

## A synthesised literature review on organisational culture and corporate performance

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### ABSTRACT

The purpose of this paper is to determine the extent to which organisational culture is an explanatory variable for firm's corporate performance especially now that entities interact in globally knowledge based economies. A review of theoretical and empirical studies were carried out on some developed, emerging and developing nations with particular reference to traits characterised in specific organisational cultural environments in relation to their effects on corporate performance. Those reviews show that organisational culture needs to focus on knowledge management, knowledge conversion, team work, human capital formation, organisational climate and adaptive culture. The studies reviewed focused more on cross-national research design with less attention on the longitudinal aspect. It was not possible to review papers written in non-English language, and those published reviews with access denied to some online. There is a need for more empirical evidence to further justify the relevance of this study area for assessment of organisational culture and corporate performance. This review adds value with the recognition of the need to gear up researchers and policy making bodies to encourage advancement of studies on intellectual capital and knowledge management to enhance sustainable corporate culture and performance.

#### Keywords:

Culture, corporate performance,  
organisational culture and intellectual capital

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## 1. Introduction

The need to undertake the study of culture in relation to organisations at local, regional, national and global levels has been looked at from various angles which thus, make it very important for decision makers because of its perception and dimensions to have a good understanding and knowledge of its workings and applications. It has been found to have had untold influence on the

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behaviour of individuals, groups and firms. The multi-dimensional nature of culture has been responsible for the great momentum generated in the business world especially in organisational change and development particularly for the practitioners.

Culture is the collection of the various values, beliefs and norms which a group of people in a particular environment or setting have accepted as means of guiding their actions and reactions concerning certain issues. For instance, Davis [1] defines culture as “the pattern of shared beliefs and values that give members of an institution meaning, and provide them with the rules for behaviour in their organisation. Hence, culture is seen as a factor that influences the attitude and achievements of persons, groups and corporate entities [2]. As a follow up to untying the behavioural tendencies of organisations, the issue as to the study of organisations cropped up, hence the search for a proper way of doing things by firms, which paved way for the study of organisational culture since the 1940’s but was not full blown until the beginning of the 1980’s Baker [3]. In an attempt to respond and adapt to changes and challenges in an environment, organisations move to cultivate overriding value and orientation formula that can guarantee sustenance and the growth potentials. However, in the face of intimidations, vagueness, uncertainty, competition, intensified pressures from stakeholders, there is need to apply the important cultural values, thus, laying emphasis and prominence on organisational culture Cameron [4].

## 2. Theoretical Definitions of Culture and Organisational Culture

Even though it has not been easy coming up with adequate theories to drive home the basic issues involved in organisational culture and performance, an attempt is made here to review a couple of the theories that seem to be in existence to support understanding to move the knowledge in the area under study forward. Therefore, the theories as propounded by the various scholars that we can lay our hands on are reviewed as below:

### 2.1 Hofstede’s Dimensions of Culture Theory (1980):

Hofstede[5] theory was about the assessment of the differences in the cultural values measures of 72 different nations within three regions of the globe by administering questionnaires answered by 116,000 employees of big multi-national corporations, with the intention to locate those aspects of culture that may influence the behaviour of firms. In an attempt to justify this study, he was able to group the cultural values measure into four main dimensions and refers to them as: power distance; individualism/collectivism; masculinity/femininity; and uncertainty avoidance. However, Hofstede and Bond [6,18] added the fifth dimension called the long term/short-term social value.

Power distance is the extent to which power inequality or quality becomes acceptable or not based on the hierarchical nature of the organisation.

Masculinity/femininity- this has to do with the degree to which responsibilities are differentiated based on gender in the society with preference for the masculine values of contribution and physical attainment, while the femininity is viewed as modest, relationship inclined and concern for the fragile.

Individualism/collectivism- the focus here is in terms of the level a person expects self-autonomy in relation to taking up of roles as compared with ethnic, household and country-wide linings.

Uncertainty avoidance- this is the degree to which organisations put in place protective devices in terms of laws, procedures and technology and reduce volatility of risky events.

