

Impact of Organizational Culture on Organizational Performance: Evidence from Education Sector

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Abstract

This research study was an attempt to find the relation between the organizational culture and its impact on organizational performance. Study explored various components of independent variable that also have impact on organizational performance. Sample for this research study was taken from private sector universities located at various geographic locations of Lahore, Pakistan.

Key Words: Organizational Culture, Loyalty, Values and Beliefs (VB), Mission, Innovation and adaptability (IA), Involvement, Organizational Performance.

BACK GROUND OF EDUCATION SECTOR

An education sector is one of the rapid growing and highly profitable sector in Pakistan. Culture is viewed in terms of a system which everyone in the organization is supposed to follow so the culture of an educational sector depicts the personality of that institute. The composition of culture includes beliefs, principles and customs of organization members. Although culture plays an important role in many aspects of the educational sector such as growth, productivity; enhance individual performance, profitability which ultimately leads to success of the educational institute. But on the other hand it is a gem for any organization one must work on polishing it rather than wasting it. Culture consists of many key elements which leads the organization to success. Culture is not only the behavior, norms and values possess by employees within the organization but basically it is a concept which creates loyalty and thirst for excellence within the employee's behavior. How much an individual involve in the organization culture is the one way the major source to attain competitive advantage.

Organization is a place where people work together to achieve a specific goal. Educational institutions in Pakistan collaborate with other educational institutes abroad to bring innovation and introduce new ways of education in Pakistan. They interact with other people and bring innovative ways of working for achieving the organizational goals and how quickly an individual involves in the culture and reacts according to innovation is a positive sign for any organization (Denison and Mishra, 1995). When an organization is formed, owners of that organization set values and beliefs that are part of culture and employees are highly influence by their culture when any change is occurring then employee's behavior also changes. So, when certain reforms take place in education sectors, the employees working in educational institutions also need to change their style of teaching and providing education. Almost every organization possesses its own unique culture but adaptability of the culture according to situation is not an easy task. It is difficult for almost every organization to alter their culture because employees are used to such an environment where they develop themselves to perform at their optimum level and any change in the culture will not readily be accepted by the employees. Same is the case with education sector that it is difficult to change the previously prevailing culture for management. It will also be difficult for teachers and students to accept that change easily. Now organization have to think before alter the culture, it is not always necessary that any change will be accepted by the employees, therefore, culture should be altered in such a way that almost everyone within the organization fit themselves in this change and perform their best to achieve effectiveness and success. Such a cultural change should be introduced in the educational institutions that can be adapted easily and can lead that educational institution towards increased performance.

Acceptance of organization culture is not a big deal for the employees however, the adaptive and innovative culture is difficult to attain. Adaptive culture is one element of the culture which leads to effectiveness (Denison and Mishra, 1995). Cultural values also play an important role within the organization. Basically, cultural values are such

core values which are possessed by the employees to achieve organization growth and effectiveness. Empirical study shows that the organization effectiveness is attained by culture and adaptation. Adaptation of culture creates a sense of loyalty within the employees because if any employee adapts their organization culture, his/her performance at workplace is enhanced and in this way, the overall performance of organization will increase.

Involvement is also an important aspect of cultural change, which plays many key roles for the success the organization. Involvement in culture implies the extent to which the employees accept the organizational culture and how much they involve themselves within the organization and how deeply they penetrate themselves to achieve organizational goals.

Organization culture is a notion that tells how employees work and what are the norms that are to be followed by every individual. Culture is said to be a set of strong beliefs that when these beliefs are accepted and adopted, it leads to organization goal achievement. When culture is strongly followed by most of employees, it may increase the effectiveness of people and the organization itself. The actual working of culture in organization can be visible through day to day organization process and characteristics, behaviors of employees (Byles, Aupperle, and Arogyaswamy, 1991). Byles et al. (1991) said that culture is seen as an important component that affects the management behavior and decision making process till its implementation. Culture and performance often go hand in hand and most of the time, this relation show positive results. Culture influences organizations performance and growth (Wang and Abdul-Rahman, 2010).The level at which culture is followed by employees shows exhibits strong the culture is in terms of adaptability. A strong culture often last longer as it is followed by the top management to the lower level management but a weak culture is not well communicated or delivered to the management and it is mostly followed by the top management mostly. Culture is a 'glue' that binds the employees with its organization (Ojo, 2009). He also asserted that culture forms uniformity among employees as it is followed by most of employees. Employees are surrounded by culture; it gives meaning to the organizational world.

