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Corporate Culture and Organisational Performance: A Review of Literature

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Abstract:
Corporate culture is one of the major important constructs in management research which has led to several researches conducted in order to explore and establish the relationship that exist between it and organisational performance. Focusing on Schein, Denison and Hatch model of organisational culture, the study aimed at establishing the relationship existing between the corporate culture and organisational performance with an extant review of literature. The study discovered that based on Schein model of organisational culture which includes the shared values, beliefs and basic underlying assumption, management has the responsibility to incorporate culture in the entity at the inception and which grows over a period of time. The findings include the fact that there exists a significant and close relationship between corporate culture and organisational performance as the latter has led to tremendous success and development in the organisations under consideration. However, the study discovered that researches on the subject matter remain inconclusive as there are various variables of culture that are yet to be fully explored in research. Therefore, the study recommended that management of organisation should endeavour to establish an acceptable and well appreciated culture by members in order to enhance continuous success and development.

Keywords: Culture, corporate culture, organisational performance, organisational members, development

1. Introduction

In today's business evolvement, organisations strive to survive in the face of business competitiveness and therefore, tend towards been more innovative, creative and competitive. However, due to the assumptions that an effective, well established and acceptable culture could lead to improvement in organisational performance studies have emerged to unravelled the relationship between the two variables. Theoretically, researches have confirmed that organisational culture could enhance organisational performance (Cameron & Quinn, 2006; Motilewa et al, 2015; Leithy, 2017; Joseph & Kibera, 2019).

The organisational culture as a concept first emerged in 1970s and 1980s but became influential and controversial in management research. Organisational culture is a concept that had its foundation from the field of Anthropology and Sociology and has emerged as one of the major areas of research focus (Maleka et al, 2015). The sociologist part sees organisation to have culture while anthropologist sees organisation as culture on its own. Therefore emerged diverse definitions by different researchers being ranged from notions of acceptable behavioural rules, rituals and norms to shared beliefs, values and ideologies (Linnenluecke & Griffiths 2010).

Hofstede (1980) proposed eight organisational culture dimensions which include six independent variables and two dependent variables such as means-oriented vs. goal-oriented, internally driven vs. externally driven, local vs professional, open system vs closed system, employee-oriented vs work-oriented, degree of leadership style acceptance. However, Deal and Kennedy (1982) stated four dimensions in which organisational culture should possess which include tough guy/ macho culture, work hard/ play hard culture, bet-your company culture and process culture. According to Schein (1983), organisational culture is characterised by pattern of basic assumptions, values and beliefs, discovered, developed or invented by some group of persons. Denison (1983), opined that organisational culture cantered on organisational effectiveness through four major dimensions such as adaptability, consistency, mission and involvement.

According to Schein (2011), organisational culture could be defined as the norms, values and beliefs that guide the workers attitude and behaviour in the working place (cited in Gyebi, 2016). Schein opined that organization do not adopt a culture in one day but rather formed over a period of time as the organization and the employees undergo different changes and adapt to the external environment in order to solve problems. According to Schein (2010), organisational culture is a concept that assist organisations comprehend an incomprehensive aspect of entities and sees culture as a pattern of shared basic assumptions, learn by group of people to solve problems relating to internal integration and external adaptation which has been considered worthy and effective to be taught by new members as a correct manner of perceiving, thinking and feeling (Anita, 2016). Schein indicated that organisations must strive for survival as well as ability to adapt to its environment.

According to Sudarsanam, (2010), corporate culture could be seen as the norms and values that directs employees' attitude towards each other and other stakeholders. Organisational culture are assumptions shared by members of the organisations which are beliefs and values that are worthy of emulation (Azher, 2003). According to Wambugu (2014), organisational culture could be seen as the series of characteristics peculiar to each organisation. According to the study of Nwakoby et al (2019), organisational culture could be defined from three approaches which include integration approach that opined that every organisation has culture that directs the values and activities of members. Secondly is the differentiation approach which includes sub-culture such as the those supporting organisational culture, sub-culture different from organisational culture and sub-culture opposing organisational culture. Thirdly is fragmentation approach in which what exist in the organisation that could be refer to as culture are the personal beliefs of individual members (Romi 2018, cited in Nwakoby et al, 2019).

