

# Effects of Organizational Values on Employee Job Performance at NSSF Kilimanjaro Region, Tanzania

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## Abstract

Organizational values are globally perceived to have effect on every aspect of a company and institution on how it operates for the sake of maximizing profit. This study aimed to assess the effect of organizational values on employee job performance at the National Social Security Fund (NSSF) in Kilimanjaro, Tanzania. The study was grounded on Edgar Schein's Three-Layer Model of Organizational Culture, the study used a convergent design under a mixed-method approach. The study population comprised 55 respondents including top management and operational employees. A sample size of 55 respondents was determined using a census sampling technique. Primary data was collected using questionnaires and interview guides. Questionnaires were administered to the NSSF employees while the interview guide was administered face-to-face to five (5) heads of department at NSSF Kilimanjaro. The researcher ensured the validity and reliability before going to the field for data collection. Quantitative data was analyzed through descriptive statistics and inferential statistics with the aid of SPSS version 22. Descriptive statistics presented data in the form of frequencies, percentages, and mean scores, while inferential statistics were used to test hypotheses through linear regression. Qualitative data was analyzed through contextual analysis. Ethical considerations adhered to in this study are: confidentiality, privacy, and protection of respondents. The study concluded that there is a significant effect between an organization's values and employees' job performance ( $p$ -value 0.039). Organizational values have positive effect on employee performance at NSSF and strong organization values are recognized important for the organization's success. It was recommended that NSSF should take further steps to enhance the alignment between organizational values and employees' job performances. Further, future research could be conducted to explore the impacts of organizational values on job performance in

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different organizational contexts or industries within Tanzania.

## Keywords

Organizational Values, Job Performance, Employee's Job Performance

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## 1. Introduction

Organizations strive to do business efficiently and effectively in order to attain a significant market share and surpass their competition. Organizations typically adjust to a culture they believe is most suitable in order to enhance staff productivity (Pandey, 2023). Productivity can be achieved by fully utilizing personnel and connecting their job descriptions with the organization's goals (Purnama et al., 2020). Organizational culture is the shared set of values, norms, missions, goals, and objectives that differentiate one organization from another (Loan, 2020). They serve as guiding principles that define the desired behaviors, beliefs, and norms upheld by the organization (Nneji and Asikhia, 2021). These principles can lead to increased employee productivity and therefore improved performance. Employee performance refers to the capacity of employees to proficiently and promptly fulfil their allotted responsibilities within the specified timeframe (Zeb et al., 2021). Productive personnel can effectively navigate the problems associated with the described features. An organization's productivity can be improved by fostering a culture that motivates individuals to work willingly, achieve expected results, surpass targets, and reach established goals. Hence, understanding the effects of organizational values on employee job performance is essential for organizations seeking to enhance productivity and the overall success of the organization.

In a rapidly changing global business landscape, organizations across the world recognize the significance of organizational values in driving employee performance and organizational success (Larissa, 2024). The USA's organizational values have formed the core beliefs and principles that shaped the organization's culture, behavior, and decision-making processes. They served as guiding principles that influence how individuals within the organization interact and make choices. In Kurdistan, organizational values in the banking industry were significantly and positively associated with employee performance (Salih, 2019). They indicate that organizational values have effects on employees' job performances. Ridwan et al. (2020) found that organizational culture in Indonesian companies can either promote or hinder innovation and company performance. A flexible culture can foster innovation and performance, while a rigid culture can impede them.

African societies are known for their communal values, strong family ties, and collective orientation. These cultural characteristics can shape employees' expectations, behaviors, and perceptions of organizational values. However, organizations in Africa are still struggling with challenges and opportunities that shape the

dynamics of employee performance. Employees' poor work behavior and attitude directly impact their productivity and end performance in Cairo, Egypt (El Leithy, 2017). It was revealed that organizational performance was influenced by work behavior and work-related attitudes of the employees. Chukwu (2019) and Shillie & Nchang (2023) found a strong positive relationship between organizational performance and the reinforcement of pillars of existence, cultural fit, and organizational effectiveness. This means that employee behavior in the organization is significantly affected by the culture and core values present in the organization. As a result, the good culture and values directly influence staff productivity, leading to favourable outcomes that position the organization competitively within the industry.

In Tanzania, it was indicated that changing procedures and regulations of existing organizational culture did not affect employees (Mngoja and Misungwi, 2021). Teamwork work and employees' trust had fulfilled on the institutional goals and met expectations of the organization. Moreover, the study by Mbuva (2022) indicated that effective organization culture encourages employees to work hard, manage their issues and relate with top management. This indicates that there is a need to investigate further the issue of organizational values on employee performance in Tanzania. This study focused on the National Social Security Fund (NSSF) to assess the effects of organizational values on employees' performances. The National Social Security Fund (NSSF) was established in Tanzania in 1997 to replace the defunct National Provident Fund (NPF). It operates under its own corporate culture at both the national and regional levels, distinguishing itself from other social security funds like PSSF.

NSSF encourages staff accountability, integrity, innovation, teamwork, and transparency. The NSSF aims to deliver high-quality social security services to its members by employing skilled, creative, and dedicated staff who utilize suitable technology. This includes ensuring timely payment of benefits, addressing member complaints promptly, and conducting regular visits to employers to ensure compliance with the NSSF ACT [CAP.50. RE. 2018], which mandates monthly submission of employees' contributions. The NSSF's goal is to be a dependable and enduring provider of social security services. The values and practices of NSSF form the foundation of the Fund's corporate culture, while the vision and mission statements articulate the purposes and objectives of NSSF. NSSF Kilimanjaro encounters challenges with individual accountability and performance are inconsistency with a lack of sensitivity towards time management, leading to reduced focus and low job performance and these identified as key issues.

