

ORGANIZATIONAL CULTURE AND EMPLOYEE PERFORMANCE AT TELECOMMUNICATION FIRMS IN

MOGADISHU-SOMALIA

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Abstract

This current study attempts to examine the effect of Organizational Culture on Employee performance at Telecommunication Firms in Mogadishu-Somalia. The paper had three main objectives which are: 1) to determine the relationship between competitive culture and employee performance. 2) To identify the relationship between entrepreneurial culture and employee performance. 3) To examine the relationship between consensual culture and employee performance. The researchers utilized convenient sampling to collect 80 questionnaires from three Telecommunication Firms in Mogadishu, Somalia. Employees of these were provided a questionnaire with four main construct which measuring competitive culture, entrepreneurial culture, consensual culture and employee performance. However, using correlation coefficient, the study found that academic achievement (Dependent variable) had significant positive influence with three independent variables namely: competitive culture, entrepreneurial culture and consensual culture.. Also, the result of regression analysis found that three constructs had statistically significant, positive, and straight effects on employee performance

Keywords: Organizational Culture, Employee Performance, Telecommunication Firms

INTRODUCTION

There has been significant research in the literature to explore the impact of organizational culture on employee performance and productivity. For instance, scholars (Hofstede, 1980; Ouchi, 1981; Hofstede & Bond, 1988; Kotter and Heskett, 1992; Magee, 2002) claim that organizational culture could be used for measuring economic performance of an organization. However, organizational excellences could be varied since cultural traits differ from organization to organization and certain cultural traits could be source of competitive advantages through causal ambiguity (Barney, 1991 and Peters and Waterman, 1982).

Organizational culture is the set of important assumptions-often unstated-that members of an organization share in common. There are two major assumptions in common; beliefs and values. Beliefs are assumptions about reality and are derived and reinforced by experience. Values are assumptions about ideals that are desirable and worth striving for. When beliefs and values are shared in an organization, they create a corporate culture (Azhar, 2003).

Robbins (1986) defines organizational culture as a relatively uniform perception held of the organization, it has common characteristics, it is descriptive, it can distinguish one organization from another and it integrates individuals, groups and organization systems variables. Organizational culture refers to a set of some commonly experienced stable characteristics of an organization which constitutes the uniqueness of that organization and differentiates it from others.

Organizational culture has been defined as the specific collection of values and norms that are shared by people and groups in an organization and that control the way they interact with each other and with stakeholders outside the organization. Organizational values are beliefs and ideas about what kind of goals members of an organization should pursue and ideas about the appropriate kinds or standards of behavior organizational members should use to achieve these goals. From organizational values develop organizational norms, guidelines, or expectations that prescribe appropriate kinds of behavior by employees in particular situations and control the behavior of organizational members towards one another (Black & Richard, 2003).

Organizational culture is conceptualized as shared beliefs and values within the organization that helps to shape the behavior patterns of employees (Kotter and Heskett, 1992). Gordon and Cummins (1979) define organization culture as the drive that recognizes the efforts and contributions of the organizational members and provides holistic understanding of what and how is to be achieved, how goals are interrelated, and how each employee could attain goals. Hosftede (1980: 25) summarizes organization culture as collective process of the mind that differentiates the members of one group from the other one. Thus the above concept asserts that organizational culture could be the means of keeping employees in line and exhilarating them towards organizational objectives.

Performance on the other hand refers to be the ability (both physical & psychological) to execute a specific task in a specific manner that can be measured as high, medium or low in scale. The word 'performance' can be used to describe different aspects such as societal performance, organizational performance, employee performance, and individual performance etc. Researchers (Roe, 1999; Campbell, McCloy, Oppler, & Sager, 1993; Campbell, 1990; Kanfer, 1990) tend to identify two dimensions of performance: an action dimension (i.e. behavioral aspect) and an outcome dimension (i.e. performance aspect). Here, the behavioral aspect of performance is assumed to be matched with work situation and job specifications. Then this selective behavioral aspect turns into a means of achieving organizational goals and objectives that is the outcome dimension or performance aspect. Although there is a range of behaviors that could be used for measuring performance, Motowidlo, Borman, & Schmit (1997) emphasize judgmental and evaluative processes that take a great deal along with action itself while defining performance.

Employee Performance refers to the degree of achievement of the mission at work place that builds up an employee job (Cascio, 2006). Different researchers have different thoughts about performance. Mostly researcher's used the term performance to express the range of measurements of transactional efficiency and input & output efficiency (Stannack, 1996).

