

# Employee Perception of Organizational Culture and its Relative Influence on their Attitude and Behaviour

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## Abstract

*The cultural-dimensional attitude of employees towards organizational learning. The objective of the study is also to compare employee work experience, job changes and their perception of culture in order to enhance organizational learning readiness. This research expands inadequate research into the influence of organizational culture on employee perceptions of their workplaces. This emphasizes on the specific importance of employee answers to comprehensive, open-ended questions about their perceptions of cultural dimensions. The study sheds light on the cultural dimensions that employees report the most inspiration on their perceptions of corporate life. Research indicates that the social aspects of traditions, business practice and fundamental beliefs have shaped respondents' attitudes of their organizations. 64 workers of the logistics company gathered the primary data. The connection between consistency, job shifts and awareness of the cultural aspect were discussed through enhancing organizational learning. In order to determine the important relationship between the working shifts and the experience of responsive, variable employees in enhanced organizational training, a comparison was created. For the evaluation of the theories, the questionnaires are analyzed. The research shows that the social aspects of beliefs, interpersonal practices and fundamental principles have shaped the viewpoint of the participants in the study limited to Bangalore in their organizations, and may not apply to other contrapositions.*

**Keywords:** Organizational Culture, Attitudes, Behavior, Values, Beliefs, Learning

## 1. Introduction

The perception of employees may be described as a brand and a personality organization. It is based on faith and standing for what makes the enterprise singular. It can be associated to corporate culture and the way prospective employees view the company and the general public. A company culture is a social reality that tells employees what they should do, feel and think. Organizational culture is a system of common values, and convictions that regulate how people conduct themselves within organizations.

The climate and atmosphere in companies have a main impact on the productivity of their workers. Each organization has its own cultural standards that are intended, supported and accepted behavioral methods. Becker (1982) correctly said that the culture of company relates to a specific sense scheme for the employee's group which differentiates from one enterprise and one organization. Such expectations can be made known to the staff in either written or unwritten way. Once workers join or enter into a partnership with their employer and their company in order to respond in the expectation of a welcoming environment for their economic, social and psychological needs. A well-developed organizational culture cultivates a healthy and productive work environment in which workers is happy and has a high level of performance, which in turn is beneficial to the company itself. In literature review, it was found that

employees have a better perception of the organizational culture in which workforce is ethnically dynamic. While the organizations that carry homogeneity in the workforce for ethnicity, the employees perceive that less attractive organizational culture to work in.

Employees have opinions or beliefs on many facets of their jobs, professions and institutions, which are important in terms of the company's success. Positive behaviors are infectious, and the morale of their workers and even superiors will be improved by strong morals. Bad employees have a profound influence on business ethics. Their actions will weaken the integrity of their colleagues, and their usually unacceptable behavior may cause stress to their colleagues. The attitude of workers towards any situation or quality is one of the most visible actions in any workplace. Attitudes have been defined by many authors on the basis of how people behave or react. Certain forms of actions of workers allow the company to work unimpeded, while some employees with a negative psychological outlook become pessimistic in their attitude and are counterproductive for the accomplishment of the goals of the enterprise.

This study aims to investigate the employee's perception of the effect of corporate culture on behaviors and attitudes to corporate culture. As the culture of the organization's, regardless of the changes, is a necessity for survival in the competitive world, this study should become useful for future studies. The purpose of this work is to understand better the micro effects of corporate culture. In capturing a small group of employees' thoughts and feelings while they experience the diversity of cultural dimensions, we evaluate the way these thoughts and feelings reflect their understanding, behavior and attitudes in a social environment.

## 2. Literature Review

**Darryl and McCarthy (2006)**, the work was performed in an industry in a medium-sized manufacturing business to investigate an employee's understanding of the creation of a learning environment. An extensive

interview with the organizational development executive of the Company, a validated learning organization questionnaire with an intersection of 80 employees and semi-structured interviews with a stratified sample of twenty. This research leads to a better knowledge of the views of workers in the creation of a learning enterprise, as well as incorporating empirical data in the theorized on learning organizations, rather than from organization's or management viewpoints that tend to dominate literature.

**Linda et al (2015)**, the field research concentrated on two systems designed to represent an ethical atmosphere in organizations: ethical culture and ethical climate. It included an analysis of the effects on employee attitudes and behaviors. First, through factor analysis and correlation analysis they discussed issues of conjunction and divergence between these constructs. Results indicated that two methods evaluate the moral context quite differently but closely linked. Regression results indicated that the ethical dimension of the culture was closer to unethical behavior observed in code organizations, while climatic dimension was more strongly related to the non-ethical behavior observed in non-code organizations.