LITERATURE REVIEW

Tripathi et al. (2000) noted that a survey of pertinent literature exposed many of the unviewed questions, few of them appear as a foundation for the current study, and the revision of those unexamined questions would tentatively add to the research on hand. The organizational culture along with organizational performance is of importance in the organizational studies; but the problem faced by researchers has slowed down the process of research (Denison and Mishra, 1995).

The variables under consideration in this particular research were identified as independent and dependent variables. The independent variable is strong organizational culture (Heck and Marcoulides, 1993). The dependent variable is organizational performance (Saffold, 1988). The IV has 6 sub dimensions that are

involvement (Fey and Denison, 2003; Denison and Mishra, 1995), innovation and adaptability (Chih, Huang, and Yang, 2011; Fey and Denison, 2003; Denison and Mishra, 1995), Loyalty (Tripathi et al. (2000); Sheridan, 1992), Mission (Fey and Denison, 2003; Denison and Mishra, 1995) and values and beliefs (Oparanma, 2010; Heck and Marcoulides, 1993).

ORGANIZATIONAL CULTURE

Culture may also be discussed from the economic viewpoint; this means one can manipulate the competence and success of the organization (Denison and Mishra, 1995). Chih et al. (2011) declared that culture could be the back bone of the organization and that it highly influences the corporate world Saffold (1988) said that it is commonly assumed that culture of an organization leads to improved performance only when the culture is powerful and that it has distinguishing characteristics. The mixture of experiential and theoretical studies will lead to relative study of strong culture thus; raise the organizational performance (Denison and Mishra, 1995). Chih et al. (2011) claimed that culture could be the group of ideas and assumptions about organizations operations. Strong organizational culture shapes lifespan of employees in such a way that they can mold themselves in accordance with the culture. As a result, the organizational performance will be enhanced (Saffold, 1988). In accordance with Tripathi et al. (2000), organizational culture may be understood in several ways however, not many researchers try and authenticate this concept empirically. Culture either strong or weak have a strong impact on organizations overall performance, however, in strong culture, personnel are working to own organizational goal whereas in weak culture, employees are being employed by their individual goals (Saffold, 1988).

Culture as manipulative variable can improve organization effectiveness (Wang and Abdul-Rahman, 2010). Saffold (1988) explains organizational culture are harmonized, established, concentrated and extensively shared. Organization culture is approximately behavior of employee and managers in an organization means the way they interact think and operate in a business (Heck and Marcoulides, 1993). Organization culture is among the means of working along with their problem solving linked to strategic decision (Oparanma, 2010). If their effort towards organizational culture is poor and improper then it is hard for organization for proper implementation and evaluation of outcomes (Heck and Marcoulides, 1993). Culture determines the way in which corporations and individual work (Wang and Abdul-Rahman, 2010). Strong culture with participative principles produces ROI two times as opposed to organizations that lack participative principles (Saffold, 1988).

Strong culture has been addressed as having a direct relationship with increased organizational performance (Saffold, 1988). In a strong culture employees are more committed and hence organizational performance increased (Denison and Mishra, 1995). Heck and Marcoulides (1993) and Oparanma (2010) claims that organization culture has an important role in efficiency and effectiveness of an organization and also increases the growth level. Every organization has its own values, belief and these are

differentiate from one another and it influence organizational performance whether it success or not in future (Oparanma, 2010). In favorable culture employees are deeply concern about the performance of an organization (Denison and Mishra, 1995). Many researchers believe that creating a positive environment and well-defined task structure in an organization increases the performance output of an organization (Heck and Marcoulides, 1993). Strong culture creates a difference across much other organization and their performance. (Denison and Mishra, 1995) Environment of an organization, practices and performance of employees all affect the organizational performance (Oparanma, 2010). The effect of culture on the performance of the organization is mostly viewed in terms of financial benefits (Denison and Mishra, 1995). By making strong culture organization can achieve their targeted goals (Oparanma, 2010). Strong culture can also help the management to create an environment where every employee work according to their desire (Emmanuel and Lloyd, 2000).

