

Analytical Study on Organizational Culture and Behavior at Workplace

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ABSTRACT

A culture that is founded on a firmly held and widely shared set of beliefs that are backed by strategy and structure is essential to the success of any organisation. There are three outcomes that occur when an organisation possesses a robust culture: Employees are aware of how top management expects them to react to any given circumstance, employees are convinced that the appropriate reaction is the one that is expected of them, and employees are aware that they will be rewarded for proving that they uphold the organization's core principles.

Keywords: Organizations Culture, Employer and Employee Behavior.

INTRODUCTION

The process of organisational development involves a number of components that, when taken together, boost the process's potential to be sustained. The improvement in productivity leads to increased employee dedication, which in turn contributes to the overall improvement of the culture of an organisation through the establishment of norms, values, and objectives. The organisational structure was founded on the efficient construction of culture, which helps to maintain a robust learning environment. The formation of a robust culture inside an organisation leads to improvements in the performance of its staff members. The performance of the employees is believed to be the backbone of the organisation because it directly contributes to the organization's effective growth. According to Brooks (2006), the knowledge and awareness of a culture that contributes to improvements in the behaviour of an organisation are necessary for retaining loyal employees. Administrative Science quarterly (Pettigrew, 1979) was the publication that made the discovery of organisation culture for the first time. The management's ability to identify what employees value and what rules they adhere to is one factor that contributes to improved employee performance. A focus on quality contributes to the enhanced personal and professional growth of individuals and organisations.

BACKGROUND

The culture of an organisation dictates the appropriate manner to conduct oneself while working for that organisation. The leaders of the organisation construct a set of common views and values, which are then conveyed to employees and reinforced in a variety of ways. As a result, employees' perceptions, behaviours, and overall comprehension are shaped by this culture. The context for everything that an enterprise does is determined by the organisational culture. There is no one-size-fits-all culture model that can accommodate the requirements of all businesses. This is due to the fact that businesses operate in a wide variety of contexts and environments.

Strong cultures are one of the characteristics that are shared by the most successful businesses. At the very top, there is complete unanimity regarding the cultural priorities that should be prioritised, and the values that should be prioritised place less emphasis on individuals and more on the organisation and the goals it seeks to achieve. Leaders of prosperous businesses embody their organisations' cultures in their day-to-day actions and make extra efforts to convey those cultures' identities not only to existing staff but also to individuals interested in joining the company. They have a crystal clear understanding of their core principles as well as the role those values play in defining their organisations and dictating how those organisations are managed. See What exactly does it mean for an organisation to be values-driven?

On the other hand, a culture that is ineffective can drag both the organisation and its leadership to their knees. The improper culture can have a detrimental impact on a company's bottom line in a variety of ways, including disengaged staff, high turnover rates, poor relations with customers, and fewer profitability. Toxic culture is the top reason people leave their jobs.

Culture clashes are almost inevitable in business combinations like mergers and acquisitions. After a merger, even organisational cultures that have functioned effectively in the past may deteriorate into dysfunctional cultures. According to the findings of certain studies, the failure of two out of every three mergers can be attributed to cultural differences. By fusing and redefining the cultures as well as reconciling the disparities that exist between them, a shared foundation for the future can be established. The rapid rate of mergers and acquisitions in recent years has altered the method in which corporations now combine their operations. In recent years, cultural integration has taken a back seat to the achievement of certain corporate goals in the context of mergers and acquisitions. Some industry professionals are of the opinion that a powerful corporate culture will emerge on its own during the merger process provided that the appropriate business plan and agenda are in place. Please refer to the articles titled "Managing Organisational Change" and "Managing Human Resources in Mergers and Acquisitions" for more information.

CASE STUDY (BUSINESS)

If the culture of an organisation is going to boost the overall performance of the organisation, the culture needs to create a strategic competitive advantage, and the organization's principles and values need to be broadly shared and firmly upheld. There are a number of advantages that can accrue from having a robust culture, including increased trust and cooperation, fewer conflicts, and more effective decision-making. A strong sense of connection with the organisation and a common understanding among employees about what should be prioritised are all benefits that may be derived from a culture. Culture can also serve as an informal control mechanism. Employees whose companies have cultures that are clearly defined can also excuse the behaviours they engage in while at work because those behaviours are consistent with the culture of the company. See how toxic workplace cultures hurt both employees and the bottom line of companies.

