

Impact of the Organizational Culture on the Employee's performance Zain Telecom as a Case Study, Khartoum-Sudan

Dr. Zoltán Veres, Full Professor

Head of Department of Marketing, University of Pannonia, Hungary

Alfateh Fegada, PhD

Senior Lecturer, University of Pannonia, Hungary

[Doi:10.19044/esj.2022.v18n12p237](https://doi.org/10.19044/esj.2022.v18n12p237)

Submitted: 12 April 2022

Accepted: 28 April 2022

Published: 30 April 2022

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Cite As:

Veres Z. & Fegada A. (2022). *Impact of the Organizational Culture on the Employee's performance Zain Telecom as a Case Study, Khartoum-Sudan*. European Scientific Journal, ESJ, 18 (12), 237. <https://doi.org/10.19044/esj.2022.v18n12p237>

Abstract

The study addressed the impact of organizational culture “OC” on the employee’s performance in zain telecommunication company located in Khartoum-Bahri, SDN. The study discussed the flowing main question: Does organizational culture affect the employee’s performance? The study aimed to clarify the impact of organizational culture on the employee’s performance among the dimensions of (performance improvement, and performance efficiency). Based on the literature studies, and to conduct the study with the respondent we have implemented a quantitative-descriptive analytical approach and the case study method. The questionnaire was the main tool for collecting the data. Meanwhile, 32 questionnaires have distributed to respondents. The main hypothesis of the study was, that there was a relationship between organizational culture and employee performance in Zain telecommunication company. Moreover, to confirm the reliability and validity of the questionnaire, it has distributed to (3) arbitrators, in addition to calculating the credibility and reliability coefficient of Cronbach's alpha, the value was 90%. We have utilized (SPSS) program in order to analyze the data. One of the most important findings of the study is that we have found a significant relationship between organizational culture and performance efficiency, and there is a significant relationship between organizational

culture and performance improvement.

Keywords: Organizational culture, Nature of work, job security, Employee performance, Employee improvement

1. Introduction

The competitiveness of business cannot be considered without organizational culture since nearly all business developments are linked to a high-performance culture.

Schein defines organizational culture as the common values, beliefs, or perceptions of employees about an organization and its environment. In previous studies, four types of culture are based on the creative, quality, supportive, productive cultures while the four cultures' dimensions include "adaptability, mission, involvement, and consistency." "Adaptability and mission are oriented externally, while involvement and consistency are oriented internally". Muhammad Azeem, et al, (2021).

Organizational culture is a set of important assumptions that an organization's members share. Two main assumptions, beliefs, and values are in common. Beliefs are realistic assumptions and are derived and strengthened by the experience. Values are hypotheses of ideals to strive for and desire.

"The performance of employees refers to observable behavior and actions that explain the way in which work is to be done and the results expected to be successful. Performance is the degree to which a person performs his task or task. The extent to which the work of an employee is carried out It shows how good work looks to the employee. This means that employees must know what to do to achieve success in their jobs. Moreover, many factors at work affect the performance of employees' organizational culture is one of these important factors". Agbaworde, L. S. (2016).

2. Statement:

Organizational culture is an important technique of human resources that cannot be ignored. Employed people create an overview of the organization's subjective perception based on factors such as risk violence, the emphasis on teams and people support. The perception becomes the culture or personality of the organization. Just as personalities are stable over time, strong cultures are stable as well. This makes it hard for managers to change strong cultures.

Management wants to change the culture when it's not suited to its environment, and management needs to understand these theories and give them the attention they deserve. In the light of these, the research sought to examine the effects on the employee performance of organizational culture at Sudan's telecommunication company.

3. Questions:

The problem of the study is formulated as the following main question: *Does organizational culture affect the employee's performance in zain telecom company?* This question is divided into the following sub-questions:

1. What is the impact of the nature of work on the employee's performance?
2. How do administrative development and training affect the employee's performance?
3. 'To what extent does job security affect the employee's performance?

4. Objectives:

The general purpose of this study is to examine *the impact of organizational culture on employee performance in zain telecom company.* This includes the following sub-objectives:

1. To explain the impact of the nature of work on the employee's performance.
2. We attempt to put a clear statement of the importance of administrative development and training on the employee's performance.
3. In this study, we seek to clarify the importance of job security and its effect on employee performance.