According to Barney (1991) performance is a continuous process to controversial issue between organizational researchers. Organizational performance does not only mean to define problem but it also for solution of problem (Hefferman and Flood 2000). Daft (2000), said that organizational performance is the organization's capability to accomplish its goals effectively and efficiently using resources. As similar to Daft (2000), Richardo (2001) said that achieving organizational goals and

objectives is known as organizational performance. Richardo (2001) suggested that organizations success shows high return on equity and this become possible due to establishment of good employees performance management system.

According to Prawirosentoso (2000), performance is work results that achieved by someone or group in organization, suitable with the authority and responsibility, in effort to reach the organizational goals legally, not violate the law, and suitable with moral and ethics. Mangkunegara (2005), employee performance is work outcome in quality and quantity that achieved by someone in conducting his responsibility.

It is very important for organizations to make performance measurement system to evaluate the performance of the employees, which is very helpful to evaluating the achievement of organizational goals and in developing strategic plans for the organizations (Ittner and Larcker, 1998). Nowadays organizations are more focusing on the management of non financial or intangible assets like customer's link, services, quality and performance, not on the assets which are financial in nature (Kaplan and Norton, 2001). So there is a need for proper performance measurement system to measure and evaluate the performance of employee either financial or non financial.

PROBLEM STATEMENT

Most organizations put more efforts on the focus of only intrinsic and extrinsic reward systems give less concern on the traditional cultural activities. According to Kandula (2006) the key to good performance is a strong culture. He further maintains that due to difference in organizational culture, same strategies do not yield same results for two organizations in the same industry and in the same location. A positive and strong culture can make an average individual performance and achieve brilliantly whereas a negative and weak culture may demotivate an outstanding employee to underperform and end up with no performance. Therefore organizational culture has an active and direct role on employee performance (Ahmed, 2012).

Therefore, this study examines the effect on organizational culture on employee performance at Telecommunication Firms in Mogadishu, Somalia

LITERATURE REVIEW

This section highlights review articles about Organizational Culture and Employee Performance. That was published in different international journals. This report also compares the findings of the articles since these studies were conducted in unlike situations according to the environment.

This paper discussed organizational culture and employees' performance in the National Agency for Food and Drugs Administration and Control (NAFDAC), Nigeria. It views organizational culture as shared values, beliefs and norms that influence the way employees think, feel and behave in the Workplace. It assumes that a positive organizational culture will enhance employees' performance. Data collected were analyzed using descriptive and inferential statistics. Results from the data analysis indicated that significant relationship exists between organizational culture and increased employees commitment/productivity in NAFDAC and recommends among others: continuous staff training, increased government funding, continuous improvement of employees' condition of service, continuous improvement of employees' condition of service, sustenance of the prevailing organizational culture of decentralization and current team building efforts. (Agwu, 2014)

Another study was held to assess the correlation between the type of work culture and various variables of impact of culture on performance. The data was analyzed by using Microsoft Excel and the Statistical

Package for Social Sciences (SPSS). In order to conduct the study, a structured questionnaire was used. The results of the regression show that various types of culture impact on the motivation level and therefore, the organization needs to nurture and develop the right type of culture in the organization to foster the motivation level of the employees working in the organization. The goal is not just to survive, but also to prevail, prosper, and achieve something much broader and bigger than mere survival. (Sinha, Kr., Gupta, & Dutt, 2010)

This article is on defining and measuring of organizational culture and its impact on the organizational performance, through an analysis of existing empirical studies and models link with the organizational culture and performance. The objective of this article is to demonstrate conceptualization, measurement and examine various concepts on organization culture and performance. After analysis of wide literature, it is found that organizational culture has deep impact on the variety of organizations process, employees and its performance. This also describes the different dimensions of the culture. Research shows that if employee are committed and having the same norms and value as per organizations have, can increase the performance toward achieving the overall organization goals. Balance Scorecard is suggested tool to measure the performance in the performance management system. More research can be done in this area to understand the nature and ability of the culture in manipulating performance of the organization. Managers and leaders are recommended to develop the strong culture in the organization to improve the overall performance of the employees and organization. (Shahzad, Luqman, Khan, & Shabbir, 2012)