Long- v Short- term orientation: In cultures with a long- term orientation, it is believed that truth is a function of time, situation, and context with capability to adopt traditions in changing conditions,

alongside a high propensity for savings and investments, prudence, and persistence in attaining results and on the other hand, a short term orientation displays high honour for traditions, with a relatively low inclination for savings and investments and focus on attaining fast results.

**Indulgence vs. Restraint:** This relates to the degree to which societies can implement control over their instincts and needs. The dimension of indulgence vs. restraint centres on joy. A situation whereby basic human drives and gratification are naturally allowed for translates to indulgence since control is lost for fun and enjoyment of life whereas the control of the latter via strict social norms constitute restraint within a society.

Nonetheless, the above assertion by Hofstede was later to be opposed by Baskerville [7] when he asserted that a particular nation may project many cultures. Furthermore, Earley [8] opined that real behaviour and organisational outlook may not be measurable, especially when managerial beliefs underlie the carrying out of studies on wide-scale multiple – nation basis. The dimensions above refer to the effects that national cultural values can have on management decision making efforts and how they can be adopted in establishing policies to meet local needs.

## 2.2 O'Reilly, Chatman and Caldwell Theory (1991):- Organisational Culture Profile (OCP)

O'Reilly, Chatman and Caldwell [9] theory was developed based on the premise that culture can be identified on the strength of the values that are established within organisation. The OCP is a self-assessment tool that makes distinctions possible based on the following seven elements: innovation, team orientation, respect for people, outcome orientation, attention to details, stability, and aggressiveness. This theory is also suitable for measuring the effects of organisational culture on organisational performance. Employee values are evaluated against organisational value such that the mind of the employee to hold on to the job and the turnover thereof can be predicted. This is carried out through a tool such as the organisational culture profile (OCP) to evaluate the level of commitment of the employees.

## 2.3 The Organization Communication Theory (2011):

Modaff *et al.* [10] opined that the organisational communication perspective in relation to culture can be looked at from three viewpoints:

- Interpretivist: which views culture based on a network of organisational shared subjective meanings.
- Critical- interpretivist: which views culture through a network of shared objective meanings in relation to the power struggles generated by a comparable network of competing types.
- Conservatism: culture is viewed via elements such as rites, symbols, rituals and stories.

## 3. Conceptual Definitions of Culture, Organizational Culture and Performance

### 3.1 Culture

According to the Oxford English Dictionary around 1430 culture was defined as “cultivation” or “tending the soil,” in line with the Latin orientation. However, from the 19th century, it was viewed as “high culture,” thus, connoting “the refinement of mind, taste and manners.” This basis was sustained till the mid-20th century when the understanding of what it stood for changed as expressed in the American Heritage English Dictionary till date as “the totality of socially transmitted behaviour patterns, arts, beliefs, institutions and all other products of human work and thoughts.”

To be more direct, anthropology has contributed to the discussion on what culture is especially with

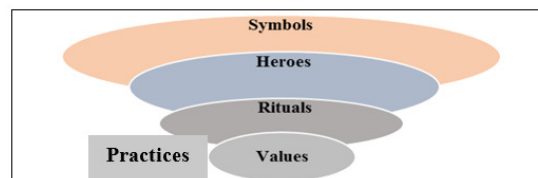
reference to organisational research, as it explains it to be the practices, myths, rituals, values, languages, and beliefs of people who are highly placed, especially in glamorous arena. Edwrad Tyler, a British anthropologist has been acclaimed as the first to define the term culture as “that complex whole which includes knowledge, arts, beliefs, law, customs, morals and various other habits and capabilities attained by an individual as a being within the society.” This therefore, form the bedrock on which academics and practitioners alike have attempted to establish the various pattern of culture as we see it today. However, it has not been that easy to define culture, what we have seen is just an attempt to justify it by looking at based on the view points of the various authors. The following are some of the definitions given in literature:

Hofstede [5] defines culture as the “collective programming of the mind, which distinguishes the members of one category of people from another.” Thus, we can use culture to determine the mental groupings of people for the purpose of assigning responsibilities and their assessment thereof. Schein [11, 20] asserts that culture is “the pattern of basic assumptions that a given group has invented, discovered, or developed in learning to cope with its problems of external adaptation and internal integration, and that have worked well enough to be considered valid, and, therefore to be thought to new members as the correct way to perceive, think, and feel in relation to those problems.” This only goes to emphasize the fact that culture paves the way for the tending of the behaviour of individuals engaged by a firm, thus ensuring organisational expansion and continued existence. Nonetheless, Davis [1] defines culture as “the pattern of shared beliefs and values that give the members of an institution meaning, and provide them with the rules for behaviour in their organisation.” These can be the fundamental truth or guiding beliefs about an organisation which form the bedrock for the daily beliefs which constitute the feelings and rules about behaviours on a regular or everyday basis within a firm.

Overall, it can be seen that there is no one single form or way of defining culture, hence, the continuous debate on what really is the standard expression or meaning of the term culture. Therefore, an important challenge for managers is to determine what the most effective culture is for their organisation and, when necessary, how to manage the organisational culture effectively and efficiently (Baker, [3]).

### 3.2 Elements of Culture

As follow up to the definition of culture, Hofstede [12] categorised culture under four main headings, viz: values, rituals, heroes and symbols as depicted below



**Fig. 1.** Elements of culture (Source: Hofstede [12] p. 9.)

From the figure above, values can be seen to be the bedrock on which culture stands, thus suggesting the dislikes and likes of the operatives and the management within an organisation based on the law and morals. The rituals constitute the combined efforts which depicts all relevant social activities within an organisation, while the heroes are those individuals celebrated because of their distinctiveness in terms of skills, connections, achievements, leadership prowess in the company. Symbols represent those words, signs, objects or acts that give meaning to a group or individual as a

result of its portraying something differently or widely from others at a point in time. In order to further give credence to the thoughts of Hofstede, [12] a cultural network was developed by Johnson, Whittington and Scholes [13] to display the interlink between the present elements and the other various cultural elements in order to further explain the culture as a concept. As can be seen in Figure 2, below, the cultural network or grid is made up of seven elements as against the four we have above. At the middle of it is the paradigm or the generally alleged values and beliefs of the company, alongside the surrounding elements (power structures, stories, control systems, symbols, organisational structures, rituals and routines) that can evolve at different stages in the life of company as deemed fit by the management in order to prescribe basis for what is acceptable or unacceptable attitude in the company.

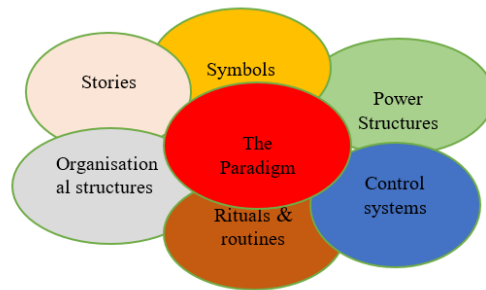


Fig. 2. Culture network (Source: Johnson *et al.* [13])

In order to further expand the understanding of culture, Guclu, [14] added the following elements: norms (being the attitude and behaviour that are considered normal or typical in a group), ceremonies (organised event to appreciate or celebrate people for their good works), customs (the repeated sequences of events which show and reinforce the important values of an entity) myths (is a means of communication which establishes the values of a social group or organisation) and language (the means of communication adopted by workers in an organisation to relate with, accept and sustain the culture of an organisation).

### 3.3 Organisational Culture

The definition and the elements of culture are not enough to enhance the understanding of the behaviour in organisations, hence, the study of organisational culture is also as a means of not only predicting behavioural pattern but also as a way of measuring the performance of organisations. From literature, the study of organisational culture was pioneered by the works of Ouchi [15], Peters and Waterman [45], Deal and Kennedy [46] and Pascale and Athos [47] as quoted in the studies of Baker [3] and Ojo [16].

