

APPLICATION OF DENISON'S MODEL IN CORPORATE CULTURE ANALYSIS: EVIDENCE FROM ELECTRONICS ENTERPRISES IN HANOI CITY

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Abstract

This study proposes utilizing the corporate culture model implemented by Denison to assess the corporate culture within the electronics enterprises in Hanoi. To effectively implement this model the authors suggests employing quantitative research technique, including exploratory factor analysis (EFA), and confirmatory factor analysis (CFA). The study conduct the survey with 300 employees in electronics enterprises in Hanoi. The study model's reliability, discriminant validity, convergent validity, and appropriateness are ensured precision. The results show the limitations and vulnerabilities regarding consistency, flexibility, and mission. Based on examining the horizontal and vertical lines within the Denison model, the analysis findings indicate that the company exhibits traits of introversion and flexibility.

Keywords: Denison Model, Corporate Culture, Electronics Enterprises, Hanoi.

1. INTRODUCTION

Culture has been present since the dawn of humanity, acting as a purpose and catalyst for social progress. Culture is becoming more deeply embedded in all facets of life, acting as the foundation for human innovation. In the present age of globalization, organizations consider culture to be a crucial element that influences the effectiveness and excellence of their operations (Schein, 2010). Denison (1990) defines *corporate culture* as the beliefs, values, attitudes, and actions shown by members of an organization. These variables enhance operational efficiency, foster advancement, and promote innovation and significant company achievements.

Corporate culture is crucial in contemporary commercial settings for achieving success and sustaining competitive advantage. Despite extensive research and application in various domains, a definitive model currently needs to be available for measuring and analyzing corporate culture. Denison's corporate culture model is notable for its thorough and methodical evaluation and enhancement of organizational culture. Studies on cultural challenges in corporate governance have been conducted extensively over an extended period. Macro and corporate-level managers need a solid theoretical foundation and effective practical tactics. Managers and staff in Vietnamese businesses need a more robust understanding of corporate culture. Thus, numerous obstacles arise during the establishment and evolution of corporate culture. That does not imply that corporations disregard cultural values or that corporate culture is absent or yet to be established within the enterprise.

This study examines the utilization of Denison's corporate culture model for assessing and evaluating company culture. This study offers a complete analysis of the efficiency of this model by applying it to various organizations and business sectors, which will help enhance knowledge and practical implementation of corporate culture.

2. LITERATURE REVIEW

2.1 Corporate culture concept

Business is an integral component of a broader societal culture. Hence, systems or standards comprising distinctive values, images, and styles are honored and conveyed between different businesses. The beliefs, concepts, and traditions that heavily influence the operations of businesses and regulate the emotions, thoughts, and behaviors of these systems are referred to as "corporate culture," "company culture," or "organizational culture." Every business possesses its unique corporate culture. Just like with culture, various perspectives exist on business culture. These insights will provide a complete understanding of company culture.

Mullins (2007) states that a company's problem-solving approach is a component of its culture—Jaques (1951) defined corporate culture as the collective mindset and approach to work inside an organization. New members must learn to adjust and be accepted into the corporate culture.

Schein (2010) states that defining corporate culture accurately and comprehensively is difficult due to each firm's unique corporate culture models, which are shaped by several assumptions. As Cameron, K.S., and Quinn, R.E. (1999) state, each organization possesses unique cultural traits, which may influence the behavior of its members, even if they are not consciously aware of it. Understanding organizational behavior is greatly enhanced by a thorough consideration of business culture. Culture encompasses the personal beliefs and various factions inside the institution.

Muscalu (2014) concurs with Schein (2010) that the beliefs, behaviors, and attitudes of individuals within the firm shape corporate culture. Denison's 1990 research defines *corporate culture* as the underlying values, beliefs, and principles that form the basis of a company's governance system, along with the management skills and behaviors that exemplify and support these fundamentals

2.2. Study models on corporate culture

Tharp (2009) states that applying knowledge about corporate culture is required to determine the right features between corporate culture and the commercial goals of the organization. After analyzing numerous studies, Quinn, and John Rohrbaugh (1984) determined two critical elements of the relationship between culture and company performance. Two variables are combined to create a 2x2 graph with four elements: their competing values framework, also known as the competing values framework. While the final value variable stands for stability, power, and control, the initial value variable signifies adaptability, freedom, and dynamism. Extrovertist, differentiation, and competitiveness comprise the second variable, whereas

introversion, integration, and unity comprise the second. Recardo and Jolly (1997) define corporate culture as the shared system of values and beliefs that individuals within a company understand. Culture influences and guides the policies and behaviors of organizational members. Company culture comprises eight elements: communication, training and development, incentives and recognition, decision-making, risk-taking, planning orientation, teamwork, and management policies.

