00
	Total	38	3.6368	.72164	.11707	3.3996	3.8740	2.20	5.00
System culture	Less Than 5 Years	14	3.7738	.73265	.19581	3.3508	4.1968	2.67	5.00
	5 to less than 10 years	13	3.8333	.62361	.17296	3.4565	4.2102	3.00	5.00
	10 to less than 15 years	2	3.5833	.35355	.25000	.4068	6.7599	3.33	3.83
	15 years and more	9	4.1296	.49144	.16381	3.7519	4.5074	3.17	4.83
	Total	38	3.8684	.62860	.10197	3.6618	4.0750	2.67	5.00
Management culture	Less Than 5 Years	14	3.1143	.96305	.25739	2.5582	3.6703	2.00	5.00
	5 to less than 10 years	13	3.9231	.92209	.25574	3.3659	4.4803	1.60	5.00
	10 to less than 15 years	2	2.9000	.70711	.50000	-3.4531	9.2531	2.40	3.40
	15 years and more	9	4.2444	.65405	.21802	3.7417	4.7472	3.00	5.00
	Total	38	3.6474	.97917	.15884	3.3255	3.9692	1.60	5.00
Employee's performance	Less Than 5 Years	14	4.3265	.20533	.05488	4.2080	4.4451	3.86	4.71
	5 to less than 10 years	13	4.2088	.57326	.15899	3.8624	4.5552	3.43	5.00
	10 to less than 15 years	2	4.5000	.70711	.50000	-1.8531	10.8531	4.00	5.00
	15 years and more	9	4.5079	.51066	.17022	4.1154	4.9005	3.43	5.00
	Total	38	4.3383	.45349	.07357	4.1893	4.4874	3.43	5.00

In table (11) ANOVA is used to test the differences of the effect of organizational culture on employees' performance attributed to the variable (Experience)

Table (11)

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
Personal culture	Between Groups	3.352	3	1.117	2.387	.086
	Within Groups	15.916	34	.468		
	Total	19.268	37			
System culture	Between Groups	.918	3	.306	.759	.525
	Within Groups	13.702	34	.403		
	Total	14.620	37			
Management culture	Between Groups	9.292	3	3.097	4.022	.015
	Within Groups	26.182	34	.770		
	Total	35.475	37			
Employee's performance	Between Groups	.531	3	.177	.851	.476
	Within Groups	7.078	34	.208		
	Total	7.609	37			

Table (11) shows the value of F Sig. and it is higher than 0.05 for all variables except for management culture (0.015), therefore we reject the null hypothesis.

H₀₅: There are no differences for the effect of organizational culture on employees' performance attributed to the variable (Experience).

Accordingly, we accept the alternative hypothesis: There are differences for the effect of organizational culture on employees' performance attributed to variable (Experience).

Table (12): Descriptive statistics for the dependent and independent variables according to the variable (Job title).

Descriptive		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Personal culture	Manager	3	3.0000	.00000	.00000	3.0000	3.0000	3.00	3.00
	Section head	6	3.6333	.66232	.27039	2.9383	4.3284	2.60	4.40
	Engineer	3	3.0667	.61101	.35277	1.5488	4.5845	2.40	3.60
	Officer	7	3.5429	.45774	.17301	3.1195	3.9662	2.60	4.00
	Supervisor	1	4.4000	4.40	4.40
	Inspector	3	4.2000	.00000	.00000	4.2000	4.2000	4.20	4.20
	Technician	6	3.7333	.75542	.30840	2.9406	4.5261	2.60	4.60
	Laborer	6	3.5667	1.06896	.43640	2.4449	4.6885	2.20	5.00
	Other	3	4.2000	.91652	.52915	1.9233	6.4767	3.20	5.00
Total	38	3.6368	.72164	.11707	3.3996	3.8740	2.20	5.00	
System culture	Manager	3	4.5000	.00000	.00000	4.5000	4.5000	4.50	4.50
	Section head	6	3.7222	.86066	.35136	2.8190	4.6254	2.67	4.83
	Engineer	3	3.6111	.25459	.14699	2.9787	4.2435	3.33	3.83
	Officer	7	3.3810	.49735	.18798	2.9210	3.8409	2.83	4.00
	Supervisor	1	4.1667	4.17	4.17
	Inspector	3	3.8333	.00000	.00000	3.8333	3.8333	3.83	3.83
	Technician	6	4.1389	.72585	.29633	3.3772	4.9006	3.00	5.00
	Laborer	6	3.9722	.59082	.24120	3.3522	4.5923	3.33	5.00
	Other	3	4.1111	.69389	.40062	2.3874	5.8348	3.33	4.67
Total	38	3.8684	.62860	.10197	3.6618	4.0750	2.67	5.00	
Management culture	Manager	3	4.6000	.00000	.00000	4.6000	4.6000	4.60	4.60
	Section head	6	3.4667	.93524	.38181	2.4852	4.4481	2.60	5.00
	Engineer	3	2.9333	.75719	.43716	1.0524	4.8143	2.40	3.80
	Officer	7	3.2000	.90185	.34087	2.3659	4.0341	2.00	4.60
	Supervisor	1	4.0000	4.00	4.00
	Inspector	3	4.1333	.11547	.06667	3.8465	4.4202	4.00	4.20
	Technician	6	3.9667	1.29872	.53020	2.6037	5.3296	1.60	5.00
	Laborer	6	3.5667	1.08382	.44247	2.4293	4.7041	2.00	5.00
	Other	3	3.7333	1.30128	.75130	.5008	6.9659	2.40	5.00
Total	38	3.6474	.97917	.15884	3.3255	3.9692	1.60	5.00	
Employee's performance	Manager	3	4.4286	.00000	.00000	4.4286	4.4286	4.43	4.43
	Section	6	4.2381	.52424	.21402	3.6879	4.7883	3.43	5.00