Schein, (1985) also defined organizational culture as a pattern of basic assumptions invented, discovered or developed by a given group as it learns to cope with the problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think and feel in relation to these problems. Furnham and Gunter (1993) opined that culture is a commonly held values, beliefs and attitude that is existing in an organisation.

However, linking organizational culture to performance is very critical in today's business world. Kaplan and Norton (2001) opined that organisations' focus is now on non-financial aspect which includes quality customer service to enhance performance, good interpersonal relationship existing among the member staff. Chenhall (2005) opined that incorporating strategic performance management is imperative as it focuses on both the financial and non-financial aspect of an organisation which helps to improve strategic competitiveness of the organisation.

According to Mashal and Shaima (2014), organisational performance comprises the actual results when compared with the intended result or objectives. One of the major reasons to unravel the relationship existing between the organisational culture and organisational performance is that there are assumptions that organisational culture could enhances organisations' performance. Kaplan & Norton (1992) opined that managers need to consider performance form the perspectives of both the financial and operational measures as no single measure can be considered as a clear performance target. According to Kaplan and Norton (1992), organisational performance can be measured from the perspectives of balance score card which include financial perspectives, internal business perspective, customers perspective and learning perspective (Mashal & Shaima, 2014). Therefore, the study aimed at unravelling the outcome of previous researches on the assumption that well-established organisational culture could improve organisational performance.

2. Review of Literatures

2.1. Culture and Corporate Culture

According to Millman (2007) culture is the sum of beliefs, knowledge, experiences and values obtained by a set of groups of people over a specified period of time through interaction, living or working together. Dasanayaka and Mahakalanda (2008) opined that culture involves maximising employee's value that can be regarded as rational assets beneficial to both the individual and the organisation for learning and readiness to share values. Tichy (1982) stated that organisational culture means a normative glue that holds the overall organisation together. Gorton (2020) opined that corporate culture begins with the CEO communicating the desired culture to members of the organisation.

Ng & Kee (2013), organisational culture is a key to organization's excellence in which top management must play a vital role in applying the culture as the organization changes along with the environmental changes. Jones (2001) stated that the interaction between four factors such as personal and professional characteristics of people within the organisation, organisational ethics, structure of an organisation and property rights given to the employees by the organisations birthed organisational culture. The theorist opined that the interaction between the four factors gave birth to different culture in different organisation. Schein (1990) stated that organisational culture is that base of determination for survival among competing companies.

Behery and Paton (2019), stated that organizational culture is established from the inception phase in the life of any organization. It develops over time to reach a level of pervasiveness and deployment, making it one of the most challenging factors to change at a later point. Mgbere (2009) opined that corporate culture is the set of values, beliefs and way of doing things in an organization and defines the ambience in which an employee of the working place.

Hofstede (2011) also stated that awareness of what is occurring in the organizational environment also has impact on decision making and level of authority. Childe et al. (2016) stated that this aspect of the organization has become widely important and interesting in order to measure its abilities to innovate, adapt to the changes and how it affects performance. Deloitte Insights (2018), stated that with the increase of millennia's being in the workforce, there are

range of programs aimed at not only protecting employee health, but actively boosting performance as well as social and emotional well-being. These now include innovative programs and tools for financial wellness, mental health, healthy diet and exercise, mindfulness, sleep, and stress management, as well as changes to culture and leadership behaviours to support these efforts.

Kotter and Heskett (1992), defined culture to mean reasonably ascertained group of beliefs, behaviours and norms of societal culture we need to learn and developed through increased knowledge, differentiations, beliefs system and behaviours that can be linked to a larger group simultaneously. Hofstede et. al. (1990) submitted that organizational culture has four dimensional approaches to understanding organizational culture must be a learned entity, belief system, used as strategy and mental programming. Hall (1976) divided people's culture into two, namely the visible culture and invisible culture and the need to participate and interact with people to have a deeper understanding of their cultural beliefs rather than being judgmental. Hall, further stated that understanding the invisible culture is critical to total understanding of people and societies

Uttal (1983) definition of organizational culture, he described it accepted values and imbibed ways of life, as a system of subscribed norms and beliefs that determines the basis for which people interact within organizations, organizations hierarchy and the systems that control and produce behavioural pattern. Sun (2008) also stated that organizational culture as the group of theories of essential norms, beliefs, and understandings that members practice in common, which help business owners and management to make decision and direct processes of the organization. Morgan (1986) puts an argument forward that because of significant roles human being plays in organizational processes and it is essential that companies are built around human rather than techniques.