NSSF like many other organizations is striving to cultivate a culture that enhances employee performance (Kassem et al., 2019). Despite these efforts, NSSF members have voiced significant concerns regarding service delivery, particularly about delays in benefit payments. These delays are often attributed to the lengthy approval processes that require input from the Head Office, which hampers timely decision-making and feedback. Additionally, the pension calculator has become a

recurring source of dissatisfaction, as many members feel it does not adequately address their needs and expectations upon retirement. These complaints highlight a disconnect between the organizational values that NSSF promotes and the actual experiences of its members. The resulting service delivery issues suggest that NSSF's initiatives are not effectively translating into member satisfaction. To achieve organizational objectives, organizations must foster a workforce that is not only flexible but also embraces diversity and inclusivity.

## **2. Research Objective and Hypothesis**

### **2.1. Research Objective**

To assess the effects of organization values on the employee's job performance at NSSF in Kilimanjaro region Tanzania.

### **2.2. Research Hypothesis**

H<sub>0</sub>: There is no significant effect between organizational values and employee job performance at NSSF Kilimanjaro Region office.

## **3. Literature Review**

### **3.1. Theoretical Framework**

This study was guided by Edgar Schein's Three-Layer Model of Organizational Culture theory, which was developed in 1980, then Sloan Professor Emeritus at the Sloan School of Management at MIT. This model was selected due to that the model is versatile and can be adopted to various organization contexts, making it suitable for diverse and settings. This is a framework for understanding and analyzing the culture of an organization. The model consists of three levels: artefacts, espoused values and underlying assumptions. Artefacts are the visible and tangible aspects of an organization's culture. These include things like the organization's physical layout, dress code, language and rituals. Artefacts are the most visible layer of culture, but they are also the least revealing. Espoused values are the values that an organization claims to hold. These values are often expressed in mission statements, vision statements, and employee handbooks. Espoused values are more revealing than artefacts, but they can still be misleading. Underlying assumptions are the unconscious beliefs and values that guide the way an organization operates. These assumptions are the most difficult to see, but they are the most important layer of culture.

Underlying assumptions shape how people think, feel, and behave in an organization. The three layers of Schein's model are interrelated. Artefacts reflect espoused values and espoused values reflect underlying assumptions. The strength of Edgar Schein's model of organizational culture provides insights and helps to identify the underlying assumptions that guide the way an organization operates and allows for a more holistic understanding of organizational culture than is possible with other models. These assumptions are often unconscious, but they are the most important layer of culture because they shape how people think, feel, and

behave in an organization. The model can be used to diagnose and improve organizational culture. However, the framework has limitations; the layers are not always aligned. An organization's artefacts may suggest that it is a meritocratic organization, but its espoused values may emphasize teamwork and collaboration. This misalignment can create confusion and conflict within an organization.

### 3.2. Empirical Literature Review

Several scholars have conducted research on the effect of organizational value on employees' job performance globally organizational value it is acts as a guiding principle that provides an organization with purpose and direction and sets the tone for its interactions with its customers, employees and other stakeholders at the workplace.

Sugiarti et al. (2021) conducted a study on earning cultural values as a strategic step to improve employees' job performance. The qualitative method was chosen as a scientific approach, used to facilitate data collection and analysis, with a total sample of 70 employees the sampling technique used simple random sampling and the research instrument used a questionnaire. The research data were analyzed using multiple linear regressions. The study found that the Artefacts are the most visible level of the culture that constructed the physical and social environment and are the surface level of an organizational culture that is tangible, seen and felt manifestations such as physical environment, language, technology, clothing (Dress Code of employees), myths and stories, published values, rituals and ceremonies, employee behavior, mission and vision of an organization all of which decide the workplace culture. While Sugiarti et al. (2021) provide a broader framework for understanding organizational culture, it is important to note that the current study focuses specifically on the effects of organizational values on employee performance at NSSF. Therefore, the current study applied a mixed approach to understanding the phenomenon whereby the qualitative approach intended to explore the complex phenomenon qualitatively and provide in-depth insights to understanding the experience meanwhile the quantitative approach intended to measure and analyze numerical data so as can provide statistical significance.

Mutuma et al. (2022) conducted a study on the effect of organizational values on employee productivity in public universities in the Mt. Kenya region. The study adopted a descriptive research design and a convenient sampling design was used, to come up with a sample of seventy-six respondents. Primary data was collected using close-ended questionnaires. Analysis of data was done using descriptive and inferential statistics. The presence of insensitive employees who are not flexible enough to fit into the organizational culture could be a barrier to employee productivity and thus failure to realize the benefits associated. Due to this, organizations tend to hire only those employees who fit the description of their culture and try to impart to the new employees the values and vision of the organization

to ensure maximum productivity, the study concludes that employee attitude occupies a huge place in the daily operations of the employees thus the need to ensure employees has the right attitudes towards work at all times. The study recommended that for an organization to thrive and enjoy improved performance, it has to formulate very articulate organizational values which are the blueprints for employee conduct while within the university. However, the findings of the study relied only on quantitative data but if added qualitative instruments for a few respondents could have in-depth insight.

Sapta et al. (2021) studied on the role of technology, organizational culture and job satisfaction in improving employee performance during the COVID-19 pandemic. A questionnaire is distributed online using Google Forms to a total of 350 employees, the data is collected from a sample of employees from rural banks in Denpasar, Bali. However, 100 samples were obtained based on minimum high school education and a work period of one year. The study found that, as organizational culture is influenced by the organizational system of values that are widely held throughout the organization, values will eventually affect the way customers are perceived and treated, the way employees and shareholders are viewed and awarded, and the way the future is anticipated and managed. These values play a critical role in the success of an organization and are the standards that guide employees' conduct in a variety of settings. The study concluded that values may be thought of as a moral compass for the organization's business practice and productivity. The study highlighted the critical role of values in the success of an organization. Suggesting that values can be seen as a moral compass for the organization's business practices and productivity. However, in improving employee performance in a broader context, the current study investigated the effects of organizational values in Tanzania Kilimanjaro so as link the effects in broader perspective with the local perspective. Therefore, this study aimed at assessing the effects of organization values on employee performance at NSSF Kilimanjaro region.