5. Model:

To explain the problem of the study and attain its objectives, the model should be built in order to specify the independent variable (Organizational culture) and the dependent variables (Employee performance) as illustrated in Figure 1 below:

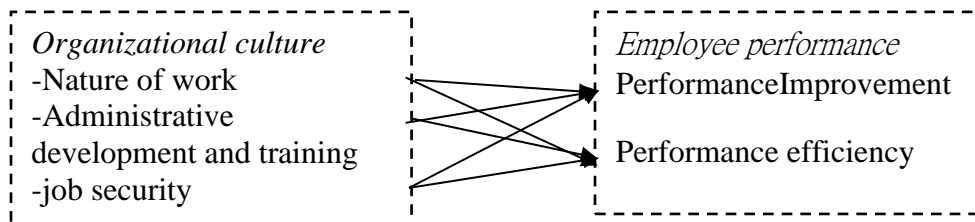


Figure 1. pre-model of study

6. Hypotheses:

According to the above pre-model of the study the main hypothesis of the research is, therefore:

There is a relationship between organizational culture and the employee's performance.

The following sub-hypotheses are generated:

- There is a statistical relationship between the nature of work and employee performance.
- There is a statistical relationship between administrative development, training, and employee performance.
- There is a statistical relationship between job security and employee performance.

7. Theoretical framework:

Organizational culture “OC” is viewed as an organizational capital and is a core competence that develops compatibility with organizational performance and employee values.

"Organizational culture is defined as "the shared values, beliefs and hidden assumptions of organizational members". Muhammad Azeem, et. all, (2021).

The process of beliefs, habits, values, and behavior that shape the behavior of an individual is known as the culture of the organization. Each association also has a unique feature of how it operates, such as culture, technology, human resources, etc. This feature distinguishes it from other organizations.

"The only thing that leaders do is create and manage culture," says Shafiq and Ahmed (2014). Moreover, OC is an important contribution to effective corporate performance because corporate culture establishes values, beliefs, and working systems that can guide and provide a competitive and sustainable environment. OC enables new learning to simplify the work of employees, and it can help them to understand the organization's fundamental values and develop a common understanding of organizational processes and goals.

The theoretical principles of OC theory highlight the complex nature of organizational life and the importance of researchers' behavior, activities, and stories, as well as the members of the organization.

"The theory of the cultural dimension of Hofstede used factor analysis as a basis for the study of the results of a worldwide IBM survey of employee values from 1967-1973. Since then it was refined. The original theory had four dimensions to analyze cultural values: individualism-collectivism; the avoidance of uncertainty; power distance (fortitude of social hierarchy) and male and female (task orientation versus person-orientation)". Hofstede, G. (2009).

Employees are an organization's most valuable asset and play a key role in maintaining the organization's successful image. The key factor in ensuring the smooth, successful running of the company is employee performance, instead, good performance of employees will improve organizational performance.

"In addition, the performance of employees depends very much on perception; there are seemingly so many variables that affect work performance that they can hardly be understood. Listing in a particular situation is defined as the function of individual capability, skill, and effort, the capabilities of employees are relatively stable in the short term". Ezeanyim, E. E., & Ufoaroh, E. T. (2019).

The employee is an organization's precious resource (asset); therefore, the organization's success or failure depends on the performance.

"Organizations, therefore, invest enormous sums of money in the development of employees. The paper investigates and examines the organizational culture literature and its effect on employee performance. Employee performance is the result of employee development of productivity and performance. Moreover, the performance of employees will ultimately influence the effectiveness of the organization". Hameed, A., & Waheed, A. (2011).

The concept of performance improvement: It is a systematic and comprehensive way to address the problems experienced by an organization, and it is an organized process that begins by comparing the current situation and the desired situation for individual and organizational performance and trying to identify the performance gap. On the other hand, the concept of performance efficiency: is defined by the French Association of Industrial Standards as the use of capabilities in a professional situation, in order to reach the optimal performance of a job or activity.

8. Empirical reviews of related studies:

"The reason for culture is to understand how companies work and the way they do business gives sense and importance. Culture contributes to internal integration, brings together the workforce from all levels, increases morality, and enhances their performance. It consists of usual habits, conduct, rules, dominant ethics and transmitted mood or climate". Agbaworde, L. S. (2016).

"organizational culture is a process in which the members of one group are distinguished from the other. The above concept, therefore, affirms that corporate culture can help to keep the employees in line and encourage them towards their corporate objectives. Most organizations reaffirm their performance as a dependent variable to recognize other independent variables that produce performance changes". (Richard et al., 2009).

