

The Effect of Organizational Culture on Human Resources (HR) Performance

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Abstract:

The organizational culture considers an important part in any organization, where it has strong impact on the performance of Human resources (HR), the successful organizations are care to create an appropriate organizational environment to establish a proper culture, that improves the performance of (HR). Organizational culture is dynamic, changes, and develops in response to changes that occur in the external environment of the organization, or to changes in the internal environment of the organization, that affect HR then their performance. This research aims to clarify the effect of organizational culture on the performance of HR in the Libya Insurance Company, the research problem is the low performance of HR, which influenced by the organizational culture. The descriptive and analytical approach adopted, the descriptive approach used in showing the theoretical part and clarifying the company profile, whereas, the analytical approach used in the practical part of analyzing the data which collected by the questionnaire, with some of statistical methods. The main results are there is a strong statistically significant relationship between the prevailing organizational culture and the effectiveness of HR

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performance and between the prevailing organizational culture that is characterized by the participation in decision making and the performance of HR, and between the prevailing organizational culture which is characterized by commitment and concern about the working time and effectiveness of the performance of HR. And between the prevailing organizational culture which is characterized by the encouragement of creativity, innovation and the effectiveness of the performance of HR.

1. Introduction:

Organizational culture plays an important role at all levels and activities of the organization, due to its effect on the performance of (HR), where the behavior of individuals and their views are formed by acquiring their culture from the community. A good organizational culture contributes to the creation of an appropriate organizational environment that improves the performance of (HR) (Ktansh, 2011,99). Organizational culture is dynamic and changes and develops in response to changes that occur in the external environment of the organization, or to changes in the internal environment of the organization, that affect them and thus to the performance of (HR) (Abu-alsnr, 2009,412). Whenever (HR) have the ability and willingness to perform the work, that helps to effectively accomplish tasks and activities within the organization (Hareem, 2009, 51).

The study by (Witrman, 2009, 89) of some successful American companies confirmed that the reason for the success of these companies is due to their organizational culture, which is characterized by attention to the performance of (HR) (Alhitti, 2004, 48). The current research aims to clarify the effect of organizational culture on the performance of

(HR) in Libya Insurance Company, by studying the research problem of low performance of (HR) which represent the dependent variable, that is influenced by several reasons, the most important of which is the organizational culture which represents the independent variable.

This research seeks to answer the following question; to investigate the effect of the organizational culture on the performance of the (HR) of Libya Insurance Company, assuming that there is a significant effect of organizational culture on the performance of (HR) in Libya Insurance Company. The research population in (HR) is represented by the General Administration of Libya Insurance Company (433), the comprehensive survey method was followed.

The descriptive and analytical approach was adopted, the descriptive approach used in showing the theoretical aspect and clarifying the company profile, whereas, the analytical approach was used in the practical aspect of analyzing the data which collected by the research tool which is the questionnaire, with some of statistical methods, including measures of central tendency, natural distribution test, regression analysis Sample, Multiple regression, besides, Statistical Package for Social Sciences (SPSS).

The most important terms of the research are: organizational culture, (HR) (HR), (HR) performance.

2. Theoretical side:

2.1. Organizational Culture:

2.1.1. Organizational Culture Concept:

The concept of organizational culture includes common meanings link with (HR), such as; language, values, feelings, attitudes and behaviors, that contribute to the formation of personality and attributes of (HR). Also, they contribute to varying degrees in raising the performance of both human and organizational resources (Al-amyran,

2005, 45). All informal organization contain functions, relationships and informal organization structure, which is a set of rules, procedures and informal relationships that help shape the attitudes and behavior of (HR) and their responses to different situations that reflect organizational culture. Organizational culture defined as a "set of values and habits, standards, beliefs and assumptions that govern the way Members of the organization think, how they make decisions, how they deal with environmental variable, and how they deal with information and use it to achieve the aims of the organization "(Mustafa, 2007, 76). In addition, It defined as "a set of common values, beliefs, expectations, assumptions, codes, policies and processes that enable individuals in the organization to understand their functions, and to know their own standards of behavior" (Al-tamimi, 2013, 7). Despite of, the multiplicity of definitions and differing views on organizational culture, there is agreement that organizational culture is a set of principles, values and beliefs that govern the framework within the organization, and influence the behavior of (HR), such as; their thinking and decision-making. It is acquired, indoctrinated and transferred among the members of the organization, where, its components are associated to one another, and through it they adapt and integrate with the environment of the organization (Al-Abani, 2010,167).

2.1.2. The importance of organizational culture:

The importance of organizational culture is highlighted by the following objectives: (Grenbrj & Baron, 2004, 630):

1. Enhancing the internal integration of (HR) through communication and work to achieve a good performance, thus achieving adaptation between the (HR) of the Organization and the external environment .

2. Organizational culture guides the (HR) of the organization in determining the way they perform their work, and directing their efforts towards achieving the goals and mission of the organization. Also, the culture has a role in the resistance of those who aim to change the status of (HR) in business organizations. (Al-kubaisi, 2005, 116).

3. Organizational culture has a pressure on (HR) through continuity in the process of thinking and acting in ways that are consistent with the organizational culture prevailing in the organization.

2.1.3. Components of organizational culture:

The most important components of organizational culture are the following (Al-maaytah & Al-mahmoudi, 2013, 23)

1. Characteristics of Organization Members, (HR) are consider an essential source of culture, as they become more aware of what can hinder their ability to adapt and respond to changes in the environment.

2. The employment relationship and human resource procedures effect on the efforts that (HR) must make with loyalty to perform the work.

3. Ethical values, beliefs and rules that constitute the appropriate way for (HR) within the organization to deal with each other, and with others outside the organization.

4. (HR) in organizations with central structures have limited autonomy, where there are rules imposed on them to obey and respect the traditions, yet in organizations with decentralized structures, they have the freedom to choose and participate in decisions, and the possibility of initiative creativity.