Sabuhari et al. (2020) studied the effects of human resource flexibility, employee competency, organizational culture adaptation and job satisfaction on employee performance. 105 employees of PT Pos were selected as the sample. SEM-PLS was used to test hypotheses the study and found that human resource flexibility, employee competencies and job satisfaction significantly influenced employee performance but organization culture adaptation did not have any significant effect on employee performance. Further, the study revealed that in smaller organizations, the behavior of individuals is much more visible than in larger, disparate ones, since unacceptable behavior can be challenged openly. However, the study's focus on smaller organizations may limit the applicability of the results to larger or more diverse organizational contexts. However, this study has limitations on whether similar patterns exist in larger organizations or across different industries. Therefore, this current study assessed the effects of organizational values on employees' job performances at NSSF in the Kilimanjaro region.

Mutabingwa (2024) did a study on organizational culture and its impact on employees' performance in the Uganda police force, Kampala district Uganda. A descriptive correlative investigation research design was assumed by means of both quantitative and qualitative approaches. The study targeted 252 respondents. Simple random sampling and purposive techniques were used to select the participants. Data analysis involved frequencies, means and inferential statistics such as correlations and the coefficient of determination. Organizational culture is divided into two main aspects which are material and immaterial cultures. Material aspects of culture include products of industry, technology, and art and are directly observable. The intangible aspects of culture consist of knowledge, philosophy, morals, languages, motivations, attitudes, values and norms shared and transmitted in a society, they are not visible or tangible, but manifest through the psychological states and behaviour of people. The study findings revealed a positive relationship between organizational culture and employee performance at the Uganda Police Force. It was therefore concluded that organizational culture positively influenced the employee performance of the Uganda Police Force. Furthermore, the reviewed study was conducted in another country in which the study in question is conducted in Kilimanjaro Tanzania.

Dilgash & Araz (2019) studied the impact of organizational values on employee performance, an empirical study of the banking industry in the Kurdistan Region. Researchers assumed there was a statistically significant correlation between organizational values and employee performance. The primary data used in this study were collected from a sample of 75 employees in different banks in the Kurdistan region. The data were analyzed by using correlation and multiple regression analysis using SPSS software. The results illustrate that organizational values were significantly and positively associated with employee performance in the banking industry in the Kurdistan region and the strength of the correlation coefficient varies from one variable to another. Managing tasks received the highest value, with a correlation coefficient of 0.636 when the level of significance was one per cent. Additionally, the study was conducted in another country on the bank industry the study in question was conducted in NSSF at Kilimanjaro Tanzania on the effect of organizational value on employees' performance.

### 3.3. Summary of Literature Review and Research Gap

The literature reviews present several studies that highlight the significance of organizational values in influencing employee performance. Sugiarti et al. (2021), Ridwan et al. (2020), Saptia et al. (2021), Sabuhari et al. (2020), and Pratama et al. (2022). These studies reflected organizational culture, misalignment between personal and organizational values can hinder performance, values act as a moral compass, integrating values enhances performance, clarity about values improves decision-making and job satisfaction, aligned employees are less likely to leave, and values positively impact customer service and job performance. While these

studies provide insights into the relationship between organizational values and employee performance, there is a research gap in understanding the effects of organizational values in Tanzania specifically at the National Social Security Fund (NSSF) in the Kilimanjaro region of Tanzania. Therefore, the current study aims to address this gap by assessing how organizational values at NSSF Kilimanjaro influence employee job performance.

#### 4. Research Methodology

The study applied a convergent research design with a mixed approach. The population of this study included employees, line managers, heads of departments, and top management. A total population of 55 employees operating at NSSF was used in this study. The sample size of 55 respondents was determined through census where the entire population was taken as a sample. Census was used because the population is small making it sensible to collect information from each employee. Further, using the census as a sampling technique ensures that every individual's perspective is captured, reducing sampling bias and enhancing the reliability of the findings (Kish, 1979). Both non-probability and probability sampling were used to sample respondents whereas; Purposive sampling was used for sampling respondents as well as a simple random sampling technique.

Data collection instruments were questionnaires and interview guides. The questionnaire was used to collect data from fifty (50) employees at NSSF, while interview guides were used to collect data from five (5) heads of department at NSSF. Validity and reliability were ensured for the study. The research data collection instruments were validated through content and face validity by research experts in Economic and Business Studies at Mwenge Catholic University and their necessary suggestions were applied to modify the instruments, then the instruments were piloted to twelve (12) employees from NSSF Hai district. Reliability of Likert scale items in the questionnaire was ensured through Cronbach's Alpha whereby the coefficient obtained was 0.716 from operational employees, whereby in qualitative data source triangulation was established to ensure the credibility of data, which involved collecting data from multiple sources as data were gathered from both operational employees and head of department employees at NSSF Kilimanjaro. This thorough validation and reliability process ensured that the research instruments were effective and trustworthy, enhancing the overall integrity of the study and supporting the validity of its findings.

Quantitative data was analysed through descriptive statistics and inferential statistics. Descriptive statistics were presented in the form of tables, percentages, frequencies, and mean. For inferential statistics where by linear regression model was used to test hypotheses for this study. Further, qualitative data were analysed through contextual analysis based on the research objective. Ethical considerations were adhered to throughout the research process including informed consent, privacy, protection from harm, and acknowledging the sources used in this

study through APA style of referencing 7th Edition.