This research was conducted to identify the variation in cultural values had a significant effect on the rates at which the newly hired employees voluntarily terminated employment. The relationship between the employees' job performance and their retention also varied significantly with organizational culture values. The cultural effects were stronger than the combined exogenous influences. The result indicated positive relationship between organizational culture and employee performance. (Sheridan, 1992)

The primary aim of this paper is to examine the impact of organizational culture on employee performance and productivity from the perspectives of multinational companies operating especially under the telecommunication sector of Bangladesh in South Asia. The paper has applied qualitative methodology focusing on a case study of Gramenphone (GP) (a subsidiary of Teleron in Norway), the leading telecommunication based subsidiary in Bangladesh. The paper argues that organizational culture significantly Influences employee performance and productivity in the dynamic emerging context. (Uddin, Luva, & Hossian, 2013)

The purpose of this article is to propose and test a model concerning how an organization's culture affects organizational performance. Analysis of data from 392 respondents who participated in the study confirms the fit of the proposed model to the data. The model presented in the study represents an initial attempt to describe and evaluate the effects of various dimensions of organizational culture. It appears that the comparison of visible aspects of culture across and within organizations can provide useful information for guiding the directions of organizations. (Marcoulides & Heck, 1993)

The specific objectives of the study were to establish the link between competitive culture and performance in Non-Governmental Organizations, to explore the effect of entrepreneurial culture on performance in Non-Governmental Organizations, to assess the level of bureaucratic culture and its influence on overall performance in Non-Governmental Organizations, to examine the influence of consensual culture on performance in Non-Governmental Organizations, and finally to identify the preferred cultural integrations in Non-Governmental Organizations in Kenya. Data was analyzed qualitatively and quantitatively and through use of statistical package for social scientists (SPSS). The study concluded that organization culture has a great influence on performance as it dictates how things

are done, organization's philosophy, work environment, performance targets and organizations stability. At World Vision Kenya there is an integration of cultures ranging from competitive culture, entrepreneurial culture, bureaucratic culture and consensual culture. Of the four cultures, employees prefer integration to consensual and entrepreneurial or competitive and entrepreneurial cultures. (wanjiku & agusioma, 2014)

This research aimed at analyzing and revealing the influence of organization cultural and organizational commitment to employee performance direct or indirectly to the job performance. Data collection was done by questionnaire. The research samples were 127 employees. The research used descriptive analysis to determine characteristic and description of respondent for each variable indicator. While to test the relation among variable by using inferential analysis with Partial Least Square (PLS) method and Sober Test, The results showed that organizational culture does not influence directly to the employee performance. Organizational culture able to influence performance if mediated by job satisfaction, While organizational commitment influence significantly to employee performance directly or indirectly through work satisfaction (Syauta, Troena, Setiawan, & Solimun, 2012)

Another research was conducted to find the influence of organizational culture on employee performance within software houses working in Pakistan. Primary and secondary data were used in this study. Primary data was gathered via questionnaire and formal & informal interview. Customer service, employee participation, reward system, innovation & risk-taking and communication system, are considered variables for this study. Sample size is (n=110) therefore, descriptive statics, correlation and regression analysis have been used. The overall results support that culture of organizations has the significant positive impact on employee's job performance at selected software houses in Pakistan. Employee's participation is a most important factor for achieving organizational goals. (Iqbal, 2013)

This research study assesses empirically the impact of corporate culture on employee job performance as well as organizational productivity using Nigerian banking industry as the case study. The study uses survey research method. The case study companies were selected using stratified and simple random sampling techniques; while our respondents were selected using simple random sampling technique. The findings of this study are that a large number of respondents strongly agree that corporate culture has effect on employee job performance. (Ojo, 2009)

Another research was conducted to study the impact of organizational culture on employee performance, it is vital to understand the organizational culture and different aspects of employee performance. Though there are varying perspectives on organizational culture resulting into different model, there is no unanimity about what constitutes an organizational culture. It was found that the researchers have considered varying dimensions of culture on one hand and different criteria to assess employees' performance. A conceptual model is proposed towards the end to study the structural relationship between organizational culture and employee performance. (Ratnawat, 2014)

This paper explores what is entailed in an institutional culture, measurement of an institutional culture, measurement of an institutional performance and the effect of an institutional culture on its performance. There is a close relationship between an organization's culture and its performance. The survival of any organization solely rest on its effectiveness and efficiency in utilizing the resources supplied by tax payers in serving her constituency. (Ng'ang'a & Nyongesa, 2012)

