



Organisational Cultures and Subcultures and their Influence on Job Performance in a Mid-size Company in Jamaica

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Abstract

Introduction: Organisational culture can contribute to a company's success, while other theorists advance that it may positively develop and sustain high levels of dedication and effectiveness in the company, drive and participation, loyalty, performance, and company commitment. All these factors need to cohere into realising a successful business. **Objective:** The objectives of this study are as follows: 1) A critical review of literature on the main factors of organisational culture and subcultures impacting the performance of workers in a mid-size enterprise in Jamaica; 2) Undertake a critical review of literature on the interrelatedness of culture and subcultures; 3) Determine possible influences on performance of organisational culture and subcultures in the focal organisation, and 4) Identify the main factors of organisational culture and subcultures impacting performance in the selected enterprise in Jamaica. **Methods and materials:** A correlation cross-sectional survey design was employed for this study. The standardized web-based questionnaire was administered to all 52 employees of the mid-size enterprise. A paid version of Survey Monkey was bought, and the data was collected via this platform. The instrument was so designed that only one response could come from a mobile telephone number. **Findings:** A positive statistical correlation existed between Organisational Performance and Organisational Culture ($r = 0.510$, $r^2 = 0.26$, $p\text{-value} < 0.05$). Additionally, a direct, strong statistical correlation existed between Organisational Performance and Organisational Subculture ($r = 0.7067$, $r^2 = 0.4994$, $p\text{-value} < 0.05$). **Conclusion:** There is research-based evidence that organizational culture and subculture influence organizational performance. The literature articulates that organizational culture shapes people's thinking, decision-making, and, by extension, their actions.

Keywords: Change, Culture, leadership, job performance, subculture.

Introduction

Background to the Problem

The perennial concern for many businesses and corporations is that they have to compete effectively to foster success. This has been pursued while recognising the very many components necessary to achieve this, for example, excellent products and services, positive customer experience, lean operational processes, marketing and sales, among others. Organisational culture is among the known elements for comprehensive impact and outcomes in a firm (Caramela, 2021; Wroblewski, 2022). Johnson et al. (2012) observe that organisational culture can contribute to a company's success, while other theorists advance that it may positively develop and sustain high levels of dedication (Khatib, 1996), effectiveness in the company (Schein, 1985), drive and participation (Stumpf & Hartman, 1984), loyalty (O'Reilly & Caldwell, 1980), performance (Lok & Crawford, 1999), and company commitment (Caramela, 2021). All these factors need to cohere into realising a successful business.

Remarkably, organisational culture is unexpectedly difficult to define for a business component that is so central to performance in the workplace and corporation health. There is no real consensus on its definition and there is much terminological fluidity and layered complexity (Camerato, 2022). This ambiguity is especially damaging since culture is so constitutive that it may affect a company's "bottom line" (Bean, 2022). Gailey et al. further described organisational culture as the "essential glue" that has held corporations in place.

Part of the difficulty in demarking the components of business culture is that of its often "implicit" or tacit quality in the minds of people, then embedded nature in people's behaviour and organisational structures, and that it is not readily seen excepting in its derived consequences (Bate, 2002; Silverman, 1970). This often results in it being taken for granted as both preordained and immutable.

However, there are common elements in the definition. These include certain consequential forms of behaviour between people (Ejim, 2023; White, 2022). The phenomenon also includes "language, ideas, beliefs, customs, codes, institutions, tools, techniques, works of art, rituals, and ceremonies" (White, 2022). Such an inclusive definitional sweep is undoubtedly likely to capture relevant business processes, but it is also equally likely to prove intractable in research terms.

The research has also unearthed a related concept alongside organisational cultures, the ontology called subcultures. In fact, the larger the organisation the more likely that multiple subcultures will exist (Khatib, 1996). According to Khatib, a subculture is distinct from a dominant culture, separate from and bounded by barriers of organisational structure (e.g., division, department, work group, etc.). While they generally share core values, subcultures carry added values distinct from their members. These additional values are generative of the subculture. Subcultures, like the dominant cultures, wield influences in a similar fashion in the organisation and may also determine its success. Subculture may even have priority over organisational culture (Boisnier & Chatman, 2002).

Organisational performance is impacted by both culture and subcultures alike. Therefore, it is pertinent for a discussion on how culture can be measured since, according to Corritore et al. (2020), it can accelerate or erode success (para. 1). Ryba (2022) declared that since culture's everyday impact on the organisation can enhance performance, and even employee engagement and retention, then measurement of culture is a critical management tool. Corritore et al. (2020) advanced that although culture is easily detected, it is difficult to measure. They claimed that traditional measurement tools, such as employee surveys and questionnaires, are not always reliable. They also noted that recent research showed that analysis of language used in employees' electronic communication has presented a more dependable method.