**Peter and Wilderom (2004)**, the research that identifies the literature about organization's culture was undergoing a clear lack of extensive surveys that led to comparative studies. They proposed a definition and a number of dimensions to make organizational cultures more comparable. We had five dimensions on the basis of empirical studies: flexibility, outward orientation, interdepartmental cooperation, human resources orientation and design orientation. The use of this concept and of such generically proportions will encourage the correlation and aggregation of research results between coordinated cultures.

**Alharbi Et Al (2013)**, Investigations were conducted to examine the association between organizational culture and performance and certain investigators identified a clearly-defined connection between them. The primary purpose of the research paper is to define

and quantify strong relationships between success and corporate culture. Literature review is used as a methodology to evaluate the impact on processes, employees and systems of an organization's culture. The strong culture of a management and leaders-based organization contributes to improved performance. Managers link organizational performance and culture, helping to give companies competitive advantage. Deborah and Iles, (2000) discusses the problems of diversity of human capital and multicultural atmospheres in organizations, and introduces a theoretical 'healthy environment of inclusion' framework. This refers to the extent to which the organizational climate is valued and employees are welcome and included in human resources diversity. These provide a pattern of indices of a supportive environment of inclusion and the implications for organizations and people, in particular the occupations and behaviors and expectations of the individuals.

**Meriam (2005)**, a study was supported out in order to study the impact on creativity independently and at the same time for two independent variables: innovative environment and learning organization. Multiple regression analyzes were performed on the recorded data. In contrast, the compares the means of the variables among three categories of employees of the levels, namely the senior, the middle or lower and supporting employees. A selection of eighteen private organizations from 165 corporations from different core sectors was selected at random. Qinghua, Et Al. (2012), the conceptual structure measuring employee satisfaction was developed and empirically evaluated as a mediator and moderator on the relationship between employee understanding and loyalty to companies in CSR. On the basis of 438 functional questionnaires from four generic businesses, they observed that the allegiance of workers can be counterproductive to workplace morale by ensuring money-related benefits and changing their working environment.

**Eric and Doherty (2009)**, conducted a study, exploring the effect on job satisfaction of organizational culture and the desire to quit the organization through a fitness

workers survey. In order to measure the organizational culture in fitness industry in particular. Form mapping was used to analyze friendships, job satisfaction and desire to leave between the organization's cultural factors. The findings created a partly controlled corporate environment template that accounted for 14.3 percent of the job satisfaction variance and 50.3 percent of the disparity intended to leave the company. The findings highlight the heterogeneity and complexities of organizational culture in the fitness industry.

**Raymond et al., (2017)** explores the relation between corporate ethical culture and judgment on moral admissibility, hypothesizing that a judgment on moral acceptability is an important stage in the decision-making process. There was no evidence for the argument that organizational architectural features were correlated with the intensity identified by unethical conduct against customers. This is the first research to record the disparate impacts of institutional structure and moral behavior on workers' alleged unethical conduct against clients in the area of wholesale banking. Implications are being addressed for administrators and future research.

**Matthias and Mueller (2019)**, discusses the information on specifications for a change management micro-Macro Framework, which differ from existing models in other areas. The emerging field of micro foundations requires frameworks that explicitly take into account interconnections between micro-and macro-organization. Change management analysis frequently explores such structures, but very few methods refer to the specific interdependences between macro and micro rates of organizations. The study of these interdependencies shows that shifts at the micro level have often positive as well as unfortunately undesirable effects on the performance of the product. **Ramdhani, et al. (2017)**, explains the aspect of corporate culture affects employee engagement. The work was based on an analysis in certain previous research. This study uses a test model based on previous literature reviews and hypotheses

were subsequently made available as a methodology. The results of the study show that employee commitment to organization, which consists of teamwork, communication, training and recognition can be improved through corporate culture. The definition of employee organizational engagement is defined in a causal relation to the corporate culture that is decomposed through collaboration, interaction, learning and awards. **Daulatram (2003)**, evaluated the marketing professionals through cross-companies in the USA explores the effect of organizational culture on the job satisfaction. **Cameron and freeman (1991)** have been used as the theoretical empirical structure for the corporate communities comprising of the family, the adhocracy, the hierarchy and the business. The results show that the rates of job satisfaction differ across the cultural typology of the business. In this philosophical analysis, job satisfaction was invoked in the vertical axis correlation between societies, which reflects a spectrum between organic processes (insisting on mobility and spontaneity) and mechanistic processes (emphasizing power, continuity and order). Employment performance was linked favorably to clan and adhocracy cultures and to business and patriarchal cultures.

