



THE IMPACT OF THE SEEDS ALREADY IMPLANTED BY “TALAL ABU-GHAZALEH ORGANIZATION” ON THE ORGANIZATION’S PERFORMANCE

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ABSTRACT: *The objective of this paper is to measure the impact of the seeds (competence, creativity, innovation, technology, and entrepreneurship) that have been already implanted by Talal Abu-Ghazaleh Organization (TAGORG) on the performance of that organization. The target population for this study is 70-unit managers and their assistants at (TAGORG). 66-unit managers and their assistants participated in the completion of the questionnaires and 3 were excluded. The findings of the study stipulate that the seeds already implanted by (TAGORG), increased the effectiveness and efficiency of the services and image of (TAGORG). In order to formulate appropriate competitive advantage through the seeds implanted, it is first recommended to analyze the company’s strategic outputs. After all, this would create an environment within (TAGORG) to promote mutual respect, trust and concern between management and employees and that would influence performance.*

KEYWORDS: Culture, Performance, Knowledge, Competence, Creativity, Innovation, Entrepreneurship, Technology, Products, Services and Image.

INTRODUCTION

“Culture is the DNA of human social systems, the ensemble of values, beliefs, history, traditions, way of thinking and doing, that link people together and make the organization’s identity” (Tito Conti, 2009). The organization’s culture of Talal Abu-Ghazaleh identifies and classifies itself with the knowledge it entertains, the competence it practices, the creativity that exists, the innovation that entails and the technology that is profoundly applied.

Values can be generated and created by organizations. Organizations decide the kind of value to be generated and the intended beneficiaries of it. Those beneficiaries might be the stakeholder, but also the organization itself to sustain its development. A fair balance between given and received value is necessary for keeping the level of employees’ contribution high. This point is critical when aiming at high performance.

To increase contributions and seek excellence, relations between employees themselves and employees and top management should be based on shared social values: trust, intellectual honesty, mutual respect, willingness to share information, and openness and transparency.



Research Objectives

The objectives of the study include:

1. Defining the organizational culture of TAGORG.
2. Knowing the seeds that have been planted by TAGORG.
3. Exploring the impact of these seeds on TAGORG services and image.
4. Determining the most susceptible seed that affected TAGORG performance.
5. Identifying the possible solutions to increase the performance of TAGORG.
6. Helping the top management of Abu-Ghazaleh Organization to conduct a checkup based on the results of this project.

Significance of the Study

Conducting such a project is very crucial and important. Most of the time we look at culture as a tool that influence our attitudes and has an impact on our behavior. Culture, to us, is our hidden father and mother. It has its values, customs, traditions, beliefs, way of thinking and way of doing things. It has to be respected not overlooked and obeyed; otherwise, we will be slapped and punished. Talal Abu Ghazaleh Organization has its own flavor and unique culture. In this study, we try to investigate the impact of the seeds that have been already implanted by Talal Abu Ghazaleh Organization's culture on the performance of the organization and the harvest the organization gained.

Research Problem: Organizational culture is the stem of excellence. Talal Abu-Gazaleh Organization has planted the seeds of their organizational culture (Competence, Creativity, Innovation, Technology and entrepreneurship) a long time ago and it is time to check whether these seeds have any impact on their services and image.

Research Hypothesis

The Hypothesis for this paper are:

Ho1: The company performance (Services & Image) is not a result of the seeds (Competence, Creativity, Innovation, Technology and entrepreneurship) already implanted by Talal Abu Ghazaleh Organization at ($\alpha = 0.05$).

Ho2: The services that exist are not as a result of the seeds implanted by Talal Abu Ghazaleh Organization (TAGORG) with its elements (Competence, Creativity, Innovation and Technology and entrepreneurship) at ($\alpha = 0.05$).

Ho3: The image that exists is not as a result of the seeds implanted by Talal Abu Ghazaleh Organization (TAGORG) with its elements (Competence, Creativity, Innovation and Technology and entrepreneurship) at ($\alpha = 0.05$).



Research Model

The Study will use various variables to gain better understanding of the research problem.