2.1.4. Elements of organizational culture:

Organizational culture has elements that assist (HR) in interpreting events and attitudes and through that values and norms are transferred from one person to another (Al-faouri, 2005, 154)

1. Organizational Values: are represented the working environment, these values guide the behavior of (HR) within different organizational conditions, for instance the equality of individuals, time management, and performance.
2. Organizational beliefs: are represented the expectations of (HR) on the completion of work, such as beliefs that involved in decision-making and its effect on the achievement of organizational goals and participation in decision-making.
3. Organizational norms: are the standards that committed by (HR) because they are useful criteria for the organization, for example the organization's commitment not to appoint the father and son in the same organization.
4. Organizational expectations: are an harmonize psychological contract is a set of expectations that expected by the individual or organization, such as respect, the availability of the appropriate organizational environment for (HR) With respect to the psychological and economic side.

2.1.5. Characteristics of organizational culture:

Organizational culture has some characteristics which are (Rithie, 2004, 28-29)

1. Organizational culture is a process that acquired through the interaction between (HR) in the work environment, it becomes a part of their behavior, and could be through it predict their behavior. It is also a cumulative, continuous and flexible system, that has the ability to adapt to the individual's biological, psychological.
2. Organizational culture is an integrated system consists of sub-parts that interact together. It has an effect on the formation of vision, mission, and organizational aims. However, It is difficult to change

where its change requires changing the behavior of individuals which is often difficult for them. Therefore, senior management needs to make a great effort to integrate and activate their (HR), so that they can change the organization's organizational culture. The organization's culture reflects its organizational climate in terms of the ways and means of participation in decision making, and the attitudes of senior management towards (HR) (Mustafa, 2005, 46)

2.1.6. Dimensions of organizational culture:

Organizational culture Like other elements of the organization, having some theses dimensions are :

1. Encouraging participation in decision-making: This represents providing opportunities for participation and encouraging (HR) in making decisions that related to their work, in order to increase their sense of responsibility, develop their creativity, and innovation. The (HR) contribute to the organization in decision-making, thus improve their performance. Participation in decision-making gives the opportunity for (HR) to participation in the organizational structure, representation in committees, organization design and roles, participation in processes within, management, culture, interaction (Al-amiri and Al-ghali, 2008, 310).

2. Dimensions of team: the performance of (HR) is affected by three variables theses are: Firstly, the task imperative which is the clarity in the characteristics, requirements, methods of performance, and measurement of (HR) performance. Secondly, the objectives, where (HR) must have common objectives that must be consistent with the overall objectives of the organization. Thirdly, the variable of dependence which is a degree of the cooperation and coordination between (HR) activities with respect to their performance of work, the

working group can be a reference to the compatible between the (HR) and organizational culture. (Al-magربي, 2010, 193).

3. Organizational commitment and time: It reflects the conviction of (HR) with the organization's goals, values and willingness to exert effort for the benefit of the organization, that stems from an organizational culture characterized by harmony between the (HR) of the organization, with respect to the time the person performance is influenced by the individuals freedom in determine their time spent which is undoubtedly influenced by the organizational culture of the (HR) (Marzouki, 2012, 3).

4. Creation and innovation: It is one of the key factors in the success of business organizations and the most important organizational factors which influence the creativity and innovation of (HR) lies in the organizational culture prevailing in the organization and the encouragement of creativity and innovation. (HR) have the ability to invent methods and ideas due to motivate them to invest their talents to achieve organizational targets (AL-Saleh,2011, 8). The researcher emphasizes that the primary objective of innovation is to make better investment of the human and material resources of the organization, in order to achieve the highest level of (HR) performance by influencing the organizational culture.

2.1.7. Types of organizational culture:

Although organizational culture has many types and varied from one organization to another, because each organization has its own culture, yet, there is a general agreement on the classification of the types of organizational culture as follows (Ktnsh, 2011, 145)

1. Strong culture: Members follow the instructions of management, where the culture of the organization is strong, and when it is spread and trusted and accepted by all or most of the Organization's (HR), they

share a homogeneous set of values, beliefs, traditions, and standards that govern their behavior and attitudes within the organization, that make the organization strong due to the core values are strong.

2. Weak culture: It is the culture which is not strongly adopted by the (HR) of the organization and does not enjoy the trust and acceptance of most of them. Its (HR), and they do not belief and trust. It seems meaningless to them as well. They find it difficult to conform to the goals of the organization. In addition, there is a sense of expatriation tendency to the culture and environment (Lok & Crawford, 2006, 31).

3. Ideal culture: Usually it is in the successful organizations, yet should be in any organizations that seek to succeed. It's requirement determine the tasks of each individual determination of structures without ambiguity Everything is set according to the best way (Al-dosari, 2007, 34).

4. Positioning culture: It's represented the necessary adaptation of the organizational culture with the environmental conditions, where the selection of a good organizational culture depends on the circumstances of the organization according to its principle, in fact there is no fitting way or ideal culture suitable for all organizations and in all environmental conditions (Reda, 2004 , 51).

In a connected context, the researcher emphasizes the multiplicity of organizational culture types, where each organizational is dominated by a cultural pattern that distinguishes it from other organizations. If the culture style is trusted and accepted by the (HR) inside the organization, especially if they share a common denominator in the values, beliefs and traditions that guide their behavior and attitudes, therefore, it helps and supports In formation of a culture of organizational strength and cohesion. But, if there is a lack of (HR) to the cohesion with the values and objectives of the organization it will

reflect the weakness of organizational culture and consequently poor performance of (HR).