Innovation & Adaptability

Innovative organizations have collective customs that support accomplishment, contribution in decision making, collaboration, societal support, positive interpersonal associations (Xenikou and Simosi, 2006). Strong innovative culture creates a competitive edge for the organizations (Al-Swidi and Mahmood, 2011). Chih et al. (2011) further claimed that firms with innovation in culture have more ratio of sustaining competitive advantage. Innovation is readily accepted in the firms where strong culture exists (Oparanma, 2010). Chih et al. (2011) The goal of the culture is to increase the performance of the organization with the help of culture innovation. The culture needs to be designed in such a way that it is flexible to any kind of improvement (Ojo, 2009). Performance level can be increased by making change or creating innovation in existing culture (Oparanma, 2010). Chih et al. (2011) said that firms sometimes combine innovation with culture to improve customer relation and organizational performance. Denison and Mishra (1995) said that adaptability is directly related to the performance of any organization. Adaptability is the response of employee toward any change in organization culture and it may be riskier for an organization (Fey and Denison, 2003). The empirical studies about culture and adaptability show that they are closely related to each other (Denison and Mishra, 1995). Byles et al. (1991) said that culture is coupled between two variables efficacy and adaptability. Tripathi et al. (2000) said that adaptability of the culture is one of the major sources to attain effectiveness. Employees need to understand organization culture and be adaptive to it (Ojo, 2009).

Mission

All organizations must have a clear goal and well defined mission and they can link it to organizational culture (Fey and Denison, 2003). Denison and Mishra (1995) said that mission is related to the culture and effectiveness and organization experiences crisis when they change their basic mission. When there is a change in mission, then it also causes a change in culture (Fey and Denison, 2003). Strong organizational culture along with effectiveness is based on mission (Denison and Mishra, 1995). Organization

mission is responsible for the adaptation of innovative culture (March and Sutton, 1997). Tripathi et al. (2000) mission is positively related with the effectiveness on a long term basis.

Involvement

Involvement means the participation of employees in their culture so that they adapt their culture and work to increase the performance of the organization (Fey and Denison, 2003). Involvement and contribution from the employees forecast that the existing and expected performance of the organization (Denison and Mishra, 1995). Every member of organization has a feel that they are like a team and both management and employee feel that they are important for their organization (Fey and Denison, 2003). If the employees of the company are highly involved in their work then it will lead to high performance of the organization but if their involvement is low then it will ultimately decrease the performance of the organization (Denison and Mishra, 1995). Their decision and contribution to their work link with the goals of organizations (Fey and Denison, 2003). The involvement in organizational culture will affect the organizational performance in terms of growth (Denison and Mishra, 1995). Organizational culture and effectiveness is directly related to involvement (Xenikou and Simosi, 2006).

Loyalty

Tripathi et al. (2000) said that loyalty is one of the basic dimensions of strong organizational culture. Organizational culture that lay stress upon values such as cooperation, protection, and admiration for individuals promote loyalty and long term commitment to the organization (Sheridan, 1992). Tripathi et al. (2000) said that supporting the organization in its toughest time is known as loyalty. If the employees are loyal with their culture than the overall performance of the organization will be enhanced (Heck and Marcoulides, 1993).

Values and Beliefs

Oparanma (2010) and Heck and Marcoulides (1993) said that values and beliefs are included in organization culture. The organizational values and beliefs help the organization to retain its performance over time (Sheridan, 1992). If a nation has a culture of ignoring the rules, people has less interaction with each other and bribe is not a big crime then organizations of that nation are mostly adopted these kinds of cultural values (Fey and Denison, 2003).