**Yafang(2011)** establishes the connection between leadership, organizational culture, and employee satisfaction has been undertaken. A cross-sectional research centered on clinical nurses in Taiwan has been completed. The interactions between organization cultures, leadership behaviour and job satisfaction were used as a comparison study. Organizational cultures (positive) are strongly related to management and job satisfaction and leadership activity were important. **Brian, et al.(2009)** offered a detailed insight into partnership, the study into organizational culture affects company effectiveness is an observation indirectly created by various managers and leadership scholars. A potential mediator of the relationship between organizational culture. Results from this study, conducted in 99 medical facilities throughout the USA, show that employee attitudes mediate the relationship between

culture and efficiency. **Sharon (1999)** indicates that a key feature of a corporate security culture is a common understanding of the value of safety amongst managers and employees. This study showed the perceptions of the relative importance of 25 railway factors by 312 British Rail drivers, supervisors and executives. The scores from each level were also calculated at the other grades. The study found that intergroup perceptions were not realistic, although there was a shared sense of the value of security. The argument goes that correct intergroup impressions are crucial to the creation, and form the basis for a positive culture of protection, of reciprocal trust and understanding across grades.

The aim of this paper is to provide a re-evaluation of the idea in terms of its possible relevance to brand-laded cultural shifts and customer experience management. The aim of brand management has always been to provide a consistent and distinguished customer experience. However, due to the increased complexity in managing brand experience, this task has been especially difficult for service brands. Employer product administration's approach is more comprehensive in defining the organizational culture by ensuring that every frame of reference in handling employer is compatible with the brand's philosophy. Through offering a comprehensive framework to match worker product interactions and a shared marketing / HR system, workplace brand management is an important step towards the credibility of company products. The power may also be obtained from private property. The researchers have been examining whether control can be due to the health (**Richard, 2007; Anderson, 2008**). **Kathrynet al. (2015)** this study included three aspects of information security decision-making, namely, policy and procedural knowledge, policy and procedural attitude, and self-reported behavior. The results of a survey of 500 Australian workers showed an important, positive relationship between information security decision-making and the environment of corporate information security. The difficulty of applying successful incentives and fines and recommendations for further study was addressed

to explain sufficiently the many factors influencing the decision-making of information security.

**Tang, et al. (2019)** Work has been carried out and high turnover in hotels and academia has been recorded. The purpose of this study is to examine the psychological processes that influence employee loyalty to attitudes and actions of hotels. The study uses principles of organization, which believes that the hotel staff should construct and check a conceptual framework as an internal client. Many primary effects have been reported. These findings have important consequences for hotel turnover management and for improving employees' psychological accomplishments to thus improve attitude and behavior.

**Zohar and Hofmann (2012)** organizational culture and the interrelationship between these two constructs. To provide some clarification, all systems have been analyzed in depth and a framework explains how the corporate environment can be seen from the outset as an indication of the basic values and assumptions underlying the atmosphere of the business (i.e. from employee perceptions).

**Linda (2003)**, this paper explores the relevance in institutional research of the idea of culture. In the five current research themes: comparative leadership, corporate culture, behavioral awareness, abstract structure and subconscious structures and organization, the convergence between social and organizational philosophy is apparent. Such concepts are explored by scholars with different purposes and their analysis is focused on numerous hypotheses regarding the nature of society and organization. In this assumptive sense must be carried out the job of determining the strength and limits of the definition of culture.

**Gershon, et al. (2004)** investigates the interaction between the institutional structures and effects in health services is highly invasive, data on the accuracy and quality of the measurement tools used in these frameworks is scarce. Twelve instruments that can apply in the measurement of organizational structures in the health care environment were identified. Such

instruments are identified by the researchers and defined and their effects are addressed. **Martins (2003)** this paper aims to present the determinants of organizational culture that influence creativity and innovation through a model. The determinants of corporate culture have been identified against the background of this model. The creativity and innovation can either promote or hinder ideals, principles and attitudes that play a part in creativity, based on how they affect individual and group actions.

**Marilyn (2001)** explores the cultural perceptions of employees in order to assess how their views vary according to backgrounds and organizational divisions. The research location is one of the largest companies in the healthcare sector in the long term. The administrative group, the age of the worker, the sex of the workers and their race found significant variations in views using the ten cultural dimensions. Ironically, it was found that work experience and cultural values are related even more closely.