The theoretical relationship between organizational culture and culture is favorable. the changes in the performance of efficiency, emphasizing that the role of culture is very important for sustaining, sustaining, and improving organizations' performance. Furthermore, Yilmaz, C., & Ergun, E. (2008)

"clarified that any organization's cultural system adds to the coordination of assignments, minimizing employee inefficiency and corporate resources".

Ahmed & Shafiq (2014) "conducted a study to determine the impact on the telecom sector's organizational performance of organizational culture. The aim of the study was to assess the impact of organizational culture on corporate performance to know how an organization's culture helps to improve its organizational performance. In order to measure the organizational performance of the scorecard, a quantitative approach was used to collect the data with a questionnaire. The findings showed that the whole cultural dimension affects the various perspective of corporate performance".

The relationship between organizational culture and performance has been examined by Awadh, A. M., & Alyahya, M. S. (2013) "The main purpose of their research was to identify and measure strong connections between performance and organizational culture. Some cultural aspects have been identified from the study and research shows that the value and standards of a company are based on the relationship between employees. An organization's goal is the development of strategies to increase its performance. Meanwhile, a balanced scorecard and the understanding of the nature and the ability of an organization's system culture were used for measuring the performance management system. A strong corporate culture based on management and leaders was recommended to help improve performance".

8.1. Organizational culture and employee performance relationship:

Many scientists consider the importance of individual factors (i.e., capacity and effort) in connecting organizational culture with employee achievement (e.g. Gardner & Schermerhorn, 2004).

The organizational culture functions as internal integration and coordination between business operations and employees, therefore, internal integration can be described as the social interaction between new members and existing members, the creation of boundaries between people's identities, and the organization's commitment.

"The culture of a shared system that forms the basis for communications and mutual understanding in an organization can have a significant negative impact on its effectiveness if the organizational culture fails to fulfill those functions at a satisfactory level. However, a strong organizational culture supports adaptation and develops employee performance by motivating of employees to achieve a common objective, which should ultimately be at the heart of operational and functional strategies, shaping and channeling employee behavior in this direction". (Daft, et al., 2010).

The mission of an enterprise reflects the ultimate long-term goal of its operational activity and behavior. A company's performance will improve if

its mission is clearly understood. Successful and effective organizations define their organizational objectives as a reporting card of the future (long-term) (Chavan, 2009; Lunenburg, F. C. (2011).; Hellriegel & Slocum, 2011).

9. Methodology

9.1. Sample, and instrument:

In comparison to the possibility of specifying the study population, which consists of all employees of zain Telecom Company in Khartoum Bahri, therefore, a quantitative descriptive approach, as well as a comprehensive inventory method, was used to collect data from employees. The questionnaire has been utilized as the main tool for collecting the data.

9.1.1. Sample response rate:

Data have collected through utilizing a questionnaire, according to that (35) questionnaires were distributed with a recovery rate of (86%), and (30) of questionnaires were obtained from the total distributed questionnaires with a recovery rate of (86%), and the number of questionnaires that were not retrieved reached (5) therefore, a questionnaire with a recovery rate of (14%), while the number of valid questionnaires for analysis reached (30), reaching a percentage of (86%), and data cleaning was done and a summary of all data cleaning operations was prepared, as well as the response rate as shown in the following table:

Table 9.1.1 data cleaning and response ratio

Data	Number	Percent
The total number of questionnaires distributed to the respondents	35	% 100
Total questionnaires returned	30	% 86
Questionnaires not returned	5	% 14
The number of valid questionnaires for analysis	30	% 86

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The questionnaire was the main tool on which the study relied in collecting data and on which the study relied in discussing the hypotheses. The questionnaire was divided into two parts. The first part dealt with general information in five questions represented in personal data that describe the study sample (gender, age, educational qualification, job level, practical experience) and each question contained options to answer it, and the second part dealt with the questions of the study subject in five axes, three for the independent variable with (12) statements, and two axes for the dependent variable (6) statements. The study phrases were designed based on the five-point Likert scale, and the scales were weighted as follows:

Table 9.1.2 five-point Likert scale

Strongly agree	Agree	Neutral	Disagree	Not agree at all
5	4	3	2	1

9.2. Factor analysis:

9.2.1. Exploratory factor analysis of organizational culture:

The correlation matrix was formed between the original variables in the study for the independent variable with each other, consisting of three axes of organizational culture and the number of its (12) phrases. A deletion point of (0.45) was used, i.e., considering that no intersecting values are exceeding a value of (0.45) and since the values of contributions The initial is not less than (0.45) and the saturation is not less than (0.45) and the KMO value is not less than (0.60) for the variables and the value of the latent islands is not less than the right one, and the phrases that have intersections have also been deleted. The analysis resulted in the work axis, the development axis The administrative and job security axis, where three basic components (factors) were reached. Of all the expressions in the scale of organizational culture, the first component was the nature of work, with a percentage of (89.233%) of the variance, and the second component of administrative development with a percentage of (3.269%) of the variance, and the third component of job security with a percentage of (2.699%), and these components explain together (95.201%). of the variance for each of the expressions, which is more than (0.60%), which is considered good in social research according to (Hair, JF, et all, 1998), and the factors were rotated by one of the orthogonal rotation methods, which is Varimax, to load the variables on the factors most related to them so that they are The factors are completely independent of each other, and the analysis showed the Rotated Component matrix as shown in Table No. (9.2.1) and the results of the spss analysis.

Table No. 9.2.1 Factor analysis of organizational culture

variables	Phrase	Factors		
		1	2	3
Nature of work	The company has an atmosphere of interdependence and cohesion between the manager and the rest of the employees	0.918		
	There is great interest in developing the company's employees professionally and administratively	9130.		
	There is mutual trust between employees with each other	0.937		

Administrative development and training	The company encourages the spirit of teamwork among its employees.		0.922	
	The company determines the administrative bonuses and incentives according to the employee's performance		0.824	
Job security	The company shall punish the violator of its laws and regulations without exception			0.840
	Employees are keen to abide by the regulations and instructions for work			0.922
	The manager meets with his employees periodically to discuss work issues			0.863
Eigen values		7.139	0.261	0.216
Variance Explained		89.233	3.269	2.699
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.854		
Bartlett's Test of Sphericity		393.136		
Total Variance Explained		89.233		

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9.2.2. Exploratory factor analysis of employee performance:

The correlation matrix was formed between the original variables in the study for the dependent variable with each other, and the analysis of these variables resulted in two main axes, the axis of improving performance, and the second axis is the efficiency of performance. intersecting values greater than (0.45) and where the values of The initial contributions are not less than (0.45) and the saturations are not less than (0.45) and the KMO value is not less than (0.60) for the variables and the value of the latent islands is not less than the right one, and the variables that have intersections have also been deleted, and the analysis resulted in the performance improvement axis and the efficiency axis Performance, and two main components (factors) of all expressions in the measure of sustainable competitive advantage were reached. The first component was performance improvement, with a percentage of (53.591%) of the variance, and the second component of performance efficiency at a percentage of (36.120%) of variance. Together, those components explain (89.711%).) of the variance for each of the expressions, which is more than (0.60%), which is considered good in social research according to (Hair, JF, at al, 1998), and the factors were rotated by one of the orthogonal rotation methods, which is varimax to load the variables on the factors most related to them and so that The factors are completely

independent of each other The analysis showed the Rotated Component matrix as shown in Table No. (3.2.2) and the results of the spss analysis.

Table No. 9.2.2 Factor analysis of employee performance

variables	Phrases	Factors	
		1	2
performance improvement	Promotion helps to make greater efforts to improve the performance of employees in the company	0.965	
	Participation in decision-making helps improve performance improve the performance	0.903	
	Continuous assistance by management to employees helps in completing work efficiently and accurately	0.876	
performance efficiency	The work required of me is done efficiently		0.940
	I abide by the instructions and procedures when carrying out the work		0.830
Eigen values		3.444	1.041
Variance Explained		53.591	36.120
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.724	
Bartlett's Test of Sphericity		117.800	
Total Variance Explained		89.711	

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9.3. Reliability and Practical Efficiency of Study Measures:

Consistency analysis is used to find the internal consistency of the data and it ranges from (0 to 1), the value of (Cronbach's alpha) was calculated to find the internal consistency of the data if the values of the alpha coefficient of Cronbach are closer to 1, the internal consistency of the variables is considered large, and to decide the value of Alpha Cronbach Required This depends on the purpose of the research. In the early stages of basic research, Moses, J. A., Johnson, G. L., & Lewis, G. P. (1983) indicated that the credibility of 0.50-0.60 is sufficient and that increasing the credibility of more than 0.80 may be wasteful, while others suggested that the value of Cronbach's alpha It must be more than 0.70.