All above sub components of culture cause better performance or effectiveness of an organization. A positive relation is present between all above dimensions and organizational performance (Denison and Mishra, 1995). If an organization has more involvement of employees and managers, consistency and coordination of values, better response towards change and clear directions then effectiveness of organization

increases (Fey and Denison, 2003). Profitability of organization is effect of consistency and mission and innovation is an effect of involvement and adaptability. (Fey and Denison, 2003)

ORGANIZATIONAL PERFORMANCE

The influential, persistent role culture plays in determining organizational life contributes to conjecture that cultural factors can be coupled with extraordinary levels of organizational performance (Saffold, 1988). Performance level of any organization is increased when that organization has well-managed, well-defined and strong culture (Heck and Marcoulides, 1993). Researchers are agreed that level of well managed and strong culture is related to level of performance of an organization (Emmanuel and Lloyd, 2000). The link between organizational culture and organizational performance is like cause-effect relationship meaning that organizational performance is affected by organizational culture (Heck and Marcoulides, 1993). Researchers have asserted that positive cultural characteristics enhance performance in proportion to the power of their demonstration (Saffold, 1988).

Past evidences show that if organizational managers allocate much of their time, resources and quality of their work toward organizational culture then they can earn higher level of productivity (Heck and Marcoulides, 1993). Organizational success or failure can be predicted by observing organizational culture because well-managed organizational culture causes the success of organization (Oparanma, 2010). Byles et al. (1991) said that only the performance of those organizations will increase which have a strong culture in their organizations.

There is a closer relationship exist between involvement and performance. Here involvement means how deeply an individual involves in the culture of the organization. As much as employees involve in their organization's culture the overall organizational performance will enhanced because when any employee involve in his organization's culture then he/she will keen to contributes such efforts which ultimately enhanced the growth and performance of the organization.

THEORETICAL FRAMEWORK

In our research topic the dependent variable is organizational performance while independent variable is strong organizational culture (Heck and Marcoulides, 1993). The independent variable has six sub components that are involvement (Fey and Denison, 2003; Denison and Mishra, 1995), innovation and adaptability (Chih et al. (2011); Fey and Denison, 2003; Denison and Mishra, 1995), Loyalty (Tripathi et al. (2000); Sheridan, 1992), Mission (Fey and Denison, 2003; Denison and Mishra, 1995) and values and beliefs (Oparanma, 2010; Heck and Marcoulides, 1993).

“Strong, powerful cultures have been hailed as keys to improve performance” (Saffold, 1988). The more the coordination in cultural values the more will be the productivity of the organization that will as a result increase the organization performance (Saffold, 1988). Tripathi et al. (2000) said that strong culture is linked with effectiveness of the organization which means that the working condition of the organization will increases

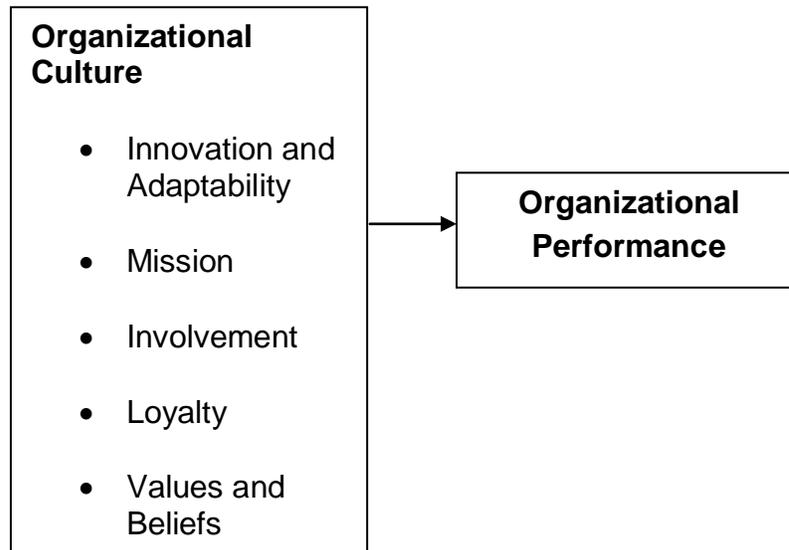
effectiveness which results in increased performance. They further said that strong culture leads to increased organizational performance which ultimately enhances organizational commitment and effectiveness. Chih et al. (2011) said that innovation plays a positive role and it increases overall organizational performance.