2.1.8. Diagnosis and change of organizational culture:

The process of diagnosing the organizational culture of the organization is an essential step to determine the type of organizational culture, and the needs for handling the weaknesses, if it is possible, or work to change them completely. The aim of the cultural diagnosis is to obtain a comprehensive understanding of everything that concerns the organization, which requires the utilization from the past experiences and reaches the appropriate solutions. In addition, discovering and identifying the organizational challenges, strengthen organizational culture through creating correlation between (HR) in order to achieve the best performance of (HR). (Al-baredy, 2005, 53). Cultural change is a difficult aim to achieve, not only because culture is unconscious and intangible, but because it is a set of common interpretations, common values, patterns within an organization, which are difficult to modify. When the organization finds that changing culture is a desired and desirable aim for long-term aims, the members of the organization can contribute to a set of steps that will put the process of changing culture into effect, then the outcomes of these steps are a process to move the organization's culture from the current situation to the desired future situation (Zabid & Murali, 2004, 19). In fact, many organizations face the fear of the failure of the change attempt in their organizations to achieve the desired goals and objectives. This is attributed to the resistance of change by (HR), due to the incompatibility between the current organizational culture and the new organizational culture. consequently, organizations must resist change through the use of mechanisms that allow change to a new culture which accepted and

received by (HR) (Abohneh, Al-emam, 2006, 52). The researcher confirm , that the change of an organizational culture and the behavior of (HR) and their attitudes can only be achieved by persuading and mentally preparing them to reject wrong existing behavior and their undesirable performance, and persuade them that their interests will increase when this change is created. Whereupon, all the (HR) of the organization seek to achieve the goals that are pursued by the organization where, one of it's the high performance level of (HR).

2.1.9. Reasons for cultural change and its steps:

It is important to make the process of cultural change in the organization to cope with the change in the environment, also, to face the challenges that may occur in its internal and external environment. The process of bringing the cultural change requires finding the reasons, then taking the necessary steps for cultural change which are: (Hareem, 2009,7)

1. The Organization is suffering from a very strong crisis in the present situation.
2. The rate of change should be rapid in the organization's activity due to strong and strong competition.
3. The possibility of the organization entering the world of large organizations.
4. The small size of the organization with its rapid growth requires change.

It could said that, the organization's growth and development requires the participation of all (HR) in the Organization, and It is necessary to harmonize the values of its (HR) with the values and objectives of the Organization, furthermore, raise awareness of the need to change the organizational culture to ensure adaptation to the

requirements of change in the surrounding environment , in that way the performance of (HR) will be improved.

2.1.10. Organizational culture building mechanisms

Building a strong organizational culture that is highly adaptive to the environment requires the right selection of new (HR), where it is the major step in shaping the organizational culture. Through the selection process, the organization will get (HR) are identified by the organization that they have a set of characteristics, behavioral patterns, cultural backgrounds, (Al-shomali, 2012,185). After the selection process the new (HR) will be subject to interviews, where only those who fit the prevailing culture in the organization will be chosen, also, they will be subject to the process of social adaptation, which is one of the main factors contributing to the building and continuation of organizational culture, in order to understand beliefs, values of the organization culture. The weak culture that prevails in the organization reflects the poor selection of (HR), also, it confirms the lack of adequate social rehabilitation, the poor distribution of work (Al-huseni, 2012, 94).

In this context, there are some steps to build organizational culture, which include: (Tawfiq, 2003, 28)

- 1- The selection of the (HR) according to the standards and requirements which ensure to obtain those willing individuals and able to accept and adapt the organizational culture that prevail in the organization.
- 2- Establishing and instilling the organizational culture for newly recruited (HR).
- 3- Periodic training of (HR) to ensure a good performance whether new or old (HR) to obtain good performance.

- 4- Using the good motivation systems to ensure the consolidation of good performance, which achieves the objectives of the Organization efficiently and effectively.
- 5- Providing the (HR) with guidance periodically to ensure their understanding the organization's culture.
- 6- Exposing the (HR) to some attitudes that can confirm their contentment by the organizational culture in the organization.
- 7- Commission (HR) to do some tasks through imitation and simulation which fitting the prevailing culture in the Organization.

It is clear that senior management have a vital role in building the organizational culture, which can be a driving force for (HR), and contributes to define them as good behavior that influence their performance via creating conducive environment, creativity, innovation.

2.2. Performance of Human Resources (HR):

2.2.1. Concept of (HR) performance:

The concept of Human resources (HR) performance has attracted the attention of many writers, and has many definitions and concepts for instance; it is " the performance of the (HR) and their responsibility which linked with their work in their organization" (Hilal, 2016,11). It is also defined as "the actual outcomes of the (HR) efforts. This performance is affected by their exploitation of their capacities and potentials, and their desire to perform their work" (Al-khshrom, 2011, 81). Performance is defined as "the net effect of (HR) efforts that begin with capacities and a perception of roles and tasks, which indicates to completing the tasks" (Feila and Abdulmajed, 2005, 266). The performance of (HR) is essential and important for all organizations, as it is the most important dimension of the various business organizations, it is centered on the existence and continuity of the organization. Clearly

articulates the effort, experience, skills, abilities, and desires of (HR) in achieving the objectives of the organization (Al-ghali and Idris, 2007, 47). The aim of (HR) caring is to make them able to confront and identify problems in the organization and improve their performance by creating a strong and cohesive organizational culture, that aims to harmonize and coordinate all the energies and efforts of (HR) to achieve the goals of the organization (Alabani, 2010, 81).

2.2.2. Elements of (HR) performance:

The (HR) performance consists of some key elements, where without it the performance cannot be well, the availability of performance elements has an important role in raising the level of (HR) performance which determined by (Durrh, 2003,98) as follow:

1. The efficiency of (HR), refers to their information, skills, trends and values, which are the basic characteristics that produce effective performance of (HR) in the organization.
2. Requirements of the work, such as tasks, responsibilities, roles, skills, and the experience.
3. Organizational environment, including internal factors that affect actual performance, such as organization, structure, objectives and resources, furthermore, the external factors such as economic, social, technological, cultural, political and legal.
4. Availability of standards and criteria of (HR) performance, to use it in determining the level of their performance, to know the interaction between (HR) and the factors which effect on their interaction.