The definition of organisational culture has been given differently by various authors based on the perceptions of the meaning, application and drawbacks. Ogbonna [17] asserts that organisational culture are the results of “the interweaving of an individual into a community and the collective programming of the mind that distinguishes members.... It is the values, norms, beliefs, and customs that an individual holds in common with other members of a social unit or group .... .”The emphasis here is on the communal attraction for winning the support of a group since they have a common approach to issues. In a like manner, Hofstede [6, 12] views organisational culture as the “shared pattern of beliefs, assumptions and expectations of the organisation’s members and the collective programming of the mind which distinguishes one group or a group of people from another.” The

focus here is the living pattern that is common to a group people, which eventually culminates in the same way of doing things. However, de Hilal *et al.*, [19] are of the opinion that rather than organisational culture being a function of the communal way of life, it is to be seen that differences in culture at the national level is resident in values, whereas at organisational levels, the residency is in practices. Therefore, practices are amenable to pre-determined change, while values, even if they change, may not be as a result of pre-determined change. Taking another view point, Schein [20] looks at organisational culture as “a pattern of shared basic assumptions that a group learns as it solves its 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 those problems”. This definition is about organisational culture being an instrument for guiding the behaviour of the members of a company, thus guaranteeing progress. Subsequently, Jahmurataj [21] defines organisational culture “as being inclusive of expectations of an organisation, experience, philosophy and values they carry along, and express the self-image of its inner works”. This is dependent upon the perception of the leadership and the future it can create for itself from within over time. In their own view, Ball and Quinn, as cited in Yesil and Kaya [22] expressed organisational culture, as “an organisation’s values, beliefs, practices, rites, rituals and stories- all of which combine to make an organisation unique”. Thus, emphasising the fact that no two organisations have the same perception to issues of importance. However, Cerovic *et al.*, [23] define corporate culture as “the sum of beliefs, expectations, norms and values shared by most employees in a company”. These go to show that workers have the right to hold their own set of ideas about their establishments. Nonetheless, according to Abu-Jarad *et al.*, [24] organisational culture is referenced as “something that is historical and holistically pre-planned (by leaders or founders), linked to elements studied by anthropologists (such as symbols, rites and rituals), socially built (formed and protected by the set of individuals who have organised themselves to establish the entity), lenient and not easy to alter”. This is to affirm the fact that organisational culture is static.

Based on the views expressed above, it can be affirmed that organisational culture being one of the most significant area of study in organisational theory and management is yet to have an agreed or uniform way of defining it as well as determining its scope Yildiz, [25] just as Ogbonna and Harris [26] opine that for as long as culture is not a stand-alone concept, which diminishes its contribution as a tool for analysis there is doubts as to the ability to having an agreement on the changing nature of organisational culture.

### 3.4 Importance of Organisational Culture

As far back as 1982, Deal and Kennedy, canvassed that corporate development should be strongly joined with organisational culture to enhance efficiency in the work output of people. On the other hand, since entities adopt various resources and methods to monitor change and behaviour, then organisational culture indirectly influence attitudes as result of adopting a couple of managerial techniques like, strategic lens and direction, technology, communication skills, inter-personal relationships, cooperation, routine checks, tasks, goals, etc. to get things done Martins and Terblanche [27]. In relation to the development of an organisation, organisational culture Andrew, [28] can be applied as various tools to assist the organisation achieve success through enhancing corporate performance and at the same time create competitive advantage against the competitors of the organisation. Furthermore, Hellriegel *et al.*, [29] assert that organisational culture has the prospect to increase organisational performance, personal satisfaction, ability to solve problems, etc. Schein [20] affirms that organisational culture has impressive roles to play as a result of increased globalisation, alliances, competition, mergers and multiple employee related developments which



have generated needs for: product motivation; strategic innovation; management of various workforce; cross-cultural management of global entities and /or multi-national alliances; etc. Baker [3] emphasizes that optimising the value of the workforce as intellectual assets requires a culture that enhances their intellectual contribution and ensure both organisational and personal learning, new knowledge formation and use, and the mind-set to part with knowledge to others. According to Ojo [16] organisational culture is about the following: defining the standard of behaviour; provision of a sense of identification for the people and encourages the employees' commitment to a firm's mission. Nevertheless, organisational culture is like a means of identification, hence, the assessment of a firm or establishment is made by reference to its culture (Yildiz, [25]).

