



Impact of Organizational Culture on Employee Performance in the Telecommunication Sectors in Afghanistan

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ARTICLE INFO

Article history:

Received 5 February 2025

Accepted 20 May 2025

Published 31 May 2025

Keywords:

Employee Performance

Organizational Culture

Telecommunication Sectors

DOI:

<https://doi.org/10.24191/jibe.v10i1.5027>

ABSTRACT

Organizational culture influences how people perceive their roles, interact with each other, and perceive the organization's purpose and values. A strong and positive organizational culture can lead to increased employee performance. This research aims to study the relationship between organizational culture and employee performance in the telecommunication sectors in Afghanistan. The researcher employed a mixed-methods approach for the current study. Simple random sampling was employed in this study, and the sample size was 316 workers from the telecommunication sectors in Afghanistan. The data collection technique used in this study was questionnaires, and for analyzing data and testing the hypothesis used from SPSS version 25. The finding showed that organizational culture significantly impacts employee performance in selected telecommunication sectors in Afghanistan. Employee participation is the most critical factor in accomplishing organizational goals. This study fulfils an acknowledged need to learn the impact of organizational culture on employee performance in the telecommunication sectors in Afghanistan.

1. Introduction

An organization's culture significantly impacts how its employees behave, how decisions are made, and, ultimately, how successful or unsuccessful the organization is. It may also affect the company's capacity to draw in and keep people, adjust to change, and uphold a supportive and effective work environment. Many firms consider it a strategic responsibility to maintain a positive and cohesive organizational culture. According to Erlangga et al. (2021), organizational culture encompasses engagement with work, allegiance, and faith in organizational principles. For this reason, the organization plays a crucial role in fostering individual commitment by ensuring employees are driven and content with their jobs. Organizational culture, as defined by Colquitt et al. (2015), is the fundamental knowledge about the organization concerning customs, guidelines, and other values that influence the conduct and viewpoints of its members. Batugal et al. (2019), these scholars mentioned that the work-related satisfaction of employees can coexist peacefully with the organization's culture. Generally, a supportive workplace culture will result in high

employee dedication and satisfaction. (2018) according to Kurniasih et al. (2022), given the abundance of available human resources, careful consideration is needed, specifically regarding how best to use them inside an organization. As a result, the effective use of human resources is crucial to the success of business management. A company's ability to survive is dependent mainly on its human resources.

Aliyu et al. (2014) stated that everyone is unique and has different traits and behavioral patterns, and other business organizations bring their cultural history with them to affect how they conduct business. Employee motivation to complete organizational tasks will rise, and organizational performance will improve if everyone accurately understands the organization's culture. Achmad et al. (2017) stated that organizational culture directs society through a conglomeration of values, resources, beliefs, communication, and modeled behavior. The fundamental concepts of culture are revealed through various learning processes predicated on the wise distribution of resources.

From the definitions of organizational culture given above, it is evident that this understanding is more comprehensive. Accordingly, organizational culture is the basic philosophy of an organization, consisting of shared values, customs, and beliefs that form the cornerstones of how things are done within the organization. All organization members operate under these values, norms, and beliefs as the foundational principles they must adhere to while carrying out their responsibilities. This study, conducted in Afghanistan, aims to determine how organizational culture impacts employee performance in the telecommunication sectors in Afghanistan. Afghanistan's telecommunication sectors have grown significantly in the last several years, primarily due to the country's widespread use of mobile phones. Telecommunication sectors, including Etisalat Afghanistan, MTN Afghanistan, Roshan, Afghan Wireless, and MTN Afghanistan, have been instrumental in increasing mobile network coverage throughout the nation, especially in urban areas. With 3G and 4G networks in large cities, internet connectivity has also increased. However, bringing these services to rural areas is still challenging because of the nation's rugged topography and security concerns. The Ministry of Communications and Information Technology (MCIT) seeks to liberalize and regulate telecommunication laws to promote competition and investment. Despite these efforts, network disruptions are periodically caused by infrastructure damage and technical difficulties, highlighting the continued challenges in providing dependable communication services nationwide. These four sectors are the largest private sectors that have provided services since 2001 in Afghanistan. These sectors offer significant employment opportunities despite security issues and infrastructure limitations.