Robbins (1986) defined organizational culture as a generally shared view in the company with equal principles that can be explained and fully subscribed to by people, communities and organizations. Schein (2004) also add his view with another dimension to the definition of organizational culture as subscribed ways of living, to be learned by the society or organizations in solving external problems that make the organizations get used to the environment and fully integrate their internal workings which will be generally accepted by both new and existing members as a way to think and feel in resolving issues they are confronted with. Hofstede (1998) also defined organizational culture as the generally considered to be, at its deepest level, a cognitive phenomenon, "the collective programming of the mind and the basic assumptions and beliefs that are shared by members of an organization, that operate unconsciously.

Trice and Beyer (1993) are also of the opinion that values are part of the substance of organizational cultures, or the basic ideology undergirding a culture. It is believed that it is possible to examine the values that are held within an organizational culture. Ng'ang'a. and Nyongesa (2012), also shared their thought on Organizational culture as the specific collection of values and norms that are shared by people and groups in an organization and that control the way they interact with each other and with stakeholders outside the organization

2.2. Performance Measurement and Organisational Performance

Nganga. and Nyongesa (2012), stated the definition of performance measurement as defined by the The Performance-Based Management Special Interest Group (PBM SIG) (2001)", as the continuous observing and reporting of a project achievements, in particular, the progress towards the attainment of pre-set goals. Javier (2002), defined performance as the equal to the famous 3Es (economy, efficiency, and effectiveness) of a certain project or work. Also, Daft (2000) defined organizational performance as the firm's ability to achieve its objectives by using available resources efficiently and effectively. Richardo (2001) also put forward another definition of organizational performance as the ability of the company to attain their set goals and objectives. Though, in the attempt to get the appropriate definition, Hefferman and Flood (2000) said that Organizational performance has face several challenges from definition to conceptual problems.

Abu-jarad et. al. (2010) stated that as a concept in modern managerial and organizational performance has face several problems of conceptual clarity in various types of areas. Firstly, in the area of definition and secondly in determining the appropriate measurement criteria. However, the concept of performance is sometimes considered as productivity. Ricardo (2001) in an attempt to resolve that confusion and differentiate performance from productivity, he clearly stated that productivity was a ratio reflecting the quantity of work achieved in a given period of time and while Performance has a wider scope that encompasses productivity, quality of production, consistency and other factors.

Snow and Hrebiniak (1983); Segev (1987) all stated that Previous studies determined basis to appraise firm performance. These are income either gross or net profit, economic value added (EVA), yield on asset, yield on investment, yield on equity, return on turnover), turnover growth, market share growth, growing stock price, short- and long-term liquidity and cost efficiency. Ford & Schellenberg (1982), stated that though the essential of organizational performance is generally agreed and there has been significant debate on the appropriate terms and conceptual bases to be used for performance measurement. Abu-jarad et. al. (2010) now put forward the major factors that have been generally used in appraising company's performance over the years.

Hansen & Wernerfelt (1989) explained two major factors that have been used by researchers in appraising company's performance. They considered the economy of culture, importance of market to firm performance and behavioral and psychological factors in concurrence with environment in establishing how a company will flourish. However, this discussion will lead to consideration of two performance measurements metrics as discussed above. Financial Measurement and Non-Financial Measurement are discussed below:

2.2.1. Financial Performance

        According to Marshal and Shaima (2014), performance is a broad measure that can include quality, profitability, consistency, training and development which include the performance indicators that include behaviour and normative measures, management training for developing performance attitude. Davies et al., (2000) stated that company's performance is generally appraised by using financial indicators to measure how they doing over a period of time. Since most profit-oriented companies are concern with maximization of shareholders wealth by way of growing both the top and bottom-line items while all items of cost centres are consistently monitored with various control mechanism against escalation. Some of the organisational financial performance includes ratios, shareholders' return, economic value added, profits, return on assets, return on investment (Richard et al, 2009).

