The Effect of Organizational Culture on Employees' Performance

Dr. S. S. Bhakar[1], Dr. Nandan Velankar[2], Dr. Sneh P. Daniel[3], Urmila Itam[4], Garima Sinha[5], Ramdas Dagam[6], Ravi sharma[7] & Pratiksha Kulshretha[8]

ABSTRACT

The present study examins the effect of organizational culture on employees' performance. The sample of 217 faculty members working in various educational institutions including Scools and Colleges was collected from Gwalior region, this study hypothesized there is no significant cause and effect relationship between organizational culture and employees' performance. The results of the current study reveals the significant effect of organizational culture on employees' performance.

***Keywords:** Organizational Culture, Employees' Performance, Educational Institutions.*

INTRODUCTION

Culture has been defined in many ways; this author's shorthand definition is: "Culture is the collective programming of the mind that distinguishes the members of one group or category of people from others". It is always a collective phenomenon, but it can be connected to different collectives. Within each collective there is a variety of individuals. Organizational culture has certain factors that improve sustainability on basis of effectiveness. The improvement in productivity leads to employee commitment as norms, values and objectives helps in improving culture of an organization.

1 Director, Prestige Institute of Management, Gwalior, M.P.

2 Asst. Prof., Prestige Institute of Management, Gwalior, M.P.

3 Asst. Prof., JSBS, SHIATS, Allahabad, U.P.

4 Senior Research Fellow from School of Management Studies, University of Hyderabad

5 Research Scholar in the Dept. of Economics, DEI, Agra, U.P.

6 PhD. Scholar, CESS

7 Students, Prestige Institute of Management, Gwalior, M.P.

The system of organization was based upon effective establishment of culture that keep learning environment strong. The performance of employees improves by establishment of strong culture of an organization (Awadh and Alyahya, 2013). The employee performance would be considered as backbone organization as it leads to its development effectively. The loyalty of employee relies upon knowledge and awareness of culture that improves behaviour of organization (Singh & Dhariyal, 2015). The main idea of culture comes from sharing in learning processes that have been based upon systematic allocation of resources (Ojo, 2009) The cognitive systems of human that helps in improving thinking and decision making were based upon organization culture (Pettigrew, 1979) The multifaceted set of beliefs, assumptions and values helps in presenting different level of culture by conducting business at an effective manner. The normative glue based upon organization culture helps in holding overall management effectiveness (Tichy, 1982). The norms of employees impact upon sustainable performance and management of organization culture as it leads to attainment of profitability (Stewart, 2010).

From management's viewpoint, organizational performance is affected by organization culture across many individuals (Yesil & Kaya, 2013). organization culture enhance the organization's efficiency and effectiveness by motivation of extra role efforts amongst the employees (Ryan, 2002). A strong culture is usually understood as a synonym for consistency: Beliefs and values are "shared relatively consistently throughout an organization" (Brown, 2001). In the language of commitment, consistency of culture is the social symmetry of objects, bases, foci, and consequences of commitment. Without social symmetry, strong individual commitment is not the same as strong organizational culture. A strong culture is often seen to enable an organization to achieve excellent performance, a hypothesis that has been made by (Deal and Kennedy, 1982).

The term "culture" is originated in the field of social anthropology from the work. Organizational culture as defined by (Kotter & Heskett, 1992) is a continuum or scale that is stretching from a point of invisibility and depth to a point of visibility and shallow surface. Culture of the organization is helpful in shaping the organizational strategies, its leadership styles and its relationship with the customers. It is also helpful in knowing about how knowledge can be gathered, dispersed, used and organized. Alvesson in 1993 culture is a frame of reference of beliefs, expressive symbols and values, by means of which individuals define their environment, express their feelings and make judgments" (Alvesson, 2000; Ashkanasy et al., 2000; Martin & Frost 2006). Cooke and Szumal (1993) defined culture as the long-term beliefs and joint behaviouristic expectations in an organization. Studies on organizational culture have received enormous attention by researchers in the human resource management field and have remained the topic of high interest (Yiing & Ahmad, 2009). It has also been considered as a highly argued paradigm that has been hypothesized, explained and tested empirically.