2. Literature Review

Organizational culture is defined as an organization's guiding principles, including its policies, standards of conduct, interpersonal relationships, and the emotions generated by its physical setup Wibowo (2010). According to Hofstede (1991), organizational culture is how individuals think about themselves and others inside and outside the organization. This comprises the employees' values, beliefs, and actions that set them apart from other organizations. Weerathna (2014) states that since organizational culture determines many aspects of how an organization should operate, it is regarded as the essence of an organization. It also emphasizes the importance of creating appropriate mechanisms that motivate staff to work together to achieve a common objective. Shahzad et al. (2012) state that the effectiveness and caliber of an organization's activities are significantly influenced by its organizational culture. To increase productivity and meet all corporate goals, a culture that makes it clear that workers must interact positively and hold themselves to the same standards as the company should be fostered. Also, according to Kreitner et al. (2006), organizational culture defines employee identity within a company, facilitates group convenience, supports social system stability, and molds employee behavior. In addition to significantly impacting practically every area of the organization's operation, organizational culture also has the potential to mitigate change. Knowledge, beliefs, the arts, morals, the law, economics, conventions, behavior or habits, and environmental science comprise an organization's culture. Understanding employee behavior is known

as organizational culture, and it takes time for a person to adjust their behaviors to apply the culture of a business. Kotter (2008) asserted that several organizational factors are directly impacted by organizational culture.

Mulan et al. (2021), performance refers to the result of work that can be accomplished by a person or group of people inside an organization in compliance with their separate roles and jurisdictions in the context of efforts to achieve the organization's legal goals without breaking the law and in line with morals and ethics. Assessing an employee's performance is determining their job performance to determine whether or not they meet their given work targets. Nica (2016) claimed that performance is a defined goal that organizations or employees may attain as a management commitment. Abdullahi et al. (2022) view employees as members of an organization who participate in daily operations to guarantee the organization's survival or existence. Prami et al. (2022) stated that for employees to contribute as much as possible, they are a valuable asset to the firm and must be handled well. Employee job satisfaction should be the company's top priority because unsatisfied workers cannot reach their full potential, feel valued at work, and are consequently incapable of concentrating and focusing entirely on their work. Subagja et al. (2020) asserted that happy employees will exhibit high levels of work participation, loyalty, and satisfaction at work, all of which will contribute to further performance improvement. Kloutsiniotis et al. (2020) stated that a person's performance is determined by how much effort and behavior they put into finishing prescribed tasks and commitments within a given time frame. Maden et al. (2020) indicated that the worker's performance is what the organization and the employees want it to be.

Abdullahi's (2021) study on the Malaysian educational system focused on organizational culture's impact on employee performance. Results indicated that organizational culture significantly improves employee performance, partially mediated by employee attitudes. The study underscores the importance of a solid organization aligning staff with institutional goals, promoting positive employee performance behaviors, and reducing negative ones. Managerial implications suggest fostering open communication to enhance productivity and coworker understanding. Puspita et al. (2020) states that employees in a healthy workplace culture are moving in unison toward achieving the company's goals, which provides a chance or incentive for workers to advance and develop within the company. The study by Lau et al. (2020) emphasized that organizational culture influences employee performance and drives and molds all workers' attitudes and behaviors. In another study by Zahra et al. (2020), every employee has a variety of personal demands; hence, any given organizational culture might or might not meet or satisfy a particular need.