This study examined the impact of moderating effects of organizational culture on HRM and employee's performance in an attempt to contribute to the pool of knowledge and practice. This is empirically proven through quantitative and qualitative approach in non-governmental organization in Nigeria. The study finding suggested certain factors influence the moderating effects of organizational culture; they have positive influence on increasing employee's performance and human resource management. This was indicated in the mean value of ten items where eight has significant relationship, except two items. (Nyameh, 2013)

Another study examined the relationship between organizational culture and performance has been study and a clear link between them has been identified by certain researcher's research. The main aim of research article is to identify and measure strong relationship between performance and organizational culture. Literature review is adopted as methodology to assess the culture of an organization impacts upon process, employees and systems. Certain dimensions of culture have been identified so far and research shows that value and norms of an organization were based upon employee relationship. The goal of an organization is to increase level of performance by designing strategies. The performance management system has been measured by balance scorecard and by understanding nature and ability of system culture of an organization have been identified. (Mohamad & Mohammed, 2013)

This article attempts to provide some insights into the organizational culture and how it might assist in increasing organizational performance. A total of 240 questionnaires were mailed to the respective companies and only 133 completed questionnaires were received giving a responses rate of 55%. The collected data was coded and analyzed using SPSS for windows. The findings revealed that American and European MNCs are skewed towards a culture of individualism, low power distance, low uncertainty avoidance, and femininity. On the other hand, collectivism, high power distance, high uncertainty avoidance, and masculinity best describe the culture of Japanese and Malaysian MNCs. (Rose, Kumar, & Abdullah, 2008)

This research aimed at investigating the relationship that exists between organizational culture, employee motivation and performance. The domains of organizational culture (organizational values, individual beliefs, working environment, and employee relationships) and employee motivation and performance were investigated. In order to find the culture and motivation link, mixed method approach for data collection and analysis has been used. By using Pearson's and Spearman's Correlation methods, a positive correlation has been found between the two variables. The study revealed that organizational culture has a direct impact on employee motivation and indirectly on organizational performance as well. (Sokro, 2012)

The objective of this study is to assess the influence of organizational culture and market orientation on Performance. The study used descriptive cross-sectional survey design. We collected primary data using structured questionnaire. The partial mediation effect of market orientation on the relationship between organizational culture and performance was confirmed. The complimentary effect of organizational culture on market orientation implies that organizations need to spend more resources in

nurturing market orientation to create sustainable competitive advantage through delivery of superior customer experience. (Joseph & Francis, 2015)

This study aims to explore the effect of human resource management (HRM) practices and organizational culture on employee performance. The data collected through questionnaires from 479 employees from 5 different manufacturing firms operating in Turkey. The result indicated that there is positive relationship between organizational culture and employee performance. (Kaya, Ergün, & Kesen, 2014)

The present study examines the multidimensional impact of culture on employee Performance in selected textile firm from Lagos, Asaba and Kano in Nigeria. The data were collected using both qualitative and quantitative methodologies. The former were collected through interviews and observations while the latter were collected via structured questionnaire and from documents. The main finding of the study was that irrespective of their cultural backgrounds, workers in the textile industry appeared to have imbibed the industrial way of life. The results of the analysis of the cultural variables showed a high level of commitment to work, low level of labor turnover and absenteeism, positive beliefs about work, positive work values, attitudes, and norms in all the firms studied. (Awolowo, 2003)

This research was conducted to test the hypothesis that suggested that there is a relationship between employee's job performance behavior and the culture which is cultivating in the organization and its collaborative impact on organizational productivity. Using stratified and simple random sampling technique and survey questionnaire, results were derived that were tested against the two possible hypotheses; (a) organizational culture has no impact on employee's job performance and organizational productivity, (b) organizational culture has strong impact on employee job performance. The findings suggested the contrary and thus alternative hypothesis were selected, and null hypothesis was rejected. 90% of the employees strongly agreed with the findings and accepted that there is impact of organizational culture on employee's performance and organizational outcome. (Raza, Anjum, & Zia, 2014)

This article aims at presenting the general cultural features of major banks operating in Vlora Region, and their impact on the performance of these banks. This research paper will aim to analyze whether these cultural profiles are similar to the cultural profile that contributes to the organization high-performance. The paper methodology is based on the combination between primary and secondary research. The findings showed positive relationship between organizational culture and employee performance. (Leskaj, Lipi, & Ramaj, 2013)