Seth et al. (2007) created a study model to analyze cultural structures in American businesses. They examined a diverse group of 349 college students to evaluate aspects such as American cultural heritage, cultural penetration methods, collectivistic individualism, independence, interdependence, and national identity.

Chen (2011) aims to create a foundational organizational framework to explore how corporate cultural and leadership environments impact competitive advantage about green consumer trends. Structural equation modeling (SEM) was employed to show the interrelationships among the variables in the study. As indicated by the research findings, small and medium-sized organizations can enhance their competitive edge by fostering a cultural environment within their businesses. To do this, they should concentrate on customers' environmentally friendly actions.

Various theoretical frameworks and research models are commonly used in corporate culture research. Corporate culture aspects can be interchanged and evolve based on the research situation.

2.3. Denison's DOCS corporate culture model

Several models exist for assessing corporate culture, focusing on regions with advanced economies, significant organizations, and multinational companies. Denison's (1990) study utilized databases from over 1,500 companies globally, varying in size and industry, from North America, Australia, Asia, and South America to Europe. Out of these, over 550 companies were chosen to establish standards and confirm compliance, making the corporate culture model highly representative, widely applicable, and engaged in analyzing global corporate culture. In this study, Denison proposed specific scales and criteria to provide businesses with an effective tool to evaluate corporate culture. The criteria include adaptability, mission, consistency, and participation. Each feature can be expressed in three ways and typically falls into two dimensions: Internal emphasis (introversion) vs exterior focus (extroversion) and flexibility versus stability. This model is well-suited for assessing and analyzing organizations' corporate culture, particularly electronics firms, in Hanoi due to the advantages above.