Table 9.3.1 Cronbach's alpha reliability coefficient for questionnaire statements

The type of the variable	The dimensions of the variable	Number of phrases	Cronbach' alpha
Independent	nature of work	3	0.978
	Administrative development and training	2	
	Job security	3	
Dependant	Improvement of performance	3	0.862
	performance efficiency	2	

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9.4. Study hypotheses:

Table 2.4.1 hypotheses of the study. the factor analysis of the study variables

The first main hypothesis:
There is a relationship between organizational culture and performance improvement
<i>Sub Hypotheses:</i>
There is a relationship between the nature of work and performance improvement
There is a relationship between administrative development and performance improvement
There is a relationship between job security and performance improvement
The second main hypothesis:
There is a relationship between organizational culture and performance efficiency
<i>Sub Hypotheses:</i>
There is a relationship between the nature of work and performance efficiency
There is a relationship between administrative development and performance efficiency
There is a relationship between job security and performance efficiency

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9.5. Means and standard deviations of the study variables:

It is noted in the table (2.5.1) below, which shows that the averages of all study variables are higher than the hypothetical mean, and the results of the descriptive statistical analysis of the study variables in Table No. (2.5.1) show that the trends of the study sample were positive towards most of the paragraphs that measure the study variables and clarify the mean Arithmetic and standard deviation of the dimensions of the study. It is noted from the table that the arithmetic means of the independent variable organizational culture. administrative development (arithmetic mean = 4.61, standard deviation = 1.53) is the largest average, followed by the arithmetic mean for the dimension of the nature of work (arithmetic mean = 4.51, standard deviation = 2.78), Then, finally, the mean of the job security dimension (arithmetic mean = 4.56,

standard deviation = 2.4), It is noted that the arithmetic means of the study variables is greater than the hypothetical mean used in the statistical analysis program, which indicates the strength of the variables under study. It can also be concluded from the same table that the respondents under the study give great attention to the variables of the study. It is also deduced from the table that the investigator's understudy focuses more on the dimension of organizational culture in terms of computational circles, and on the other hand, these interests can be arranged for the sample under study as follows: administrative development, nature of work, and. job security.

It is noticed from the table that the arithmetic means of the dependent variable performance of employees. performance efficiency (arithmetic mean = 6.94, standard deviation = 1.17) is the largest average, followed by the arithmetic mean for the dimension of performance improvement (arithmetic mean = 4.77, standard deviation = 1.69) It is noted that the arithmetic means of the variables of the study is greater than the hypothetical mean used in the statistical analysis program (and the standard deviation is greater than half of the arithmetic mean (3), which indicates the strength of the variables under study. It is also concluded from the same table No. (2.5.1) that the investigators are under study The study gives more attention than usual or customary to the variables of the study. It also concludes from the same table No. (2.5.1) that the respondents under the study focus more on the dimension of employees' performance as well, and on the other hand, these interests can be arranged for the sample under study as follows: performance efficiency, then. performance improvement.

Table 9.5.1 means and standard deviations of the study variables

variable type	Dimensions	Standard deviation	mean	Relative importance
Independent Variables	nature of work	1.53	4.61	0.92
	Administrative development and training	2.78	4.51	0.91
	Job security	2.4	4.56	0.90
dependent variables	Performance Improvement	1.17	6.94	1.39
	performance efficiency	1.69	4.77	0.91

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9.6. Analysis of the correlations between the study variables:

Correlation analysis was conducted on the data of the field study to find out the initial picture of the interrelationships between the independent and dependent variables. Or the inverse, and in general the relationship is considered weak if the value of the correlation coefficient is less than (0.30)

and it can be considered medium if the value of the correlation coefficient ranges between (0.30) to (0.70) and the relationship is considered strong if the correlation coefficient is more than (0.70).

It is noted from Table No. (2.6.1) that the correlation between the dimension of the independent variable, the nature of work, is positively and morally positively correlated with the independent variable administrative development, where the correlation value = (0.938), and it has a positive and morally strong relationship with the independent variable, job security Where the value of the correlation was (0.797), and we find that it has a strong positive significant correlation with the dependent variable to improve performance, and the correlation value = (0.729), and it has a positive, medium, significant correlation with the dependent variable performance efficiency, where the value of the correlation was (0.559).