### 3.5 Organisational Performance

According to Osaze and Anao [30] performance in a corporate environment means “the extent to which a goal has been or is being achieved.” Thus, the implication is that the outcome of an entity's activities is a derivation of its culture which show case the ability to get sustained in order to take advantage of future benefits. Therefore, Tseng [31] asserts that performance control can be categorised in two ways: internal performance (which is in terms of issues like product quality, costs, and profit levels) and benchmarked performance (which has to do with making comparison of a firm's product quality, costs, operations and customer satisfaction to leaders or industry benchmark).

In their own submission, Robinson *et al.*, [32] suggest that knowledge management and learning culture approaches are important to improving corporate performance for an entity to sustain innovation in terms of technologies, processes and products. Therefore, according to Jones *et al.*, [33] organisational culture can be accepted as a basis for knowledge, since it affords the workforce to acquire, create, transfer and accomplish knowledge within a given framework. In the same vein, Liew *et al.* [44] acknowledge that organizations which practice HRM strategies i.e. recruitment and selection, compensation, training and development, supervisor support and work-life balance are most favoured to retain their workers, thus, enhancing effectiveness in terms of performance.

**Table 1**  
Organisational Performance Criteria

1.Total effectiveness	11. Motivation	21. Technical abilities of executives
2. Efficiency	12. Morale	22. Information management and communication
3. Productivity	13. Control	23. Preparedness
4. Profit	14. Conflict	24. Utilization of environment
5. Quality	15. Planning and objective setting	25. Evaluations by externals
6. Occupational accidents	16. Flexibility/Adaptation	26. Stability/Determination
7.Growth	17. Goal consensus	27. Value of human resources
8. Absenteeism	18. harmony between role and norm	28. Sharing of participation and authority
9. Employee turnover rates	19. Internalisation of organisational objectives	29. importance attached to training and development
10. Job satisfaction	20. Social abilities of executives	30. Importance attached to success

Knowledge conversion is a social means of ensuring that people with different knowledge base relate together for the aim of creating new knowledge that enhances the quantity and quality of both implicit and overt knowledge [34]. Thus, knowledge management efforts are significant in enhancing

the strength of staff to carry out knowledge-based deals and, hence evolve genius thoughts that are innovative for improving the financial outcomes of a firm Chang and Ahn, [35]. Therefore, the factor responsible for the increasing performance of a firm is a good knowledge base Lai and Lee, [36].

The organisational performance criteria designed by Robbins and Barnwell [48] as cited in Yildiz [25] is shown in Table 1.

#### **4. Empirical Framework based on Organisational Culture and Performance**

Yesil and Kaya [22] in their study of the role of organisational culture on innovation capability surveyed managers from 54 firms in Turkey, and they reported that adhocracy culture is positively related to innovation capability of the firms, while the other cultural dimensions were not related to innovation capability of the firms. The latter is not in line with the theoretical arguments by Martins and Martins, [37] and previous empirical studies by March-Chorda and Moser, [38]. However, it was in line with the arguments and the empirical studies that found positive effect of organisational culture on performance Tseng, [31], innovation capability Yesil and Kaya, [22]. The shortcoming of this study was in the small sample size. It was recommended that organisational climate be explored to be able to determine the most significant element that plays the most important role in evaluating the innovativeness of the firms. Ojo [16] in his study of the organisational culture and performance of Nigerian insurance companies, discovered that there is positive relationship between organisational culture and employee performance, thus stressing the fact that organisational culture that is employee-friendly ensures personal work satisfaction, emotional support, high morale and positive perception by others. Yildiz [25] in his theoretical study of the relationship between organisational culture and organisational performance, identified the fact that organisational culture is not only about physical constructs such as office design, corporate headquarters, employee attire, but it is about the values, hypotheses, norms, rituals, myths, customs, stories, symbols, heroes and language that shape the communication, attitude and behaviour of employees. Therefore, founders, employees and managers have a significant effect in enhancing organisational culture. However, each firm would evolve its own distinctive culture. He is of the opinion that cross-sectional or longitudinal analysis in evaluating performance evaluation is of tremendous importance, just as the relevant organisational culture dimensions which have now made the two to be of continuous controversial nature in research. Furthermore, measuring the impact of the concept of organisational culture, which also consist of innovation and knowledge management on organisational performance, are issues for future research.