According to Maryati et al. (2019), an organization's search strategy and subsequent utilization of critical facts and information impact the relationship between culture and performance. Another study conducted by Al-Dwailah (2007) examined the effect of organizational culture on worker performance using Handy's model. The findings of this study demonstrated that there is, in fact, a strong correlation between corporate performance and organizational culture. Ratnawat (2014) states that it is critical to comprehend corporate culture and the various facets of employee performance. Additional research was done to examine the influence of organizational culture on employee performance. There is disagreement around the definition of organizational culture, even though varied viewpoints have led to divergent models. It was discovered that the researchers had considered various aspects of culture on the one hand and multiple standards for evaluating workers' performance on the other. Toward the end, a conceptual model is put forth to examine the structural relationship between employee performance and organizational culture. Belias et al. (2014) investigated the relationship between employee job satisfaction and corporate culture. Its personnel's attitudes and actions impact an organization's overall well-being and functionality. This phenomenon is known as organizational culture. Awadh et al. (2013) have explored the connection between performance and organizational culture, and some researchers have found a strong correlation between the two. Finding and measuring the significant correlation between organizational culture and performance is the primary goal of this research study. A literature study evaluates how an organization's culture affects its personnel, processes, and systems. Research indicates that the values and conventions of a business were

founded on the relationships between its employees and that certain aspects of culture have already been established.

Uddin et al. (2013), this paper's primary goal is to investigate how organizational culture affects worker productivity and performance from the viewpoints of multinational corporations that operate primarily in Bangladesh's telecommunications industry in South Asia. The study uses a qualitative approach and focuses on a case study of Grameenphone (GP), the top telecom subsidiary in Bangladesh and a Telecom subsidiary in Norway. The article contends that corporate culture substantially impacts employee performance and productivity in the dynamic, evolving setting. According to Syauta et al. (2012), employees subject to cultural control are more productive and competitive than those not. They also asserted that exposure to and experience in different cultures shapes employees' work and cultural values.

3. Scope

Organizational culture shapes employee behavior, attitudes, and performance outcomes within any industry. The present study is about the impact of organizational culture on employee performance in the telecommunication sectors in Afghanistan.

Therefore, this study aims to explore the intricate connections between organizational culture factors, specifically focusing on leadership, communication, employee training and development, workplace environment, employee motivation, and their impact on employee performance in the telecommunication sectors in Afghanistan. This study seeks to elucidate the multifaceted relationship and its implications. It provides valuable insights for organizational leaders, H.R. practitioners, and policymakers in optimizing organizational culture to enhance employee performance in this dynamic industry.