## 5. Discussions and Results

### 5.1. Demographic Characteristics

This section addresses the data and interpretations of the study. The objective of this study was to examine the effects of Organizational Values on the employees' job performance at NSSF Kilimanjaro Region, Tanzania. Thirty-eight (38) employees responded to the questionnaires out of 50 questionnaires with a 76% response rate while five (5) heads of department responded to the interview guide which had been considered enough.

### 5.2. Demographic Characteristics

**Table 1.** NSSF's employees' demographic information (n = 38).

		F	%	Total
<b>Gender</b>	Male	17	44.74	38
	Female	21	55.26	
<b>Academic Qualification</b>	Diploma	3	7.9	38
	Bachelor Degree	27	71.1	
	Masters	8	21.0	
<b>Working experience</b>	0 - 5 years	14	36.84	38
	6 - 10	11	28.93	
	11 - 15	9	23.68	
	Above 15	4	10.53	

Source: Field Data (2024).

Data in **Table 1** shows that the demographic variables of the respondents, which included gender, academic qualification and work experience, the inclusion of demographic information in the study enabled the researchers to recognize demographic factors on the research outcomes of the employees at NSSF Kilimanjaro. Data in **Table 1** shows that males were 44.74% and females were 55.26% this implies, the result is good for this study for identifying the relationship between the chosen variables in terms of gender, each gender has their perception towards organization values and how it aligned with their values and at the same time how it affects their job performance, therefore gender inclusion was necessary in this stud to hear their different perception on effect of organization value towards their job performance.

In terms of academic qualifications 7.9% of staff had a diploma, followed by 71.1% had a bachelor's degree and 21.1% possessed a master's degree. This implies that the majority of NSSF's staff possesses the necessary knowledge and understanding towards NSSF's value based on their academic qualification they have in their field, and their contribution to this study is necessary and critical.

In working experience 36.8% of employees had working experience between 0 - 5 years, followed by 28.9% who had 6 - 10 years of working experience, 23.7% of employees had 11 - 15 years of working experience and 10.5% of employees had more than 15 years of working experience this confirms that the study considered the staff at NSSF Kilimanjaro as they have potential experience in their field they work that potentially contribute enough knowledge in this study based on their experience they have at NSSF Kilimanjaro.

### 5.3. Cross-Tabulation between NSSF Employees' Working Experience and Organizational Value on Job Performance

The study aimed to conduct a cross-tabulation between the working experience of employees and organizational value on employees' job performance at NSSF Kilimanjaro. Examining the relationship between these two variables can provide valuable insights into the significance of working experiences that influence employees' job performance. Working experience is a critical factor that can directly influence employees' knowledge, skills, and overall job performance.

**Table 2.** Cross tabulation on working experience of employees and Organizations values.

Statements		Working experience of employee				Total
		0 - 5 years	6 - 10	11 - 15	Above 15	
Organizational values are important to improve your job performance	Moderate Effect	1	0	0	0	1
	High Effect	3	2	2	1	8
	Very High Effect	10	9	7	3	29
	Total	14	11	9	4	38
Organizational values align with your values	Low Effect	0	0	0	1	1
	Moderate Effect	5	1	0	0	6
	High Effect	1	7	8	3	19
	Very High Effect	8	3	1	0	12
Total	14	11	9	4	38	
Your organization's values affect your job performance	Very low Effect	1	0	0	0	1
	Low Effect	1	0	1	1	3
	Moderate Effect	3	3	3	1	10
	High Effect	3	4	3	1	11
	Very High Effect	6	4	2	1	13
Total	14	11	9	4	38	
Your organization's values are better and helpful for high job performance for all employees and align with individual beliefs	Moderate Effect	2	2	2	1	7
	High Effect	8	4	5	1	18
	Very High Effect	4	5	2	2	13
	Total	14	11	9	4	38

Source: Field Data (2024).

Data in **Table 2** reveals the relationship between the Organization's values and the working experience of employees at NSSF Kilimanjaro, Tanzania. Data reveals extreme majority of NSSF employees with working experience around 0 - 5 years, 6 - 10 years, 11 - 15 years and above 15 years perceived a very high effect and high effect on the statement organizational values are important to improve your job performance while only 1 of NSSF'S employee with working experience around 0 - 5 years perceived the importance of organizational value had a moderate effect.

Additionally, data indicates that the majority 22 of NSSF's employees with working experience of around 6 - 10 years, 11 - 15 years and above 15 years perceived high effect and very high effect on the statement that organization values align with your values while 5 employees with working experience around 0 - 5 years perceived moderate effect, with 3 indicating high effect and 2 indicating a very high effect to the statement.

Data in **Table 2** indicates that majority of NSSF's employees with working experience of 0 - 5 years, 6 - 10 years, 11 - 15 years and above 15 years perceived organizational value to have very high effect and high effect on improving their job performance, while few employees with working experience 0 - 5 years some 5 employees were perceived moderate effect, 1 employee perceived high effect and 8 employees perceived very high effect on the statements.

Also, data in **Table 2** shows that the majority of employees with working experience of around 0 - 5 years, 6 - 10 years, 11 - 15 years and above 15 years perceived that organization values are better and helpful for high job performance to all employees at high effect and very high effect, while minority of employees with working experience 0 - 5 years, 6 - 10 years, 11 - 15 years and above 15 years perceived that organization values are better and being helpful for high job performance to all employees at moderate effect.

Based on the results, the majority of respondents across the different work experience categories tended to rate those organizational values are having a high effect as well as a very high effect on their job performance while a minority of employees perceived a moderate effect. Overall, this data suggests that organizational values, and their alignment with employee values, are viewed as crucial elements in supporting and enhancing their job performance, regardless of how long an employee has been with the company.