Generally it has been agreed that the culture of the organization offers a 'social glue' that provides distinctiveness, coherence, and a specific track to the organizations.

(Singh & Dhariyal,2015). Organizational cuture is considered to be a set of values shared among the employees and the factors that offer a mutual understanding by which employees deduce and figure out the environment pertained by the organization and also lead their intellect, approach, attitudes and work performance (Schein, 1985).

The present research was an attempt to analyse the effect of organizational culture on employee's performance of educational institutions. organizational culture is represented on its five core dimensions; Power Distance, Uncertainty Avoidance, Collectivism, Masculinity, and Gender Bias (Hofstede, 1980).

Power Distance- The degree to which people in a society accept that power in institutions and organizations is distributed unequally. In other words, it is the degree to which members with less power in the society feels that power is unequally distributed. It is the important factor that affects the performance of an individual in an organization (Uddin, Luva, & Hossain, 2012). An organization with high Power Distance Index (PDI) score indicates that there is a presence of an unequal hierarchical distribution of power, and employees present there are well about their place in the organizational system. Large gaps in compensation, authority and respect are the major features of organization with high PDI. On the contrary, the low PDI indicates that the power is shared and is widely dispersed, and the employees will not accept the situations of unequal distribution of power. Supervisors and employees are always considered as equal in the organizations with low PDI.

Collectivism- The degree to which people in an organization prefer to perform in groups in an efficient manner. Collectivism indicates the 'WE' consciousness of individuals. Individuals in collectivistic culture are supposed to be loyal towards the group they belong to. The performance of an employee increases as he/she represents the whole group and learns to work by maintaining harmony with the group members. In exchange, the group members defend his/ her interests. An indirect style of communication is an important feature of collectivistic culture.

Masculinity- Set of attributes, behaviors and roles which are generally associated with men such as strong egos, achievement and success without caring about others and quality of life. In masculine dominated society, performance and achievement are important so as to show their status to everyone. Demonstration of success and being strong and fast are the important features of masculinity. In an organization operating in a hierarchical, deferential and traditionally patriarchal society where to perform for long hours is the norm; it is hard for female team members to gain advancement due to their family commitment.

Uncertainity Avoidance- The degree to which people in an organization preferred structured over unstructured situations. Individuals always try to avoid the situations of uncertainty and ambiguity and are found to be conservative, rigid and structured, unless there is a requirement of a more flexible attitude. Avoidance to uncertainty results in poor performance of employees in the organiztion. In organizations that

score high on uncertainty avoidance, people are found to possess an increased level of anxiety, which manifests itself in greater nervousness, stress and aggressiveness.

Gender Bias- The notion of gender is in itself a cultural construct created to refer to differences between men and women in any organisation in terms of attitude, mental structures and expectations. Gender as a notion exceeds biological differences. Social beliefs about the distribution of roles for men and women surface in notions like gender equality or discrimination. Some organisations seem to diminish these differences when assigning roles, others seem to maximize them (House et al., 1999). Several studies have examine the different roles assign to men and women in the organisations on the basis of variables like sineority, economic development or political systems.

REVIEW OF LITRETURE

Harrison (2008) use institutional theory to develop hypotheses related to the composition and structure of multinational company governance by using Hofstede's dimensions of culture and data from 15 different countries. Their definition of board composition is limited to the percentage of outside, or non-management, directors. Their results confirm that culture exerts a significant influence on the structure of boards of directors. Institutional theory also has been used to explore women presence in boards of directors in relation to other parameters, such as their presence at other levels within companies.

Dunn (2012) their participation as political representatives (Terjesen and Singh, 2008), or gender stereotypes and/or discrimination in the labor market (Nelson and Levesque, 2007). If we take the above into account, we consider that institutional theory provides a suitable framework to examine which dimensions of the cultural environment are related to the observed between-country variations in women representation on board. Several reasons may justify the use of culture as an explanatory element.

