

Examining the Different Organizational Culture Measurement Models (*Similarities and the Differences*)

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ABSTRACT

This paper is an attempt of making a clear understanding of what Organizational culture is. The main source of the competitive benefit to an organization is its culture i.e., Organizational culture. Firstly a brief introduction and analysis about the Organizational Culture is given. Then the paper is followed by various classifications, levels and structure of Organizational Culture termed as the different culture measurements models given by various researchers and scholars namely Robert A Cooke, Charles Handy, Edgar Schein, Deal and Kennedy and Hofstede's Cultural Typology. All these models present a justification about how the Culture of an Organization works and also a variety of definitions are included to boost the meaning and how cultures work.

Keywords: *Organizational Culture, Organization Employees, Cultural Models, Culture Diagnosis, Cultural Dimensions*

Organizational Culture, in the late 1970s and early 1980s, captured managers and scholars' interest. During the past ten years, the organizational culture has become one of the most important areas of research within the discipline (Al-Laire and Firsurotu 1984; Frost et.al 1985; Ouchi and Wilkins 1985). A series of popular books highlighted the promise of Organizational Culture as a way to understand how organizations operate and succeed. The logic offered had two components that were intuitive and seductively simple: (a) Cultures largely reflect the values and actions of their senior leaders, and (b) cultures are important determinants of firm performance. Organizational culture is a system of shared norms, beliefs and the values of the organization's members. It also believes that innovation and seize of market opportunities are the suitable behaviours which are helpful to deal with the problems of survival and prosperity, uncertainty of environment, and threats to competitors and it expects the members of organization to behave consequently(1).

The values possessed by the individual may not be sufficient for the achievement of the organization goals and in such cases an individual is required to adapt organizational culture. During the process of achieving the mission of an organization around which it is built, the members of an organization internationalize the organizational norms and values so as to give the meaningful expression to the same in their daily activities. As a result, members of an organization come to adapt exclusive attributes of an organization such as shared values, beliefs, norms, attitudes and ways of doing the things and practice. This is termed as the Culture of an

Organization. Every organization has the distinctive culture from other organization ultimately giving it a sense of direction. The Culture of the organization controls the ways employee behaves inside and outside the workplace. Culture is regarded as the “*operating system of an organization*”. Organizational culture guides how employees think, act and feel. The culture of an organization comprises of different attitudes and values that state the employees who work for the company how to act and think, and also serves as an important instrument to promote harmony and collaboration. It also persuade the employee to work in the different ways, and also goes a long way in promoting healthy contest at the place of work. The Organizational Culture is the most popular concept in the Management field and Organizational Theory which is regarded as the pivotal factor which influences the competitive strength of the firm. Culture has been considered as a strong factor to coax both organizational success and achievement of the leader. The culture of an organization arises from how the things are operating day-to-day, how the people are being treated, and what the people are taking for granted. Organizational culture is how the employees perceive what is expected of them and the behaviors that will be rewarded and reinforced(1).

From time to time, the term Organizational Culture has been defined by many Researchers and Scholars in various ways and the numerous definitions are projected. A few of them are sighted as under:

In the words of **O'Reilly, Chatman, and Caldwell (1991, p.491)**, Culture can be defined “a set of cognitions shared by members of a social unit”.

Koberg and Chusmir, 1987, p. 397 defined Culture as “a system of shared values and beliefs that produces norms of behavior and establish an organizational way of life”

According to **Robert Cooke** Culture of an organization can be defined as ”the way employees behave at the workplace to ensure stable future and growth.”

From the **Edgar H. Schein (1984)** point of view, Organizational Culture is “a set of basic assumptions that a given group has invented, discovered or developed in learning to cope with its problems of external adaptations and internal integration that have worked well enough to be considered valid, and therefore, to be taught to new members as a correct way to perceive, think and feel in relation to these problems.”

The most common and popular definition is given by **Geert Hofstede (2001)** is that "Culture is the collective programming of the mind that distinguishes the members of one group or category of people from others".