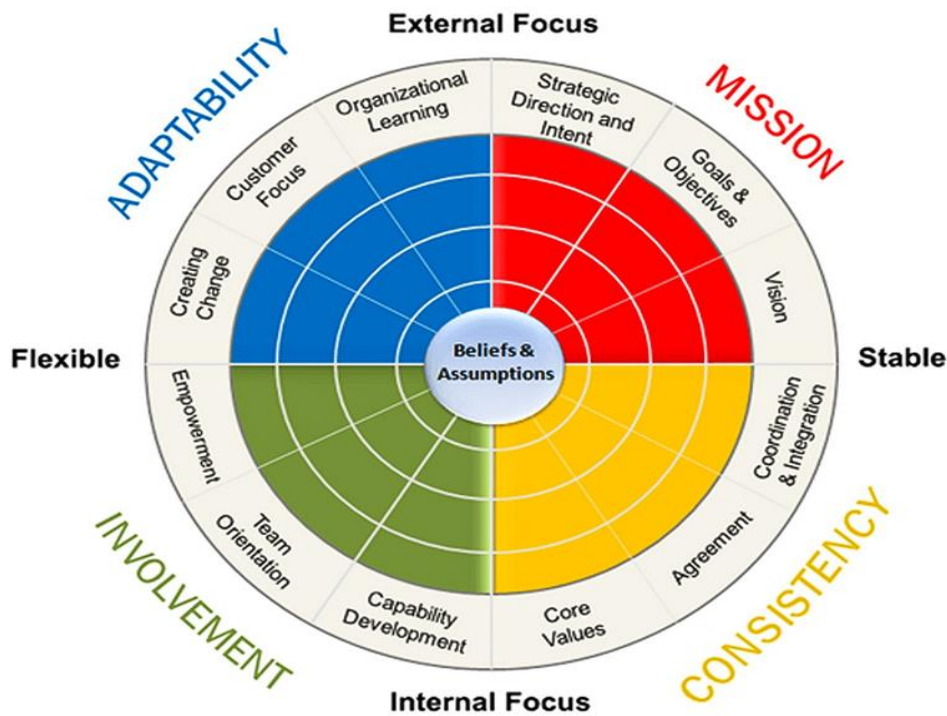


Figure 1: Denison's model of organizational culture

The Denison Model of organizational culture highlights four key traits that an organization should master to be effective. At the center of the Model are the organization's "Beliefs and Assumptions." These are the deeply held aspects of an organization's identity that are often hard to access. The four traits of the Denison Model, Mission, Adaptability, Involvement, and Consistency, measure the behaviors driven by these beliefs and assumptions that create an organization's culture. These traits are organized by color and are designed to help answer critical questions about an organization's culture.

Mission: Do we know where we are going?

Adaptability: Are we responding to the marketplace/ external environment?

Involvement: Are our people aligned and engaged?

Consistency: Do we have the values, systems, and processes to create leverage?

Denison's research has demonstrated that effective organizations have high culture scores in all four traits. Thus, effective organizations are likely to have adaptive yet highly consistent and predictable cultures that foster high involvement but do so within a shared sense of mission. This robust Model also splits into Internal/External and Flexible/Stable hemispheres.

External Focus	Internal Focus	Flexibility	Stability
Adaptability + Mission	Involvement + Consistency	Adaptability + Involvement	Mission + Consistency
An organization with a solid external focus is committed to adapting and changing in response to the external environment. It constantly monitors the marketplace and has a strong sense of where it is headed. A robust external focus typically impacts revenue, sales growth, and market share.	An organization with a solid internal focus is committed to the dynamics of the internal integration of systems, structures, and processes. It values its people and prides itself on the quality of its products or services. A robust internal focus has been linked to higher quality and employee satisfaction.	A flexible organization can change in response to the environment with a strong focus on its customers and people. A flexible organization is typically linked to higher levels of product and service innovation, creativity, and a fast response to the changing needs of customers and employees.	A stable organization can remain focused and predictable over time. A stable organization is typically linked to a high return on assets, investments, sales growth, and vital business operations..

A strong organization must navigate two significant dynamic conflicts. Businesses must comprehend the tension between Top-Down and Bottom-Up Management, as exemplified by the Mission and Involvement qualities. To achieve success, an organization must establish a connection between its mission, purpose, and goals, thereby fostering a collective sense of ownership, dedication, and responsibility among its personnel.