Leaders of businesses play a crucial part in establishing and maintaining the culture of their respective organisations. It is common for executives to fail in their jobs or depart because they are not a good match for the culture of an organisation if they, themselves, do not fit into the culture of the organisation. As a consequence of this, companies must ensure that the persons they hire for positions in the C-suite has not only the necessary talents but also the capacity to integrate successfully into the culture of the organisation.

WHAT EXACTLY IS THE CULTURE OF THE ORGANISATION?

An employer needs to begin by having a comprehensive awareness of both the overarching concept of culture and the particular culture that exists inside their own organisation. At the most fundamental level, the culture of an organisation is founded on the values that are generated from the fundamental assumptions that are held regarding the following:

The human condition: Are individuals, by nature, good or evil? Are they malleable or unchangeable? Are they proactive or reactive? These fundamental assumptions give rise to attitudes regarding the appropriate ways for employees, customers, and suppliers to interact with one another, as well as with management.

Feelings that are appropriate: What kinds of feelings should people be encouraged to express, and which kinds of feelings should they be encouraged to repress?

Effectiveness: Which measures indicate whether or not the organisation as a whole as well as its particular parts are doing successfully? Only when the organization's culture is backed by a suitable business plan and a structure that is appropriate for both the organization's business and the culture that is sought will the organisation be successful.

Culture is a vague word, and it is frequently a part of an organisation that is not clearly defined. There is a significant body of scholarly work devoted to the subject of organisational culture; despite this, there is no one definition of culture that is universally recognised. In its place, the body of research presents a diverse range of perspectives on the nature of organisational culture.

A range of leadership behaviours, communication styles, internally dispersed messaging, and corporate festivities can all be examples of the various ways in which an organization's culture can be seen to show itself. It should not come as a surprise that words for characterising specific cultures are quite diverse given that culture is comprised of so many different parts. Cultures can be described using a variety of characteristics, including aggressive, customer-focused, innovative, fun, ethical, research-driven, technology-driven, process-oriented, hierarchical, family-friendly, and risk-

taking. Some of these terms are more frequent than others. Check out these six suggestions for making your company more empathic.

Because culture can be so difficult to pin down, it can be challenging for businesses to ensure that their statements regarding culture are consistent with one another. It may also be challenging for employees to recognise and speak about what they consider to be cultural inconsistencies in their workplace. See also: Determining Organisational Culture and Conversation Starters Regarding Culture.

FACTORS IMPACTING THE CULTURE OF AN ORGANISATION

Leaders of organisations frequently discuss the unique aspects of their corporate cultures, as they consider their spheres to be exceptional environments in which to find employment. However, companies like Disney and Nordstrom that are well recognised for their one-of-a-kind cultures are very uncommon.

The cultures of the majority of companies are not all that dissimilar to one another. Even though they operate in vastly different fields, such as manufacturing and health care, most companies have a set of key cultural values in common with one another. For instance, the majority of businesses operating in the private sector have the goal of expanding their operations and boosting their income. The majority of people make an effort to be considerate of one another and to work together effectively. Because of the intense competition for customers' dollars and a larger piece of the market, the vast majority of them are not at all calm. The following are examples of some of the cultural features that set most organisations apart from one another.

VALUES

Values that are held in common by members of an organisation are the driving force behind its culture. None of these are inherently good or bad; however, organisations need to determine which of these principles they will prioritise. These shared ideals include the following:

- Focus on the desired results. Putting an emphasis on one's accomplishments and successes.
- Orientation towards people. putting an emphasis on equality, tolerance, and respect for the person in all interactions.
- The emphasis on the team. Putting an emphasis on, and receiving rewards for, collaboration.
- Care and attention to every aspect. Putting an emphasis on accuracy and using an analytical mindset while handling circumstances and challenges.
- Stability. ensuring safety and following a path that can be anticipated with accuracy.
- Innovation. promoting exploration as well as taking calculated risks.
- Aggressiveness. Inspiring a strongly competitive attitude in the participants.

A CERTAIN LEVEL OF HIERARCHY

The extent to which an organisation values conventional lines of authority is proportional to the degree to which it is hierarchical. There are three distinct levels of hierarchy: "high," which has a clearly defined organisational structure and an expectation that people will work through official channels; "moderate," which has a clearly defined structure but an acceptance that people often work outside formal channels; and "low," which has loosely defined job descriptions and an acceptance that people will question authority.