Douglas, Davidson & Schwartz (2001) research has shown that institutional theory provides a good instrument to study the presumed relationship between national cultures and the structure of corporate boards. It is the objective of this paper to relate both lines of research to analyze to what extent the culture of a country may explain a higher parity in terms of gender board diversity.

Smith, Dugan & Trompenaars, (1996) obeserved that cultural framework propose in the GLOBE program (House, 2004) have nourished the evolution of the concept. Hofstede's original research (1980) was based on a questionnaire addressed to employees of IBM in 40 countries, in two periods of time (1967-1968 and 1971-1973). Hofstede identified 4 cultural dimensions that distinguished the different countries: power distance, uncertainty avoidance, individualism and masculinity. Later on, Hofstede, 1987) added a fifth cultural dimension denominated long term orientation.

House et al., (2004) Studied the Global Leadership Organizational Behavior Effectiveness or GLOBE research program and presented the results of their research whose main goal was to describe, understand and predict the influence of cultural variables on

leadership, management processes and effectiveness around the world and used data from 825 organizations in 62 countries, identifying 9 dimensions: uncertainty avoidance; power distance; Institutional collectivism; in-group collectivism; gender egalitarianism; assertiveness; future orientation; performance orientation and humane orientation.

Uddin, Luva & Hossain (2012) The paper confirmed that many attributes of organizational culture have significant positive effect on organizational performance. The paper has brought out different cultural aspects of organizations as well as showed the vital relationship between culture and performance. The qualitative research helped the paper with its vital and in-depth observations and explained how employees' beliefs, norms, gestures and all relevant aspects of organizational culture impacted on firm's performance. The findings of the paper significantly display both positive and negative trait of culture which has significant consequences on employees as well as firms performance. The paper has covered an extensive range of cultural traits which include from behavioral aspects to gestural attributes. The paper also asserts that organizational culture is an open system approach which has interdependent and interactive association with organizations performance.

Singh & Dhariyal (2015) found that organizational culture has significantly impact on employee performance. However, organizational culture has good command in the organization, due to pressures on organization to meet safety and performance standards. In addition, the organization has suffered tremendous turbulence in recent times. Accordingly, the study that is proposed will contribute to the business and management and examining the ways in which organization have been able to shape and manage their cultures and its impact on the performance of their employees.

Martins and Terblanche (2003) explored culture is acutely linked with values and beliefs shared by employees in an organization. Organizational culture relates the employees to organization's values, norms, beliefs and principles and incorporates these assumptions into them as activity and behavioral set of standards.

Klein et al. (1995) investigated that organizational culture as the core of organization's activities which has collective impact on its overall efficacy and the quality of its products and services. They further argue that culture may lead to higher performance if it fits with changes of environmental factors within the context. They also added in their findings that cultural behavior cannot be copied and therefore it could be source of organizational sustainability.

Schein (2004) defined organizational culture as a active force within the organization which is turning, engaging and interactive and it shaped up by the employees and managements gestures, behaviors and attitudes. He studied the behavioral aspect of performance is understood to be matched with work condition 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.

OBJECTIVES OF THE STUDY

- To design and standardize measure to evaluate organizational culture and employees' performance.

- To identify the underlying latent factors of employees' performance.

- To test the conceptual factor structure for organizational culture and employee's performance.

- To analyze the effect of organizational culture on employees' performance.

- To open new areas of further research.

RESEARCH METHODOLOGY

The study was empirical in nature and survey method was used to collect data for the study.Population included all the faculty members working in various educational institutions including Scools and Colleges in the Gwalior region. Individual respondents were taken as the sampling element. Sample was selected using non-probability purposive sampling. Sample size was 217 respondents.