#### **5.4. Effects of Organizational Values on Employees' Job Performance at NSSF**

On examining the effects of organization values on employee's job performance at NSSF Kilimanjaro, employees were asked to indicate their level of agreement with the statements regarding organizational values in the study area from a Very Large Extent to a Very Small Extent. Key: 1 = VLE (Very Low Effect), 2 = LE (Low Effect), 3 = ME (Moderate Effect), 4 = HE (High Effect) and 5 = VHE (Very High Effect). Data presented and summarized in **Table 3**.

The level of agreement was further classified into six-point scale percentages that are: 0% - 30% Extreme minority, 31% - 40% Slightly minority, 41% - 49%

Minority, 50% - 59% Slightly majority, 60% - 89% Majority, and 90% - 100% Extreme majority (Taherdoost, 2019).

**Table 3.** Responses of NSSF's employees on effects of organizational values on employee's job performance (n = 38).

Effects of Organizational Values on Employee Job Performance	VLE		LE		ME		HE		VHE		Mean Score
	F	%	f	%	F	%	F	%	f	%	
1) Organizational values align with your own values	0	0.0	1	2.6	6	15.8	19	50.0	12	31.6	4.74
2) Your organization's values affect your job performance	1	2.6	3	7.9	10	26.3	11	28.9	13	34.2	4.11
3) Your organization's values are better and helpful for high job performance for all employees and align with individual beliefs	0	0.0	0	0.0	7	18.4	18	47.4	13	34.2	3.84
4) An organization with strong values has better employees' job performance than organizations with weak values.	0	0.0	1	2.6	3	7.9	13	34.2	21	55.3	4.16
5) There are many organizations with strong values that successfully improve employees' job performance.	0	0.0	0	0.0	6	15.8	18	47.4	14	36.8	4.42
6) There are differences in job performance between employees who strongly align with the organizational values and those who do not align with organizational values	0	0.0	0	0.0	7	18.4	14	36.8	17	44.7	4.21
7) I believe that an organizational value enhances the integration of its values into employees' performance	0	0.0	0	0.0	7	18.4	15	39.5	16	42.1	4.26
8) NSSF values promote collaboration and teamwork among employees	0	0.0	0	0.0	6	15.8	9	23.7	23	60.5	4.24
9) Organizational values help employees understand the behaviours expected of their job performance	0	0.0	0	0.0	2	5.3	10	26.3	26	68.4	4.45
Grand mean											4.27

Source: Field Data (2024).

Data in **Table 3** shows that a slight majority of 50% of respondents reported a high effect, while a slight minority of 31.6% reported a very high effect on the statement that organizational values align with your values. Further, the mean of

4.74, indicates a positive perception of alignment between personal and organizational values. The data suggests that when organizational values align with employees' values, it can encourage a sense of belonging and commitment, potentially leading to higher job performance. This data aligns with the study conducted by Mutuma et al. (2022) on the effect of organizational values on employee productivity in public universities, the presence of insensitive employees who are not flexible enough to fit into the organizational culture could be a barrier to employee productivity and thus fail to realize the benefit associated. Due to this, organizations tend to hire only those employees who tend to fit the description of their culture. The attraction of organisational values has a strong effect on performance and sustainability. The findings were supported by the Head of Department 4 who revealed that: "*NSSF core values are the key tone for employees' job performances (Personal Communication with Head of Department 4, December 5 2023).*" Another Head of Department 1 had this to say: "*Organizational value helps employees because it shapes employees in providing good customer care to our members. Personal Communication with Head of Department 1, December 5 2023).*" Further, the Head of Department 3 added to this by saying that: "*Organizational value has a big role in enhancing employees' performance (Personal Communication with Head of Department 3, December 8 2023).*". The information from the three Head of Departments indicates their belief on how organisational value has effects on employees' job performance. This is evidence of their level of education and working experience. This implies that, when employees feel that their values and beliefs are in line with those of the organization, they are more likely to identify with and be dedicated to the organization's goals vision and mission.

Data in **Table 3** shows that extreme minority of 28.9% of respondents reported a high effect, slightly minority of 34.2% reported a very high effect on belief that their organization's values have an impact on their job performance. The mean score of 4.11 suggests that employees generally perceive a positive alignment between organizational values and their own values. These data suggests that, recognizing the effect of organizational values on job performance can help employees understand and align their actions with those values that lead to increased productivity. The findings align with the study conducted by Sapta et al. (2021), which studied on the role of technology, organizational culture and job satisfaction in improving employee performance during the COVID-19 pandemic. The study found that organizational values will eventually affect the way customers are perceived and treated, the way employees and shareholders are viewed and awarded, and organizational values play a fundamental role in the success of an organization and are the standards that guide employees' conduct in a variety of settings. This was supported by one of the Head of Department 4 who added that: "*NSSF values or core values are the key tone for employees' performances (Personal Communication with Head of Department 4, December 5, 2023 (Personal Communication with Head of Department 4, December 2023).*" Another Head of

Department 3 had this to say: “*Organization values set the tone for the company’s culture and they pinpoint what the organization as a whole cares about (Personal Communication with Head of Department 3, December 5, 2023)*”. Another Head of Department 2 had this to say: “*Organizational values play a role in shaping employees and their ability to provide good customer care to the members (Personal Communication with Head of Department 2, December 5, 2023)*.” This information suggests that employees at NSSF recognize the effect of organizational values on their job performance. When employees perceive that their actions and behaviors align with the values set forth by the organization have an effect on their productivity and performance. Information suggests that organizational values guide employees in their behaviors and actions, ultimately contributing to the delivery of quality services.