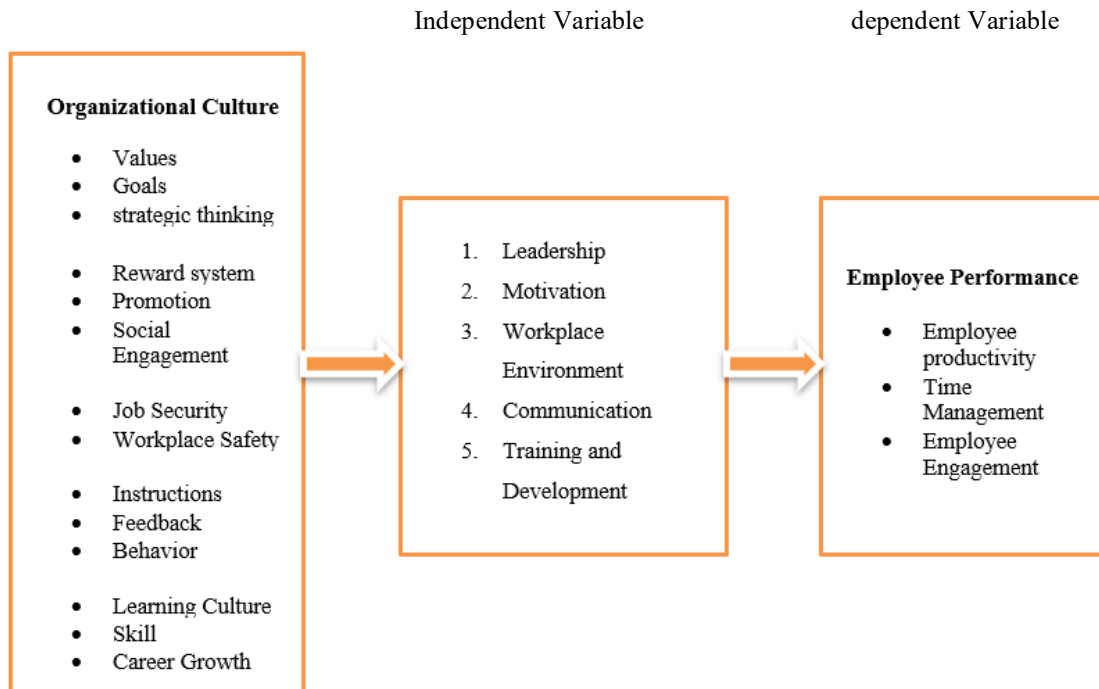


Figure 1.4 Conceptual Framework

The development of a conceptual framework for the present study takes place based on an analysis of the gap in existing studies about organizational culture and its impact on employee performance. This model is the fundamental concept for the present investigation to accommodate the research objectives. The present study examines the impact of organizational culture factors such as, leadership, motivation, workplace environment, communication, and training and development on employee performance in the telecommunication sectors in Afghanistan.

Research Question:

To what extent does organizational culture factors influence employee performance in the telecommunications sector in Afghanistan?

Objective of the Study:

1. To evaluate the overall impact of organizational culture factors on employee performance in the telecommunication sectors in Afghanistan.
2. To evaluate factors such as leadership, motivation, workplace environment, communication, and training and development on employee performance in the telecommunication sectors in Afghanistan.

Hypothesis:

H_{a1}: There is a significant relationship between organizational culture factors and employee performance in the telecommunication sectors in Afghanistan.

4. Methodology

The study used a mixed-method approach, combining both quantitative and qualitative techniques. A descriptive and exploratory research design was chosen to better understand and explain how organizational culture impacts employee performance in the telecommunication sectors in Afghanistan. The study population is defined to include all employees working in the sectors, with a sample size of 316 respondents drawn from these four telecommunication sectors in Afghanistan. The sectors were Roshan, AWCC, Etisalat, and MTN, and simple random sampling techniques were used to select the employees. The data was collected through the structured questionnaire, which used SPSS version 25 for the analysis. Also, the study employed descriptive, correlation, and regression analysis to analyze collected data.

5. Analysis

Table 1. Demographic Analysis

Variables	N/ Valid Case	Median	Std. Deviation
Gender	316	191 Male	0.489
Age	316	20 – 30 Years old	1.005
Marital status	316	199 Married	0.497
Education	316	195 Bachelor	0.802
Experience	316	108 5 – 10 Years	0.873
Income	316	21,000 to 30,000	1.066
Designation	316	126 Customer Care Agent	1.481
Organization	316	95 Etisalat	1.050

Table 1 indicates that out of 316 respondents, 192(60.4%) are male, and 136(43%) are between 20 – 30 years old. 199(62.9%) of them are married, 195(61.7%) of them have a bachelor's degree. Besides,

108(34.1%) have working experience between 5 – 10 years, and 78(24.1%) have a monthly income between 21,000 – 30,000. 126(39.8%) have the designation of customer care agent, and 95(30%) work at Etisalat.

Table 2. Descriptive statistics

Items	N	Mean	Std. Deviation
Leadership	316	27.57	3.49
Motivation	316	26.12	3.24
Workplace Environment	315	27.04	3.21
Communication	316	32.58	3.68
Training Development	316	32.30	3.87
Employee Performance	316	26.08	3.01

Table 2 indicates the descriptive statistics of the variables such as leadership, motivation, workplace environment, communication, and training development as independent variables and employee performance as the dependent variable.

It shows that leadership has a mean and standard deviation of 27.57 and 3.49. Motivation has a mean and standard deviation of 26.12 and 3.24. The workplace environment has a mean and standard deviation of 27.04 and 3.21. Communication has a mean and standard deviation of 32.58 and 3.68. Training and development have 32.30 and 3.87. The employee performance has a mean and standard deviation of 26.08, and 3.01, respectively.