2.2.2. Non-Financial Performance Measurement

        Mayer & Schoorman (1992) stated that apart from financial metrics in the evaluation of a firm's appraisal in all industry. There are other essential variables like corporate culture, leadership culture, innovation and employee's satisfaction that organizations cannot do without if they are to meet all key performance indices.

2.3. Models of Corporate Culture and Organisational Effectiveness.

2.3.1. The Denison Model – A Theory of Organisational Culture and Effectiveness

        According to Denison (1990), the most interest areas of organisational culture is the way in which behaviours and values are acculturated into action in an organization. The theorist indicated that there is a gap in the literature as regards the relationship between an organization, the organizations' culture, the practices of management and the organizations' effectiveness and performance (Anita, 2016; Maleka et al, 2016).According to Denison (1990), stated that organizations can attain an optimal level of performance by engaging and empowering their employees (involvement), promoting consistency in behaviour and enhance coordinated actions with the core values of the business (consistency), considering and execute the demand of the environment (adaptability) and finally provide clear sense of direction and purpose (mission) (Maleka et al, 2015; Tedla, 2016). Kotrba et al (2012) opined that the four traits aforementioned are essential elements for developing and maintaining an effective organisational culture (cited in Tedla, 2016). According to the theorist, consistency and involvement are internal factors necessary for developing effective organisational culture which include transparency, strong interpersonal relational and employee-focused leadership while mission and adaptability are external factors vital for maintaining an effective organisational culture (Denision 1990; O'Reilly et al, 2014; Wahyuningsih et al, 2019).

        All the four traits are what Denison hypothesized and stated they are the principles by which organization's culture influences effectiveness. This can be demonstrated in the diagram below:
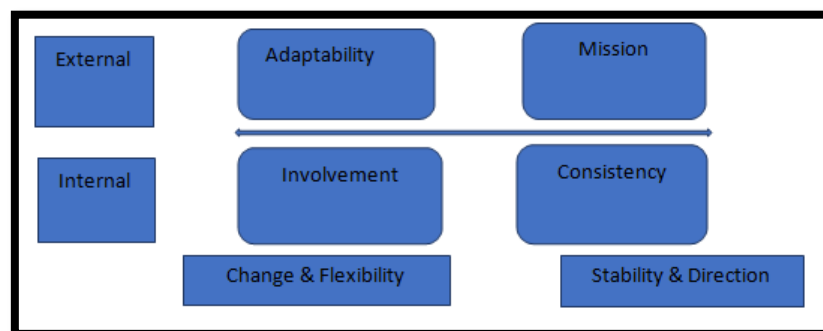

Figure 1

The culture and effectiveness model (Denison, 1990) cited in Anita (2016).

2.3.2. Hatch 1993 Model of Organizational Culture – Cultural Dynamics Model

        The Hatch (1993) CDM identifies among other concepts, artifacts formation is influenced through a process refer to as proactive realization. The model also indicated how organizational value is being influenced by artifacts through the process of retroactive realization. Artifacts, assumptions and values revealed that continuous process of changes and formation shaped by assumptions and values (Schein 1984). The Cultural Dynamics Model (CDM) (Hatch 1993) explained deeply how transformation in cultural dimensions over a period of time. Therefore, Hatch (1993) adopted a symbolic-interpretive approach to explain and introduce the number four cultural dimension known as 'symbol' which are anything that represents a conscious or an unconscious association with some wider usually more abstract concept or meaning".
According to Hatch (1993), the four cultural dimensions include the following: realization, manifestation, interpretation, and symbolization.

- Manifestation: This refers to the two-way relationship between assumptions and values which could be referred to as both proactive and retrospective manifestation. The resulting effect of manifestation process could be referred to as cultural alteration or cultural maintenance. Cultural maintenance is when there is harmonious in values and assumptions but when there is disparity, it could be regarded as cultural alteration (Hatch 1993).