The review of literature has shown that all the five variables of Orginasational culture used in the study have been extensively studied in specific organisational or industrial settings.The standardized measure is available for evaluating all the five measures of the study. However, the standardized measure are organisational or industrial specific and therefore, were not be directly suitable for current study which is a general study on service sector. Therefore the existing measures were modified to develop separate measures for the purpose of the study. The measures were evaluatedfor reliability and validity before analyzing data collected on these measures for the purpose of study.

All the measures were evaluated for reliability using SPSS 18. Principle Component factor analysis with varimax rotation was applied on the data collected for the employee's performance to identify latent factors. The responces for organisational culture were taken on the pre-defined factors. Thus, no factor analysis is applied for that. Confirmatory Factor Analysis was used to test the conceptual factor structure for organizational culture and employee's performance. Multiple Regression analysis was used to examin the effect of organizational culture on employee's performance.

RESULTS

Reliability Analysis

To have confidence in a measure such as this, we need to test its reliability. The degree to which the questionnaires which are used are arror-free is checked through SPSS software. The table shows the reliability value of the scales used for data collection.

Table 1: Results of Reliability

S. No	Variableshe measures a having	Cronbach's Alfa Value	N of Items
1	Organisation Culture	0.775	24
2	Employee Performance	0.834	18

The results of the realibility are clearly indicating that both the measures are having realibility higher than the standard value which is 0.7 hence the questionnaire is highly reliable

Factor Analysis: Employee Performance

Kaiser Meyer Olkin measure of Sampling Adequacy and Bartlett's Test of Sphericity:

Table 2: KMO and Bartlett's Test

KMO and Bartlett's Test factor analysis for perception		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.866
Bartlett's Test of Sphericity	Approx. Chi-Square	1476.310
	Df	153
	Sig.	.000

The Kaiser Meyer Olkin measure of Sampling Adequacy test whether the sample size is large enough to consider the data normally distributed. The KMO value higher than 0.5 provide enough evidence that the sample size is large enough to consider data normally distributed. The KMO value for the Employee Performance data is 0.866 indicating that the Employee Performance data is suitable for EFA.

The Bartlett's test of Sphericity tests the null hypothesis the item-to-item correlation matrix is an identity matrix'. The hypothesis is tested using Chi-Square test. The value of Chi-Square for the Employee Performance data is 1476.310 significant at p-value of .000. Thus the null hypothesis is rejected indicating that the corelation matrix is not an identity matrix and data is is suitable for EFA.

Table 3: The Results of EFA Applied on Employee Performance

Factor Name	Eigen Value		Variable Convergence/ Statement	Factor Load
	Total	% of Var.		
Dedication	6.043	33.573	13. I have always willing to enhance my expertise	.814
			10. I always provide full Cooperation while working teams.	.680
			15. My Compliance to work assigned by seniors is complete	.641
			14. My integrity towards the institution is very high	.640
			03. My attitude is always positive towards assigned task	.635
			01. My enthusiasm towards completion of assign work is high	.564
			09. I am always willing to attend skills development programs	.540

Punctuality	2.143	11.907	06. I never miss attending the Institute/college/school without sanctioned leave	.785
			17. My personal goals are always aligned with institutional goals.	.693
			18. I always give higher priority to achievement of Institutional goals over my personal goals	.626
			05. I am always punctual in completing evaluations and other academic work	.619
			04. I am always punctual in conducting classes, guiding students and in panel evaluations	.607
Knowledge	1.312	7.291	08. My knowledge and understanding of research and other areas for guiding students is high	.841
			07. My knowledge and understanding of subjects assigned to me is high	.823
			02. My proposals for improvement in work environment are appreciated	.668
Coordina-tion	1.077	5.986	16. My peers appraise my work and work styles	.776
			11. I always get full Cooperation as team leader	.691
			12. My relationship with all my colleagues is cordial	.487