Due to the multiplicity of these factors and the difficulty of knowing the degree of its affect on the performance of (HR), the process of determining the factors affecting the performance of (HR) and the extent of interaction between them is difficult.

2.2.3. Determinants of (HR) Performance:

The performance of (HR) is not determined only by the strength or pressures of the individual, but by the process of interaction and harmony between the internal forces of the individuals and the external forces surrounding them, where, the level of performance is determined by the interaction of two main factors: (HR) ability to work, and their desire to the work, the relationship between them in terms of their effect on the level of performance of (HR) as follows: (Performance level = Ability to work × Desire to work), namely, the effect of the ability to work on the performance level depends on the individual's desire to work, but the effect of the desire to work on the level of performance depends on the individual's ability to do the work (Al-slami 2010, 27)

The pillars of (HR) performance were identified as follows: (Sultan, 2013, 29):

1. The effort: It reflects the degree of enthusiasm of the individual to the performance of the work, or the degree of motivation, which are also determined by different factors that interdependent from each other, such as: wages, bonuses, justice, opportunities for development and promotion which available to the individual, leadership style, material conditions, nature of relationships within the organization, employment inflation, performance goals, work content, and diversity of tasks, individual capacity, experience all these determine the degree of effectiveness of the effort.
2. Role perception, it includes impressions, behavior, and activities of (HR) that content in the work, and the ways of performing their role in the organization.

It can be said that the performance of the (HR) is determined by the interaction, the mix of motivation, capacity, the role of perception, Yet, there is no more important factor than the other factor, where all the factors interact together to determine the level of (HR) performance.

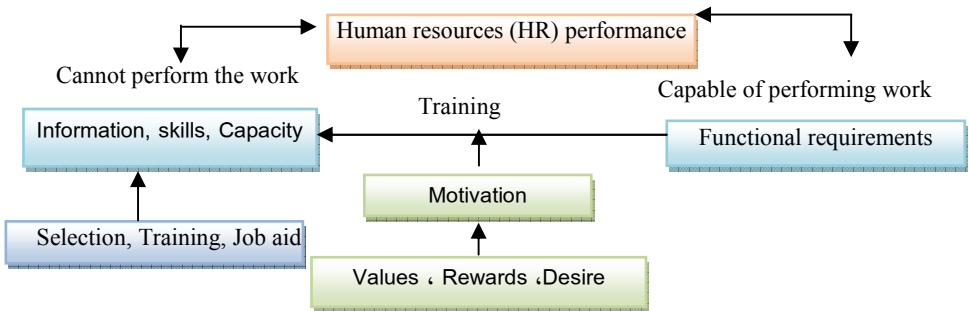


Figure (1) Determinants of (HR) performance

- Source : Al- dkhhl:(Source,2010,123)

2.2.4. Performance Management:

The philosophy of (HR) performance management stems from the efforts of business organizations to raise the level of (HR) performance, thereupon, each organization seeks to provide a set of requirements (Morsi, 2006, 413) as follows

1. Designing the work in a scientific manner, that determine the performance of each individual and the expected results.
2. Provide physical and technical performance requirements, and all requirement for proper implementation of performance according to the design of the work.
3. Configure the environment surrounding the place of work performance of (HR).
4. Qualifying and preparation of (HR), and provide them with all information about the plans to ensure a high performance.
5. Continuous monitoring of (HR) performance during they carry out their tasks, providing them with updated information, helping to correct implementation and overcoming obstacles that may encounter them during work.

6. Monitoring and evaluating the performance results, and compared it to pre-set targets.

2.2.5. Improve the performance of (HR):

Improving the performance of (HR) is important and difficult, and needs to ensure that (HR) need to be changed and improved, the previous author suggested using the following methods:

1. Focusing on the strengths of (HR), and make a positive impression which include performance problems, recognize that there is no perfect (HR), and recognizing that all shortcomings and weaknesses cannot be eliminated, actually should spotlight on improving performance by taking advantage of human resource talents.
2. Focus on the balance between what (HR) desire and what they do with distinction. The causal relationship between desire and performance leads to the possibility of raising performance by allowing them to perform the work they desire or seeking to perform, thus helping to harmonize (HR), interests and work of the Organization.
3. The efforts to improve the performance of (HR) should be linked and consistent with their interests and objectives, through knowing them that the desired improvement in performance will contribute to these concerns, encouraging them to contribute to the highest level of (HR) performance.

2.2.6. Effective environmental factors on (HR) performance:

There are many environmental factors that affect the performance of (HR) that may be beyond the organization control. Although some of these factors may be taken as excuses, yet, these factors are present in practice, therefore the organization must take all these factors into account, and give sufficient attention to provide a material environment and an adequate organizational climate, in order to achieve a positive effect on the performance of (HR). Okashah (2008,

36) explained a number of factors, which have impact on the performance of the (HR), It is shown in the following form factors:

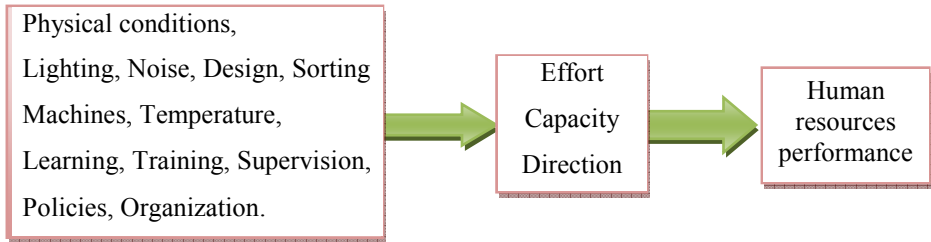


Figure (2) Environmental factors affecting the performance of (HR)

- Source: (Rawih, 2010, 212)

2.2.7. Relationship between organizational culture and (HR) performance:

There is an agreement between writers and researchers with respect to the relationship between organizational culture and human resource performance, where the organizational culture has an effect on the understanding of (HR) attitudes, awareness, and motivation to perform their work. Therefore, the relationship is reflected in the impact of organizational culture on the behavior of individuals then their performance as follow: (Sultan, 2013, 431).