This research has examined the impact of CSR activities and employee performance in presence of organizational culture. This was an exploratory research based on primary and secondary data. The primary data of employees of banks collected while secondary data were collected from articles, reports and website of the corporation. The data were analyzed using correlation, regression and analysis of variance by SPSS version 16. The study found relationship between awareness of corporate social responsibility activities and organizational performance. In addition, the study found relationship between organizational culture and organizational performance for the banking sector of Pakistan. (Malik, Ali, & Ishfaq, 2015)

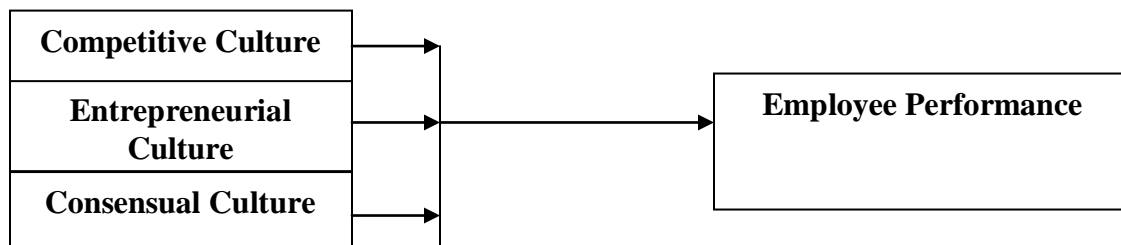
This study examines how much influence organizational culture, job satisfaction, organizational commitment and organizational citizenship behavior (OCB) to employee performance. The study population was employees of small and medium enterprises (SMEs) in East Java Province shoe-ranking supervisor to manager. The sampling technique used is a collection of sample (stratified cluster sampling) samples totaling 174 respondents. Selection of sample areas is based on the areas that have the potential for industrial development (industrial district). Results of this study indicate that organizational culture and job satisfaction and organizational commitment affect Organizational citizenship behavior (OCB). Organizational commitment and Organizational Citizenship Behavior (OCB)

effect on employee performance. Simultaneously organizational culture, job satisfaction, organizational commitment and organizational citizenship behavior (OCB affects employee performance (Purnama, 2013)

This study is aimed to determine the effect of the employee's personality and organizational culture toward the employee's performance through the BPR OCB throughout the Gianyar district of Bali province. This study used a quantitative approach to test the hypotheses by the sampling technique proportional simple random sampling of the 105 respondents who are employees not the leader of BPR in Gianyar Bali, the data collecting used in this study is a questionnaire. The data analysis technique used SEM analysis. The results showed that the employee's personality and organizational culture have an indirect effect on employee performance through OCB of all of BPR in Gianyar Bali. (Darsana, 2013)

After reviewing these articles, most of the researchers found that organizational culture had great influence on employee performance especially the contribution((Raza, Anjum, & Zia, 2014). Organizational culture indicated significant relationship with employee performance.. With the light of the result organizational culture factor is the one that most impact positively on employee performance. While others found no relationship between organizational culture on employee performance.

CONCEPTUAL FRAMEWORK



However it is further research is needed to be conducted about the effect of Organizational culture on employee performance. Researchers generated the following hypothesis:

H1: there is significant relationship between competitive culture and employee performance at Telecommunication Firms in Mogadishu-Somalia.

H2: there is significant relationship between entrepreneurial culture and employee performance at Telecommunication Firms in Mogadishu-Somalia.

H3: there is significant relationship between consensual culture and employee performance at Telecommunication Firms in Mogadishu-Somalia.

METHODOLOGY

This study conducted through survey method to examine the relationship between Organizational culture and Employee performance; the study utilized regression, correlation analysis to answer the research objectives and to test the research hypothesis.

The researchers utilized convenient sampling to collect 80 respondents from three communication firms in Mogadishu, employees of these firms were provided a questionnaire with four main construct which measuring competitive culture, entrepreneurial culture, consensual culture and employee performance. The researchers utilized Cronbach alpha to investigate the internal consistency of the questionnaires collected from the respondents.

All variables of the study gained high inside reliability as shown in below table 1 this allows as to make further analysis and discussion.