The EFA with Principle Component Analysis as the method of convergence and Varimax as a method of rotation applied on the data collected using Employee Performance measure converged on four factors. The factors were named after looking at the common thread available in ths items converged on the factors.
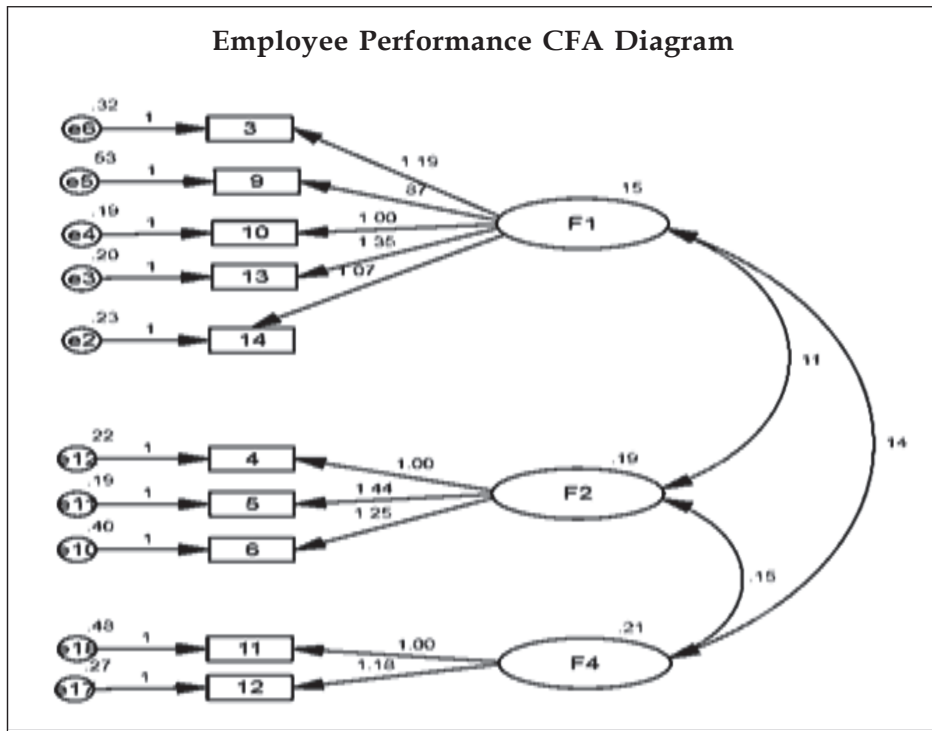

Figure 1: Confirmatory Factor Analysis

Model Fit Summary

Table 4: Showing χ^2 Goodness of fit

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	23	44.986	32	.064	1.406

Model Fit: The most commonly used model fit statistics is the Chi Square (χ^2) test for association. Because we are dealing with a measure of misfit, the p-value for χ^2 should be more than .05 to decide that the theoretical model fits the data. The χ^2 value for organisational culture is 44.986 significant at .064 indicating very good fit of the data in the model. CMIN/DF value of 1.406 also indicated goodness of fit for the default model.

Table 5: Showing RMR, GFI, and AGFI Goodness of fit

Model	RMR	GFI	AGFI	PGFI
Default model	.021	.960	.932	.559

There are three other groups of measures of goodness of fit for CFA model and it is imperative to include at least one measure from each group. It can be seen from the above table- 12 both the values of Goodness of Fit Index (GFI) and Adjusted Goodness of Fit Index (AGFI) are .960 and .932 respectivly are higher than 0.9 the desired minimum level for high fit. RMR indicates badness of fit and should be below 0.08, in the organisational culture model, RMR value is 0.021 again indicating good fit.

Table 6: Showing Comparative Goodness of Fit Index

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.932	.904	.979	.970	.979

All the comperative fit index should also be more than 0.9. The table above indicates that all the comperative fit indexes NFI, RFI, IFI, TLE, and CFI are 0.932, 0.904, 0.979, 0.970, and 0.979 are greater than the minimum requirment of 0.9, indicating good fit of model to the data.