As it is noted in Table No. (2.6.1) that the correlation between the dimension of the independent variable administrative development is positively and significantly correlated with the independent variable job security, where the value of the correlation = (0.845), and it has a strong positive and significant correlation with the dependent variable, improving performance. Where the correlation value = (0.736), we also find that it has a positive, medium, significant correlation with the dependent variable, performance efficiency, and the correlation value = (0.514).

It is also clear from the data of Table No. (2.6.1) that the correlation between the independent variable dimension of job security is positively and strongly associated with the dependent variable, improving performance, where the correlation value = (0.743), and it has a positive, medium, significant correlation with the dependent variable efficiency. Performance where the correlation value = (0.497), and finally it is clear from Table No. (2.6.1) that the correlation between the dimension of the dependent variable improving performance is positively and insignificantly medium with the dependent variable performance efficiency where the correlation value = (0.367). *Table No. (2.6.1) the relationships between the study variables*

Table 9.6.1 Person's Correlation Coefficient for All Variables

Variables	work nature	management development	Job security	improve the performance	performance efficiency
work nature	1				
administrative development and training	0.938	1			
Job security	0.797	0.845	1		
improve the performance	0.729	0.736	0.743	1	
performance efficiency	0.559	0.514	0.497	0.367	1

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9.7. Findings:

9.7.1. Testing the first main hypothesis (a):

There is a relationship between organizational culture and employee performance (Performance efficiency). To test this hypothesis, multiple regression analysis was used to identify the effect of applying organizational culture and employee performance (Performance efficiency). Through regression analysis, it was concluded that there is a positive relationship between organizational culture and employee performance (performance efficiency), where the significance level values were less than the approved significance level (0.05) in this study. The F-test indicated that the regression model is statistically significant, as the calculated F value was (14.168) with a significance level (sig = 0.000), which is less than the significance level adopted in this study (0.05),

As for the explanatory ability of the regression model, represented in the coefficient of determination (R^2), it reached (0.33), which indicates that approximately 33% of changes in the performance of employees (performance efficiency) are explained by the application of organizational culture, that is, the greater the application of organizational culture, the higher the performance of employees (performance efficiency) and the remaining 67% are explained by other factors outside the subject of the study in addition to random errors resulting from the accuracy of sample selection and the accuracy of units of measurement and others, which are random factors due to chance and immaterial.

As for the level of the detailed relationship between organizational culture and the performance of employees (performance efficiency), the results indicated in Table No. (2.7.1) and through the analysis it was concluded that there is a positive and significant relationship between the nature of work and (performance efficiency) where the value of beta (0.580) and the level of morale (0.000)

There is also a positive, significant relationship between administrative development and (performance efficiency), where the beta value is (0.601) and the level of significance (0.000), and there is a positive and moral relationship between job security and (performance efficiency), where the beta value is (0.542) and the level of morale is (0.002) this result makes the relationship fully supported.

Table 9.7.1 Results of analyzing the relationship between organizational culture and employee performance (performance efficiency)

independent variables	performance efficiency		
	<i>Beta</i>	<i>Sig</i>	<i>The result</i>
work nature	.580	.000	Supported
Administrative development and training	.601	.000	Supported
Job security	.542	.002	Supported
R 2	.580a		
Adjusted R 2	.312		
R 2Δ	.336		
F change	14.168		

Sentiment level: *p<0.10, **p<0.05, ***p<0
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This part discusses the results of the hypotheses tests of the study. the factorial analysis of the data. This part deals with testing (5) major hypotheses related to the relationship between the remaining variables. conducting the factor analysis and reliability, as shown in the part of the statistical methods used in the study, the regression analysis test was used.

The multidimensional, which aims to identify the effect of the dimensions of the independent variables on the dependent variables.