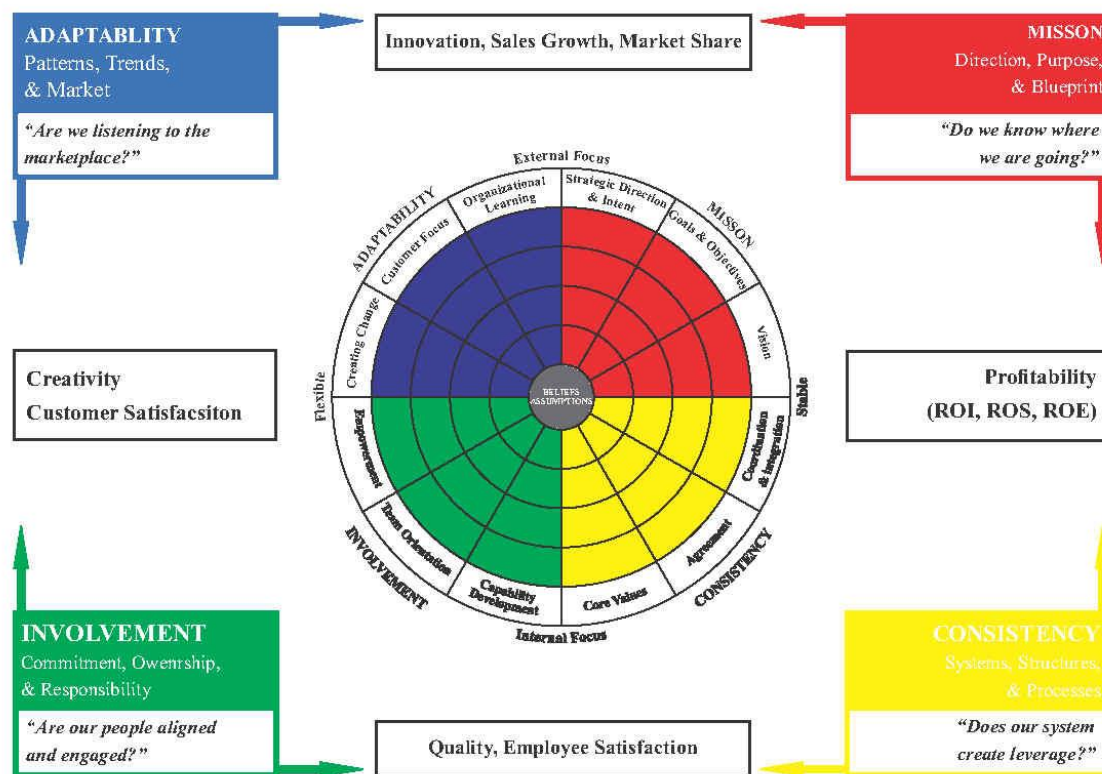


Figure 2: The Denison Model of organizational culture

3. RESEARCH METHODS.

Sample selection and data analysis methods.

The optimal sample population depends on the expectations of reliability, the method of data analysis, the method of estimating the parameters to be estimated, and the distribution law of the set of choices. Data is collected cross-over at the same time, so the size of survey respondents is determined according to the formula of exploratory factor analysis model EFA: According to Hair et al. (2006), the sample size is determined based on the minimum and the number of variables included in the model. Based on the number of scales built, the author determines the minimum size; on that basis, the research sample size can be determined.

In recent research conducted at electronics enterprises in Hanoi city, the Exploratory Factor Analysis (EFA) method is employed to identify the constituent factors of corporate culture. Additionally, the Confirmatory Factor Analysis (CFA) method is utilized to assess the suitability of the measurement models and determine if the scales satisfy the reliability, convergent validity, and discriminant validity criteria. Furthermore, descriptive statistical methodologies are chosen and employed to accurately depict the attributes of corporate culture in electronics firms.

Scale for measuring research variables.

This study employed Denison's organizational culture model as a framework to assess the organizational culture of electronics firms in Hanoi city. This conceptual framework encompasses two primary dimensions: internal, which pertains to engagement and consistency, and external, which pertains to adaptation and Mission. Engagement is assessed through empowering individuals, fostering teamwork, and enhancing employee competencies across all levels of the organization. Participation was measured through the utilization of three variables: empowerment, team orientation, and capacity development.

The presence of fundamental principles, consensus, synchronization, and amalgamation distinguishes consistency. Adaptability refers to the capacity of a company to effectively respond to the demands of consumers, embrace risk-taking, derive lessons from errors, and implement modifications. The measurement encompasses three indexes: producing change, consumer focus, and organizational learning. The mission concept pertains to the capacity to articulate a future vision, which may be assessed through three key indicators: strategic direction and intent, goals and objectives, and corporate vision.

The scale for measuring the characteristics of corporate culture is inherited from Denison's research and measured with 60 observed variables, using a 5-point Likert scale from strongly agree (= 1) to strongly disagree (= 5 strongly). Four characteristics or aspects of corporate culture include Mission, adaptability, participation, and consistency, and each characteristic is composed of three elements. Each factor is measured directly through 5 observed variables (Figure 1).

4. RESEARCH RESULTS

4.1. Demographic information of the survey sample

With 300 survey questionnaires distributed, 288 were collected, and after coding and cleaning the data, 240 samples were obtained for data analysis. The study is based on three demographic characteristics to group the research sample, including gender, age, and education level. The results of descriptive statistics of the study sample are presented in Table 1.

Table 1: Descriptive statistics of demographic characteristics

Variable	Valid	Frequency	Percent
Gender	Male	78	32.5
	Female	162	67.5
Age	From 18 to 25 years old	24	10.5
	From 26 to 35 years old	138	57
	Over 35 years old	78	32.5
Education	High school and below	19	7.9
	Vocational colleges	131	54.6
	University	90	37.5

Regarding gender, the sample statistics showed that men accounted for 32.5% of the sample. The number of women is 162 people, accounting for 67.5%.