Table 7: Showing Parsimony-Adjusted Goodness of Fit Measures

Model	PRATIO	PNFI	PCFI
Default model	.711	.663	.696

All the parsimony Goodness of Fit Indexes need to have a value that are greater than 0.5, as can be seen in the above table- 14, The values of PRATIO, PNFI, and PCFI are 0.711, 0.663 and 0.696 respectively indicating good fit of model to the data.

Table 8: Showing RMSEA - Badness of Fit

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.043	.000	.071	.621

Badness of Fit Index RMSEA need to be smaller than 0.05 for the model that fits the data adequately. As can be seen from the above table- 15, the value of RMSEA is 0.043 indicating good fit of model to the data.

Table 9: Showing HOELTER - Goodness of fit

Model	HOELTER .05	HOELTER .01
Default model	222	257

Hoelter test indicates the maximum sample size for the model for which the model would remain good fit. As it can be seen at 5% level of significance the sample size limit it 222 and at 1% level of significance it is 257. The sample size for the current study was 217.
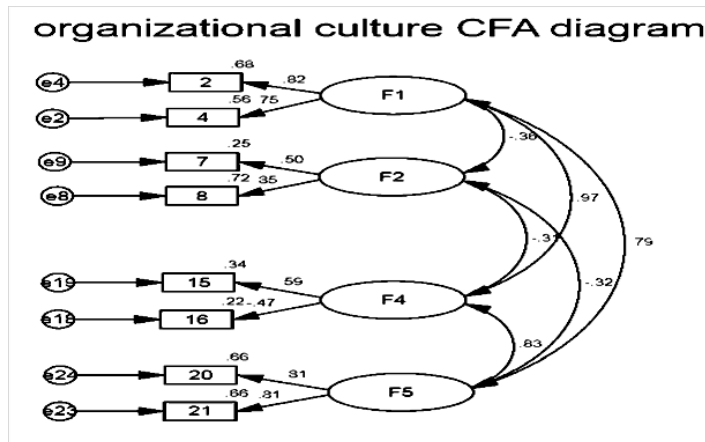

Figure 2: Confirmatory Factor Analysis

Table 10: Showing χ^2 Goodness of fit

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	22	22.892	14	.062	1.635

Model Fit: The most commonly used model fit statistics is the Chi Square (χ^2) test for association. Because we are dealing with a measure of misfit, the p-value for χ^2 should be more than .05 to decide that the theoretical model fits the data. The χ^2 value for organisational culture is 22.892 significant at .062 indicating very good fit of the data in the model. CMIN/DF value of 1.635 also indicated goodness of fit for the default model.

Table 11: Showing RMR, GFI, and AGFI Goodness of fit

Model	RMR	GFI	AGFI	PGFI
Default model	.033	.975	.935	.379

There are three other groups of measures of goodness of fit for CFA model and it is imperative to include at least one measure from each group. It can be seen from the above table- 6 both the values of Goodness of Fit Index (GFI) and Adjusted Goodness of Fit Index (AGFI) are .975 and .935 respectivly are higher than the desired minimum level for high fit. RMR indicates badness of fit and should be below 0.08, in the organisational culture model, RMR value is 0.033 again indicating good fit.

Table 12: Showing Comparative Goodness of Fit Index

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.957	.913	.983	.964	.982

All the comperative fit index should also be more than 0.9. The table above indicates that all the comperative fit indexes NFI, RFI, IFI, TLE, and CFI are 0.957, 0.913, 0.983, 0.964, and 0.982 are greater than the minimum requirment of 0.9, indicating good fit of model to the data.

Table 13: Showing Parsimony-Adjusted Goodness of Fit Measures

Model	PRATIO	PNFI	PCFI
Default model	.557	.513	.526

All the parsimony Goodness of Fit Indexes need to have a value that are greater than 0.5, as can be seen in the above table- 8, The values of PRATIO, PNFI and PCFI are 0.557, 0.513 and 0. 526 respectively indicating good fit of model to the data.