Independent Variable X

Seeds of Corporate Culture

Dependent Variable Y

Corporate Performance

Competence Com 1-6	
Creativity Cre-5	Services Ser-5
Innovation Inn-4	
Entrepreneurship Ent1-4	Image Img-5
Technology Tech-5	

Definitions of Terms: (Definitions are taken from Wikipedia and some other dictionaries).

Competency: “A cluster of related abilities, commitments, knowledge, and skills that enable a person (or an organization) to act effectively in a job or situation”.

Creativity: “The tendency to generate or recognize ideas, alternatives, or possibilities that may be useful in solving problems, communicating with others, and entertaining others and ourselves”.

Innovation: “The process of translating an idea or invention into a good or service that creates value for which customers will pay. To be called an innovation, an idea must be replicable at an economical cost and must satisfy a specific need. Innovation involves deliberate application of information, imagination and initiative in deriving greater or different values from resources, and includes all processes by which new ideas are generated and converted into useful products. In business, innovation often results when ideas are applied by the company in order to further satisfy the needs and expectations of the customer”.

Technology: “The application of scientific knowledge to the practical aims of human life or, as it is sometimes phrased, to the change and manipulation of the human environment”.

Entrepreneurship: “is what people do to take their career and dreams into their hands and lead it in the direction of their own choice. It is about building a life on their own terms. No bosses. No restricting schedules and no one holding them back. Entrepreneurs are able to take the first step into making the world a better place, for everyone in it”.

Performance: “The accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed. In a contract, performance is deemed to be the fulfillment of an obligation, in a manner that releases the performer from all liabilities under the contract”.

Organizational Performance: “Is a composite assessment of how well an organization executes on its most important parameters, typically financial, market and shareholder performance”.



LITERATURE REVIEW

The social culture of the external environment is inevitably reflected in the company's (more generally, organizations) internal environment and culture. That is why understanding the culture of the environment and being in harmony - or, at least, coming to terms - with it, is of paramount importance, and will be more and more so with the progress of globalization. Globalization is the irreversible move from closed - or almost closed - systems to open systems. Such move was first forced by economic/trade interests, but the extent to which it will be successful in generating harmonious and peaceful growth worldwide depends on cultural attitudes: respect of cultural differences, not imposing one's own values, common research of shared values that can be accepted by all the interested parties. That certainly, means sacrifices from all sides and there seems to be no alternatives.

The ability to engage employees and customers, compete, and innovate have a great impact on organizational culture. OC is the set of interactions, values, visions, missions, the daily aspects of communication, and operational goals that create the organizational atmosphere that paves the way to people to work. "Corporate culture is, above all else, the most important factor in driving innovation." (Science Daily, 2016)

Business leaders should find out the way to create an effective organizational culture. If organizational culture has an influence on innovation, performance, and employee development and retention, then what is the bottom line for fostering that organizational environment ?

Checks and balances are used to enhance the organizational culture. New employees to the organization can be attracted to any organization by its culture but job fit and motivation must match a desire to integrate into the culture.

Talal Abu Ghazaleh Organization

Talal Abu-Ghazaleh is the name of the person who created, established, nurtured and cherished this organization. He called the company after his name. The company was established in 1972 and with dedication, patience, long working hours, enthusiasm, and open-mindedness, the company grew up so fast and now it has branches all over the world. The company's main activities include: training, education, intellectual property, publications, broadcasting, legal consultations, financial controlling, internal & external auditing, information technology & social media, collection, quality control & assurance, trade mark protection, electronic archives, translation and others. The company became international and the number of employees working at TAGORG are counted by thousands covering most countries of the world.

Sources of Information

In this paper, we used mainly primary and secondary sources to gather information. The secondary sources were gathered from journals, pamphlets, brochures, books, and websites. The primary sources were collected from distributing a questionnaire that was designed and articulated by a group of specialists and university professors in the field of management to check and examine the paragraphs of the questionnaire.