Data in **Table 3** further shows that the minority of 47.4% of employees reported a high effect on the statement that organizational values are better and helpful for high job performance to all employees. Further, the statement had a mean score of 3.84 indicating that employees recognize the effect of organizational values on job performance, but the extent of agreement is relatively lower. The Data indicates that employees recognize the effect of organizational values on employees’ job performance. This suggests that organizational values are perceived as favourable and in line with employees’ beliefs and that they can contribute to improved job performance. Findings affiliated with the study by [Mutabingwa \(2024\)](#) studied on organizational culture and its impact on employees’ performance, the Culture divides into material and immaterial cultures. Material aspects of culture include products of industry, technology, and art and are directly observable. The intangible aspects of culture consist of knowledge, philosophy, morals, languages, motivations, attitudes, values and norms shared and transmitted in a society, they are not visible or tangible, but manifest through the psychological states and behaviour of people. The findings were supported by the Head of Department 3 who had this to say: “*Organizational value set the tone for the company’s culture and they pinpoint what organization as a whole care about (Personal Communication with Head of Department 3, December 5, 2023)*”. While another Head of Department 4 had this to say: *NSSF values are the keystone for employee’s job performance (Personal Communication with Head of Department 4, December 5 2023)*”. Further, another Head of Department 1 had this to share: “*The organizational values play a crucial role in shaping the overall culture and guiding behaviours within the organization (Personal Communication with Head of Department 1, December 5 2023)*.” The views were from the experienced Head of Department. This information indicates that employees acknowledge the effect of organizational values on employees’ job performance. It suggests employees strongly believe organizational values contribute to improving their efficiency in terms of job performance at the workplace. However, the majority of respondents still perceive organizational values as favorable and aligned with their own beliefs.

Data in **Table 3** shows a slightly minority 34.2% of respondents indicated a high

effect and a slightly majority of 55.3% indicated a very high effect on the statement that organizations with strong values and strong employees enhanced job performance. The mean score of 4.16 suggests that employees agree with the statement. This data indicates that organizations with strong values have stronger job performance compared to organizations with weak values. The findings correspond with a study by Dilgash & Araz (2019) on the impact of organizational values on employee performance, an empirical study on the banking industry and the study's results illustrate that organizational values were significantly and positively associated with employee performance in the banking industry in Kurdistan region. These findings were supported by the Head of Department 1 who had this to share: "*Organizational values have helped our employees to provide good customer care to our clients, as well as promoting a good working environment in the organization (Personal Communication with Head of Department 1, December 5, 2023).*" Another head of department 5 had this to say: "*NSSF values help employees to work towards the mission and vision statement of the fund (Personal Communication with Head of Department 5, December 5, 2023).*" The information indicates that employees perceive a high effect between organizational values and employee job performance. This suggests that employees recognize the importance of organizational values in driving and enhancing job their performance. Moreover, it means that leadership at NSSF are making efforts to enhance its employee's job performances through the practice of core values like integrity, transparency, teamwork, innovation and accountability.

Furthermore, data in **Table 3** shows that a minority of 47.4% of employees reported a high effect and a slightly minority of 36.8% reported a very high effect. Further, by considering the mean score of 4.42 it indicates that employees perceive that organizations with strong values can effectively improve employees' job performance. These data communicate that organizations with strong values successfully improve employees' job performance. The findings of this study correspond with a study by Sugiarti et al. (2021), which studied on earning cultural values as a strategic step to improve employee performance. Promoted beliefs and values are the next level of organizational culture that include strategies, goals, shared perceptions and assumptions, norms, beliefs and values instilled by the founders play an important role in enhancing employee performance. Findings show the stronger organizational value, the higher employees' job performance. The findings were supported by the Head of Department 5 by saying that: "*Organization values can either have positive or negative impact on employees' performance (Personal Communication with Head of Department 5, December 5 2023).*" This is evidence of the level of education and working experience of the Head of Department.

Data in **Table 3** shows that a slight minority of 36.8% of respondents reported a high effect and a minority of 44.7% reported a very high effect on the statement that differences in job performance between employees who strongly align with the organization's values and those who do not align with organization values.

The mean score of 4.42 suggests that employees recognize the effect of alignment with organizational values on job performance and perceive differences between aligned and non-aligned employees. These Data indicate that employees who align with organizational values tend to perform better than those who are not aligned with organizational values and this is important for fostering a values-driven culture to enhance overall performance. These data suggest that employees' belief in the alignment of organizational values affects job performance. The respondents perceive those employees who strongly align with the organization's values exhibit higher levels of job performance compared to those who do not align with the values. This indicates that employees acknowledge the importance of value alignment in shaping individual job performance. The results are supported by what was obtained by Sabuhari et al. (2020) who studied on the effects of human resource flexibility, employee competency, organizational culture adaptation and job satisfaction on employee performance. The implications for such practice are that an organization can benefit from integrating organizational values into every employee-related process, including hiring; performance reviews promotions and rewards, and frequently reminding employees that the values form the basis for decision-making and regularly promoting the values by maintaining actions that are consistent with them. The findings were supported by the Head of Department 1 by said: "*Organizational values have helped our employees to provide good customer care to our clients, as well as promote a good working environment in the organization (Personal Communication with Head of Department 1, December 5 2023).*" Further, the Head of Department 3 had this to say: "*Organization values are determinant of organization success (Personal Communication with Head of Department 3, December 5 2023).*" Therefore, employees tend to work effectively and efficiently when their values align with the organization's value.