Pearson Correlation Test

Overall Correlations Between Organizational Culture Factors and Employee Performance in The Telecommunication Sectors in Afghanistan. The study wanted to establish the relationship between the study variables: leadership, motivation, workplace environment, communication, and training and development, which are independent variables, and employee performance, which is a dependent variable in the telecommunication sectors in Afghanistan. The person correlation test (correlation coefficients) established the relationship between variables. It should be noted that the person correlation (r) tests the relationship between the variables and shows their effects on each other.

According to Merriam-Webster. (2024), Correlation is a relationship that exists between items or occurrences or between variables in mathematics or statistics that tends to change, be related, or occur together in a way that is not predicted by chance alone.

Furthermore, the correlation, also known as the relationship between the two variables, is indicated by the letter (r and is explained as a number between -1 and +1. One indicates a complete or ideal association, whereas zero indicates none. The sign of the r shows the correlation's direction. A negative r indicates inverse relationships between the variables. The correlation's strength increases from 0 to +1 and 0 to -1. This study's significance level has been chosen to be 5%.

Table 3. Correlation Matrix of all Variables

Items	IV-1	IV-2	IV-3	IV-4	IV-5	DV
IV-1	1					
IV-2	.387**	1				
IV-3	.272**	.244**	1			
IV-4	.278**	.368**	.156**	1		
IV-5	.293**	.230**	.134*	.608**	1	

DV	.342**	.417**	.258**	.368**	.315**	1
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** . Correlation is significant at the 0.01 level (2-tailed).

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

IV-1 (Independent Variable) – Leadership

IV-2 Motivation

IV-3 Workplace Environment

IV- 4 Communication

IV-5 Training and Development

DV- (Dependent Variable) - Employee Performance

Table 3 indicates the analysis of the relationship between the organizational culture factors and employee performance in the telecommunication sectors in Afghanistan. The analysis was done using the Pearson correlation coefficient. The table shows that the significance level is equal to (0.000). So, according to the rule, if the significance level is less than 0.05, there is a strong relationship between the two variables.

Additionally, the P value is less than 0.05, which means the relationship is statistically significant; hence H_{a1} is accepted. Furthermore, the table shows a significant relationship between the organizational culture factors and employee performance in the telecommunication sectors. Leadership has a correlation of 0.342, motivation has a correlation of 0.417, workplace environment has a correlation of 0.258, communication has a correlation of 0.368, and training and development has a correlation of 0.315, respectively.

Multiple Regression Analysis

According to Zikmund (2003), multiple regression analysis examines the cause-and-effect relationship to determine the simultaneous influence of two or more independent variables on a single, interval-scaled, or ratio-scaled dependent variable. Regression analysis makes it possible to examine other components independently, making assessing each one's influence simple. Consequently, finding the independent variable that affects the dependent variable is simple. A relationship between two variables suggests that the variable may be used with the equation to forecast the other variables as follows.

Table 4. Model Summary

Model	R	R Square	Adjusted R Square
1	.523 ^a	.273	.262

a. Predictors: (Constant) Leadership, Motivation, Workplace Environment, Communication, Training and Development

Table 5. ANOVA^a

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	778.025	5	155.605	23.318	.000 ^b
	Residual	2068.668	310	6.673		
	Total	2846.693	315			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant) Leadership, Motivation, Workplace Environment, Communication, Training and Development

Table 6. Beta Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	6.915	1.856		3.727	.000
Leadership	.118	.047	.137	2.493	.013
Motivation	.235	.051	.254	4.572	.000
Workplace Environment	.113	.048	.120	2.357	.019
Communication	.124	.052	.152	2.378	.018
Training and Development	.084	.048	.108	1.743	.021

a. Dependent Variable: Employee Performance

The independent variables influencing the dependent variable can be explained in this form.