Thus, from the above definitions it can found that Organizational Culture is defined by different people in different ways. Most of the definitions stress on the importance of shared norms and values in the study of Culture. The central part of Culture is formed by values which is not evident but shared by people even when membership in group changes. One of the ways of understanding and organizing the collective world is through the use of Cultural Models or through the culturally shaped mental maps. Cultural Models are framed from the culturally resulting ideas and the practices that are epitomize, enacted or instituted in everyday life which gives information about how to be a person, about what is good, what is right and most importantly, what is not. Cultural Models shapes and informs perception, cognition, emotion and motivation to the individuals by providing the form and direction to their experience

The Culture represents an incorporated sum of learned behavioural traits shared by the members of society which distinguishes one group from the other groups and it is transferrable as it is the collective programming of the mind (Hoebel 1960, Hofstede 1991, Thomas et.al., 2010).

Since earlier times, number of socio-scientists have studied Culture and simultaneously defined it through their respective Cultural Models (5). Some of the researchers like Hofstede, Cooke, Handy, Schein have evaluated Culture with respect to different dimensions

I. CULTURAL MEASUREMENT MODELS

1. Robert A Cooke:-

Every individual in an organization behaves in a way he feels correct and it will help him to survive in an organization for a longer period of time. This perception of an employee creates a **Culture** of the organization. In the words of Robert A Cooke, the culture of an organization is the way employees behave at the workplace to ensure stable future and growth. Robert Cooke defines culture as the behavior the members of an organization believe is required to fit in and meet the expectations within their organization.

He developed a Model along with Leeferty in 1987 and named it as **Organizational Cultural Inventory**. This inventory measures the twelve behavioural norms that are grouped into three general types of Culture.

1.1 Constructive Culture:-

In some organizations, employees are encouraged for healthy interaction with each other. They have the liberty to share their ideas, exchange information and discuss things to come to an innovative solution which is beneficial for all. Such a culture within an organization can be termed as **Constructive Culture**. It allows people to be in communication with their co-workers, and work as teams rather than as individuals only. In the organization where people do a complex job rather than the simple one, this culture is quite efficient(4). It motivates the employees and extracts the best of them. The four Constructive Culture norms are:

- 1.1.1 **Achievement:** This Culture stimulates the employee to complete the task successfully, typically by putting effort, courage or a skill to achieve the target within the stipulated time frame.
- 1.1.2 **Self-Actualizing:** To realize or fulfill one's talents and potentialities by considering it as a drive or need which is present in everyone. An employee has to think in an independent and unique way and also has to do the simple tasks quite well,
- 1.1.3 **Encouragement:** to help other employees to grow and develop and also strive hard for furthering the images of the organization.
- 1.1.4 **Affiliative:** To avoid unnecessary disputes and promote positive ambience at the workplace by treating people as more valuable than other things and to cooperate with others.

1.2 Passive Culture:-

A Culture in which the members believe that they must interact with other people in a such a way that will not threaten their own security. In such type of Culture, the employees behave in such a way which is contrary to the way they feel correct and should be the ideal way. The main motive of an employee in such a culture is to please superiors and make his position safe and secure. The four Passive/Defensive Cultural norms are:

1.2.1 Approval: Decisions can't be taken by employees. They need approval from superiors/bosses before implementing any idea.

1.2.2 Conventional: Employees are in conformity with the rules and regulations of an organization. They need to act according to the prescribed standards only.

1.2.3 Dependent: Performance of an employee is dependent on superior's decisions, so they follow their boss's orders blindly.

1.2.4 Avoidance: Employees tend to avoid their personal interest, satisfaction and they simply act according to company's policies.

1.3 Aggressive Culture:-

This Culture is characterized with more emphasis on task than people. People tend to focus on their own individual needs at the expense of the group success. Organizations following such culture promote competition amongst the employees. In such culture, employees who seek the assistance from his colleague is often called as incompetent employee. Every Individual vies for power, attention and strive hard to win appreciation. Employees are aggressive and try to become perfectionist by identifying their mistakes and eventually minimizing them.