Table 14: Showing RMSEA - Badness of Fit

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.045	.000	.093	.389

The Badness of Fit Index RMSEA need to be smaller than 0.05 for the model that fits the data adequately. As can be seen from the above table- 9, the value of RMSEA is 0.045 indicating good fit of model to the data.

Table 15: Showing HOELTER - Goodness of fit

Model	HOELTER .05	HOELTER .01
Default model	224	275

Hoelter test indicates the maximum sample size for the model for which the model would remain good fit. As it can be seen at 5% level of significance the sample size limit it 224 and at 1% level of significance it is 275. The sample size for the current study was 217.

Multiple Regression Analysis

H_0 - There is no cause and effect relationship between organizational culture and employees' performance.

The Multiple linear regression analysis was applied to establish cause and effect relationship between organizational culture and employees' performance. In this research organizational culture is represented by various dimension; Power Distance, Uncertainty Avoidance, Collectivism, Masculinity, and Gender Bias taken as independent variables and Employee's Performance was treated as dependent variable.

Table 16: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.626[a]	.391	.375	4.62248	1.843

a. Predictors:(Constant), powerdistance,uncertaintyavoidance,collectivism,masculinity,genderbias

b. Dependent Variable: employeeperformance

From the above model summary table the Adjusted R^2 square value 0.375 indicating that all the independent variables having 37.5% variance on the dependent variable employees' performance.

Table 17: Anova[b]

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	2501.109	5	500.222	23.411	.000[a]
Residual	3888.849	182	21.367		
Total	6389.957	187			

a. Predictors: (Constant), power distance,uncertainty avoidance, collectivism, masculinity, genderbia

b. Dependent Variable: employee performance

The goodness fit for the model was tested using ANOVA and the F value was found to be 23.411 which is significant at 0.000% level of significance, indicating that the model is highly fit.

Table 18: Coefficients[a]

Model	Unstandardized coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	42.683	4.295	-.017	9.938	.000
Powerdistance	-.023	.106	.380	-.215	.830
Uncertavoid	.928	.155	.013	5.987	.000
Collectivism	.038	.174	.373	.218	.828
Masculinity	.977	.172	-.128	5.676	.000
Genderbias	-.147	.092		-1.590	.114

a. Dependent Variable: employee performance

The contribution of individual independent variable was evaluated through computation of β value for the first independent variable, Powerdistance -.017 with the T- statistics -.215 which was significant at .830, indicating that Powerdistance does not contribute significantly to the employees performance. β value for the second independent variable, Uncertainty avoidance .380 with the T- statistics 5.987 which was significant at .000, indicating that Uncertainty avoidance contributes significantly to the employees performance. β value for the third independent variable, Collectivism .013 with the T- statistics .218 which was significant at .828, indicating that Collectivism does not contribute significantly to the employees performance. β value for the fourth independent variable, Masculinity .373 with the T- statistics 5.676 which was significant at .000, indicating that Masculinity contributes significantly to the employees performance. β value for the third independent variable, Gender bias -.128 with the T- statistics -1.590 which was significant at .114, indicating that Gender bias does not contribute significantly to the employees performance.

CONCLUSION

The present study was carried out on the faculty members working in various educational institutions including Scools and Colleges to find out the relationship between organizational culture and employees' performance and the results has reaveled that a significant cause and effect relationship between organizational culture and employees' performance. This study has some limitations also and these limitations werer elated to sample size of 217 respondentents only and the study was carried out in Gwalior region only.

REFERENCES

1. Uddin, M. J., Luva, R. H., & Hossain, S. M. M. (2012). Impact of organizational culture on employee performance and productivity: a case study of telecommunication sector in Bangladesh. *International Journal of Business and Management*, *8*(2), 63.

2. Awadh, A. M., & Alyahya, M. S. (2013). Impact of organizational culture on employee performance. *International Review of Management and Business Research*, *2*(1), 168.

3. Singh, D. Y., & Dhariyal, D. (2015). Impact of Organizational Culture on Employee Performance. *International Journal of Organizational Behavior & Management Perspectives*, *3*(4), 1367-1373.