- Realization: This depicts the relationship existing between artifacts and values which could be termed either proactive realization or retrospective realization. Proactive realization is the changes that takes place by transforming values to artifacts (Hatch, 1993). Realization is similar to manifestation as it reveals alignment between values and artifacts depicts maintenance of cultural values. However, any dissimilarity between values and artifacts can cause the realization process to challenge the cultural values.
- Symbolization: A symbolisation process shows the relationship between symbols and artifacts. In order to attach meaning to artifacts as a symbol of culture, there must be translation of artifacts to symbol so as to portrait a significant cultural symbol (Hatch, 1993).
- Interpretation: This indicates the relationship existing between the assumptions and symbols. Interpretation helps to indicate the meaning of symbolized artifacts while the assumptions indicate the process of interpretation (Hatch, 1993).
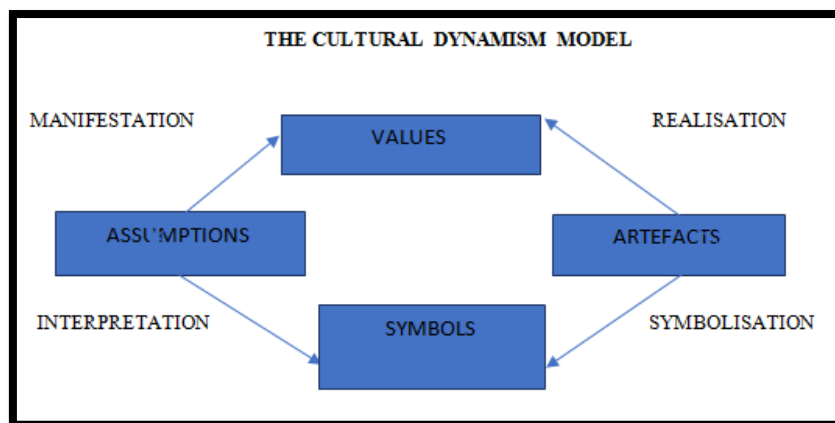

Figure 2: The Cultural Dynamism Model
Source: Hatch, 1993

2.3.3. Edgar's Schein Theory of Organization's Culture

According to the theory there are two major problems that organization faces and must deal with which include striving for survival, growth and the ability to adapt with the environment. Secondly, organizations strive to continue existing through its daily functioning. These two identified problems form the major issues facing organizations which manifest their macro cultural context and from which their basic assumptions emanated from (Schein 2010).

According to Ng & Kee (2013), organisational culture is a key to organization's excellence in which top management must play a vital role in applying the culture as the organization changes along with the environmental changes. Schein opined that organization do not adopt a culture in one day but rather formed over a period of time as the organization and the employees undergo different changes and adapt to the external environment in order to solve problems.

Schein (2010), identified three fundamental levels at which organisational culture manifest which include observable artefacts, values and basic underlying assumptions.

- Observable artefacts: Artefact is what people sees or viewed when entering any organization. It includes that physical outlook, the dressing code, and the way in which the employees address themselves, the company's records, products, and annual report. The major aspect of artefact is that it is easy to observe and difficult to decode and in order to have a deeper understanding of the artefacts there is a need to socialize with the group.
- Espoused values: There exist an original belief which became a shared belief as well as shared assumptions as a result of its success. These are beliefs that has been empirically tested and continue to work reliably to solve problems and therefore been transformed to assumptions. The organizations' goal and strategy also fall into this category.
- Basic underlying assumptions: Basic assumptions are unconscious taken-for-granted beliefs, feelings, thoughts, non-debatable, non-confrontable and therefore extremely difficult to be subjected to change. Certain beliefs and facts that stays hidden but have effect on the culture of the organization such hidden aspects come under the basic underlying assumptions which are practices

2.4. Corporate Culture and Organisational Performance

Corporate culture is an important construct in management research which has led to the conduction of several so as to unravel and establish the association existing between the corporate culture and organisational performance. However, the outcome seems mixed and inconclusive. The study of Yesil and Kaya (2013) investigated the consequences of corporate culture on financial performance of firms in Turkey and the outcome was that organisational culture has no impact on financial performance of firms under consideration.