The four aggressive cultural norms are:

1.3.1 Opposition: People are more likely to question other's work (leads to better product). Those who use this style may be overly critical towards others, using irrelevant or minor flaws to put others down.

1.3.2 Power: it is based on the idea that there is the need for prestige and influence. People who possess this style equate their own self-worth by controlling others and have a tendency to dictate others opposing to guiding other's actions.

1.3.3 Competitive: Need to protect one's status. People possessing this style protect their status by comparing themselves to other individuals and outperforming them. They are seekers of appraisal and recognition from others.

1.3.3.1 Perfectionistic: Need to attain flawless results. People possessing this style equate their self-worth with the attainment of extremely high standards. Such people are focused on details and place excessive on themselves and others.

II. CHARLES HANDY(1976)

Charles Handy was born in Ireland in 1932 is a well known Philosopher who has specialized in organizational Culture. He popularized the work of Roger Harrison (1972). He framed a Culture Model which will help to understand why a person is more comfortable in one organization than the other one. His method of looking at the culture prompted the Researchers to use it to link Organizational structure to Culture. He choosed to talk about Culture and showed that the Organizational Structure are associated with the Culture types.

Handy described four types of Organizational Culture:

2.1 Power Culture

According to Handy, Power Culture can be illustrated as ‘**Spider’s Web**’ with all the spider sitting in the centre i.e., it refers to control that is spread over like a network from the centre to the rest of the organization. The power remains in the hands of only few people and only few are authorized to take decisions. They enjoy special privileges at the workplace. Employees with such culture can sometimes be partial to someone or other which can lead to a major unrest among others. Such type of organizations is political where decisions are taken mainly upon persuasion rather than on bureaucratic or rational basis (8).

2.2 Role Culture:

Culture where every employee is delegated with roles and responsibilities as per his specialization, educational qualification and his interest to extract the best out of them. In other words, it refers to a highly defined structured organization in which the employees have specified delegated authorities that offers security and predictability (8). Handy described the structure of the organization as ‘**Greek Temple**’ which follows such type of Culture as this culture works by logic and rationality (8). Such type of organizations put their strength in their pillars, in their roles and areas of expertise. Handy (1993) further added that the organization with such culture form the hierarchical bureaucracies, and power is derived from individual position and not according to the expertise and professionalism of the employee.

2.3 Task Culture:

It is followed by the organizations where the teams are formed to achieve the targets or solve critical problems. In other sense, it is a job oriented Culture as it puts complete emphasis on getting the job done and hence such type of culture tries to assemble the suitable resources, right employees at a suitable rank in the organization and to let them knuckle down (8). The Power is derived from expertise and only when required. Handy represents such type of Culture as ‘**net**’ where much of the power and influence lies at the interstices of the net.

2.4 Person Culture:

The type of Culture where the employees feel that they are more important than their organization. In other words, such type of Culture is quite unusual and it reflects organizations in which individuals believe to be superior to the organization they are employed in (8). The influence in such type of Culture is mutual and the power base is usually expert, means that Individuals do what they are good at and are paid attention on apposite matters.

III. EDGAR SCHEIN(1980)

Organizational Culture is an abstract concept and therefore difficult to understand. In 1980, the American Management Professor Edgar Schein developed an Organizational Culture Model to make the Culture of the organization more visible. In the words of Schein, the Culture that develops in a organization is due to external adaptation and the internal integration (14). He also said that the organization can’t adopt Culture in a single day. He also quoted that the Organizational Culture is shaped by multiple factors which include:

External Environment

Industry

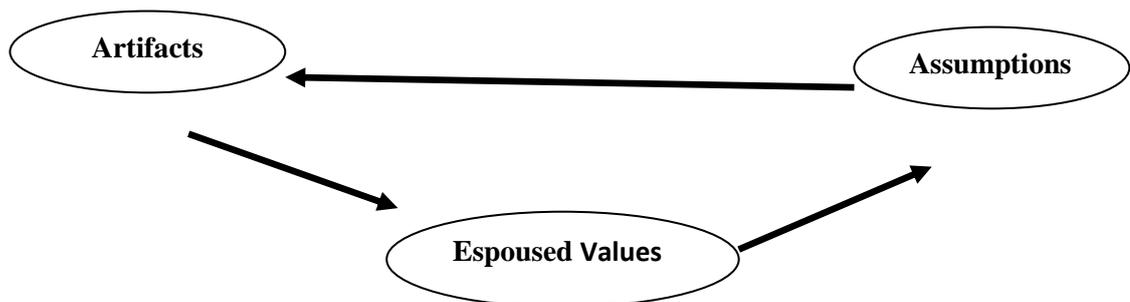
Size and Nature of the Organization's Workforce

Technologies the organization uses

The Organization's history and ownership

According to Schein, there are direct and indirect mechanisms within organizations. The Organizational Culture Model is directly influenced by direct mechanisms which include exemplary behavior, opinions, status and appointments (15). While the indirect Mechanism do not influence the Organizational Culture directly but they are determinative and includes the mission and vision statement of a company, formal guidelines, corporate identity, rituals and design (14). Schein's Cultural Model illuminates Culture from the viewpoint of the observer, described by three cognitive levels of Organizational Culture.

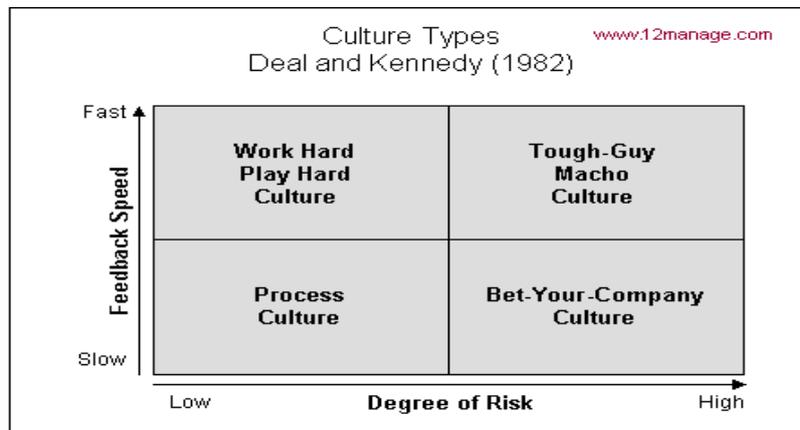
Edgar Schein's Culture Model



3.1 Artifacts:

The first and most cursory level of Schein's Model is Organizational attributes which can be seen, felt and heard by the uninitiated observer- collectively Artifacts. In other words, they are the characteristics of the organizations which can be easily viewed, heard and felt by the individuals collectively. It includes the facilities, offices, furnishing, visible awards and recognition, dressing of employees, visible interaction of employees with each other and with outsiders of the organization, even company slogans, mission statements and other operational creeds. More precisely, Artifacts comprises of physical components of an organization. In the words of Daniel Denison (1990), Artifacts are the tangible aspects of Culture shared by members of an organization.

3.2 Espoused Values:



The next level of Organizational Culture deals with the perceived Culture of its members- i.e., the Values. Espoused Values are the Individual preferences regarding certain aspects of the organization's Culture (viz., Loyalty, Customer Service). Such Values play an important role in deciding the organizational Culture. During this level, the local as well as personal Values are expressed widely in the organization. At this level the Organizational Behavior can be studied by interviewing members of organization through Questionnaires.

3.3 Assumptions:

The third and the deepest level of the employees which can't be measured but still make a difference to the Organizational Culture. In other words, these are the elements of Culture which are unseen and not cognitively identified in everyday interactions between Organizational members. Moreover, Organizations follow certain practices which are not discussed often but understood on their own. Such people having sufficient experience understand this level usually become acclimatized to its attributes overtime, thus reinforcing invisibility of their existence. More importantly, this cultural level is the underlying and driving element but often missed by behaviorists of the organization.