The Focal Organisation: Company A

Company A is a multi-generational family business established in 1965 in the central Jamaica parish of Manchester. Its core function is the manufacture of edible and inedible organic chocolate products for local niche and export markets to the USA, Canada, Europe, and Japan since 2021. Having cultivated partnerships with local farmers and distributors, Company A has enjoyed business dealings with some of the largest and most successful companies in Jamaica. The company is keen on community development and corporate social responsibility. It has been recognised with the banking sector's award for Premiere Family Business. The firm has adjusted to new trends and innovation and has recently rebranded, introducing 2021, its latest edible product to meet the demands of the local market. Despite high labour costs and climate risks, the cocoa industry is still viable in Jamaica. Company A has registered continually increasing revenues each year. The closure of Manchester's only bauxite/alumina plant has seen increased employment at Company A. Competition is almost non-existent, and turnover is low.

Core Values: customer-driven, adaptive, and efficient

Number of employees: 52 (approximately)

Organisational structure: hierarchical (See Figure 1)

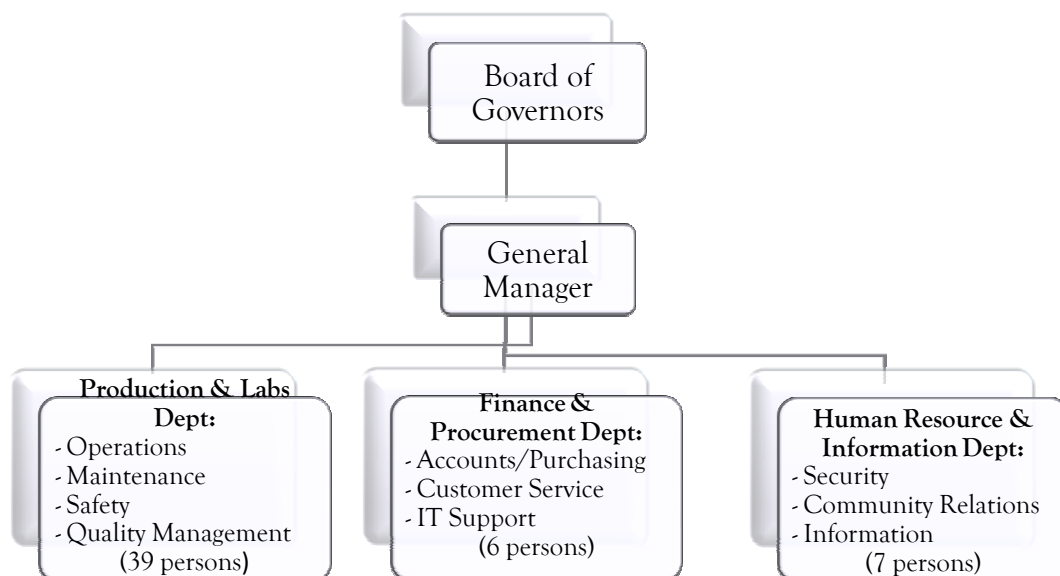


Figure 1: Organisation Chart for Company A

The labour force of 52 is predominantly male, with a ratio of 85:15, and employment trends show a continual increase that maintains this differential. The employees are not members of any established labour union even though attempts at representation have been made by leading Jamaican unions.

Conflict resolution and disciplinary processes are handled by the Human Resource and Information Department (HRI). Incident investigation and disciplinary schedule management are administered by HRI. Where relevant, external sources/expertise are engaged.

This research will research the impact of organisational culture and subcultures on performance in a mid-size enterprise in Jamaica. The focus is an exploration of the main factors that may influence performance at Company A.

Statement of the Problem

Research shows that organisational culture and even a mix of subcultures do exist simultaneously in organisations (Fry, 2023); and while they may or may not share some norms and values, they do impact a firm's performance (Caramela, 2021; Lorsch & McTague, 2016). This research seeks to identify and explore cultural impact that may directly or indirectly affect organisational performance. Therefore, several models and theories have to be used to test the validity of the premise that organisational culture and subculture can impact and/or influence performance in a mid-size enterprise.