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5 + e$$

Were

Y = Employee Performance

a = constant

X₁ = Leadership

X₂ = Motivation

X₃ = Workplace environment

X₄ = Communication

X₅ = Training and development

b = regression of coefficient of X_i

i = 1, 2, 3, 4, 5

e = an error term, normally distributed of mean 0 (usually e is assumed to be 0)

So here, Y (employee performance) = 6.915 + 0.118 (Leadership) + 0.235 (Motivation) + 0.113 (Workplace environment) + 0.124 (Communication) + 0.084 (Training and development). Furthermore, the regression equation explains the impact and relationship of the independent variables on the dependent variable. For this study, the independent variables are (Leadership, motivation, workplace environment, communication, and training and development) and the dependent variable is employee performance. The correlation coefficient R, .523, shows that the independent and dependent variables have a positive relationship. The R square value of 0.273 means that the independent variables explain about 27.3% of the variance in employee performance, and the regression equation does not account for 72.7%.

The ANOVA result indicates a significant relationship between independent variables such as leadership, motivation, workplace environment, communication, training and development, and the dependent variable, employee performance. The F value, 23.318, with a P value of 0.000, which is less than 0.05, indicates that the model is statistically significant, suggesting that the independent variables positively impact the dependent variable.

Additionally, the P value shows that the relationship between the independent and dependent variables is highly significant and supports the model's effectiveness in taking necessary factors that influence employee performance.

For the leadership variable, which is indicated in the table.4, the coefficient for leadership is 0.118, which means that by increasing each unit in leadership, employee performance is expected to increase by 0.118 units. (The Beta) 0.237 shows a weak impact of leadership on employee performance. The t-value, 2.493, and p-value, 0.013, explain that leadership positively impacts employee performance.

For the motivation variable, indicated in the above table, the coefficient for motivation is 0.235, which means that for each unit that increases motivation, employee performance increases by 0.235. The (Beta) 0.254 demonstrates a weak impact of motivation on employee performance. The t-values of 4.572 and p-value of 0.000 indicate that motivation positively impacts employee performance. For the variable of the workplace environment, shown in the above table, the coefficient for the workplace environment is 0.113, which means that for each unit that increases in the workplace environment, the employee performance increases by 0.113. The (Beta) 0.120 shows a weak impact of workplace environment on employee performance. The t-value of 2.357 and p-value of 0.019 indicate that the workplace environment positively impacts employee performance.

For the communication variable, the coefficient shows 0.124, which means that with one unit increase in communication, employee performance will increase by 0.124. The (Beta) 0.152 indicates a weak relationship between communication and employee performance. The t-value of 2.378 and p-value of 0.018 show that communication positively impacts employee performance. For the training and development variable, the coefficient 0.084 means that, with a one-unit increase in training and development, employee performance increases by 0.084. The (Beta) 0.108 shows a weak relationship between both variables. The t-value of 1.743 and p-value of 0.81 indicate that training and development positively impact employee performance.

According to Zikmund (2003), the equations show that independent variables have more impact on the dependent variable (employee performance); for this, multiple regression analysis has been used to equate one model to another and one variable to another on a standard scale. From the result of the above table, it indicates that a higher beta value (0.235) is motivation in contrast to communication ($b=0.124$), leadership ($b=0.118$), workplace environment ($b=0.113$), training and development ($b=0.084$). So, based on the findings, motivation has a higher impact on employee performance in contrast to communication, leadership, workplace environment, and training and development in the telecommunication sectors.

6. Result & Discussion

This study employed multiple regression analysis to examine the impact of five independent variables such as leadership, motivation, workplace environment, communication, and training and development on the dependent variable, employee performance, in the telecommunication sectors in Afghanistan.

Model Summary

The regression model showed a positive relationship between the independent variables and employee performance, as indicated by the correlation coefficient (R) of 0.523. This suggests a moderate positive correlation between organizational factors and employee performance. The coefficient of determination (R^2) was 0.273, meaning that approximately 27.3% of the variance in employee performance can be explained by the combined effect of the five independent variables. The remaining 72.7% of the variance is attributed to other factors not included in this model.