In general, an organisation with a high level of hierarchy is more stuffy and moves at a more glacial pace than one with a low level of structure.

THE LEVEL OF IMMEDIACY

The degree of urgency indicates how rapidly the organisation needs to make decisions and innovate or how quickly it wants to make decisions. While some businesses decide on the level of urgency that they will operate at, others find that

the market determines it for them.

A culture that places a high priority on time constraints feels an increased pressure to complete tasks in a timely manner and to adapt rapidly to shifting market conditions. Keeping tasks at a decent pace requires only a moderate amount of urgency. People tend to work slowly and steadily when there is not much of a sense of urgency because they prioritise quality over speed. An organisation that places a high priority on urgent matters is likely to have a rapid pace and encourages decisive management. An organisation that places a low priority on things is more likely to be methodical and to encourage a management style that gives more weight to consideration.

ORGANISATION BASED ON TASK ORIENTATION

Typically, there is one predominant method that is used by organisations to value people and tasks. When making choices, a company that has a strong people orientation will typically prioritise the needs of its employees and will hold the belief that its employees are the primary source of the company's performance and productivity. When making decisions, an organisation that has a strong task orientation would typically prioritise the completion of tasks and processes, and it will also hold the belief that effectiveness and quality are the primary drivers of organisation performance and productivity.

Within certain organisations, the orientations of their personnel and their work may be up for grabs. However, some might need to adjust their orientation in accordance with the characteristics of their sector, the problems that have been faced historically, or the procedures that are already in place.

ORIENTATION FOCUSED ON FUNCTIONS

Every organisation places a greater focus on some operational domains than others. Some examples of functional orientations are marketing, operations, research and development, engineering, and service. Other examples include engineering. An organisation that is well-known for its creative research and development may, for instance, have a functional orientation towards R&D at the very centre of its operations. Depending on the decisions it has made in the past and how the industry defines it, a hospitality firm may choose to emphasise either its operations or its service.

There is a possibility that workers in various functions within the company would have the misconception that their own functional areas are the ones that drive the organisation. The executives of an organisation need to have an understanding of what the majority of employees believe the company's functional orientation to be. Please see the *Building a Customer-Centric Culture: Five Lessons Learned* article for further information.

ORGANISATIONAL SUBCULTURES ORGANISATIONS

In addition to the dominant culture, a variety of different subcultures might exist within an organisation. There can be subcultures among groups or individuals within an organisation. These subcultures may have their own rituals and customs, which, despite not being shared with the rest of the organisation, can help to further develop and emphasise the basic principles of the organisation. Subcultures are also capable of causing significant difficulties.

For instance, the general culture that top leadership strives to instill can frequently be distinguished from the culture of individual regions. Perhaps the aggressiveness that is typical in one region does not fit well with a culture that places a high value on the development of teams. Or, if the national culture places a premium on hierarchy and expects individuals to defer to those in authority, it could be a challenge for an organisation whose culture is centred on equality. Employers are obligated to acknowledge these discrepancies and make direct efforts to rectify them.

Creating and Managing Organizational Culture

The leadership of an organisation, as well as the behaviours and beliefs that are seen to have contributed to prior achievements, are the primary factors that tend to shape culture through time. The cultural knowledge of organisational leaders and management can be utilised to facilitate the management of a company's culture. To successfully manage a culture, one must make concerted efforts to preserve those aspects of the culture that contribute to the efficiency of the organisation. See the article that addresses the six sources of cultural conflicts in the workplace.

HOW CULTURE EVOLVES?

The visual manifestation of an organization's culture includes its customs, traditions, rituals, behavioural norms, symbols, and overall manner of doing things. These are the things that one sees when entering into the organisation; they are what the culture looks like. In most cases, the current culture of an organisation may be attributed to aspects of the organization's history that have proven to be beneficial. Please refer to the article on How to Create a Culture of Civility.

Founders of an organisation often have a substantial influence on the early culture of the organisation. Over the course of time, norms of behaviour will form that are congruent with the organization's core principles. For instance, the resolution of problems can be hashed out in the open and with a lot of noise in some organisations, whilst in other places, disputes are decided hierarchically and in silence behind closed doors. This can be done to generate general consensus.