head									
Engineer	3	4.2857	.14286	.08248	3.9308	4.6406	4.14	4.43	
Officer	7	4.0000	.34993	.13226	3.6764	4.3236	3.43	4.43	
Supervisor	1	3.4286	3.43	3.43	
Inspector	3	5.0000	.00000	.00000	5.0000	5.0000	5.00	5.00	
Technician	6	4.4762	.52424	.21402	3.9260	5.0263	4.00	5.00	
Laborer	6	4.3333	.26599	.10859	4.0542	4.6125	4.00	4.71	
Other	3	4.6667	.35952	.20757	3.7736	5.5598	4.29	5.00	
Total	38	4.3383	.45349	.07357	4.1893	4.4874	3.43	5.00	

The above table shows the descriptive statistic for each variable categorized for job title as the demographic variable (mean, standard deviation, Std. error, interval for confidence, minimum and maximum values).

Table (13): One way ANOVA to test the differences of the effect of organizational culture on employees' performance attributed to the demographic variable (Job title).

Table (13)

ANOVA		Sum of Squares	df	Mean Square	F	Sig.
Personal culture	Between Groups	4.825	8	.603	1.211	.327
	Within Groups	14.444	29	.498		
	Total	19.268	37			
System culture	Between Groups	3.960	8	.495	1.347	.261
	Within Groups	10.660	29	.368		
	Total	14.620	37			
Management culture	Between Groups	7.355	8	.919	.948	.494
	Within Groups	28.120	29	.970		
	Total	35.475	37			
Employee's performance	Between Groups	3.473	8	.434	3.044	.013
	Within Groups	4.136	29	.143		
	Total	7.609	37			

From the above table, we can see that the value of F Sig. is higher than 0.05 for all variables except for employee's performance (0.013), therefore we reject the null hypothesis:

H₀₄: There are no differences for the effect of organizational culture on employees' performance attributed to the demographic variable (Job title). And accordingly, we accept the alternative hypothesis: There are differences for the effect of organizational culture on employees' performance attributed to the variable (Job title).

II. Results & Conclusions

When discussing how to change a corporate culture, it is useful to consider several related issues. Firstly, gaining acceptance of the need to change; Secondly, defining the nature of the change and what will be different; and thirdly defining what must be learned. Based on the statistical analysis presented above, this paper demonstrated that the three attributes of organizational culture (personal, system and management cultures) have no statistical significant influence with a level of ($\alpha=0.05$) over the employee's performance at Halawanee Corporation. Therefore, we accept the null hypothesis for the main question of this study and also accept the other three hypotheses of the organizational culture aspects. Although it was found that there are differences of the effect of cultural factors on employees' performance attributed to demographical variables (Job title and experience). Therefore, we reject the null hypotheses and accept the alternative hypotheses in regard to the demographic variables.

- 1- There is no statistically significant effect with a level of ($\alpha=0.05$) for the cultural factor on employees' performance at Halawanee Corporation.
- 2- There is no statistically significant effect with a level of ($\alpha=0.05$) for the personal culture on employees' performance at Halawanee Corporation.
- 3- There is no statistically significant effect with a level of ($\alpha=0.05$) for the system culture on employees' performance at Halawanee Corporation.
- 4- There is no statistically significant effect with a level of ($\alpha=0.05$) for the management culture on employees' performance at Halawanee Corporation.
- 5- There are differences for the effect of cultural factors on employees' performance attributed to the functional variable (Job title).
- 6- There are differences for the effect of cultural factors on employees' performance attributed to the functional variable (Experience).

This paper has found that the three aspects of organizational culture (personal, system and management cultures) are widely used in Halawanee Corporation, and the average mean of 3.72 according to Likert scale means (agree). Also it was found that the performance of employees was high with 4.34 mean value and according to Likert scale means (strongly agree).

III. Recommendations

A Change of Culture must be “led”, it cannot be just “managed”. The changing of a corporate culture occurs through education. People are required to learn new skills and, to an even larger degree, abandon old ways of thinking. The most difficult part of changing the way people behave is not so much a matter of teaching them something new; it is mostly a matter of teaching them to forget things, which are either incorrect or no longer applicable. Adapting to an open system, associated with high cultural values, play a vital role in improving the performance of employees and the organization as a whole. By inspiring the innovative environment and encourage people to share their thoughts and ideas will help the corporation to adopt to the rapid pace of environment change and the uncertainty characterized by today's environment.

The top management of any organization is the main key to achieve successful culture. They are the ones who lead the whole organization toward achieving the set goals through different means and behaviors that are linked to the cultural values adopted by the company which in turn will be reflected on all employees as they are influenced and guided by the top management which finally lead to sustainable long-term success of the organization. For the organizational culture change to be successful the following can be adopted:

- making learning part of working so the enterprise may continue without paying too high a price for the educational activities
- educating entire hierarchy so that practices and procedures of enterprise reinforce what is taught and people help one another learn
- defining knowledge, skills, and competencies which must be learned.

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