**Yu, et al. (2011)** this study examined the context, understanding of the external environment and its connection to organizational learning, as well as the correlation between corporate learning and success in innovation at two scales, including the quality of innovation in person and institutional levels. The results indicated that the background of organizational development, public understanding and institutional learning are important for the success of individual and corporate innovation, and related more to the individual level of the enterprise than to the quality of organizational innovation. Mike (2003) enhances the Mergers and acquisitions success rates, innovative approaches suggested in the field of institutional transformation, corporate leadership and operational growth and management analysis are also discussed.

**Victoria (2010)** this report explores the effect of principles that include corporate culture on employee satisfaction, including gender and age. The study was performed in all three public hospitals in one of Greece's major cities, the indicators introduced include the Cultural Organization Profile and the Job



Description List. The quantitative analyzes include descriptive statistics, slowly evaluating the regression and t testing. Such results lead to a better understanding of work performance and the association to corporate culture. **Onne Janssen (2011)** explores managers are perceived as promoting workplace creativity, workers are encouraged to make use of their power to carry out innovative work, whereas supervisors do not believe they are supportive. **Susan (2009)** the conception of organizational culture suggests that organizations, of which ethics is part, have identifiable cultures. Through nature, culture is the common belief of the leaders of an institution, so that an organization's moral culture is expressed in the views that its participants hold about the morality of an organization. Thus the principles of various organizations, as it already resides in a spectrum surrounded on the one side by moral businesses and on the other hand by highly ethical corporations, is rational. This research evaluates the effectiveness of the existing measure of the ethical culture of organizations in the determination of the ethical condition of organizations.

**Michael (2002)** Analysis and risk management leadership and several other aspects have been reported to affect employee views of the protection management system. In addition, such beliefs seem to affect workplace decisions concerning dangerous behavior and decision-making in the work. Industry Impact: Studies show that workers ' safety system expectations contribute to management's protection involvement, which tends to be linked to injury rates in effect. Management will concentrate on how well these key factors can be used to have a more positive impact on their business injury rates.

**Alexandros, et al. (2008)** the relation between performance and happiness, inspiration and engagement in expected employee training. Employee perceptions towards the earned education and on employee attitudes. In the report, workers ' emotions are analyzed, and their specific traits are not taken into account.

**Adel, et al. (2007)** in his research is aimed at examining the role of certain issues in the success of knowledge sharing in the organizational culture. It work aims to help companies understand and promote the essential function of the corporate culture to cultivate awareness to become pioneers in using their know-how and thereby achieving success. The findings of this report were based on an interview with workers from different public and private sector organizations in Bahrain and the outcomes of a survey. Research results show that the exchange of expertise in organizations is beneficial. Transparency, collaboration, information systems, incentives, and function of the enterprise.

### 3. Objectives of the Research Study

The objective of the study is:

- The effect of the corporate culture on distribution companies ' attitudes and behavior.
- The impact of corporate culture influences on the logistics company's attitudes and behavior.

### 4. Research Methodology

The study was conducted at a logistics company. After it was circulated to 88, the key information was obtained from 64 employees. The full survey was sent out to only 64 workers. The data were collected using pre-tested and well-structured interview schedule consisting of five components, namely Demographic Profile, Job Satisfaction, Organizational Culture and Organizational Climate, Problems and Measures for Suggestion. A scale of 24 statements was used to identify key components and sub-components of organizational culture by experts and by available literature.

The respondents ' questionnaires are focused upon the Likert Scale from strong agreement=1 to deep discord=5, centered on the organizational culture and attitude and behavior. Regression was performed using the SPSS ver. 22 to find the impact of organizational culture and its impact on attitude and behavior. Through interviewing the respondents individually, the data were collected and analyzed through applying correct statistical tests.

5. Data Analysis and Interpretation

Table.No.1: Regression of Organizational Culture on Attitudes and Behaviour

Model	R	R Square	Adjusted R Square	Std. Error of Change the Estimate	Change Statistics					
					R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.666 <sup>a</sup>	.444	.285	.27640	.444	2.796	14	49	.004	2.431

a. Predictors: (Constant), OC12, OC9, OC14, OC10, OC5, OC8, OC2, OC7, OC1, OC4, OC13, OC6, OC11, OC3

b. Dependent Variable: Attitudes and behaviour

Table.No.1 represents the regression results of organizational culture on attitudes and behaviour of the employees in a logistics firm. The coefficient of determination is 44.4 percent and is significance, the value of significance is less than 0.05 percent.