Tseng [31] in their investigation of the correlation between organisational culture and knowledge conversion on corporate performance under a Chinese-centric set of societal, cultural and linguistic attitude and behaviours, found that an adhocracy culture enables knowledge conversion and enhances corporate performance more than the clan and hierarchy culture. The implication of this study is that if an organisation can imbibe the adhocracy culture, it will be convenient to provide an environment where knowledgeable employees can study, feel relaxed and have the benefit of being innovative and creative in order to enhance corporate performance and add value to an organisation. The author is of the opinion that since different nations do not have similar cultures, future research efforts are to be directed at replicating this study in other continents of the globe with a distinct set of behaviours and attitudes and evaluate how the three cultural dimensions and the four knowledge conversion efforts (socialisation, externalisation, internalisation and combination) inter-relate within the entity to foster corporate performance.

Ghorbanhosseini [39] study of the effect of organisational culture, teamwork and organisational development on organisational commitment: the mediating role of human capital was based on 266



employees of SAFA Industrial Group in Iran, and the findings show that organisational culture, teamwork and organisational development have direct and significant impact on human capital. Furthermore, human capital has a positive effect on organisational commitment, while organisational culture, teamwork and organisational development have direct and significant effect on organisational commitment. Finally, human capital plays a mediating role between organisational culture, teamwork, organisational development and organisational commitment. Implications of this study are that: organisations should provide common pattern of attitude, beliefs, shared values which are peculiar to most members of an organisation; managers are to make available teamwork basis in order to enhance organisational commitment; organisational development is fundamental for creating organisational potentials required to bring about organisational commitment and organisations should endeavour to enhance human capital as basis for sustaining organisational commitment. The shortcomings of this study is that it was focused on specific time short time and only the employees of a group, thus the suggestion that a longitudinal study should be embraced, using the variables of this study in other cultural and organisational setting. However, Zheng *et al.*, [40] in their survey of 301 organisations on linking organisational culture, structure, strategy and organisational effectiveness: mediating role of knowledge management, found that knowledge management fully mediates the impact of organisational culture on organisational effectiveness and partially mediates the impact of organisational structure and strategy on organisational effectiveness. Therefore, this study has shown that evaluating the mere direct relationship between organisational culture and organisational effectiveness is not enough, thus, the need for mediating variables. Also the usage of a single informant is a minus for this study. Nevertheless, attention on knowledge management practices, such as making available knowledge management tools and promoting knowledge management ideas would assist to reduce contextual organisational resources to the background. Zhang *et al.*, [41] study was carried out on 362 firms in China to investigate how the two functions of organisational culture link to organisational performance, with human resource capability as a mediator and environmental uncertainty as a moderator. The findings show that the two functions of organisational culture, that is, internal integration and external adaptation have a joint impact on performance. The relationship between external adaptation and performance is mediated by human resource capability. Furthermore, environmental uncertainty display a moderating role in the relationship between internal integration and performance. This study was a departure from other studies because it used the resource based view and dynamic capability theory. This study recommends the usage of multi-informants to assure more reliable and valid measures. Of note too is the adoption of longitudinal design and panel data to be able to draw conclusions about the causal relationships among the two functions of organisational culture, human resource capability and performance. However the implications of this investigation for managers are: since there is positive relationship between external adaptation and performance, leadership must show good attention as organisations have to adjust to the particular management systems that are not in line with the external environment, and also as human resource capability mediates the relationship between external adaptation and performance, there is a need for proper management of human resource, employer-employee relationships. The positive relationship between internal integration and performance, particularly in uncertain situations, calls for proper sustenance and improvements in internal stability by putting in place general vision, mission and communal values among staffs.