4. Ojo, O. (2009). Impact assessment of corporate culture on employee job performance. *Business Intelligence Journal*, *2*(2), 388-397.

5. Yesil, S., & Kaya, A. (2013). The effect of organizational culture on firm financial performance: Evidence from a developing country. *Procedia-Social and Behavioral Sciences*, *81*, 428-437.

6. Pettigrew, A. M. (1979). On studying organizational cultures. *Administrative science quarterly*, *24*(4), 570-581.

7. Tichy, N. M. (1982). Managing change strategically: The technical, political, and cultural keys. *Organizational dynamics*, *11*(2), 59-80.

8.   Ryan, J. J. (2002). Work values and organizational citizenship behaviors: Values that work for employees and organizations. *Journal of business and psychology*, *17*(1), 123-132.

9.   Brown, J. S., & Duguid, P. (2001). Knowledge and organization: A social-practice perspective. *Organization science*, *12*(2), 198-213.

10. Deal, T. E., & Kennedy, A. A. (1982). Corporate cultures: The rites and rituals of organizational life. *Reading/T. Deal, A. Kennedy.–Mass: Addison-Wesley*, *2*, 98-103.

11. Heskett, J. L., & Kotter, J. P. (1992). Corporate culture and performance. *Business Review. Vol*, *2*, 83-93.

12. Alvesson, M., & Karreman, D. (2000). Varieties of discourse: On the study of organizations through discourse analysis. *Human relations*, *53*(9), 1125-1149.

13. Ashkanasy, N. M., Wilderom, C. P., & Peterson, M. F. (2000). *Handbook of organizational culture and climate*. Sage.

14. Martin, J., Frost, P. J., & O'Neill, O. A. (2006). Organizational culture: Beyond struggles for intellectual dominance. *The handbook of organization studies*, 725-753.

15. Cooke, R. A., & Szumal, J. L. (1993). Measuring normative beliefs and shared behavioral expectations in organizations: The reliability and validity of the Organizational Culture Inventory. *Psychological reports*, *72*(3_suppl), 1299-1330.

16. Huey Yiing, L., & Zaman Bin Ahmad, K. (2009). The moderating effects of organizational culture on the relationships between leadership behavior and organizational commitment and between organizational commitment and job satisfaction and performance. *Leadership & Organization Development Journal*, *30*(1), 53-86.

17. Schein, E. H. (1990). *Organizational culture* (Vol. 45, No. 2, p. 109). American Psychological Association.

18. Hofstede, G. (1980). Culture and organizations. *International Studies of Management & Organization*, *10*(4), 15-41.

19. House, R. J., & Mansor, N. (1999). *Cultural Influences on Leadership and Organizations: Project Globe* (Vol. 1). Advances in Global Leadership.

20. Chiaburu, D. S., & Harrison, D. A. (2008). Do peers make the place? Conceptual synthesis and meta-analysis of coworker effects on perceptions, attitudes, OCBs, and performance.

21. Dunn, P. (2012). The role of gender and human capital on the appointment of new corporate directors to boardroom committees: Canadian evidence. *International Business Research*, *5*(5), 16.

22. Terjesen, S., Sealy, R., & Singh, V. (2009). Women directors on corporate boards: A review and research agenda. *Corporate governance: an international review*, *17*(3), 320-337.

23. Nelson, T., & Levesque, L. L. (2007). The status of women in corporate governance in high-growth, high-potential firms. *Entrepreneurship Theory and Practice*, *31*(2), 209-232.

24. Douglas, P. C., Davidson, R. A., & Schwartz, B. N. (2001). The effect of organizational culture and ethical orientation on accountants' ethical judgments. *Journal of Business Ethics*, *34*(2), 101-121.

25. Smith, P. B., Dugan, S., & Trompenaars, F. (1996). National culture and the values of organizational employees: A dimensional analysis across 43 nations. *Journal of cross-cultural psychology*, *27*(2), 231-264.