Hypothesis

- H1: If the organization possesses strong culture then organizational performance will be enhanced.
- H1a: Innovative culture and adaptability with external conditions is positively related to organizational performance.
- H1b: Sense of mission is a cultural trait that will enhance organizational performance.
- H1c: Involvement in a cultural trait will directly relate with the performance of the organization.
- H1d: If the employees are loyal with their organizational culture then organizational performance will enhance.
- H1e: values and beliefs of organizational culture have a positive relation with organizational performance.

RESEARCH MODEL

The research model of the study is as follows:



VARIABLES & MEASUREMENT

Organizational Performance: This dependent variable indicates the extent to which organizational performance is expected to depend on organizational culture. The cronbach's alpha value for nine items was less than 0.7. After performing factor analysis four items were removed. Five items measure this variable and is taken from performance appraisal questionnaire from samplequestionnaire.com. The cronbach's alpha for the five items for this variable is 0.706.

Organizational Culture: This independent variable indicates the extent to which people in the organization adapt their culture and follow it. Four items measure this variable and is taken from implementer.com. The cronbach's alpha for four items for this variable is 0.703.

Innovation and Adaptability: This component of independent variable measures how an individual within the organization adapts to innovations in the organizations. The cronbach's alpha value for six items was less than 0.7 then after factor analysis one item was removed. Five items measure this and is taken from queutionpro.com. The cronbach's alpha for five items for this component is 0.756.

Mission: This component of independent variable shows that organization mission is responsible for the adaptation of innovative culture. The cronbach's alpha value for five items was less than 0.7. After factor analysis two items were removed. Three items measure this and is taken from questionpro.com. The cronbach's alpha value for three items for this component is 0.802.

Involvement: This component of independent variable shows that how much individuals in the organizations are involved in their work. Five items measure this and is taken from questionpro.com. The cronbach's alpha value for five items is 0.744

Loyalty: This component of independent variable shows that how much individuals in the organizations are loyal towards their organization. Five items measure this and it is taken from implementor.com. The cronbach's alpha value for five items was less than 0.7. After factor analysis one item was removed. The cronbach's alpha value for four items of this component is 0.755.

Values & Beliefs: This component of independent variable shows that how many the values and beliefs of individuals in the organization are affecting their performance. Five items measure this and it is taken from questionpro.com. The cronbach's alpha value for five items was less than 0.7. After factor analysis one item was removed .The cronbach's alpha value for four items of this component is 0.895.

Table 1. Reliabilities

Sr. #	Scale Name	Cronbach's Alpha	Number of Items
1.	Organizational Performance	0.706	5
2.	Organizational Culture	0.703	4
3.	Innovation & Adaptability	0.756	5
4.	Mission	0.802	3
5.	Involvement	0.744	5
6.	Loyalty	0.755	4
7.	Value & Belief	0.894	4

DATA COLLECTION

Questionnaire is used as main data collection tool to measure the variables of interest. Target population is faculty of private universities. The total numbers of faculty members at private universities are 6180. Main focus of research is the professors and lecturers of private universities in Lahore. 280 questionnaires were sent through emails only 150 were returned with 53.57% response rate. All the questionnaires were filled properly and respondents identified the impact of culture on their organizational performances.

RESEARCH FINDINGS

Correlation Analysis

The Pearson correlation matrix was obtained for two variables. Organizational culture is independent variable and organizational performance is dependent variable. Organizational culture is divided into five sub components. The table above obtained showed insignificant correlation among all the variables except one variable.

We have testes our each hypothesis. The correlation matrix provided the answer to all seven hypotheses. The first hypotheses stated that if organizational possess strong culture then performance will be enhanced. The correlation of -0.015 with significance of .852 between the organizational culture and organizational performance shows that as one variable increase other will dramatically decrease. The significance level shows that only 18.8% chances of acceptance of the hypothesis.

The second hypothesis stated that innovation and adaptability is positively related with each other. The correlation of 0.013 with significance level of 0.870 is found between innovation and adaptability and organizational performance showing a very weak relationship among two variables and so this hypothesis is rejected.