Furthermore, the ANOVA test confirmed the overall significance of the regression model, with an F-value of 23.318 and a p-value of 0.000 ($p < 0.05$). This result indicates that the model is statistically significant and that the independent variables, as a group, have a meaningful impact on employee performance. The low p-value also suggests that the relationship between the independent variables and employee performance is unlikely to be due to chance.

Individual Variable Analysis

- *Leadership*

The coefficient for leadership was 0.118, indicating that a one-unit increase in leadership quality is associated with a 0.118 unit increase in employee performance. The standardized beta (β) value of 0.237 points to a relatively weak positive influence. The t-value of 2.493 and p-value of 0.013 ($p < 0.05$) confirm that leadership significantly and positively affects employee performance.

- *Motivation*

Motivation had a coefficient of 0.235, meaning that a one-unit increase in motivation leads to a 0.235 unit rise in employee performance. Its beta value of 0.254 was the highest among all variables, indicating that motivation has the strongest impact on employee performance within this study. The t-value of 4.572 and highly significant p-value of 0.000 reinforce motivation's critical role in driving employee performance.

- *Workplace Environment*

The coefficient for the workplace environment was 0.113, suggesting that improvements in the workplace environment contribute to a 0.113 unit increase in employee performance. The beta value was 0.120, signifying a weak but positive effect. The t-value of 2.357 and p-value of 0.019 confirm that the workplace environment positively influences employee performance, though its impact is less than motivation and leadership.

- *Communication*

Communication had a coefficient of 0.124 and a beta value of 0.152, indicating a weak positive relationship with employee performance. The t-value (2.378) and p-value (0.018) show that communication is a statistically significant predictor of employee performance. This highlights the importance of effective communication in enhancing employee outcomes.

- *Training and Development*

The coefficient for training and development was 0.084, the smallest among the five variables, meaning that a one-unit increase in training and development is associated with only a 0.084 increase in employee performance. The beta value (0.108) indicates a weak relationship. While the t-value of 1.743 suggests some impact, the p-value of 0.081 exceeds the 0.05 significance threshold, implying that training and development have a positive but not statistically significant effect on employee performance in this sample.

Additionally, the findings suggest that while all five independent variables positively affect employee performance, motivation stands out as the most influential factor, followed by leadership, communication, workplace environment, and finally training and development. This hierarchy indicates that motivating employees is crucial for enhancing performance in the telecommunication sectors in Afghanistan. The relatively low R^2 value (27.3%) suggests that other factors not examined in this study also play a significant role in influencing employee performance. Future research could explore additional variables such as organizational policies, job satisfaction, or external socio-economic factors.

Overall, the regression analysis validates the theoretical assumption that organizational culture elements particularly motivation and leadership are key drivers of employee performance. Organizations aiming to improve performance should prioritize motivational strategies alongside fostering strong leadership, effective communication, and a supportive workplace environment. Training and development, while beneficial, may require further focus to yield significant performance improvements.

7. Discussion

This study demonstrates that organizational factors such as leadership, motivation, workplace environment, communication, and training and development positively influence employee performance in the telecommunication sectors in Afghanistan. Among these, motivation has the strongest impact, followed by leadership and communication, while training and development showed a weaker, less significant effect.

The findings highlight the importance of fostering a motivating work environment and effective leadership to enhance employee performance. Although the model explains 27.3% of the variance in performance, other factors likely also contribute and should be explored in future research. Overall, the sectors should focus on strengthening motivation and leadership practices alongside improving communication and workplace conditions to boost employee performance effectively.

Acknowledgments

I sincerely thank the Department of Business Administration – TTM, Mangalore University, for the support throughout this research. My gratitude extends to the employees and management of Afghanistan's telecommunication sectors for their valuable participation.

Conflict of interest statement

The authors declare that there is no conflict of interest regarding the publication of this research paper.

Authors' Contribution

Ghousddin Noorzad conducted the research, collected and analyzed the data, and prepared the initial draft of the manuscript. Dr. Joseph P.D provided academic supervision, guidance throughout the research process, and critical revisions to improve the quality of the final manuscript. Both authors reviewed and approved the final version of the paper.

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