Data in Table 3 shows that 39.5% of employees reported a high effect and 42.1% reported a very high effect. Further, the mean score of 4.26 indicates that an organization can further enhance the integration of its values into employee performance. These data imply that employees believe that NSSF has room for further enhancing the integration of its values into employee performance. These data indicate that employees perceive that the organization can do more to strengthen the engagement of its values in employee performance. Employees believed that there is potential for further improvement in aligning organizational values with employee behavior and performance. The finding supported by Sugiarti et al. (2021), conducted a study on earning cultural values as a strategic step to improve employees' job performance. Promoted values are the next level of organizational culture that include strategies, goals, shared perceptions and assumptions, and norms instilled by the founders, which play an important role in deciding organizational values. The finding was agreed by the Head of Department 2 added by saying that: "*The organization values guide individual's behaviour in order to perform better (Personal Communication with Head of Department 2, December 5,*

2023).” Additionally, organizational value is vital and plays a big role in how employees engage formulates teamwork, and innovation being accountable which results in high job performance. The theory of Edgar Schein’s Three-layer Model of Organizational Culture of 1980’ said that: “Underlying assumptions are the unconscious beliefs and values that guide the way an organization operates”.

Furthermore, data in **Table 3** shows that the majority 60.5% of respondents reported a very high effect on the statement that NSSF values promote collaboration and teamwork among employees. Further, through the mean of 4.24, it supports the idea that NSSF values promote collaboration and teamwork. This data suggests that the organizational values at NSSF are conducive to fostering a cooperative and collaborative work environment, which can positively affect overall performance. These data were supported by Mutuma et al. (2022) conducted a study on the effect of organizational values on employee productivity in public universities, description Organizational culture tries to impart to the new employees the values and vision of the organization to ensure maximum productivity, the study concludes that employee attitude occupied a huge place in the daily operations of the employees thus the need to ensure employees have the right attitudes towards work at all times. Regarding collaboration and teamwork one of the Head of Department 4 added by saying that: “*The organization values do not only promote the teamwork among employees, but they also increase the competitive dynamic within the fund. This led to increased performance of the organization (Personal Communication with Head of Department 4, December 5, 2023).*” Another Head of Department 1 said: “*Organizational values have helped our employees to provide good customer care to our clients, as well as promote a good working environment in the organization (Personal Communication with Head of Department 1, December 5, 2023).*” Further, the Head of Department 5 shared that: *the “Organization management team, values the importance of teamwork and collaboration within its employees at NSSF (Personal Communication with Head of Department 5, December 5, 2023).*” This is evidenced by their level of education and working experience from Heads of Departments. This implies that practising teamwork among employees leads to improved organisational productivity.

Furthermore, Data in **Table 3** shows that the majority 68% of respondents responded very high effect on the statement that organizational values help employees understand the behaviors expected of their job performance. Further, considering the mean score of 4.45 it highly supports the same statement. These data suggest that employees who have a strong belief in organizational values play a significant role in helping them understand the behaviours expected of their job performance. The majority of respondents perceive those organizational values provide guidance and clarity regarding the expected conduct and actions in their roles. This data suggests that NSSF provides clarity and guidance to employees regarding their job responsibilities and expected behaviours, which can contribute to the performance of the organization. These findings were supported by Sugiarti

et al. (2021), who conducted a study on earning cultural values as a strategic step to improve employees' job performance. The study acknowledges that the Artefacts are the most visible level of the culture that constructed the physical and social environment and are the surface level of an organizational culture that is tangible, seen and felt manifestations such as physical environment, language, technology, clothing (Dress Code of employees), myths and stories, published values, rituals and ceremonies, employee behaviour, mission and vision of an organization all of which decide the workplace culture. Values and beliefs become part of the conceptual process by which group members justify actions and behaviour while ultimately resulting in the direction of employee job performance. Those findings were agreed by the Head of Department 2 added by saying: "*The organization values guide individual's behaviour in order to perform better (Personal Communication with Head of Department 2, December 5, 2023).*" This is evidenced by working experience from the Head of Department. This implies that from the above information organizational value is one of the important to shape employees' behaviour to successfully enhance individual performance. That was supported by the theory of Edgar Schein's Three-Layer Model of Organizational Culture of 1980' which said that: "Underlying assumptions shape how people think, feel, and behave in an organization".

#### Hypothesis Testing

Further tests were conducted on the Effects of Organizational Values on Employee Job Performance at NSSF through Linear regression model. The hypothesis was tested at a significant level of 0.05 accepted in social sciences. The null hypothesis was that there is no significant effect between organizational values and employee job performance at NSSF Kilimanjaro Region office.

The analysis examined the relationship between the predictors (employees' integrations, teamwork among employees, and employees' behaviors) and the dependent variable (job performance) using a multiple regression model. The model assumed that there is a linear relationship between the predictors and the dependent variable. This assumption was fulfilled by including the predictors in the model and assuming a linear relationship between them and high job performance.

Data were presented as indicated in **Tables 4-7**:

**Table 4.** Model summary.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.464 <sup>a</sup>	0.215	0.146	0.663

**Source:** Filed Data (2024). a. Predictors: (Constant), Accountability, Teamwork among employees and Integrity. b. Dependent Variable: Job performance.

The data in **Table 4** provides insights into the model summary for predicting high job performance. The predictors were employees' integrations, teamwork

among employees, and employees' behaviors. The R square value of 0.215 indicates that the predictors included in the model can explain the variance in high job performance. Implying that employees integrations, teamwork, and behaviors, have a moderate effect on high job performance. The adjusted R square value of 0.146 indicates that the predictors (employees integrations, team work, and employees behaviors) are more accurate measure of the proportion of variance explained by the model. This implies that predictors had effect on job performance. Moreover, the standard error of 0.66 represents the average amount by which the actual values of high job performance may deviate from the predicted values by the model. This provides an indication that the predictors are accurate for the model. These findings are aligning with what was obtained by [Aguwamba and Nchang \(2023\)](#), who found out that improving communication skills, emotional intelligence, and teamwork had boosted the job performance for the organization.