Shonubi and Akintaro [42] in their review of effect of organisational culture on organisational economic performance using empirical studies are of the opinion that there is good relationship between organisational culture and organisational economic performance, since, long-term financial performance was the highest for organisations with an adaptive culture with strength and fit perspective being partially upheld. They have thus, suggested that pro-active adaptability culture be

promoted with cooperation and collaboration between top managers via corporate vision and strategic directions that are contextually suitable for organisational advancement.

## 5. Contribution, Implication and Future Researches

Overall, it can be seen that there is no one single form or way of defining culture, hence, the continuous debate on what really is the standard expression or meaning of the term culture. Therefore, an important challenge for managers is to determine what the most effective culture is for their organisations and, when necessary, how to manage the organisational culture effectively and efficiently Baker [3]. Organisational climate need be explored to be able to determine the most significant element that plays the most important role in evaluating the innovativeness of the firms Yesil and Kaya [22]. Yildiz [25] is of the opinion that cross-sectional or longitudinal analysis in evaluating performance is of tremendous importance, just as the relevant organisational culture dimensions which have now made the two to be of continuous controversial nature in research. Furthermore, measuring the impact of the concept of organisational culture, which also consists of innovation and knowledge management on organisational performance, are issues for future research. Tseng [31] also opines that since different nations do not have similar cultures, future research efforts are to be directed at replicating her study in other continents of the globe with a distinct set of behaviours and attitudes and evaluate how the three cultural dimensions (clan, hierarchy and adhocracy) and the four knowledge conversion efforts (socialisation, externalisation, internalisation and combination) inter-relate within an entity to foster corporate performance. Ghorbanhosseini [39] suggests that a longitudinal study should be embraced, using the variables (organisational effectiveness, organisational culture, teamwork, commitment and human capital as a mediating variable) of his study in other cultural and organisational settings. The study by Zheng *et al.*, [40] has shown that evaluating the mere direct relationship between organisational culture and organisational effectiveness is not enough, thus, the need for mediating variables. Also the usage of a single informant is a minus for a study. Nevertheless, attention on knowledge management practices, such as making available knowledge management tools and promoting knowledge management ideas would assist to reduce contextual organisational resources to the background. In a supportive manner, Hassan and Umar [43] assert that leadership style among other factors would enhance proficiency in resources mobilization, allocation, utilization and enhancement of organizational performance. Zhang *et al.*, [41] recommend the usage of multi-informants to assure more reliable and valid measures as well as the adoption of longitudinal design and panel data to be able to draw conclusions about the causal relationships among the two functions of organisational culture, human resource capability and performance. Shonubi and Akintaro [42] suggested that proactive adaptability culture be promoted with cooperation and collaboration between top managers via corporate vision and strategic directions that are contextually suitable for organisational advancement. In a nutshell, we are of the opinion that no matter how good or sound the organisational culture is, it can only thrive in an environment where efforts are adequately rewarded and infrastructure for growth and development are not in any way lacking. Therefore, corporate managers are enjoined to encourage the culture of knowledge transfer, innovation, conversion and management in order to bring about effectiveness and efficiency on the part of all sundry within the organisation to enhance high performance.

## 6. Conclusion

Even though much efforts have been put in by various researchers in order to look at how organisational culture influence corporate performance, there is still room for improvements especially in the areas of mediation and moderation roles of knowledge management, knowledge conversion, innovations, corporate governance mechanisms, etc. that would make future research more scientific. Implications of this study are that: organisations should provide common pattern of attitude, beliefs, shared values which are peculiar to most members of an organisation; managers are to make available teamwork basis in order to enhance organisational commitment; organisational development is fundamental for creating organisational potentials required to bring about organisational commitment and organisations should endeavour to enhance human capital as basis for sustaining organisational commitment. Furthermore, cross-sectional or longitudinal analysis in evaluating performance is also of importance, just as the relevant organisational culture dimensions which have now made the two to be of continuous controversial nature in research. In a like manner, pro-active adaptability culture need be promoted with cooperation and collaboration between top managers via corporate vision and strategic directions that are contextually suitable for organisational advancement. However, the drawback of this study is that not all researches related to this area of effort have been considered, hence, generalisation not possible as there is still room for improvements.

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