Regarding the age structure of the sample, the number of people aged 18-25, including 24 people, accounts for 10.5%; from 26 to 35 years old, including 138 people, accounts for 57%; and the number of people above 35 and older, including 78 people, accounts for 32.5%.

The sample descriptive statistics show that the education level of the samples is relatively high. The number of people with college and Vocational colleges in the sample is 131, accounting for 54.6%. The number of people with university degrees is 83, accounting for 37.5%. Regarding education level, 19 people in high school and below account for 9.66%.

Thus, descriptive statistics of the research sample show that it includes a variety of respondents, ensuring that the sample is representative.

4.2. Results of testing the scale of research variables

After completing confirmatory factor analysis for the first-order structural models, it was ascertained that the 12 items (latent variables) inside the model satisfied the convergent and discriminant validity criteria. Second-order confirmatory factor analysis is employed to evaluate the measurement above models, which remain consistent in their representation as second-order constructs. The acquired results are as follows:

Regarding model fit, the findings shown in Table 2 indicate that the indicators in each examined second-order structural model are deemed suitable. Specifically, the CMIN/DF ratio is 3, the GFI is 1, the CFI is more significant than 0.9, the TLI index is more excellent than 0.9, and the RMSEA is less than 0.08. In a broad sense, the models exhibit congruence with market data.

In terms of scale reliability, analysis findings indicate that the concepts of participation, consistency, adaptation, and mission all have second-order structural models with composite reliability (CR) > 0, 7, and total variance extracted (AVE) >0.5. These findings suggest that the measurement scales in each model are dependable.

In terms of convergent validity, the concepts fulfill convergent values since all standardized and unstandardized coefficients, as well as AVE values, are more than 0.5, according to the study results.

Discriminant value: All correlation coefficients between idea pairings are statistically significant (p-value <0.05) and less than 1, indicating that they differ from 1. The square of the correlation coefficients between each significant idea and the remaining concepts is less than the square of the AVE of each central concept, as determined by comparing the values of the AVE with the correlation coefficients between concepts. As a result, we can verify that the scales or concepts acquire discriminant validity.

Table 2: Indicators to assess Denison's corporate culture model's applicability

Corporate cultural characteristics	CMIN/DF	GFI	TLI	CFI	RMSEA
Involvement	1.865	0.916	0.933	0.946	0.065
consistency	2.469	0.898	0.911	0.929	0.076
Adaptability	2.109	0.869	0.943	0.955	0.075
Mission	2.399	0.891	0.929	0.935	0.073

4.3. Result findings

- According to Denison's corporate culture model proposal, the converted score for each model component will indicate the strength or weakness of the organization's corporate culture. As follows:

From 84 to 100 points (4.20–5.00): The company culture's strong points

Between 74 and 83 points (3.70-0.19): within a tolerable range

Below 73 points (1-3.69): a business culture that is lacking.

Figure 3: Denison's methodology is used to evaluate corporate culture scores in electronic enterprises.

Dimensions	Indicators	Items	Means	point of conversion		Categories
Involvement	Empowerment	Decision is taken based on enough information	4.3	83	74	strong
		Information sharing to the employees				
		Each employee believes in his/her positive role in the hotel				
	Team orientation	Awareness of teamwork	3.5	72		weak
The importance of supervision and horizontal coordination						

Dimensions	Indicators	Items	Means	point of conversion	Categories	
	Capability dev	Team cohesiveness	3.4	66	weak	
		Ability to develop compared to competitors				
		The increase of employees' skill				
Consistency	Core values	Development of employees' ability as an important source for hotel competitiveness	3.5	67	Weak	
		Leaders' knowledge of roles and responsibility				
		All employees' grasp of organizational values				
	Agreement	Ethical code becomes guidance of common behavior	3.6	71	73	Weak
		Common awareness to find solution of every organizational problem				
		Easiness to reach consensus				
	Coordination & integration	Employees from different units share information	4.1	82	medium	
		Work coordination or activity is easy to perform				
		Harmony in purposes between organizational levels runs well				
	Adaptability	Creating change	Leaders' knowledge of roles and responsibility	3.4	65	Weak
			Responsive and easy to make changes			
			Having good responses to competitors and environmental changes			
Customer focus		Continuously adopting new and better ways	3.4	66	69	Weak
		Consumers evaluation and recommendation are applied for basic changes				
		Consumers' suggestions directly affect decision				
Organizational learning		Failure is applied as consideration to a better direction	3.8	76	medium	
		Awarding risk-takers				
		Action and work performance are carried out after coordination with concerned units				
		Responsive and easy to make				

