

## Previous studies introduction

Arab Studies The study of Hajan (1992) aimed to identify the values of influential individuals in two Saudi organizations, namely the Royal Commission for Jubail and Yanbu and SABIC, and the impact of those values on the administrative aspects, models of behavior, and the course of decisions. The study concluded that the values of managers clearly affect both behavior and decision-making in...

The two organizations where there are two types of decisions: routine and strategic decisions

Al-Sayed's study (1995) dealt with the impact of organizational culture on organizational effectiveness. The study dealt with national press institutions. The objectives of the study focused on identifying the type of organizational culture prevailing in the institutions under study, through knowing the dimensions of the organizational culture within these organizations and knowing the extent of the difference in The previous dimensions and variables of the organizational culture in these institutions so that it can be known which one is more effective. The researcher concluded that participation is of little importance in the three institutions and that the differences between the three newspapers are non-significant differences

Foreign studies: Denison's study aimed to test the relationship between organizational culture and performance. The study was applied to 34 establishments with the aim of finding that establishments that are characterized by a culture of participation in decision-making are characterized not only by better performance records than those that do not have the same culture, but the difference in their performance also expands over time. This indicates Evidence indicates the possibility and existence of a causal relationship between culture and performance. Low-performing companies also have a culture that focuses on internal politics rather than customers and on quantity rather than the good or the people who produce it

Hofstede's study aimed to identify the dimensions of organizational culture through the prevailing administrative values and practices among countries and organizations and their relationships to promotion and dismissal, as well as the relationship of organizational culture to some organizational characteristics and other democratic characteristics. The study was applied to 20 units from ten different organizations (5 of them in Denmark and 5 of them New Zealand The study concluded that the difference in values between countries is greater than the difference in values between organizations, and that values are related to each other while not related to practices, and that culture affects the characteristics of organization and democratic access

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Chapter One: The general framework of the study

There is an urgent need for the results of such research and field studies in the field of organizational culture for managers so that they can understand the nature of the values that affect the course of their decisions and thus the work of their organizations

## the introduction

The culture of a society consists of the values and behavioral standards that prevail in it, and this includes religious beliefs and various values such as appreciation of individual freedom, appreciation of the group, respect for parents, and other customs and traditions

The importance of research 1: The organizational culture perspective is a new approach to change management, especially when organizations operate in unstable environments, as one of the strategic issues facing senior management is to create the organization's culture in a way that is compatible with its strategic choice

The research problem is crystallized in a main question: What is the effect of the dimensions of organizational culture on the job performance of employees from the point of view of employees in the governorate's municipality

Research questions: What are the characteristics that characterize the prevailing organizational culture in the municipality of the region's governorate

What are the sources that the region's governorate secretariat relies on in forming its organizational culture

What are the factors and cultural variables that affect the level of job performance in the municipality of the region's governorate

The research objectives are to identify the nature of organizational culture and its characteristics in the region's governorate secretariat, identify patterns of organizational culture in the region's governorate secretariat, and enhance the organizational culture that contributes to developing employees' capabilities and raising the level of job performance

Research hypotheses: There is a statistically significant relationship between the policies and procedures followed in the municipality of the region's governorate. There is no statistically significant relationship between the regulations and laws regulating those followed in the municipality of the region's governorate. There is no statistically significant relationship between the behavioral patterns of employees and the level of job performance of workers in the municipalityGovernorate of the region

The inductive approach: This approach relies on extrapolating various phenomena related to the objectives of the study. This approach starts from the details and reaches the wholes, that is, through analytical induction of administrative thought, relying on books, references, and scientific periodicals regarding organizational culture, its types, sources, and levels. And how it is managed by the organization's management is a deductive approach. This approach depends on reaching the unknown through the known. It begins with the general judgments, then the researcher deduces the specific judgment from them on the basis that what we judge in generalities also applies to particulars. To achieve this, the deductive approach will be relied upon to try to test the relationship between organizational culture and the level of job performance of employees.