Research Methods

Method: a survey study targeting employees working at TAGORG in winter 2018. The Survey contains a description of sample opinion on the seeds implanted by TAGORG and the TAGORG performance.

Sample: A random sample of (63) managers was used. The focus is on two issues the services provided and the image of TAGORG in the main offices and branches of TAGORG.

Measures: measures are designed through dialogue and representative ideas that belong to the seeds implanted and the performance of the corporation. Measures are classified into five dimensions (i.e. Competency, Creativity, Innovation, entrepreneurship and technology) and two dimensions to Organization Performance (i.e., Services and Image).

Population: The population of the study is the managers and their assistants at Talal Abu Ghazaleh organization. The sample consisted of 66 and 3 of which were excluded because they were not completed.

Reliability: “The reliability of a measure is an indication of the stability and consistency with which the instrument measure the concept and help assess the “goodness” of a measure”. (Sekaran & Bougie, 2010: 161-3).

The integrin consistency reliability is a test of consistency of respondents’ answers to all items in a measure. The most popular test of integrin consistency reliability is cronbach’s Alpha. (Ibid: 162). Sekaran.

Alpha values are shown in table 1. The range of these values is (0.63--0.92) which indicate the higher the coefficients, the better the measuring instrument.

Table 1: Cronbach Alpha Values

Variables	Variables
Competence	0.63
Creativity	0.81
Innovation	0.75
Entrepreneurship	0.77
Technology	0.90
Seeds Implanted	0.92
Services	0.83
Image	0.85
Corporate Performance	0.60
Total	0.90

Validity

Measures derived from the questionnaire are reliable because they provide stable and reliable responses. In this paper, Cronbach's Alpha factor was > 70% and this shows valid and reliable results. Likert Scale 1= Strongly Disagree 2= Disagree 3=Neutral 4=Agree 5=Strongly Agree was used to analyze answers.



Scope and Limitations

The difficulties we faced were : (1) the difficulty of finding similar studies done in similar manner in Jordan, so that we can compare our findings with others' findings; (2) we were surprised by the lack of cooperation by TAGORG managers in filling the questionnaire that we have distributed; (3) We have distributed 70 questionnaires to different departments and units in the company and only 66 were returned. After revising the filled questionnaires, only 63 were valid for analysis.

RESULTS

Descriptive Results

Table 2: This table shows the mean and standard deviation values of the seeds implanted and corporate performance. These values show the following:

1. Managers and their assistants at TAGORG perceived the seeds implanted as medium.
2. Innovation and creativity have given high attention while technology and competence have given medium attention.
3. Managers and their assistants at TAGORG have perceived the quality of corporate performance as medium.
4. Image has given medium attention while services have given low attention.

Standard deviation and mean values to the seeds implanted and corporate performance is (N=63).

Analytical Results

For the purpose of testing the null hypothesis a multi regression is used to show the following models:

Model (1) is built on the null hypothesis: corporate performance does not depend on the seeds implanted.

Table 3: Indicates that the significance (f) value means the multi regression model is good enough to test the function idea.

Table 4: Indicates the results of analyzing that model. Depending on the (t) values and the significance of that.

We can classify the functions into two categories:

- a. Entrepreneurship has a significant impact on the Corporate Performance at ($\alpha = 0.05$).
- b. Seeds implanted have no significant impact on the Corporate Performance at ($\alpha = 0.05$).
- c. A value of ($R^2 = 0.29$) which means Entrepreneurship can explain (0.29) change in the corporate performance. The results indicate the acceptance of the null hypothesis.

Model 2: Based on the null hypothesis the services offered are not a function of competency, creativity, innovation, technology, and entrepreneurship at ($\alpha = 0.05$)



Table 5: Shows the value (f) significant that gives approval of multi regression model that can be used to improve the function idea. Table (6) describes the output of analyzing this model.

According to (t) values and its significant the results indicate that Services are not a function of the seeds implanted therefore accepting the null hypothesis.

Model 3: Based on the null hypothesis, Image is not a function of competency, creativity, innovation, technology, and entrepreneurship at ($\alpha = 0.05$).