**Table 5.** ANOVA.

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	4.103	3	1.368	3.111	0.039 <sup>b</sup>
Residual	14.950	34	0.440		
Total	19.053	37			

Source: Filed Data (2024). a. Dependent Variable: Job performance; b. Predictors: (Constant), Accountability, Teamwork among employees and Integrity.

**Table 5** presents the data of the ANOVA for Model, which examined the relationship between the predictors (accountability, teamwork, and integrity) and the dependent variable (high job performance). The data revealed that the predictors collectively account for a significant amount of variation in high job performance. The F-value of 3.111 implies that, there is a significant relationship between the predictors (accountability, teamwork, and integrity) and high job performance. However, the significance value (*p*-value) of 0.039 indicates that this relationship may be marginally significant. These data imply that accountability, teamwork, and integrity have a significant effect on employee's high job performance. Hence, we reject the null hypotheses and accept the alternative hypotheses, indicating that there is a significant relationship between accountability, teamwork, integrity, and high job performance.

**Table 6** consists of the coefficients for the predictors in Model 1, which include employees' behaviors, teamwork, and employees' integrations. The coefficient estimates reveal that Integrity has a strong positive influence on high job performance. A coefficient of 0.987 suggests a positive relationship between employees' integrations and job performance. A coefficient of 0.010 for Accountability suggests a positive relationship, albeit with a relatively small effect size. Similarly, a coefficient of -0.057 for teamwork implies a negative relationship, but again

**Table 6.** Coefficients.

	Model	B	Std. Error	Beta	T	Sig.	Lower Bound	Lower Bound
	(Constant)	1.640	0.987		1.662	0.106	-0.365	3.646
1	Accountability	0.586	0.203	0.481	2.890	0.007	0.174	0.998
	Teamwork	0.010	0.154	0.011	0.066	0.948	-0.302	0.322
	Integrity	-0.057	0.163	-0.060	-0.351	0.728	-0.388	0.274

Source: Filed Data (2024). a. Dependent Variable: High job performance.

with a low effect size. These coefficients suggest that the effect of employees' behaviors and teamwork on job performance may be less pronounced. The significance values ( $p$ -values) for these predictors are 0.948, 0.728, and 0.007, respectively. These values indicate the statistical significance of the coefficients. A lower  $p$ -value suggests a more significant relationship.

**Table 7.** Residuals statistics.

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.21	4.45	4.16	0.333	38
Residual	-1.336	1.193	0.000	0.636	38
Std. Predicted Value	-2.845	0.878	0.000	1.000	38
Std. Residual	-2.014	1.800	0.000	0.959	38

Source: Filed Data (2024). a. Dependent Variable: job performance.

**Table 7** presents the statistics for the residuals. A negative minimum residual of -1.336 suggests instances where the model underestimated job performance, while a maximum residual of 3.21 indicates cases where the model overestimated it. The standard deviation residual of -2.014 indicates an overall negative bias in the predictions. On average, the model-predicted values were lower than the actual values of high job performance. The predicted value of 4.45 reflects the variability in the differences between predicted and actual values.

The results indicated that the predictors collectively accounted for a significant amount of variation in high job performance. The F-value suggested a significant relationship, although the significance level was marginally significant. The model summary revealed that the predictors explained a moderate amount of variance in high job performance, as indicated by the R-square value. The adjusted R-square value indicated a more accurate measure of the proportion of variance explained by the model. The standard error represented the average amount by which the actual values of high job performance may deviate from the predicted values. However, the statistics for the residuals indicated variability and a bias towards underestimating job performance. The discrepancies between predicted and actual values suggested that the model might not fully capture all the factors influencing high job performance, leading to less precise predictions.

## 6. Conclusion and Recommendation

### 6.1. Conclusion

Based on the findings of the study, it can be concluded that there is a significant effect between an organization's values and employees' job performance ( $p$ -value 0.039). This relationship fosters a sense of belonging and commitment among employees, leading to higher levels of job satisfaction and performance. Organizational values are perceived as favourable and aligned with the employee's own beliefs. Organizational values have a positive effect on employee performance at NSSF and strong organisational values are recognized as important for the organization's success

The predictors included in the model, such as employees' accountability, teamwork, and integrity, had a significant relationship with job performance. Integrity is found to have a strong positive influence on high job performance, while accountability and teamwork demonstrate relatively smaller effects.

### 6.2. Recommendations

Based on the conclusions drawn from this study, it is recommended that NSSF take proactive steps to enhance the alignment between organizational values and employee job performance. To achieve this, NSSF should ensure that organizational values are effectively communicated and integrated into employee behaviour, thereby fostering a culture that prioritizes these values. To strengthen job performance, NSSF should place a strong emphasis on encouraging integrity among employees. Additionally, implementing measures to enhance accountability and teamwork will further contribute to improved performance. Management should prioritize the reinforcement of organizational values through regular communication, leadership support, and recognition of employees who exemplify these values.

To implement these recommendations, NSSF could develop targeted training programs that focus on the organization's core values, ensuring that all employees understand and can apply them in their daily work. Team-building exercises should be organized to promote collaboration and accountability, allowing employees to engage in activities that reinforce these values in a practical context. The effectiveness of these initiatives can be measured through employee feedback surveys, performance metrics, and regular assessments of team dynamics. By tracking changes in employee engagement and job performance over time, NSSF can evaluate the impact of these policies and adjust strategies as needed. Lastly, it would be beneficial to conduct further research to explore the impacts of organizational values on job performance in different organizational contexts or industries within Tanzania. This broader perspective could provide valuable insights that enhance the overall effectiveness of organizational practices in the region.

### Conflicts of Interest

The authors declare no conflicts of interest regarding the publication of this paper.

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