2.2.7.1. The effect of organizational culture on the behavior of (HR):

1. The organization's guidance for (HR), represent the way of the organizational culture to affect the achievement of its objectives, wherever the stronger organizational culture, will be able to adjust with the organization's objectives, and push the organization towards achieving its goals.

2. It refers to the prevalence, adoption and understanding of organizational cultural values among its (HR), which creating a general agreement between them, which makes them act on a uniform basis during performing their work..
3. The culture strength reflect its effect on (HR), which makes them a motivation to perform their work in high level, then achieve the goals sought by the organization.
4. Flexibility, where the flexible culture of (HR) allow to adapt with the changing circumstances and crises.

2.2.7.2. The effect of organizational culture on the performance of (HR):

Strong culture plays a key role in raising the level of (HR) performance, through of raising morale and job satisfaction, it also facilitates the process of communication between them, that achieves a level of cooperation, commitment and homogeneity because they work together within a same cultural framework, then they reach to the best levels of performance. (Al-sheikh, 2010, 14)

In a related context, the characteristics of beliefs that reflect the dominant culture of the organization that have a strong effect on (HR) performance have been identified in the following: (Al-tamemi, 2013,7)

1. The need to create an atmosphere that allows the individuals to perform their work in appropriate conditions which creates the desire to work.
2. The need to make (HR) want to reach the highest levels of performance that enable them to be successful on the organizations.
3. Confidence in (HR) and their ability to innovate, take risks and responsibility.

4. Attention of (HR) and deal with them as human beings have feelings, that control their behavior and behavior.
5. Encouraging the informal communications, as essential means of improving the flow of information and connecting it to (HR), where it unifies the prevailing organizational culture among them and helps them to reach the highest level of the performance.

The researcher confirms, the organizational culture prevailing in the organization has positive and negative effects on the performance of (HR), it could contribute to raise performance levels at varied rates depending on the quality of the prevailing culture. The flexible culture depends on working in an open climate of communication and information exchange in decision-making processes and encourage their innovation, and achieve the goals of organizations, also, propose solutions and alternatives in the light of practical experience of (HR) raise the level of performance due to increased demand for (HR) to work and increase their loyalty and belonging to organizations. Whereas, rigid culture that depends on power and centralization, limits the powers of (HR), and relies on hierarchy, issuing orders and instructions (bureaucratic culture), it brings stagnation, backwardness, and creates fear in (HR) from accountability when making mistakes, organizational culture may be inappropriate to the nature of activity, resulting in a decline in (HR) performance levels.

3. Practical side:

3.1. Research Methodology:

The current paper used the descriptive and analytical method, where descriptive method used to clarify the literature review with respect to dependant factor which is the organizational culture and the (HR), whereas, the analytical method used to analyze data that obtained

from the questionnaire forms, that distributed to the participants in the research. In addition, it used in determining the statistical significance between the variables of the research.

3.2. Research community.

The research community is represented in all (HR) "employees of all departments" of the company under research in different functional names their number is (416), including (71) general managers, assistant managers, department managers, office managers, department heads, and 345 employees. the comprehensive survey method was followed.

3.3. Search Tool:

The survey questionnaire was used as a main tool for collecting data on the practical side. The validity and reliability of the questionnaire was tested through random questionnaire on (HR) (30) questionnaires, of which (10) questionnaires for the heads, and (20) Of subordinates, in order to confirm the clarity of the meanings of the questions, and have been taking advantage of their observations in the rewording of some questions and make them more clear.

3.4. Statistical Methods:

The research was based on (Spss) in the analysis, via using statistical methods such as; the Kronbach alpha, test for accuracy, and persistence, descriptive statistical measures to describe participant characteristics, Friedman's test, for differences between organizational culture components, Kolmogorov Test .

3.5. Demographic analysis of participants:

1. Distribution of participants according to gender:

Table (1) Frequency and percentage distribution of participants by gender

Gender	Number	Percentage
Male	389	94
Female	27	6
Total	416	100

The table shows that the percentage of males (94%), while the proportion of females (6%), this indicates that the proportion of males represent (15: 1) for females. The researcher notes that despite the diversity of the gender, it is possible to identify the viewpoint of each sex regarding the organizational culture and its impact on the (HR) of the company.

2. Distribution of participants according to age:

Table (2) Frequency distribution and relative percentage of participants according to age

Age	N	%
Less than 30 years.	51	12
From 30 to less than 40 years.	163	39
From 40 to less than 50 years.	133	32
From 50 to less than 60 years .	48	12
60 years and over.	21	5
Total	416	100

The data in the above table has indicated, that most of them are aged (30 to under 40 years) of age percentage (39%), followed by age group (40 years to less than 50 years) percentage (32%), then age group (less than 30 years) and the age group (50 years to less than 60 years),

representing about (12%), then age group (more than 60 years) Representing approximately (5%) of the participants. The researcher has noted that the age groups of participants are characterized by diversity in the average age, also noted that most of these age groups are characterized by rationality and culture, so it is not difficult for such categories knowledge and knowledge of organizational culture and its impact on the performance of (HR), their attitudes about the organizational culture prevailing in the company under research and benefiting from their views.