Table.No.2: Anova of Organizational Culture on Attitudes and Behaviour

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2.991	14	.214	2.796	.004 <sup>b</sup>
Residual	3.743	49	.076		
Total	6.734	63			

a. Dependent Variable: Attitudes and behaviour

b. Predictors: (Constant), OC12, OC9, OC14, OC10, OC5, OC8, OC2, OC7, OC1, OC4, OC13, OC6, OC11, OC3

The Table.No.2 represents the Anova of organizational culture on attitudes and behaviour the F value is 2.796 and the significance value is less than 0.05 percent. The organizational culture is having an impact on the employees in the logistics firm.

Table 3: Coefficients of Organizational Culture on Attitudes and Behaviour

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.620	1.157		1.401	.168
OC13	.242	.061	.455	3.950	.000
OC14	.184	.074	.278	2.470	.017
OC1	.123	.055	.256	2.256	.029
OC2	.101	.047	.247	2.175	.034
OC3	.035	.055	.076	.634	.529
OC4	.011	.074	.017	.145	.886
OC5	.029	.066	.054	.437	.664
OC6	.040	.059	.078	.665	.509
OC7	-.038	.067	-.066	-.572	.570
OC8	-.011	.050	-.026	-.230	.819
OC9	.034	.058	.066	.588	.559
OC10	-.007	.059	-.013	-.112	.911
OC11	.006	.083	.008	.067	.947
OC12	-.124	.083	-.188	-1.492	.142

a. Dependent Variable: Attitudes and behaviour

Table.No.3 represents the coefficient of organizational culture on attitudes and behaviour the significant factors of training and development OC13 (0.000), OC14 (0.017), and OC1 (0.029), OC2 (0.034) Training and development increases the efficiency of the employees, and in improving the skills.

**Table.No.4: Overall Regression of Organizational Culture on Attitudes and Behaviour**

Model	R	R Square	Adjusted R Square	Std. Error of Change the Estimate	Change Statistics					
					R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.692 <sup>a</sup>	.479	.471	.23784	.479	57.047	1	62	.000	1.951

a. Predictors: (Constant), Organizational culture

b. Dependent Variable: Attitudes and behaviour

Table.No.4 represents the overall regression results of organizational culture on attitudes and behaviour of the employees in a logistics firm. The coefficient of determination is 47.9 percent and is significance, the value of significance is less than 0.05 percent.

**Table. No.5: Overall Anova of Organizational Culture on Attitudes and Behaviour**

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.227	1	3.227	57.047	.000 <sup>b</sup>
	Residual	3.507	62	.057		
Total		6.734	63			

a. Dependent Variable: Attitudes and behaviour

The Table.No.5 represents the overall Anova of organizational culture on attitudes and behaviour the F value is 57.047 and the significance value .is less than 0.05 percent. The organizational culture is having an impact on the employees in the logistics firm.

**Table.No.6: Coefficients of Organizational Culture on Attitudes and Behaviour**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.904	.166		17.446	.000
	OC_Total	.298	.039	.692	7.553	.000

a. Dependent Variable: attitudes and behaviour

Table.No.6 represents the coefficient of organizational culture on attitudes and behaviour it is significant and the value is less than 0.05 percent.

## 6. Results and Discussion

The experience of companies with a recognized corporate culture points to the importance of taking into account employee desires and appreciation. In this regard, culture in interpersonal relationships can strengthen trust, improve communication and reduce insecurity. An effective culture, in other words, can promote a positive working environment. It should also be noted that the efficacy does not rely on the very existence of a



particular set of values, but rather on the consistency of organizational values, beliefs and behaviour, i.e. how they were formed in the sense that they give employees a better picture in order to promote their work in the organization. A successful culture also depends on the level at which an organization will fulfill the commitments expressed in the principles of the company and the extent to which those values represent employee desires.

Giving importance to the organizational culture can also help organizations deal with various types of changes that are inevitable and necessary, especially in today's increasingly turbulent operating environment. One general conclusion based on the findings is that businesses are more interested in internal characteristics, as opposed to the current values of corporate culture, which encourage a higher level of integration and focus on the internal stability of a business, whereas the least current values promote innovation and entrepreneurial behavior.

## 7. Conclusion

In this organization the planning process involves staff, exchanging knowledge and ideas with senior management and the superiors and technicians, discussing the company's financial status and workers to consider the company's current condition, inspiring them and having them show their organization skills. Employees are happy with their work and how the employee thinks about the jobs, to be dedicated to the business. The organizational culture consists of the values and beliefs behind the group's work culture within the organization. The research limits the findings to a single logistic business and greatly affects the effect of organizational culture and its effects on workers' roles and behavior. A well-developed corporate culture promotes a healthy, productive work atmosphere in which staff are comfortable and perform at a high level that is valuable to their business itself.

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