Table 1: Reliability test

Variables	Items	Cronbach Alpha
Competitive Culture	4	0.709
Entrepreneurial Culture	4	0.753
Consensual Culture	5	0.711
Employee Performance	9	0.769

DATA ANALYSIS AND DISCUSSION

DEMOGRAPHIC PROFILE

According to the gender respondents 96.2% were male while 3.8% was female; in Somalia male domain all the sector of employment and telecommunication firms is no exception. 2.5% of the respondent's age was between 18-25 years old, 58.8% were teachers between 26--35 years old, 37.5% of the respondents reported that they are between 36-45 years while only 1.2% were above forty six years old. In terms of marital status of the respondents, 95.0% were married while 5.0% were single. 40.0% of the respondents were bachelor degree, 1.2% had diploma certificate, while 58.8% were master degree level.

Table 2: profile of the respondents

Variable	Frequency	Percentage
Gender		
Male	77	96.2
Female	3	3.8
Total	80	100.0
Age		
18-25	2	2.5
26-35	47	58.8
36-45	30	37.5
46andabove	1	1.2
Total	80	100.0
Marital status		
Single	4	5.0
Married	76	95.0
Total	80	100.0
Level of Education		
Diploma Certificate	1	1.2
Bachelor Degree	32	40.0
Master Degree	47	58.8
Total	80	100.0

Correlation between the variables

The first objective of this study was to determine the relationship between competitive culture and employee performance at Telecommunication Firms in Mogadishu, Somalia.

Table3: Correlation Analyzes

Variables	1	2	3	4
Competitive Culture	1			
Entrepreneurial Culture	.545	1		
Consensual Culture	.526	.779	1	
Employee Performance	.650	.755	.673	1

Table 3 shows the result of correlation analyzes of the relationships among competitive culture, entrepreneurial culture, consensual culture and employee performance. Competitive culture has positive relationship with employee performance($r=.650$ and $p<0.01$). Competitive culture actively participate employee performance. Organizations with good competitive culture tend to enhance employee performance at telecommunication firms in Mogadishu, Somalia. The second objective of this study was to identify the relationship between entrepreneurial and employee performance at telecommunication firms in Mogadishu, Somalia. Entrepreneurial culture has positive effect on employee performance($r=.755$ and $p<0.01$).

The third objective was to examine the relationship between consensual culture and employee performance at telecommunication firms in Mogadishu, Somalia. ($r=.673$ and $p<0.01$).

HYPOTHESIS TEST

This study investigated the effect of Organizational Culture on Employee performance at Telecommunication firms in Mogadishu, Somalia. Three hypotheses were developed after reviewing the literature, to test the research hypotheses were employed the linear regression analysis. The researchers checked regression hypothesis before taking place to further analysis. The dependent variable Employee performance was normally distributed across all independent variable.

Three hypotheses were developed after reviewing the existing literature; **H1** confirmed that there is significance relationship between competitive culture and employee performance at telecommunication firms in Mogadishu-Somalia. **H2** asserted that there is positive relationship between entrepreneurial culture and employee performance while **H3**: there is significant relationship between consensual culture and employee performance in Mogadishu, Somalia.

The result of regression analysis shown in below table shows that Organizational Culture (competitive culture, entrepreneurial culture, and consensual culture) had positive relationship with employee performance at Telecommunication Firms in Mogadishu, Somalia.

Table 4: Regression Analysis

Variables value	Beta	T	P
Competitive Culture	.321	3.933	.000
Entrepreneurial Culture	.477	4.316	.000
Consensual Culture	.133	1.221	.226
R		.811a	
R square		.658	
F change		48.763	

DISCUSSION

The current study investigated the effect Organizational Culture on Employee performance at Telecommunication Firms in Mogadishu-Somalia; the paper had three main objectives which are: 1) to determine the relationship between competitive culture and employee performance.. 2) To identify the relationship between entrepreneurial culture and employee performance. 3) To examine the

relationship between consensual culture and employee performance at Telecommunication Firms in Mogadishu-Somalia.

The researchers employed convenient sampling to collect 80 respondents from three Telecommunication Firms in Mogadishu, employees of these firms were provided a questionnaire with four main construct which measuring competitive culture, entrepreneurial culture, consensual culture and employee performance.

The result of correlation coefficient revealed that employee performance (Dependent variable) had significant positive influence with three independent variables namely: competitive culture, entrepreneurial culture and consensual culture. The result of regression analysis found that three constructs had statistically significant, positive, and direct effect on employee performance.

Regarding the three hypotheses; this study supported; the most indicator of academic achievement was entrepreneurial culture at telecommunication firms in Mogadishu-Somalia.

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