3 - Distribution of participants according to scientific qualification:

Table (3) The frequency and percentage distribution of the participants according to qualification

Qualification	N	%
Doctoral degree	4	1
Masters	13	3
Bachelor / Bachelor Degree	196	47
Higher Diploma	181	44
Average Diploma	13	3
High School	9	2
Total	416	100

The data indicate that the highest percentage of academic qualifications for Bachelor's/ Bachelor's degrees (47%), followed the percentage of higher diploma (44%), then the Master's and intermediate diploma (3%), followed the percentage of secondary (2%), Doctoral degree (1%). Most of the participants in the research have higher scientific qualifications, which are supposed to have a high level of culture, which in turn reflect on the organizational culture, and their views are expected to help in obtaining the information accurately and objectively, because the scientific qualifications often acquire values and

experiences that contribute greatly to the formation attitudes toward a particular subject

4- Number Distribution of participants' vocabulary according to specialization:

Table (4) Frequency distribution and relative percentage of participants according to specialization

Specialty	N	%	Specialty	N	%
Accounting	108	%26	Business Management	87	% 21
Economy	29	% 7	Marketing	21	% 5
Languages	33	% 8	Finance	11	% 3
Law	21	% 5	Investment	12	% 3
Engineering	14	%3			
Total			416		100%

The figures show that the highest percentage is accounting (26%), then Business Management, then arts is (10%), languages (8%), and economics (7%), (21%), Law and marketing (5%), finance, investment and engineering (3%). The diversity of disciplines is noted, mostly administrative and financial sciences, which are complementary to some of them as required by the conditions of the incumbent of the company, this may reflect a good organizational culture of selection and recruitment, which helps in obtaining information and benefiting from these specialties.

5- Distribution of participants according to the function:

Table (5) Frequency distribution and percentile of participants according to the function

Function	N	%	%	Function	%	Number
Head of the Department	53	% 13	% 13	General Manager of the company	% 0.2	1
Employee	345	% 84	% 84	Assistant Director	% 0.2	1
				Director of the Department	% 4	16
Total				146		100%

The figures show that the highest percentage of employees is 84%, followed by the heads of departments (13%), managers (4%), general manager and assistant manager (2%). Organizational level, from different administrative levels.

6- Distribution of participants according to experience:

Table (6) Frequency distribution and percentile of participants according to experience

Experience	N	%	Experience	N	%
less than one year	16	4	From 15 to less than 20 years	68	16
From one year to less than 5 years	32	8	From 20 to less than 25 years	95	23
From 5 years to less than 10 years	45	11	25 years of age	77	18
From 10 years to less than 15 years	83	20			
Total			416		100%

The table has shown that the highest percentage of participants (20 to less than 25 years) is (23%), then (from 10 to less than15 years) is (20%), then (from 15 to less than 20) is (16%), then (from 15 and more) is (18%), then (from 5 to less than 10 years) represents (11%), then experienced (from one year to less than 5) represents (8%), and then (less than one year) represents (4%). Most of participants have long-term practical experience, in addition to their scientific qualifications. Such experiences are expected to be organized within the organization's organizational culture. Participants are expected to understand the organizational culture patterns, and their impact on (HR) performance and may have undergone changes in Organizational culture.

3.6. Exhibit and analysis of data about the nature of organizational culture:

Table (7) The frequency distribution and relative frequency of respondents' answers on the nature of organizational culture prevailing in the company

N	The phrase	Not Strongly Agree		Not Agree		Neutral		Agree		Strongly agree	
		%	R	%	R	%	R	%	R	%	R
1	Management adopts values for HR as efficiency	11	45	42	174	6	26	32	133	9	38
2	I feel my business is important.	3	11	34	143	6	23	47	194	11	45
3	The company is concerned with regulations.	1	6	23	94	7	28	53	221	16	67
4	There is respect among presidents and their followers.	2	8	22	93	10	41	57	239	8	35
5	Organizational culture contributes to increased levels of cohesion among HR.	3	13	33	138	14	56	43	177	8	32
6	Senior management gives HR an opportunity to clarify their grievances.	11	45	42	176	6	24	33	136	8	35
7	The company's HR are treated fairly and equitably.	3	11	35	146	5	20	47	196	0	43
8	Senior management seeks to create organizational loyalty in HR.	3	11	34	143	6	23	47	194	9	45
9	Senior management cares to streamline information to improve the performance of HR.	3	13	33	138	14	56	43	177	8	32
10	The company's HR care to optimize the use of office equipment and equipment	1	6	41	171	13	55	43	177	2	7
11	Senior management develops the values of openness and trust among HR.	3	12	35	146	5	21	46	193	11	44
12	The organization's culture is a self-regulatory tool for behavior and attitudes.	1	6	41	172	13	54	42	176	2	8
13	I love my work and consider it a sacred duty.	2	8	22	93	7	27	53	219	17	69
14	The company pays attention to HR incentive programs.	2	8	41	170	12	51	43	178	2	9
15	HR have a shared vision that values are a key determinant of work performance.	2	9	24	99	7	27	51	214	16	67

The data in the table indicate that the approval scores of the participants were characterized by a relatively moderate approval. The approval scores were average for the participants in the research on 13 phrase of the 15 phrase. These are (2,3,4,5,6,7,8,9, 10,11,12,13,14,15), with low approval scores on both expressions (1· 6).

View and analyzed data on organizational culture dimensions:

Table (8) Frequency distribution and relative frequency of participants' responses on (opportunities to participate in decision making) within the dimensions of organizational culture.

N	Phrase	Strongly Disagree		Disagree		neutral		Agree		Strongly Agree	
		%	R	%	R	%	R	%	R	%	R
16	Opportunities for participation in business decision-making are available for all HR	8	33	60	250	15	64	13	53	4	16
17	The views of HR are respected when the decision is taken	6	26	68	284	13	55	10	42	2	9
18	Opportunities for participation in decision-making are available to employees when the company faces only crises	8	33	60	250	15	64	13	53	3	16
19	Problems and difficulties are reduced when HR resources are involved in the company's decision-making	2	9	22	93	6	26	53	219	17	69
20	Participation in decision-making requires you to work with enthusiasm	2	8	21	88	7	28	53	221	17	71

It is clear from the table that the approval degrees of the participants were characterized by low approval levels, where the approval levels were average for the participants in three of the five expressions and the phrases are (16,17,18), while, the approval scores were low on the phrases (19, 20).