IV. DEAL AND KENNEDY (1982)

Terrence Deal and Allan Kennedy (1982) defined Organizational Culture as the way things get done around here. He suggested that the basis of corporate culture was an interlocking set of six Cultural Elements. These Elements were: History, Values and Beliefs, Rituals and Ceremonies, Stories, Heroic Figures, the Cultural Network. By examining these Cultural Elements across a variety of organizations, they identified four distinct types of Cultures. Deal and Kennedy also identified the two marketplace factors that they felt influence Cultural patterns and practices. They were:

- Degree of Risk associated with company's key activities
- Speed of learning whether the actions done and strategies framed are successful or not.

They believed that the above factors have bearing on how the elements of Culture develop and influence an organization's employees. They presented these factors in 2X2 Matrix that identified four types of Culture.

4.1 Work Hard/Play Hard Culture:

This type of Culture represents the world of Sales or the Sales Organization where utmost care is for high quality customer service and employees. Employees themselves take few risks however obtain fast feedback on their actions (7). Employees who operate in such type of Culture are required to be highly active and stay positive most of the time (7). The Employees who are considered to be the heroes in such type of Culture are high Volume Sales People.

4.2 Tough-Guy Macho Culture:

In such type of Culture, employees often take high risks and get a fast feedback on their actions (7). Such type of Culture results in stress coming from high risk and potential loss/gain of reward (7). The focus in such type of Culture is on the present rather than the longer-term future. The examples of people possessing such type of Culture are Stock-Brokers, Sportsperson, and Surgeons.

4.3 Process Culture:

This type of Culture reflects the organizations which show slow feedback/reward and low risk or no risk and the employees are more concerned with how the work is done rather than the end result of the work (7). This type of culture ultimately leads to low stress, plodding work, comfort and security. Such organizations focus on the security of the past and the future. Those organizations of public service adopt such kind of culture where higher bureaucracy and red tape are present.

4.4 Bet-Your Company Culture:

In such type of Culture, decisions taken are at high risk but the results, whether the decisions taken were right or wrong, are visible after a long period of years (7). In other words, the employees have to wait for years before they come to know whether their actions actually paid off/not. As the need to make the correct decision is so great, the cultural elements evolve such that values are long-tem focused and there is a collective belief in the need to plan, prepare and perform due diligence at all stages of decision making. The obvious examples of such type of Culture are Pharmaceutical companies.

V. HOFSTEDE'S CULTURAL TYPOLOGY

Notable research to explain the Cultural differences between countries was carried out by Hofstede (1984, 1991, 2001). In 1980, he looked for differences over 160,000 IBM employees in 50 different countries and three regions of the world, in order to find the aspects of culture that might influence the business behavior. He established the presence of the regional and national Cultural grouping that affect the Organizational behavior. Hofstede identified four culture dimensions (later fifth dimension was added in 1990) in his research of National Cultures, namely: **Power Distance, Uncertainty Avoidance, Individualism versus Collectivism, Masculinity versus Feminity** and the fifth dimension **Long-Term versus Short-Term orientation**. These dimensions provide insights into the various cultures so as to have the better understanding of them (2)

5.1 Power Distance:-

It refers to the degree to which the low-status employees accepts and bears out the power and influence of high-status persons (2). In simple words, it refers to power inequality between superiors and subordinates. A **High**

Score on this dimension represents that there is a belief that a number of individuals exert larger amount of power than others. There is a line between managers and subordinates. While as, a **Low Score** on this dimension reflects a view that all people in the organization should have equal rights.