Testing the second main hypothesis:

There is a relationship between organizational culture and employee performance. (Performance improvement). To test this hypothesis, multiple regression analysis was used to identify the effect of applying organizational culture and employee performance. (Performance improvement). Through regression analysis, it was concluded that there is a positive relationship between the nature of work. (Performance improvement), where the significance level values were less than the approved significance level (0.05) in this study. The F test indicated that the regression model is statistically significant, as the calculated F value reached (30.103) with a significance level (sig = 0.000), which is less than the significance level adopted in this study (0.05), As for the explanatory ability of the regression model represented in the coefficient of determination (R2), it reached (0.51), which indicates that approximately 51% of the changes in the performance of employees. (Performance improvement) are explained by the application of organizational culture, that is, the greater the application of organizational culture, the higher the performance of employees. (Improving performance) and the remaining 49% are explained by other factors outside the subject of the study in addition

to random errors resulting from the accuracy of sample selection and the accuracy of units of measurement and others, which are random factors due to chance and not essential. As for the level of the detailed relationship between organizational culture and employee performance (performance improvement).

The results shown in Table No. (2.7.2) and through the analysis, it was concluded that there is a positive and significant relationship between the nature of work and (improving performance), where the value of beta (0.720) and the level of morale (0.001), and there is a relationship Significantly positive between administrative development and (performance improvement), where the beta value reached (0.596) and the significance level (0.003), and there is also a positive significant relationship between job security and (performance improvement), where the beta value reached (0.716) and the level of morale (0.000), and this The result makes the relationship fully supported.

Table 9.7.2 the Results of analyzing the relationship between organizational culture and employee performance. (Performance improvement)

independent variables	performance improvement		
	<i>Beta</i>	<i>Sig</i>	<i>The result</i>
work nature	.720	.001	Supported
management development	.596	.003	Supported
Job security	.716	.000	Supported
R 2	.720a		
Adjusted R 2	.501		
R 2Δ	.518		
F change	30.103		

Sentiment level: *p<0.10, **p<0.05, ***p<0
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9.8. Summary of hypothesis test results:

Table 2.8.1 Summary of the results of the main hypotheses:

Study hypotheses	Status
The first main hypothesis: There is a positive moral relationship between organizational culture and employee performance	total support
<i>Sub Hypotheses:</i>	
There is a positive significant relationship between the nature of work and performance efficiency	supported
There is a positive moral relationship between administrative development and performance efficiency	supported
There is a positive significant relationship between job security and performance efficiency	supported
The second main hypothesis: There is a positive significant relationship between organizational culture and performance improvement	full support

<i>Sub Hypotheses:</i>	
There is a positive, moral relationship between the nature of work and performance improvement	supported
There is a positive moral relationship between administrative development and performance improvement	supported
There is a positive significant relationship between job security and performance improvement	supported

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Conclusion

In this study, several dimensions of organizational culture were discussed, furthermore, there was no study conducted on the telecommunication sector in Khartoum bahri city regarding organizational culture. This prompted the researcher to conduct and describe the impact of organizational culture's elements on the employee's performance in Zain company. The study indicated the importance of applying organizational culture as an effective and scientific strategy to attain efficient employee performance for these companies and enable them to have better expertise and reserve their market position.

Furthermore, the findings of the study showed that there is a strong relationship between organizational culture variables and the employee's performance in terms of the principle of performance improvement and performance efficiency.

After performing the factor analysis on the hypotheses of the study, the results of the analysis were as follows:

The employees have stated that there is great interest in developing the company's employees professionally and administratively as well as mutual trust between employees with each other which has developed the performance of employees in the company regarding that nature of work (0,000) sig. meanwhile, the company encourages the spirit of teamwork among the employees, and employees acknowledged that company determines the administrative bonuses and incentives according to the employee's performance also offering a different opportunities of trainings to improve their capabilities (0,000) sig. Moreover, employees stated that managers have met with employees periodically to discuss the work issues and handle the formations between them in order to ensure job security, (0,002) sig.

The current study agreed with the Ahmed & Shafiq study which concluded that the whole cultural dimension affects the various perspective of corporate performance, and this is what we have concluded in the findings.

Our study is therefore an attempt to help specialists and those who are interested in the employee's performance of the investigated company and other similar companies by knowing the most influential factors of

organizational culture. Therefore, these companies can apply this strategy to maintain and increase the number of customers, as well as helping them to expand their market share and control the elements of competition.

This study suggests the necessity of conducting more research in this area and addressing the other dimensions of organizational culture, even though this study has made a significant contribution in different fields, still, there is no study that may answer all the questions in any study field. Therefore, the current study was carried out in one country (Sudan) however, the results cannot be generalized to other countries. Consequently, the replication of the current study in different countries may present different results and may allow the relationship with the current research's result by opening new areas for further research.

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