Table (9) Frequency distribution and relative frequency of participants' responses on (teamwork) within organizational culture dimensions

N	Phrases	Strongly Disagree		not agree		neutral		agree		Strongly agree	
		%	R	%	R	%	R	%	R	%	R
		21	The staff are involved in setting goals and working to achieve them as team.	9	39	59	247	16	66	12	51
22	The objectives and interests of the company's HR objectives and subject .	16	67	53	221	7	28	23	94	1	6
23	Get appreciated and respected by your colleagues during work.	3	11	35	143	6	23	47	194	11	45
24	You receive support by the team when you encounter some difficulties in working.	2	8	22	93	18	41	58	239	8	35
25	You have the ability to adapt to others .	1	6	22	91	7	27	53	222	17	70

From the table, it is clear that the degree of approval of the participants to research the terms related (teamwork) within the dimensions of the organizational culture was characterized by the average approval of the participants of the research, where the approval levels were average for the research participants on three of the five expressions. While the approval levels were low on the two terms.

Table (10) Frequency distribution and relative frequency of respondents' responses

On the related statements (commitment and care for working time) within the dimensions of organizational culture.

N	Phrases	Strongly Disagree		not agree		neutral		agree		Strongly agree	
		%	R	%	R	%	R	%	R	%	R
		26	Seeking to manage and employ work time well.	3	11	17	70	10	43	55	228
27	Take into account the importance of time in accomplishing the work entrusted to you.	1	2	5	22	6	26	70	293	18	73

N	Phrases	Strongly Disagree		not agree		neutral		agree		Strongly agree	
		%	R	%	R	%	R	%	R	%	R
28	Increased effort is being made to implement and complete the work in a timely manner.	1	3	6	25	7	27	70	290	17	71
29	Be careful to keep your appointments and your work on time	1	2	3.4	14	5	19	72	301	19	80
30	You can adapt to emergencies by reducing or extending work time	2	10	17	72	10	42	55	229	15	63

The data in the table indicate that the degree of approval of the participants for the research on the related terms (commitment and care of working time) within the dimensions of the organizational culture was characterized by high approval levels, where the approval ratings were higher than average on all terms.

Table (11) Frequency distribution and relative frequency of respondents' responses to the related phrases (By encouraging creativity and innovation) within the dimensions of organizational culture.

N	Phrases	Strongly Disagree		Not agree		Neutral		Agree		Strongly agree	
		%	R	%	R	%	%	R	%	R	%
31	You like to adopt new methods to do your work even if it is not likely to succeed.	2	7	41	171	12	51	43	178	2	9
32	You prefer to do difficult and complex work.	1	6	41	172	13	54	43	177	2	7
33	You have a clear and accurate view of work problems.	2	8	41	170	14	56	42	176	1	6
34	The company encourages the employees to present their ideas and creative suggestions.	2	7	40	168	15	62	42	174	1	5
35	The company cooperates with scientific research, development institutions and centers to develop new creative ideas related to its field of business.	3	14	71	297	11	44	14	57	1	4

The table data indicate that the degree of approval of participants for the research on the terms related to (promotion of creativity and innovation) within the dimensions of the organizational culture was characterized by the average degree of approval of the research participants. The average level of approval for participants was four out of five (31,32,33,34), while the approval scores, were low on one phrase which is (35).

3.7. View and analyzed data on human resource performance of the company under research:

Table (12) Frequency distribution and relative frequency of participants' responses related to HR performance

N	Phrases	Strongly disagree		disagree		neutral		Agree		Strongly agree	
		%	R	%	R	%	R	%	R	%	R
36	Have the skill and ability to perform your work just on time	1	2	2	10	3	11	73	305	21	88
37	Do not have problems that hinder your work & efficiency.	8	35	58	239	10	41	22	91	2	10
38	Adhere to regulations & instructions in your performance	2	9	17	72	10	40	55	230	16	65
39	You have the ability to detect & correct errors	1	4	2	8	5	20	72	299	20	85
40	You have full knowledge about job requirements	1	3	2	10	2	9	74	307	21	87
41	Financial resources to support your work performance is available	2	8	41	170	14	56	42	176	1	6
42	The company penalties affect your performance negatively	2	7	40	168	15	62	42	174	1	5
43	The applied system of incentive motivates your performance.	1	6	42	173	15	62	40	168	2	7
44	Rewards are given to outstanding individuals.	1	6	41	171	13	55	43	177	2	7

N	Phrases	Strongly disagree		disagree		neutral		Agree		Strongly agree	
		%	R	%	R	%	R	%	R	%	R
45	The company encourages individuals to innovate	11	45	42	176	6	24	33	136	8	35
46	You depend on yourself in performing the work	2	9	23	95	9	38	56	234	10	40
47	There are spirit of cooperation among the employees during the work.	3	13	33	138	14	56	43	177	8	32
48	You evaluate your performance by comparing it with the colleagues	3	11	35	143	6	23	47	194	11	45
49	There is trust between individuals and the senior management	1	6	41	171	13	55	43	177	2	7
50	The amount of your work is commensurate with your capabilities	11	46	42	174	6	25	32	133	9	38
51	you have the ability and skill to organize work and the time.	2	9	17	72	9	39	55	230	16	66
52	work team using to perform the work perfectly	1	6	23	94	7	28	46	191	23	97
53	Individuals exchange the ideas to develop their work.	3	13	51	210	5	22	30	125	11	46
54	Individuals recognize they are responsible for performing their work even without control	2	8	44	184	13	53	39	163	2	8
55	Your job requiring more knowledge about performance	2	10	35	144	6	23	46	192	11	47
56	All personnel are informed by the development plans of their performance .	8	34	76	317	5	20	9	36	2	9
57	The company follows the policy of recycling the individuals between different departments.	1	6	41	171	11	45	45	187	2	7
58	Management is concerned with transferring the best practices from one department to	2	8	41	169	13	53	43	178	2	8