Organisational performance is complex and involves varying elements, as evidenced in the studies across the twentieth and twenty-first centuries. For this research, performance concerns economics (Kotter & Heskett, 2011), efficiency (Wilkins & Ouchi, 1983), productivity (Victoria, 2019) and achieving organisational goals (Gutterman, 2023). Therefore, the culture and subculture models that impact performance to be examined include Kotter and Heskett (2011), who advanced that culture can impact long-term economic performance; Hofstede's 6-D model (1980) determines, among other things, employee engagement in productive functions; Cameron and Quinn's (2011) model which identifies four culture types which may impact employee performance along several variables; and Denison's organisational culture model (Denison & Mishra, 1995) highlights a solid link between culture and performance. Other related theories will also be examined.

Purpose of the Research

The research aims to explore the positive or negative impacts of organisational culture and subculture on performance in a mid-size enterprise in Jamaica. Initial inspection of the secondary research revealed that while there are sufficient empirical studies on organisational culture and subcultures internationally, there appears to be a gap in the literature concerning Jamaica and the Caribbean region. This research, therefore, attempts to narrow this gap.

Research Question

How may organisational culture and subcultures impact organisational performance?

Research Objectives

The research objectives are as follows:

1. A critical review of literature on the main factors of organisational culture and subcultures impacting the performance of workers in a mid-size enterprise in Jamaica.
2. Undertake a critical review of literature on the interrelatedness of culture and subcultures.
3. Determine possible influences on the performance of organisational culture and subcultures in the focal organisation.
4. Identify the main factors of organisational culture and subcultures impacting performance in the selected enterprise in Jamaica.

Significance of the Research

It is anticipated that this research will provide useful information to relevant stakeholders in the field of organisational management on how organisational culture and subcultural factors may influence organisational performance. The significance of this is to enable, particularly in the Jamaican setting, a greater ontological perspective, i.e., what can be truly known about the impact of organisational culture and subcultures on organisational performance in mid-size companies, so leadership strategies could be considered in the management of performance.

Limitations of the Research

Limitations are defined as possible weaknesses that generally are beyond the researcher's control and are related in some way to the research design (Theofanidis & Fountouki, 2019). In other words, limitations represent an imposed restriction outside the researcher's control.

This research utilised a quantitative research method to examine the possible impact of organisational culture and subcultures on performance in a mid-size enterprise in Jamaica. The limitations of the research are as follows:

1. The scope of this research is limited to an organisation that has only one geographical locale.
2. The data secured is limited to that obtained from the questionnaire items.

The findings of this research may not be reflective of the impact of organisational culture and subcultures in other similar-sized organisations in Jamaica. Though the results may only be generalised to the employees at this company, the inferences and/or implications made, however, may be valuable to other organisations and professional fields.

Literature review

Overview

A literature review is critical to understanding the topic under research, providing extant literature on the subject, analysing the works found, and launching a framework for further investigation (Paré&Kitsiou, 2017). This research's literature review provides a brief overview of the major models and theories (e.g., Cameron and Quinn, 1999; Gutterman, 2023; Johnson &

Scholes, 1993; Kotter & Heskett, 2011; Schein, 1985, 1992.) on organisational culture and subculture and their impact on organisational performance in a mid-size organisation. It explores the interplay and relations of dominance between culture and subculture, the external (societal, national) and internal influences of culture, and the influence of change, innovation, and leadership on organisational performance. Finally, a theoretical framework is realised upon analysis and synthesis of the various theories and models explored.

The sources that were consulted included but were not limited to Google Scholar, YSJ online library resources, Research Gate, JSTOR, peer-reviewed academic journals, professional association journals, academic monographs, professional associations websites, newspapers, research, and theses.

Definition of Key Terms

Some terms are not succinctly defined in the literature, so the researcher chose to explain those most relevant to the research. These include:

Change: actions taken by a company/organisation that alter a major part of its organisation (e.g., culture, technology, processes) (Stobierski, 2020).

Change management: the process of handling organisational change towards an effective solution (Stobierski, 2020).

Impact: significant influence or effect that may be positive or negative and have fundamental or minor long-term results that may be intentional or not (OECD-DAC, 2002).

Innovation: a multiple-phased process that companies use to convert concepts into new/improved goods, services, or processes to advance, become successful, and give themselves a competitive edge (Baregheh et al., 2009).

Leadership: the ability to stimulate confidence and reinforcement among persons necessary to achieve the goals of organisations (DuBrin, 2007).

Mid-size enterprise: about Jamaica - classified with a workforce between 11 and 50 and/or a yearly turnover between J\$40m and J\$150m (PSOJ, 2014).

Organisational culture (dominant): design of basic conventions learned by persons troubleshooting organisational issues and thought to be valid enough to be passed on to new members as the recommended way to think and operate relative to similar issues (Schein, 2010).