Joseph and Kibera (2019) aimed at determining the impact of organisational culture and organisations' performance in Kenya Microfinance Institutions. The study adopted a descriptive cross-survey design while factor analysis and hierarchical regression was adopted for data analysis. The study revealed and concluded that to strong organisational culture is key for the enhancement of sustainable competitive advantage.

Pathirana, (2019) conducted a wide review of literatures and observed that organisational culture deeply influences various dimensions of organisational processes, organisational performance, employees and other relevant areas of the organisation. However, the study also revealed that lack of cultural integration among members can lead to a major cause of organisational failure. The study of Quy, (2018) investigated the association existing between the organisational culture, job satisfaction and firm performance in organisations located in Minh City. The study adopted firm performance index, job satisfaction survey and multifactor culture questionnaire to gather data. The study revealed that innovative and supportive culture in the organizations had positive and significant effects on job satisfaction and firms' performance.

Mashal and Saima (2014) determined the effect of corporate culture on organisational performance. The study adopted balance score card as a measure of organisational performance and adopted quantitative approach with the instrument of questionnaire to gather data. The research revealed that all the cultural dimensions influenced various perspective of organisational performance of Telecommunication companies in Bahawalpur Pakistan. The study of Nganga and Nyongesa (2012) opined that the presence of three factors in an organisation which include an influential leader with sincere commitment and dedication to conduct the organisation's business with a genuine concern for stakeholders' wellbeing will enhance an overall performance of a corporate entity since such culture support high performance.

Acar and Acar (2014) determined the dominant culture and its relationship between the performance of healthcare services firms adopting the Organisational Culture Assessment Instrument (OCAI), the study revealed that corporate culture influences every aspect of performance in the healthcare services firms and that organisational culture is directly linked with the organisations' performance. Ehtesham et al (2011) tried to determine the association existing between the organisational culture and performance management practice in a Pakistan University. The study adopted exploratory research approach while analysing the data gathered using both the regression and correlation method of data analysis. The study revealed that organisational culture dimension such as the involvement, adaptability, consistency and other dimensions are positively and significantly related with the performance management practices.

Sharzad et al (2011) aimed at determining the impact of organisational culture on organisational performance observed that organisational culture has great effect on various aspect of organisational processes, employees and performances. The study revealed that performance in an organisation is enhanced when employees has the same shared values and norms towards the achievement of organisational goal. Therefore, a need arises for management in organisations to develop strong culture. Ali et al (2017) opined that organisational culture is one of the major factors of organisational success and that there exists gap in the literature as regards the subject matter.

The study of Yildiz (2014) on the subject matter suggested two research model which include knowledge management and innovation strategy as features of organisational culture. The study opined that the two models have significant effects on organisations' performance. The study of Aluko (2003) examined the multidimensional effects of organisational culture of organisational performance some selected textile firms in Lagos, Kano and Asaba. The study sought to establish the cultural variable that had major effects on organisational performance, to establish the relationship existing between the two variables and finally to determine the interaction existing between culture and other factors affecting organisational performance. The findings of the study were that organisational culture had positive effect on the performance of employees indicates by greater commitment to work, reduced in labour absenteeism and turnover and positive work values and beliefs. However, the study opined that culture only does not enhance optimal organisational performance as some other exogeneous factors exist that can influence organisational performance which include the economic, technological and political while the endogenous variable such as the management style, structure and size.

The study of Coope (2003) aimed at unravelling the association existing between corporate culture and organisations' financial performance. The measurement of culture data was collated on three dimensions of culture norms which include aggressiveness, constructiveness and passiveness/defensive. The study discovered that the three dimensions of cultural norms had negative but significant correlation with financial performance measures.

The study of Denison et al (2003) examined the relationship between the corporate culture and organisational effectiveness in different nations which include the United States of America (USA), Canada, Australia, Brazil, Japan, Jamaica, South Africa, Europe, North America and Asia revealed that similar results across countries except in Japan and Jamaica which is as a result of divergent in culture. However, the study of Oberfoll et al (2018) on the subject matter in German context adopting multiple case study to analyse five German multinational companies dealing with auto parts discovered that the relationship between the organisational culture and organisational performance variables such as satisfaction with the company, job satisfaction, turnover and sales is significant.