Even though culture develops on its own in the majority of companies, the establishment of a strong culture frequently begins with a procedure known as "values blueprinting," which entails having an open conversation with leaders from all parts of the company. After the culture has been established, an organisation may choose to create a values committee that has a direct connection to the leadership. This group ensures that the culture that is intended is kept alive and thriving. In order for organisations to successfully implement values blueprinting, the first step is to hire people who exemplify the values and possess the skills necessary to do the work.

KEEPING A CULTURE ALIVE AND WELL

The first step in the administration of organisational culture is to determine the characteristics of the organisational culture, often known as its "artefacts." The actions, procedures, and philosophies at the heart of an organization's day-to-day operations are referred to as its "artefacts," and they serve as a defining characteristic of that operation.

The process of managing culture can begin with the identification of these characteristics and an evaluation of the value of those characteristics in light of the current goals of the business. There are three overarching ideas that might be helpful in determining the characteristics that are unique to a culture:

Culture of society. This is a reference to the roles and responsibilities that each member of the group holds. The analysis of social stratification and the allocation of power within any given group constitutes this field of research.

The culture of things. Examining all that members of a group produce or accomplish, as well as the ways in which members collaborate and assist one another in the process of exchanging necessary commodities and services, is a necessary step in this process.

Culture based on ideologies. This is connected to the values, beliefs, and ideas held by a group; in other words, the things that individuals consider to be basic. It encompasses the emotional and intellectual principles that people follow in their day-to-day lives and interactions with one another.

The most effective way for the leaders and managers within an organisation to approach the task of managing culture is to begin by developing an awareness of the characteristics shared by all firms. Then, in order to effectively manage the culture of their organisation, they need take the following steps:

Locate shared artefacts or characteristics, particularly those that pertain to the social, material, and ideological cultures of an organisation.

Gather together teams of workers, including individuals who represent various levels, roles, and locations within the organisation, in order to evaluate the correctness, significance, and relevance of the important artefacts.

Put those characteristics through a thorough analysis of the underlying shared assumptions, values, and beliefs they all have in common.

To get additional insights, you should summarise the findings and then share them with everyone who participated.

Develop a strategy for the management of the culture. The strategy should improve characteristics that are beneficial to the growth of the corporation or the efficiency of the organisation, and it should rectify characteristics that may be detrimental to the advancement of the company.

In most cases, the founders and leaders of an organisation are the ones who are responsible for the establishment of shared assumptions and ideas. However, some assumptions and beliefs may be out of date and may impede future performance. Since those beliefs have already shown to be effective (otherwise the company would not exist, and the leaders would not be in their positions), they are rarely questioned. Check out The Relationship Between Culture and DE&I and 6 Steps for Building an Inclusive Workplace for more information.

GOALS OF THE RESEARCH

Primary Aim

- To conduct research into the organisational culture of JBM auto PVT LTD, Oragadam, as well as the behaviour of both employers and employees there.

Objects of Secondary Concern

- To conduct research into the degree of contentment felt by workers regarding their employer.
- To do research on the health and safety precautions that are taken by the company.
- Conduct research about the degree to which employers react sympathetically to the challenges that employees experience on the workplace.
- To make recommendations for the enhancement of future processes.

APPROACHES TO RESEARCH METHODOLOGY

The term "research methodology" refers to the specific procedures or methods that are utilised in order to locate, select, process, and evaluate material pertaining to a subject.

When writing a research paper, including a part on the methodology gives the reader the opportunity to critically analyse the overall validity and dependability of a study.

Plan for the Research

In this study, the researchers have chosen to utilise a descriptive research approach.

It requires several sorts of surveys and fact-finding inquiries to be carried out. The current condition of affairs is one of the most important foci of descriptive research since it focuses on explaining how things are.

ANALYSIS OF DATA AND INTERPRETATION OF RESULTS

Classification According to Gender

The respondents are categorised according to their gender, and the results may be found in table 1.

Table No: 1 Gender Wise Classification

S.NO	GENDER	NO OF RESPONDENTS	PERCENTAGE
1	Male	84	76
2	Female	26	24
	Total	110	100

Inference

From the above table it is highlighted that 76per cent of the respondents are male employees and 24per cent of the respondents are female employees.

Age Wise Classification

The respondents are classified based on their age is presented in table 2.