Organisational Subculture: involves core elements of a dominant organisational culture plus other values distinctive to the subculture (Bryce, n.d.).

Performance: level of execution that is quantifiable and used to evaluate how organisational/programme goals and objectives are achieved (Güçlü et al., 2015).

Introduction

The organisational culture and subculture concept reveals a complex area of study; and though addressed from various angles, it has one common element - behaviour among people (Ejim, 2023; White, 2022). Organisational culture concerns several issues related to persons in the workplace working to achieve common goals for which the fundamental issue is the realisation of competence by all (Hofstede, 2002; Iype, 2019).

Of note is the concept of shared elements that span definitions. Those definitions focus on shared norms and values, for example, Louis (1981) incorporates symbols; Bate (1984) addresses ideas and meanings; and Trice and Breyer (1984) append ideologies and forms/practices. Other definitions, while they may not directly incorporate shared norms and values, however, imply and add other shared elements such as 1. Pettigrew (1979) advances organisational culture as a system of openly and collectively established meanings for a specified group at a particular time, and 2. Morgan's (1986) shared elements include meaning, understanding, and sense-making. Hofstede (1980, 2002) defines culture as a coding of the mind and states its manifestation in values but also less concrete ways, including symbols, heroes, and rituals (Hofstede, 2002). The coding or programming of the mind appears to reflect Durkheim's (1964) delineation of culture as a collective of conscience which allows for cohesive and potentially coherent behaviour.

Other components of organisational culture include Griffin (2012) promoting American anthropologist Clifford Geertz's play to make a tighter concept positing culture as a "web". The discipline even embraced a greater understanding when Jablin (2012) centred on people assimilating into the host culture resulting in integration into the workplace culture.

The secondary research explores the impact of organisational culture and subculture on performance and confirms their influence on those in the workplace. According to Lok and Crawford (2004), organisational culture impacts how employees set personal and professional aims, perform duties, and manage to achieve them. Organisational culture shapes thinking, decision-making and how people feel and act (Hansen & Wernerfelt, 1989; Schein, 1990). Both Deal and Kennedy (1982) and Peters and Waterman (1982) amplify this by arguing that organisational culture can have extensive influence in the areas of organisational performance and employee commitment.

Various theorists and practitioners posit several other influences of organisational culture and subculture on performance in the workplace. These include innovation and change (Holbeche, 2019; Tidd & Bessant, 2020), leadership and leadership style (Akpapere et al., 2019; Schein, 2004), employee engagement (Fonseca, 2023), communication (Harrin, 2023), behaviour (Rebello, 2021), growth and development (Rebello, 2021), finance and bottom line (Fonseca, 2023), among others.

The relationship between organisational culture and subcultures is important to identify the impact on performance. A dynamic relationship exists between them, but it also permits the existence of both positive and negative outcomes.

Interrelatedness of Organisational Culture and Subcultures

By increasing workers' understanding of organisational objectives, and the attendant work relationships and stewardship, firms with strong cultures have a heightened capacity to achieve organisational goals, meet targets and perform better (Pottruck & Pearce, 2001). While some scholars have questioned the success of strong cultures in improving bottom-line performance (Kotter & Heskett, 2011; Meyer, 2014; Saffold, 1988), an increasing pool of research and many examples show how organisations achieve tactical edge through strong cultures (Collins & Porras, 1994; O'Reilly & Pfeffer, 2000; Cameron & Quinn, 2006).

Strong cultures may influence the stability of organisations, and this stability has varied implications for performance. Denison and Mishra (1995) find that stability traits- mechanisms for stabilising development that may include stabilisation objects as well as people, such as a company's mission statement, consistency, and normative integration, were related to its profitability. Strong cultures may enhance short-term success but deter long-term organisational performance. Influencing long-term failure is possible when blocking firms from adapting to dynamic possibilities.

Boisnier and Chatman (2002) advance that strong culture organisations can become agile without experiencing a loss of strength in the organisation, and one way is to accommodate the emergence of certain types of subcultures. Subcultures can influence an organisation to produce different responses to the environment without necessarily damaging its internal soundness, whereas being sound involves striking a productive relation between flexibility and integrity. Subcultures may provide the fluidity and responsiveness that a unitary culture may limit. Conversely, the dominant culture must be strongly delineated or the subculture or subcultures, (which may be multiple existing independently of the host culture), can take precedence (Lok & Crawford, 2004).

According to Detert et al. (2000) and Hofstede et al. (2010), subcultures may even be oppositional or contrary to the dominant culture as it relates to motivation, inclination to work, assignments, members of the organisation and their penchant for levels of control.