N	Phrases	Strongly disagree		disagree		neutral		Agree		Strongly agree	
		%	R	%	R	%	R	%	R	%	R
	another.										
59	Individuals perform their duties efficiently and effectively	3	11	35	143	6	23	47	194	11	45
60	Job evaluation system determines the strength points and the weaknesses in the individuals .	2	7	41	170	12	51	43	178	3	10
61	The Performance evaluation is according to clear scientific principles and criteria	11	45	42	176	6	24	33	136	8	35
62	Individuals develop their own performance and skills continuously.	1	6	42	174	13	52	43	177	2	7
63	You have got advantages from the past performance.	1	4	7	27	6	26	69	288	17	71
64	You have the opportunity to know the level of your performance	3	13	19	78	10	41	53	220	15	64
65	You accept the directions and instructions and implement it.	1	3	4	16	3	11	74	306	19	80
66	You are keen to develop your performance	3	14	17	71	10	40	54	225	16	66
67	you are using appropriate technologies to perform the work	1	6	23	97	5	21	54	223	17	69
68	You have the ability to train your colleagues	3	11	35	143	6	23	47	194	11	45
69	You avoid mistakes during performing your work.	1	4	6	25	6	26	70	291	17	70
70	You are keen to complete the work just on time	1	4	4	15	3	11	73	305	20	81

The results of the approval of the participants about the expressions related to the performance of (HR) were characterized by the average approval of the participants, where the approval grades were high on thirteen terms (36, 38, 39, 40, 51, 52, 63, 64, 66, 67, 69, 70).

The average approval scores were 14 (41, 42, 44, 46, 47, 48, 49, 55, 57, 58, 59, 60, 62, 68), while The approval scores were low on (8) out of (35) phrase (37,43,45,50,53,56,61).

The results:

1. There is a statistically significant relationship between the prevailing organizational culture and the effectiveness of human resources performance in Libya Insurance Company and the relationship is strong because the value of ($R = 0.999$).
2. There is a statistically significant relationship between the prevailing organizational culture that is characterized by the participation in decision making and the performance of human resources in Libya Insurance Company and the relationship is strong where the value of ($R=0.93$).
3. There is a statistically significant relationship between the dominant organizational culture and the human resources performance of Libya Insurance Company. The relationship is strong because the value of ($R=0.97$).
4. There is a statistically significant relationship between the prevailing organizational culture which is characterized by commitment and concern about the working time and effectiveness of the performance of human resources in the company and the relationship is strong that the value of ($R=0.897$).
5. There is a statistically significant relationship between the prevailing organizational culture which is characterized by the encouragement of creativity, innovation and the effectiveness of the performance of human resources in Libya Insurance Company and the relationship is strong because the value of ($R=0.962$)

6. According to Friedman's grade test, there were statistically significant differences in the average grade among organizational culture components such as commitment and timekeeping at an average grade (4.00), and then working within the team spirit at an average grade (3.00). (1.76), and innovation and innovation at an average grade (1.24).

7. There is a difference between the participants of the organizational culture according to their demographic characteristics (gender, age, qualification, occupation, and work experience). According to the gender variable for females with an average of (61.7778) With a mean of (65.9216), according to the variable of scientific qualification came in favor of the (PHD) with an average of (64.5000), according to the variable (function) (Less than one year) with an average of (58.9375).

8. There is a difference in the participants' responds about the performance of human resources according to their demographic characteristics (gender, age, qualification, occupation, and experience), where according to the variable gender of the females with an average of (141.4074), according to the variable age for (less than 30 years) with an average of (153,6863), according to the variable of qualification for the (PhD) with an average of (151.2500), according to the variable of function for (General Manager and Assistant Manager Process), according to the variable of experience for (15 to 20 years) with an arithmetic mean (137.5294).

9. The nature of the organizational culture of the company is medium, it is not a strong as well as it is not a weak. It has some aspects that focus on human relations and is characterized by a spirit of cooperation between the human resources of presidents and subordinates.

10. The level of performance of human resources is average, despite the weakness of the incentives they follow instructions and guidelines, but there is a lack of awareness of their responsibility for performing their work without supervision.

11. Lack of interest in educating human resources about work development plans, despite their skills and abilities .

The Recommendations:

1. Support and strengthen the organizational culture prevailing in the company to become more powerful and cohesive, and have a positive impact on the performance of human resources.
2. Disseminate the organizational culture that focuses on decentralization and provides opportunities for participation in decision-making according to the competence and work of each individual to be improved the performance of human resources.
3. Support and promote a team-work culture, so that those with a low level of performance can benefit from individuals who have skills and experience.
4. Raising awareness and understanding of the impact of positive and negative organizational culture on the performance of human resources, and working to encourage individuals to innovate and innovate continuously through awareness and education programs.
5. Provide a flexible regulatory environment that supports self-control, commitment and self-control, such as delegation of authority.
6. Adopting a strategy to establish organizational culture principles consistent with human resources trends
7. Improve the performance of human resources, and constantly evaluating their performance, also applying fair standards at valuation, and linking this to incentives.
8. care about human resources training programs and especially the weak levels according to business requirements to create a suitable culture for the environment to become more powerful and cohesive.

9. Provide human resources with the necessary modern technologies to improve their performance.

10. Give more attention to the human resources who holds the minimum and intermediate degrees, and identify the aspirations that they seek to achieve through their work.

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