5.2 Uncertainty Avoidance:-

It refers to the degree to which the people accept uncertainty and risk in the organization. It is related to such a culture where individuals are disturbed by change and threats (2). Furthermore, it deals with the tolerance level of the employees in both comfortable and uncomfortable situations. A **High Uncertainty Avoidance Culture** has a tendency to show the worrying behaviors about the future and the employee possessing such culture hesitate to change their employer (2)

5.3 Individualism versus Collectivism:-

Refers to the degree to which the employees are expected to defend themselves. It also describes the way an employee relates to Collectivity (9). In other words, it relates to the degree to which personal v/s group objectives rule an individual's way of life. People with **Individualistic Culture** tend to care about self-actualization and career progress. They are expected to perform according to their own interest and task organization should coincide with employee's interest (9).

On the other hand people with **Collectivistic Culture** tend to value organizational benefits more than their own interests. In such Culture, the type of relationship between employees and their organization is probable to be based on contractual obligation (12)

5.4 Masculinity versus Femininity:-

This dimension reflects whether certain society is predominantly male or female in terms of Cultural Values, Gender Roles and Power Relations (10). In other words, it refers to the male and female traditional values. It relates to how much assertiveness and material belongings are appreciated in a society in opposition to healthy interpersonal relationships and quality of life (2). For example, the accumulation of wealth and material possessions relate more to male values and thus to masculine culture (8). On the other hand, **Feminine Cultures** value strong relationships with superiors and they strongly believe in group decision making (2). In such Culture women can get more equitable organizational status.

5.5 Long-Term versus Short-term Orientation:-

It refers to the significance that is attached to the future versus the past and future or it can be defined as dealing with society's search for virtue. In **Long-Term orientation** societies, Individuals value savings and determination (2). People in such Culture believe that truth depends very much on situation, context and time. They show the ability to adapt traditions to changed conditions, strong propensity to save and to invest, thriftiness and perseverance in achieving results (11). On the contrary, **Short-Term** oriented societies respect tradition, nepotism and reciprocation of donations (2). They generally have a strong concern with establishing the absolute truth and are normative in their thinking. They have relatively small propensity to save for future and always focus on achieving quick results (11)

VI. SIMILARITIES AND THE DIFFERENCES

Similarities:-

The two approaches for analyzing the Culture on an organization are **Interpretive view and Structural view**. In this study we are mainly concerned with the Structural View which follows the work of Weber and Marx in Levine (2006). This view more focuses on how positions are structured within an organization. According to functionalist/materialist school of thought, the focus in this case is on how relationships are structured rather than how they are perceived. All the research measurement Models discussed above are used to perceive the behavior of the employees in an organization except Hofstede's Cultural Typology which usually measure the same thing from the cross country perspective. Furthermore, all the models are similar in a sense as they all measure one perspective which we call the Organizational Culture. Like OCI (Organizational Cultural Inventory) which is based on the perceptions and expectations regarding the behavioural norms and that of Hofstede which usually monitors the behavior of employees on nation basis and draw the results about the national differences in work practice. Each of these approaches grew out of a specific research agenda and defined the relevant dimensions of culture in a way that served the research agenda. Each of the approaches made an important contribution to their own line of research and helped to shape the reach that followed

VII. DIFFERENCES BETWEEN THE DIFFERENT CULTURE MEASUREMENT MODELS

* Robert. A. Cooke:

- ✓ Way of behaving at the workplace for ensuring stable future and growth
- ✓ Dimensions known as Organizational Cultural Inventory i.e., Constructive, Passive and Aggressive Cultures
- ✓ In this Model, Employees come from different backgrounds and diverse interests to achieve targets of an organization as well as Individual goals.
- ✓ This Culture Measurement instrument is designed to be used for intra- as well as inter-organizational comparisons in research and for promoting cultural change through survey-guided organization development programs.
- ✓ Robert Cooke's Model is a quantitative approach to the assessment of a specific aspect of organizational culture i.e., the shared norms and expectations which guide the thinking and behavior of members

* Charles Handy:

- ✓ To understand why a person have been more comfortable in one organization than the other. i.e., Culture and structure are related
- ✓ Four Parameters i.e., Power, Role, Task and Person Cultures
- ✓ He suggested, different operating units require different Cultures-it is advisable to match the Cultures with the external demands and constraints on the different units of the organization.
- ✓ Charles Handy emphasized that different units of the organization are in need of different structures, some units operate in steady state environment requiring minimal changes whereas there might be units which are in need of reasonable changes.
- ✓ He also stated that merely managing different culture in different units is of minimal worth until and unless change is not incorporated.