Kotter and Heskett (1992) and Schein (1985) argue that organisations usually have recognizable subcultures, and it is not the norm for a subculture to exist as single or unitary. This is because the interplay between different experiences (for example, work environment, location, leadership style, etc.) can all create subcultures (Khatib, 1996).

Subcultures often occur due to differences in functions, departments, or locations. These subcultures can affect the overall diversity and affect varying strategies for problem-solving, a critical element in successful organisational performance (Boisnier & Chatman, 2002).

Performance

Traditionally, businesses go into practice to successfully operate and sustain that positive position and make a profit. Fundamental to that has been performance to ensure this success. It is interesting to see the historical trajectory from the 1950s to the twenty-first century and how

performance has been defined. Taouab and Issor (2019) gave this summary of definitions and preoccupation of performance: the 1950s major focus was performance was equated as organisational efficiency; the 1960s and 70s focus was manipulating for optimum use of limited resources, and the genesis of performance evaluation; the 1980s was about value creation for the clientele; the 1990s had a few focal points - dependence on employee performance quality, efficiency, comparative use of resources, interpretation of performance as action with a specified behaviour, and high performance as stakeholder satisfaction; 21st-century first decade, the primary focus was on successful exploitation of resources to achieve organisational goals and is relevant to the clients and results and competitiveness through efficiency and effectiveness to the firm and its operational and procedural mechanisms.

Currently, the concentration is on being strategic and concerns the level of execution that is quantifiable and used to evaluate how organisational/programme goals and objectives are achieved (Güçlü et al., 2015). The researcher is convinced that the focus has been somewhat progressively strategic and is bound up in standardisation and according to Cameron and Quinn (2005), has more to do with company values rather than market forces (that is, the external). A comparative analysis of organisational performance through the years reveals a progressive move from a concern with efficiency and permanence to flexibility, innovation, and a turn to the importance of human resources and critical external forces.

Innovation and Change

Organisational culture can promote innovation in several ways. A culture that regards creativity, risk-taking, and continuous learning may also foster an environment that facilitates innovation. According to Bilney and Pillay (2015), cultures that inhibit innovation and learning have also been identified (e.g., ideas of entrepreneurship). Sustainable incentives should be given as encouragement to workers to promote innovation. Additionally, Holbeche (2019) encourages the creation of an open and inclusive culture that sustains variety and multiplicity of thoughts and ideas. Cross-training is achieved through this measure, making for higher skills and fostering a culture of trust and respect.

Tidd and Bessant's (2020) innovative imperative posits that organisations' survival may be questioned if they need to be more dynamic to be ahead by producing better products and services and delivering them inventively. If an organisational culture falls short of encouraging and influencing innovation, decline is inevitable. Higgins and Bourne (2018) posit that a lack of innovation can lead to mental stagnation, personally and professionally.

According to Aslan et al. (2011), innovation means inculcating creative ideas so that the company's performance may be enhanced. Functional cultures foster change generation to create new opportunities for accomplishments. Jansen et al. (2009) discovered that strategic and transformational leadership contribute to innovation. Drucker (2002) proposes that innovation has a close link to entrepreneurial culture but is concerned with the type of action or activity generated from a culture that has innovation as a central concern.

One of the effects of organisational culture and behaviour can be realised in how leadership relates to employees. According to Ejim (2023), this fosters a breakdown of hierarchy making it

a flatter organisation that engenders team spirit, open-door access and more intimate contact with workers.

The shaping of the organisation's culture can be achieved effectively through the demonstration of action and behaviour, where such acts provide a superior level of proof to solemn declarations and other rhetorical devices. Additionally, this may have a positive effect on the preparation of official documentation, policies, and procedures, as well as on making better decisions.

Setting the tone for the company by their stewardship in action engenders confidence and buy-in to company values and standards. The resulting strengthening consensus then feeds back by building cultural strength. Its adjunct is leading by example. Seamless time communication informs the workforce's expectations from leadership and creates a culture of trust and honesty.

According to Fry (n.d.), culture can influence behaviours related to innovation and change that directly impact organisational performance. The four ways are:

1. The areas of "risk-taking and experimentation."
2. Impacts the degree to which employees will be influenced to submit feedback and be innovative.
3. Influences teamwork and team spirit
4. Affect workers' willingness to change.

Ejim (2023) concurs with Fry (n.d.) that an area where organisational culture may affect employee behaviour is in operational practice (Ejim, 2023). The idea of *esprit de corps* and team togetherness will encourage exemplary values such as bonding, helpfulness and service, made evident in employee commitment, motivation, and involvement leading to good performance through more intensive coproduction.