Babelova and Vanova (2013) determined the relationship between corporate culture and the organisational performance. The study discovered the importance of the relationship of corporate culture on the organisational success as the culture is linked to the economic success of the enterprise such as the market value of the enterprise. Sengottuvel & Aktharsha (2016) examined the influence of corporate culture on organisational performance in information technology sector from the opinion of 210 employees sampled from the pool of 1200 employees of a leading information technology company. Adopting partial least path modelling (PLS-PM) as a method of analysis, the results indicated that all the dimensions of corporate culture holistically explained significant variation in organisational performance of IT company under consideration.

The study of Denison et al (2006) considering the four traits of organisational effectiveness indicated that the culture of an organization is closely related to organizations' performance. The study of Maleka et al (2015) focusing on Denison organisational culture model revealed that there is a relationship between organisational culture and firm performance. The study emphasized that organizational culture and organization's performance are perceived to be

closely aligned. The study of Wahyuningsih et al (2019), reveal the importance of consistency both internal and external for international business competitiveness which was also established in the study of Gyebi (2016).

Leithy (2017) tested a theoretical framework that combines organisational culture related to work attitude with organisational performance. The study revealed that work attitude and work behaviour are related with organisational performance. The study of Umrani et al (2017) determines the effect of organisational culture on the business performance on the Pakistan context. The study revealed that organisational culture had significant effect on the business performance of banking sector in Pakistan. The study of Motilewa et al (2015) to determine the effect of share values of staff members of Covenant University Ota, Ogun State Nigeria on the success of the University. The study indicated that the share core values has led to the tremendous success and development of the University best both in Nigeria and West Africa in the 2015 webometrics ranking.

Ismael, Nor'Aini and Davoud (2010) examined the extent literatures on organizational culture and performance. The study discovered there are some studies that connect the affiliation that exist among the organizational cultures and the organizational performance throwing more lights on conceptual. The study shows that both variables are having important influence on organizational performance. Bendak, Shikhli and Abdel-Razek (2020) explored the validity of innovative culture and the outcome of the study shows that right organizational culture is a prerequisite for innovative culture. The study further opined that corporate culture can be used as innovative strategic which in enhances organizational performance.

Shahzad, Luqman, Khan and Shabbir (2012) the study `used desk review to determine various concepts on organizational culture and performance. The result show is that organizational culture influences procedures, workers and results in an organization and encourages leaders to institute corporate cultures in order to improve enhance results. Idowu (2017) carried out conceptual review of organizational culture and its impact on performance. The study found that there is interaction between organizational culture and performance in the areas of shared identity, values and commitment of employees to the corporate objectives.

According to Nikpour (2016) founds the role employee commitment to organizations culture has both direct and indirect influence on the organizational performance. Both descriptive and inferential statistics were used to analyse the data while Cochran's formula was adopted in sampling the population which includes all staff in education office in Kerman province. Samad, Abdullah and Ahmed (2013) investigate the relevance of organizational culture on organizational performance and found that corporate culture influences organizational performance. The study concluded by underscoring the importance of key components of organizational culture that affects corporate performance as involvement, adaption, consistency and mission. Aktaú, Çiçekb and Kıyakc (2011) studied the, relationship between organizational culture and organizational efficiency as well as the effect of stability or variability of internal and external environment on the relationship. The study used primary data and the results revealed that corporate culture types determine firm's efficiency. It also shows that environmental factors influence manager's value system.

2.5. Conclusion

The concept of organisational culture helps in explaining some incomprehensive aspects of organization, groups and occupations. Schein defined culture as a pattern of shared basic assumption learn by a group of people to solve the problem of internal integration and external adaptation which has been considered valid due to its effectiveness and therefore worthy to be taught to new members as the correct way of thinking, perceiving and feeling relating to the problems identified. From the critical literature review relating to the subject matter, it could be indicated the impact of shared values, assumptions and beliefs as a catalyst of organisational growth and development which is a reflection of the extent to which organisational members in the organisation appreciate and imbibe the culture existing in an organisation. However, for successful implementation it needs the concerted effort of both the management and that of the employees. The management has the responsibility of establishing shared values, beliefs and assumptions that are acceptable and appreciated by organisational members for continuous success and development.

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