Dimensions	Indicators	Items	Means	point of conversion		Categories
		changes				
Mission	Strategic direction & intent	Having goals and long-term direction	3.5	69	69	Weak
		Having clear missions as directions for work performance				
		Having clear future strategies				
	Goals & obj	Organizational goals are agreed by all people in the organization	3.4	68	69	Weak
		Leaders set ambitious but realistic goals				
		Leaders clearly clarify objectives to obtain				
	Vision	Having shared vision on what that will be materialized	3.5	71	69	weak
		Having long-term orientation				
		Having vision of creating spirit motivation among employees				

According to the findings in Table 3, the corporate culture of e-businesses is primarily characterized by solid engagement, with an average score of 74. Consistency, mission, and flexibility are ranked second in terms of importance. While engagement is the most prominent characteristic, Denison's suggested scale solely assesses acceptability rather than the forefront of organizational culture. The unit's culture exhibits weaknesses and vulnerabilities in the remaining traits, including consistency, adaptability, and mission. Hence, based on a thorough understanding of the company's culture, it is evident that electronics businesses have endeavored to foster employee engagement in collective endeavors and tasks, consistently upholding a strong sense of accountability. The concept of accountability entails regarding each employee as the legitimate proprietor of the organization. Instead of a bureaucratic inspection system, the corporation mainly employs a natural, informal, and implicit inspection system. A sense of ownership fosters autonomy and commitment, resulting in improved decision-making within the business.

Nevertheless, the organization needs a coherent and enduring trajectory for long-term growth. The company's vision and objectives need to be more broadly disseminated, and there is an absence of a distinct strategic direction for all individuals inside the organization. The primary objective of senior managers in enterprises is to exercise control over organizational operations and make strategic decisions about products, personnel, and other resource-related issues. Corporations are generally compelled to adopt a passive approach to competitive attacks. Employees frequently lack concern for goals, while firms frequently need a shared commitment to long-term development.

Furthermore, there needs to be more communication regarding the organization's value system among its members, and there has been a failure to address the workers' expectations adequately. In addition, the organization must gain awareness and the ability to anticipate changes to capitalize on opportunities, establish a position, and influence future activities. The level of flexibility and initiative in addressing challenges resulting from various elements in the business environment needs to be higher. The capacity to innovate to anticipate customer wants is relatively low. The absence of well-defined corporate objectives and a need for adaptability to market demands are evident.

Within the framework of the four characteristics of corporate culture, decentralization emerges as a notable aspect, garnering the highest rating of 83 among the twelve elements. The subsequent factors to consider are cooperation, integration, and the organizational effect. The average level of academic performance is assessed with scores of 82.76, respectively. The firm culture needs to improve in various aspects, including customer orientation, core values, goals, and vision. Although innovation is crucial for an organization to thrive and grow in the face of growing competition, rising customer expectations, and a volatile business environment, it is one of the company's weakest areas in terms of its culture, with an evaluation score ranging from 65 to 66 points.

Upon examination of the horizontal line of the Denison model, the analysis findings indicate that the mission-likeability qualities exhibit a score of 138 points, 9 points lower than the score obtained for the consistency-participation characteristics. The corporation's leadership acknowledges that individuals are the most precious resource inside the organization. They have confidence in the capabilities and attributes of the entire workforce within the organization, thus consistently promoting a sense of self-control, accountability in the workplace, and a willingness to distribute authority by advocating for employee involvement in decision-making processes. This result comes from decentralization (82 points), a critical advantage in public culture. Upon examination of the horizontal line of the Denison model, the analysis findings indicate that the mission-likeability qualities exhibit a score of 138 points, 9 points lower than the score obtained for the consistency-participation characteristics.