Aslan et al. (2011). Ejim (2023) and Fry (n.d.) all argue that positivity is generally related to innovation. Yet the Stage-Gate model's approach, though advancing organisations to manage innovation efforts for positive performance (Cooper, 1998, cited in Munshi et al., 2005, p. 15), warns that it can lead to less than desired innovation success. Although implemented by many firms, it is a formal process acting on its own, creating a weakness that does not necessarily lead to improved innovation performance (Munshi et al., 2005). In support of Munshi et al. (2005), Luc (2013) states that innovation does not always benefit all. Luc describes innovation as a destructive creation when the desired intent for advancement and success is not achieved.

Leadership and Leadership Style

Leadership is one of the key drivers in improving a company's performance. It is presumed that the leadership style employed has an impact on overall performance (Akpaprep et al., 2019). Based on empirical evidence, leadership style influences employee performance (Abbas, 2017). While there are several leadership styles, the transactional and transformational styles will, given their pervasive influence, be explored further here.

Leadership theory progressed past the early focus on the situational/transactional to realise incremental performance improvement (Stone & Patterson, 2005). Therefore, the transactional

leader offers something to the followers in exchange for their involvement, an issue of reward and performance. However, the transformational leadership style, according to Bass and Bass (2008), define transformational leadership as that which motivates them to do more than they had intended or thought achievable. The leader sets challenging targets and achieves higher standards of performance.

Therefore, it is the influence of leadership on organisational culture that makes a marked difference in the organisation's success. Schein (2004) articulates primary or fundamental mechanisms for shaping the culture of a company.

1. What the leaders pay attention to, measure, and control regularly
2. Reaction to critical incidents and Organisational crises
3. Resource allocation methods
4. Deliberate role modelling, teaching, and coaching
5. Rewards and status allocation
6. How they recruit, select, promote, and 'excommunicate' (p. 231). Such processes define the membership of in and out-groups.

Francisco (2021) describes a model that dictates how leadership sets the tone and workers follow. This sustains organisational culture and subcultures. He advanced a four-step process:

1. Create a shared understanding of innovation.
2. Create a work environment that supports creativity and innovation.
3. Build innovation skills and introduce a process for innovation.
4. Measure the impact.

The literature review examines the following theories about impressions of organisational culture and subcultures on workforce performance. According to Dauber et al., 2012, the heightened interest in culture has resulted in the creation of many cultural models, theories and frameworks targeting the elucidation of organisational culture and its relative variables. This proliferation suggests that certain essential features remain contested. *Again, this is a good reflection on theory development here.* Consequently, the researcher will explore a number of these models but will define the theoretical framework based on Schein's (1985) and Johnson and Scholes's (1993) models and their interface with Ouchi (1978) and Quinn and Cameron (1983).

Johnson and Scholes (1993) detailed the comparison of the next three models:

The Cultural Web versus the Cultural Iceberg

The Cultural Web Theory (Johnson & Scholes, 1993) advances that culture is comprised of interconnected elements, including stories, symbols, power and organisational structures, control systems and routines. The Cultural Iceberg Theory, developed by Schein, presents culture as consisting of both visible (e.g., dress codes) and invisible (intangibles - values, beliefs).

While both reveal the impact of organisational culture on performance, the Cultural Web's focal point is on specific elements that design and define a firm's culture. However, Schein's Cultural

Iceberg focuses on the cultural depth and tiers, stressing the visible and invisible aspects that influence behaviour (individual/group).

Cultural symbols impact people's identity and values. These in alignment with performance goals and values make persons realise an increased feeling of belonging and commitment, positively influencing performance (Schein, 2010). Additionally, they serve as a type of communication within a culture. Effective use of these symbols improves performance through communication, coordination, and collaboration.

Deal and Kennedy (1982) agree with Schein (2010) that Rituals and Routines establish norms. Constant routines and standards help create order and establish benchmarks, which, in turn, contribute to a stable environment and increase performance efficiency. When individuals or teams have clear processes to follow, they can focus more on the task at hand rather than navigating uncertainties.

Stories shape the identity and purpose of individuals and groups (Schein, 2010). Here too, alignment with organisational mission and goals in the performance context serves a motivational and inspirational role that can positively impact performance. Learning and Knowledge Transfer are very effective in communicating information, object lessons and values which can improve performance through shared understanding.

Other comparative analyses of Schein (2010) and Cameron and Quinn (2006) are detailed in Table 1.