Table 2 Age of the Respondents

S.NO	AGE (YEARS)	NO OF RESPONDENTS	PERCENTAGE
1	Below 20	4	4
2	20-25	83	75
3	26-30	15	14
4	Above 30	8	7
	Total	110	100

Inference

The above table shows that 75per cent of the respondents are in the age group of 20-25years, 14per cent of the respondents are above 26-25 years, 7per cent of the respondents are above30, 4per cent of the respondents are in the group of below 20 years and 6per cent of the respondents are in the age group of 18-20years.

Qualification Wise Classification

The respondents are classified based on their qualification is presented in table 3

Table 3 Educational Qualification

S.NO	EDUCATIONAL QUALIFICATION	NO OF RESPONDENTS	PERCENTAGE
1	10 th	9	8
2	12 th	5	5
2	Diploma	41	37
3	UG	50	45
4	PG	5	5
	Total	110	100

Source: Primary data

Inference

From the above table it is classified that 45per cent of the respondents are completed UG, 37per cent of the respondent are completed diploma, 8 per cent of the respondents are completed 10th, 5per cent of the respondents are completed PG and 5per cent of the respondents have completed 12thlevel.

Employer and Employee Relationship

The respondents are classified based on their comfortable relationship with otheremployee is presented in below table.

Employer and Employee Relationship

S.NO	OPINION	NO OF RESPONDENTS	PERCENTAGE
1	STRONGLY AGREE	62	56
2	AGREE	34	31
3	NEUTRAL	13	12
4	DISAGREE	0	0
5	STRONGLY DISAGREE	1	1
	TOTAL	110	100

Source: Primary data

Inference

From the above table It should be mentioned that 56% of the respondents highly agree with, 31% of the respondents agree with, 12% of the respondents are neutral about, and 1% of the respondents lean towards strongly disagreeing with statements regarding employers and employees.

APPROACHES TO RESEARCH METHODOLOGY

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Plan for the Research

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Instruments to Aid in Analysis

- The straightforward approach of percentages
- Correlation • Chi-square

The Straightforward Method of Percents

The percentage technique is being tested and used to this project. The formula is presented in the following form: A percentage of respondents is equal to the number of respondents multiplied by 100.

The total number of people that responded

The Chi-Square Test

The purpose of the goodness-of-fit test used in chi-square analysis in statistics is to ensure that the distribution of observed data matches the distribution that is supposed to be theoretical. As a result, it is a measurement that studies the deviation between the actual frequencies and the expected frequencies.

The following is the formula for computing the chi-square statistic. Chi-squared can be written as $(O-E) // EE$.

Correlation

The relationship that exists between two or more variables is the subject of correlation analysis. It provides no information regarding the relationship between causes and effects. The concept of correlation can be described or categorised in a number of different ways.

The following are the three primary categories by which correlation can be categorised:

1. The Positive and Negative Aspects
2. the singular, the plural, and the partial

3. Non-linear and linear processes

The technique developed by Karl Pearson is commonly referred to as Pearson's coefficient of correlation. It is represented by the letter 'r' in most systems.

The results of the coefficient of correlation consistently fall within the range of plus one to minus one. If r is equal to one, this indicates that there is a perfect positive correlation between the variables. If r is equal to -1, this indicates that there is a complete inverse correlation between the variables. If r is equal to zero, it indicates that there is no link between the variables.

Suggestion

- Strive to achieve a better gender balance. There are only 25% of positions held by women in this company.
- Delay in the increment.
- There were few openings for promotions at the very highest level of the organisational hierarchy.
- The organisation needs to improve the career development programmes that are available to employees.
- Before making a choice that is delegated, the manager or supervisor is required to acknowledge the ideas of the subordinates.
- Because employees become dissatisfied after working in the same role for a number of years, organisations need to find ways to increase job rotation.
- The skills and capabilities of workers should not be underutilised in any way. It is important that it be used properly.

CONCLUSION

An organisation needs to comprehend the dominant culture and be conscious of its existence in order to maintain its competitive edge. It is important for the organisation to evaluate both their strengths and flaws. When it comes to keeping good personnel at an organisation, this is a very important factor to consider. The model that was established allows for the assessment of the many different dimensions of organisational culture, including organisation, orientation, internal environment, and external environment. These components were subjected to an in-depth analysis throughout the course of this study, and it was discovered that they had a favourable and statistically significant association with organization.

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