The vertical lines on Denison's model indicate the level of stability or flexibility exhibited by the company. The flexibility of e-businesses is evident as the score for the adaptation-participation pair of characteristics (117 points) surpasses that of the mission-consistency pair (116 points). Nevertheless, this disparity lacks substantial significance. The company's adaptability can be attributed to the organizational learning capacity of its members rather than its ability to innovate and consumer orientation. They consistently strive to enhance their skills through the daily tasks entrusted to them to generate additional value for clients. They possess the ability to derive valuable insights from failures and use them as tools to enhance the quality of their work. They are enhancing the caliber and effectiveness of work. Furthermore, the organization's robust decentralization trend significantly increases flexibility. The achievement through the transfer and sharing of authority fosters a sense of respect among employees and encourages them to be more engaged and self-aware in the workplace.

This analysis examines two contrasting pairs, namely participation - mission and consistency - adaptation, based on the two primary diagonals of the Denison model. About the participation-mission pair, the evaluation score for the participation characteristic surpasses that of the mission characteristic by 5 points, indicating that this organization fosters a sense of unity and camaraderie among its members. It is converging nearby, progressing towards the objective. The consistency feature scores 4 points greater than the adaptation feature for the last pair of diagonals. This research demonstrates that this organization fosters a collaborative atmosphere among individuals and departments with minimal conflicts and inconsistencies. However, it lacks a cohesive internal framework of fundamental principles.

5. CONCLUSION AND IMPLICATIONS

This study proposes utilizing the corporate culture model implemented by Denison to assess and quantify corporate culture within firms, highlighting its notable benefits. To effectively implement this model in a novel research setting, particularly in Vietnamese enterprises, including the electronics industry, the author suggests employing quantitative research techniques such as human resource analysis, exploratory factor analysis (EFA), and confirmatory factor analysis (CFA). The study should specifically focus on e-businesses in Hanoi and utilize a substantial sample size of 300 employees to ensure precision: the study model's reliability, discriminant validity, convergent validity, and appropriateness.

Corporate culture is assessed based on four distinct qualities: Mission, adaptability, participation, and consistency. These traits manifest through three distinct sets of components. For example, the features of a mission may be observed through three distinct groups of elements: vision, goals, and strategic orientation. Similarly, participation characteristics can be observed through decentralization, group orientation, and learning organization.

The attributes of consistency are assessed based on fundamental principles, agreement, collaboration, and incorporation. Each element is precisely measured using five observable variables. The cultural patterns of introverted or extroverted businesses should be analyzed and contrasted with the various cultural traits. The objective is to demonstrate adaptability through consistency and active participation—the Denison model's horizontal dimension. The presence of vertical lines on the model aids in determining the level of stability or flexibility exhibited by the culture inside the organization.

The reliability of Denison's corporate culture scale was demonstrated by research conducted at electronic enterprises in Hanoi city, utilizing the corporate culture measuring method suggested in this study. Moreover, it meets the requisite requirements for scale evaluation. On the whole, the company's culture lacks strength, with participation levels that are deemed acceptable. Furthermore, the business culture has limitations and vulnerabilities regarding consistency, flexibility, and mission. Therefore, it is imperative to make appropriate efforts to enhance and advance these characteristics in the future. Based on examining the horizontal and vertical lines within the Denison model, the analysis findings indicate that the company exhibits traits of introversion and flexibility.

Furnishing and extensively distributing the information system to all firm members is imperative. It is essential to consider feedback from subordinates and enhance their involvement in management's decision-making process. The objective is to reduce the number of administrative tiers inside the organization and establish and enhance activity groups. Motivation is given significant importance, and efforts are made to establish learning opportunities and conducive conditions for personnel.

To foster coherence inside the organization, administrators must effectively communicate core values to employees throughout the business. They establish a harmonious alignment between actions and core values and incorporate corporate values, principles, and culture as integral components of training programs. This enhances the degree of consensus and the capacity to effectively address conflicts among personnel inside the organization.

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