Table 7: Shows a significant value of (f). This indicates approval of multi regression model that can be used to improve function idea logic and shows outputs of analyzing model building logic. The results of (t) values and their significant take two orientations:

- a. Image is a function of Competency, Creativity, and entrepreneurship at ($\alpha = 0.05$)
- b. Image is not a function of Innovation, Technology at ($\alpha = 0.05$)
- c. A value of ($R^2 = 0.32$) gives opportunity to explain (0.32) change in Image through three dimensions of Corporate Performance.

These results show a full acceptance of the null hypothesis.

Descriptive Variables = x1 x2 x3 x4 x5 x6 b1 b2 b3 b4 b5 n1 n2 n3 n4 nt1 nt2 nt3 tech1 tech2 tech3 tech4 tech5

Bg1 bg2 bg3 bg4 bg5 ss1 ss2 ss3 ss4 ss5 competency, creativity, innovation, technology, entrepreneurship, services, image.

Table 2: Descriptive Statistics

	N	Mean	Std. Deviation
Com1	63	4.03	1.41
Com2	63	3.13	1.54
Com3	63	3.24	1.60
Com4	63	4.24	1.06
Com5	63	3.80	1.30
Com6	63	2.64	1.30
Cre1	63	4.33	0.86
Cre2	63	4.33	0.90
Cre3	63	4.29	0.91
Cre4	63	3.64	1.25
Cre5	63	4.08	1.02
Inn1	63	4.29	0.81
Inn2	63	4.35	1.01
Inn3	63	4.19	1.01
Inn4	63	3.89	0.97
Tech1	63	3.83	1.16
Tech2	63	4.4	0.96
Tech3	63	3.56	1.25
Tech4	63	4.03	1.06



Ent1	63	3.64	1.20
Ent2	63	3.87	1.21
Ent3	63	3.68	1.20
Ent4	63	3.79	1.11
Ent5	63	3.57	1.29
Ser1	63	2.51	1.55
Ser2	63	2.67	1.54
Ser3	63	2.71	1.49
Ser4	63	3.84	1.44
Ser5	63	3.06	1.52
Img1	63	4.11	1.06
Img2	63	4.08	1.05
Img3	63	1.6032	.88972
Img4	63	4.1746	1.07072
Competency	63	4.3492	.84546
Creativity	63	3.5106	.81533
Innovation	63	4.1333	.75605
Technology	63	4.1786	.72182
Entrepreneurship	63	3.3016	.85767
Services	63	2.9587	1.01719
Image	63	3.6635	1.16904
Performance	63	3.3111	.55860
Valid N (list wise)	63		.59218

Table 3: Correlations

	Competence	Creativity	Innovation	Technology	Entrepreneurship
Competence Pearson Correlation Sig. (2-tailed) No.	1 63	.580** .000 63	.536** .000 63	.485** .000 63	.358** .000 63
Competence Pearson Correlation Sig. (2-tailed) No.	.580** .000 63	1 63	.783 63	.698** 63	.541** 63
Competence Pearson Correlation Sig. (2-tailed) No.	.536** .000 63	1 63	1 63	.730** .000 63	.616** .000 63
Competence Pearson Correlation Sig. (2-tailed) No.	.485** .000 63	.698** .000 63	.730** .000 63	1 63	.564** .000 63
Competence Pearson Correlation Sig. (2-tailed) No.	.358** .000 63	.541** .000 63	.616** .000 63	.564** .000 63	1 63

**Correlation is significant at the 0.01 level (2-tailed)



Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.569a	.324	.265	.47903

Predictors: (constant), entrepreneurship, Competence, Technology, Creativity, Innovation

Table 5

Model	Sum of Squares	df	Mean Square	F	Sig.	R	R2
Regression	6.266	5	1.253	5.462	.000a	0.57	0.32
Residual	13.080	58	.229				
Total	19.346	63					

a. Predictors: (constant), entrepreneurship, Competence, Technology, Creativity, Innovation

b. Dependent Variable: Image

Table 6: Coefficients

Model	Unstandardized Coefficient		Standardized Coefficient		
	B	Std. Error	Beta	t	Sig.
1 (constant)	2.801	.374	-.271	7.491	.000
Competence	-.186	.093	.528	-1.997	.051
Creativity	.390	.141	.114	2.763	.575
Innovation	.088	.156	.227	.564	.575
Technology	.148	.111	-.516	1.331	.189
Entrepreneurship	-.283	.078		-3.638	.001