The third hypothesis indicated that Sense of mission is a cultural trait that will enhance organizational performance. The correlation of -0.169 indicate that they are negatively correlated and significance level lies in the accepted range i.e. 0.039 so our hypothesis is accepted.

The fourth hypothesis stated that Involvement in a cultural trait will directly relate with the performance of the organization. The correlation of 0.070 with significance level of 0.398 is found between involvement and organizational performance. The results clearly reject our hypothesis because significance level does not lie between the acceptance ranges.

The fifth hypothesis stated that if the employees are loyal with their organizational culture then organizational performance will enhance. The correlation of 0.001 with significance level of 0.990 is found between loyalty and performance. The results clearly reject our hypothesis because significance level shows that only 1% chance of acceptance.

The sixth hypothesis values and beliefs of organizational culture have a positive relation with organizational performance. The correlation of 0.041 with significance level of 0.614 is found between values and beliefs and performance. The results clearly reject our hypothesis because significance level shows that only 40% chance of acceptance.

Table 2. Correlation

	OP	OC	IA	M	I	L	VB
OP	1						
OC	-0.015	1					
IA	0.013	.679**	1				
M	-.169*	.546**	.652**	1			
I	0.07	.579**	.604**	.534**	1		
L	-0.001	.517**	.619**	.589**	.722**	1	
VB	0.041	.344**	.306**	.349**	.485**	.390**	1

P < 0.001***, P < 0.01**, P < 0.05*

Predictors: VB = Values & Beliefs, IA = Innovation and Adaptability, L = loyalty, OC = Organizational Culture, M = Mission, I = Involvement, OP = Organizational Performance

Regression Analysis

R-square value is coefficient of determination which shows proportion of variation in dependent variable explained by the proportion of variation in the independent variable. In the table below R-square value is very low only 7.6% which clearly tells that variation

in the dependent variable is not explain up to the desired level. The dependent variable is impacted by many independent variables so our regression analysis cannot be expected to capture the impact of all so we adjusted our r-square to reduce this impact but the value of adjusted r-square is very low 3.7% which shows the insignificance. Standard errors show that our values is deviated 72.3% from the regression line that's why our independent variables are not lie between the significant range.

Table 3. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.276 ^a	.076	.037	.72249

a. Predictors: VB = Values & Beliefs, IA = Innovation and Adaptability, L = loyalty, OC = Organizational Culture, M = Mission, I = Involvement

Table 4. ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.150	6	1.025	1.964	.075 ^a
	Residual	74.645	143	.522		
	Total	80.796	149			

a. Predictors: VB = Values & Beliefs, IA = Innovation and Adaptability, L = loyalty, OC = Organizational Culture, M = Mission, I = Involvement

b. Dependent Variable: OP = Organizational Performance

Analysis of variance shows the power of entire regression. Results of our independent variables deviate from the original that's why the significance independent variable is not lie between the acceptance ranges. Residual value shows that 74.655% of variation is not explained from the total variation. F-statistics value is 1.964 which is greater than 0.05 so our hypothesis reject.

Table 5. Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
OC	-.042	.115	-.042	-.361	.719
IA	.181	.145	.162	1.247	.214
M	-.322	.104	-.351	-3.098	.002
I	.180	.139	.169	1.296	.197
L	-.016	.131	-.015	-.120	.905
VB	.047	.083	.053	.570	.569

- a. Predictors: VB = Values & Beliefs, IA = Innovation and Adaptability, L = loyalty, OC = Organizational Culture, M = Mission, I = Involvement
 b. Dependent Variable: OP = Organizational Performance

Discussion

Our study rejected hypothesis 1 that stated there is significant relationship between organizational culture and organizational performance. Hypothesis of sub- component of independent variable (organizational culture) are all rejected except one that is mission. Hypothesis (H1b) is accepted because there is significance between mission and organizational performance.

Future Research

- This research is based on education sector, furthermore these results can be used for corporate sector.
- In future research, the number of variables can be change for better results.
- In future research, moderating variables can be introduced to study the impact on variables.
- Some mediating variables can be added in future for further studies to have better results.

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