*** Edgar Schein:**

- ✓ Knowledge gained from past experience and practicing it in everyday forms culture. It develops through external adaptation and internal integration.
- ✓ Described by three Cognitive Levels of Organizational Culture i.e., Artifacts, Espoused Values and Assumptions
- ✓ By the usage of Schein's Model, there will be the clear understanding of inconsistent behavior of Organization. This Model is also pioneering one in providing the rationale for failures within Cultural Changes.
- ✓ This Model has the ability to integrate number of perspectives in Cultural Studies i.e., the visible and the hidden ones. The visible ones are known to everyone like the written documents while the hidden ones lie in the brains of employees which is a challenging task to identify and interpret them.

*** Deal and Kennedy:**

- ✓ Defined Culture as the way how things get done in an organization
- ✓ 2x2 Matrix i.e., Work Hard/Play Hard, Tough-Guy Macho, Process and Bet Your Company Cultures
- ✓ He argues that not a single type of Culture is better than the another type as all types emerge as a result of situations and the value lies in usage so as to understand evolution of culture and the management of various elements influencing it.
- ✓ Creating and encouraging a reliable and unified culture can built strong foundation for pleasant and significant work which ultimately leads to high performance, loyalty and commitment
- ✓ This Model suggests that the most effective influence on the company's Culture is the environment in which the business is operated

*** G. Hofstede:**

- ✓ The presence of local and national cultural factors which eventually influence the behavior of employees in an organization.
- ✓ Hofstede's Cultural Typology i.e., Power Distance, Uncertainty Avoidance, Individualism versus Collectivism, Masculinity versus Feminity, Long Term versus Short Term orientation.
- ✓ Hofstede dimensions offer guidelines for defining culturally acceptable approaches to corporate organizations.
- ✓ It is very useful in international Marketing as it defines National Values not only in business context but in general.
- ✓ It is widely used in many domains of human social life and particularly in the field of business

VIII. CONCLUSION

Organizational culture is the set of shared beliefs, values, and norms that influence the way members think, feel, and behave. Organizational culture is highly important for a manager. The organization's success depends highly on its culture. A strong organizational culture creates a feeling of belonging and increases job satisfaction and commitment. Furthermore, by understanding a typical organizational culture one may make improvements where a dysfunctional culture is identified. There are different descriptive Models which attempted to diagnose organizational culture in the field of Organizational development. Hofstede's Cultural typology provides a Cross-Cultural analysis which is important for all multinationals as it affects employee motivation and

organizational conflict His findings may be used by multinational managers in enhancing employee motivation and reducing conflict which can improve the organizational performance. In practice an organizational culture is not completely “homogeneous”. In other words it means that no organization adopts a single type of Culture and the complex workplaces might have subcultures which might overlie or disagree with each other(16). Handy illustrated that employees who are successful in an organization with a particular culture may not be so in the another. But the four types of culture can claim to be superior as they each are suited for different types of circumstances while most of the real life organizations tend to involve a mixture of culture. Schein defined culture as an entity which is nearly impossible to measure, study or change while Cooke defined Culture as the way the employees behave, with their co-workers, and in order to ensure stable future and growth within an organization. Deal and Kennedy viewed Culture as the way of getting things done in an organization which is usually based on the interlocking of six Cultural Elements (History, Values and Beliefs, Rituals and Ceremonies, Stories, Heroic figures, the Cultural Network). In practicality, in such Culture, the teamwork is not highly valued in this culture and it is difficult environment for the people who blossom slowly. This ultimately leads to higher turnover, which impedes efforts to build a cohesive culture. Thus Individualism continues to prevail.

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