Table 7: Correlations

	Comp.	Creat.	Innov.	Tech.	Entrep.	Ser.	Image	Perf.
Competence Pearson	1	.580**	.536**	.485**	.358**	.282*	.021	.289
Correlation Sig. (2-tailed)		.000	.000	.000	.000	.025	.871	.022
N	63	63	63	63	63	63	63	63
Creativity Pearson	.580**	1	.783	.698**	.541**	.254	.339**	.410**
Correlation Sig. 2-tailed)	.000					.045	.007	.001
N	63	63	63	63	63	63	63	63
Innovation Pearson	.536**	.783	1	.730**	.616**	.237	.229	.342**
Correlation Sig. (2-tailed)	.000	.000	.000	.000	.000	.061	.070	.000
N	63	63	63	63	63	63	63	63



Technology Pearson	.485**	.698**	.730**	1	.564**	.320*	.256**	.436**
Correlation Sig. (2-tailed)	.000	.000	.000		.000	.011	.43	.000
N	63	63	63	63	63	63	63	63
Entrepreneurship Pearson	.358**	.541**	.616**	.564**	1	.532**	-.130	.464**
Correlation Sig. (2-tailed)	.000	.000	.000	.000		.000	.311	.000
N	63	63	63	63	63	63	63	63
Services Pearson	.282*	.254	.237	.320*	1	.532**	-.130	.464**
Correlation Sig. (2-tailed)	.025	.045	.061	.011		.000	.311	.000
N	63	63	63	63	63	63	63	63
Image Pearson	.021	.339**	.229	.256*	-.130	-.211	1	.263*
Correlation Sig. (2-tailed)	.871	.007	.070	.43	.311	.096		.037
N	63	63	63	63	63	63	63	63
Performance Pearson	.289	.410**	.342**	.436**	.464**	.887**	.236*	1
Correlation Sig. (2-tailed)	.022	.001	.006	.000	.000	.037	.037	
N	63	63	63	63	63	63	63	63

** Correlation is significant at 0.01 level (2-tailed)

* Correlation is significant at 0.05 level (2-tailed)

CONCLUSION

The managers and their assistants at Talal Abu-Ghazaleh Organization (TAGORG) have to think deeply of the critical issues belonging to the company performance. Improvement and maintenance of the output of the organization performance depends on discovering the seeds implanted by TAGORG.

RECOMMENDATIONS

The findings of this paper suggest that TAGORG can create more customers' satisfaction by improving overall customer relationship quality, communicating information to customers efficiently and accurately, showing real commitment to service, handling potential and manifest conflicts skillfully, and delivering services competently. TAGORG should take into consideration the following:

1. Develop employee's responsibilities and roles;
2. Increase career progression opportunities;
3. Employee satisfaction;
4. Recognize successes; and
5. Offer talent retention bonuses.

Moreover, leaders at TAGORG should consider the following:

- Owners must have an understanding of the behavioral tendencies and thinking of their employees and how their mental energy manifests itself in outward behavior.
- Organizational goals should be related to allow employees to internalize those goals and identify with them.
- Promoting shared knowledge base and diverse thinking to create a true sense of collaboration within the organization is the function of the owners of TAGORG.



Future Research

In order to monitor the performance of the TAGORG, it is beneficial to make statistical comparison between some of the regional and international companies and TAGORG and to keep records of some of the statistics that show the followings:

- The Number of innovative and creative ideas, the level of competency among employees, the degree of advancement in technology, the number of entrepreneurs that jumped out of the bottle.
- The ratio of employees participated in giving suggestion compared with total number of the organization headcount.
- The annual budget consumed for the rewards and incentives.

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