Table 1: Comparison/Contrast of Cultural Web and Cultural Iceberg Models

Power Structures	Organisational Structures	Control Systems
Influence decision-making Determine decision-making/authority Allocation of power impacts: - employee participation - decision making - operations - general performance (Schein, 2010)	Critical to the communication flow Essential to good performance Ineffective communication results in poor performance (Schein, 2010)	Monitoring & evaluating performance - Efficient system: - provides feedback - demarks areas for upgrade - ensures congruence between goals and performance achievement (Diagnostic potential) (Cameron and Quinn, 2006; Schein, 2010)
Motivation and Accountability (clear & equitable) in the management of power - contributes to a positive performance culture (Schein, 2010)	Resource Allocation (finance, human resources) influences the firm Potential to destroy performance (Schein, 2010)	Adaptability and Innovation Maintain the right balance between control and flexibility (performance near optimum) (Cameron and Quinn, 2006; Schein, 2010)

In summary, the interchange of these cultural elements depending on their alignment with the organisation's needs, values and goals can result in either performance support or deterrence (Hofstede, 1998). An intentional (thus also, typically reflective) strategic approach to managing cultural factors can influence companies to operate in a high-performing environment.

The Cultural Map Versus the Cultural Types Models

Johnson and Scholes (1993) reviewed Handy's 1978 Cultural Map Theory, which states that the essentials are that culture may be comprehended as a set of shared assumptions, values, and beliefs that guide workers' conduct. The Handy typology declared four types of organisational culture: power, role, task, and person (Del PráNetto Machado and Carvalho, 2008).

The cultural types models include but are not limited to Hofstede's (1980) Cultural Dimensions Theory, Lewis' (2006) Model of Cross-Cultural Communication, and Quinn and Cameron's (1983) Competing Values Framework, which introduces four types of organisational culture: hierarchy, market, clan, and adhocracy. Each type's characteristics are more effective in some situations than others.

Cultural Change Model: The Competing Values Framework

Cameron and Quinn (1999) developed an organisational culture framework built upon a theoretical model called the Competing Values Framework. This framework refers to whether an organisation has a mainly internal or external focus and whether it strives for flexibility and individuality or stability and control. The framework is also based on six organisational culture dimensions and four dominant culture types (i.e., clan, adhocracy, market, and hierarchy). Figure 2 provides an in-depth description.

Additionally, the framework authors generate an Organizational Culture Assessment Instrument (OCAI), which is used to identify the organisational culture profile based on the core values, assumptions, interpretations, and approaches that characterize organisations (Cameron & Quinn, 1999).

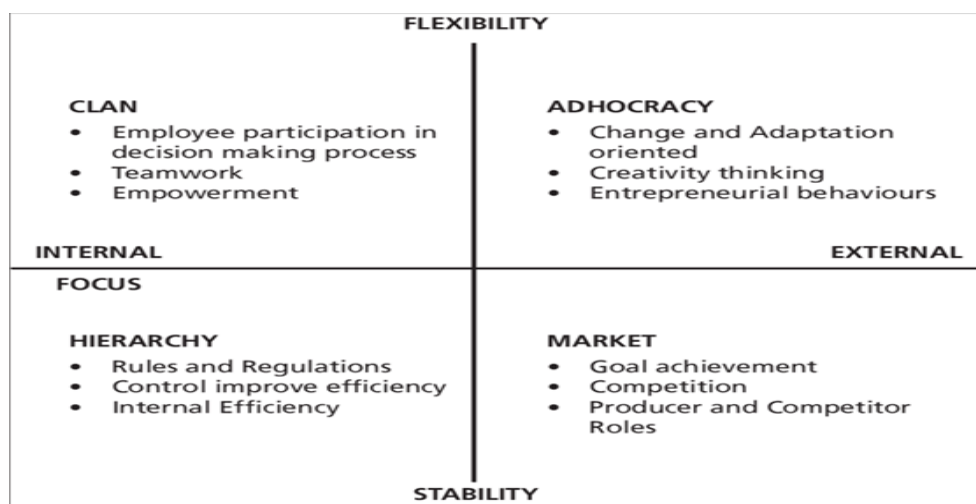


Figure 2: Quinn and Cameron Competing Values Framework

When compared and contrasted, concerning their impact on performance, the researcher agrees with Del PráNetto Machado and Carvalho (2008) that Handy's manifestation of role culture in bureaucracy hindered performance in some contexts and is in contract to person culture which engendered an emphasis on employees which resulted in buy-in into company goals making for good performance environment. Similar to the role culture, with the control culture, the performance tends to be negative because of powerful control. It is noted that wherever the organisational culture and subculture have a proclivity for competitiveness, the performance environment is positive. As also advanced by Schein (2010), a strong cultural structure is observed to influence conduct and performance, which is a perennial goal (Del PráNetto Machado and Carvalho, 2008; Pottruck& Pearce, 2001).

Cultural Change Model: Ouchi's Cultural Change Model

The cultural change model (Ouchi, 1978) involves organisations changing culture intentionally in alignment with strategic goals. Johnson and Scholes (1993) proffer that this theory differs in its emphasis on leadership shaping culture and strategic alignment with strategic company goals. The model's core is the concept of organisational culture and its impact on performance and change. Drawing on his work in organisational behaviour and management, Ouchi's model identifies a strong link between organisational culture and performance. It stresses the significant influence on performance's effectiveness and outcomes. Another strength of this model is its focus on the adaptability of companies for lasting success. Firms need to adapt and change culture in response to external pressures or changing business environments. Additionally, it highlights the effectiveness of aligning culture with the company's strategic goals and objectives (Ouchi, 1978).

However, according to Denison and Mishra (1995), the limitations that are associated with this model are: insufficient focus on employee involvement in organisational change, unduly emphasising only the role of managers, as well as leaning towards the creation of a homogenous culture. It then appears that Ouchi's Cultural Change Model offers beneficial suggestions for the relationship between organisational culture and performance. Denison and Mishra agree that although there is a practical framework for companies needing cultural change, it is important to identify its limitations and embrace other factors, such as increased employee engagement and the intricacies of cultural dynamics.

Schein's Model of Organisational Culture

Schein (1985) identifies three levels of organisational culture - artefacts and symbols, espoused values, and basic underlying assumptions. See Figure 3.

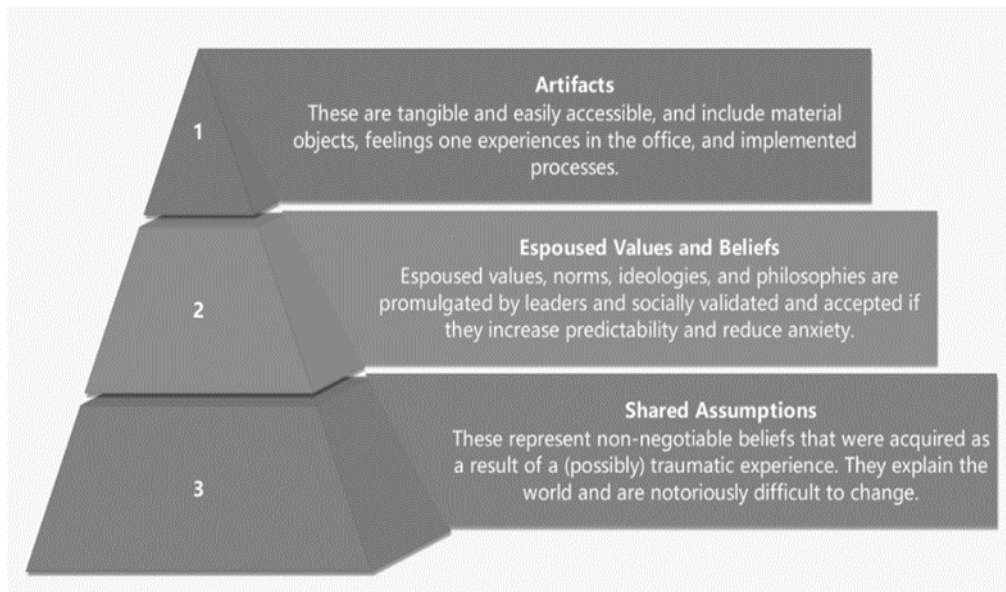


Figure 3: Schein’s Three Levels of Organisational Culture (Lteif, 2023)

Schein argues that organisational culture significantly influences behaviour and performance and that subcultures can occur at any of these levels, influencing how employees interpret the organisation’s values and assumptions. Decoding an organisation’s culture is critical to comprehending its performance capabilities.

Analytical Review of Ouchi versus Schein

An analytical review of Ouchi's Cultural Change against Schein's Model of Organisational Culture and its respective impacts on organisational performance reveals the following: 1. Similarities: Both models hold high regard for organisational culture's role in influencing behaviour and performance, highlighting the role of leadership in impacting and supporting culture. 2. Differences: Ouchi’s model defines a specific kind of culture (Theory Z), underpinning alliance and collective responsibility, whereas Schein’s model is not as precise. However, it provides a wider structure for comprehending cultural *dynamics*. (Martin, 1979).

Analytical Review - Quinn and Cameron versus Schein

The areas in which both models are comparable and dissimilar in their impact on performance are detailed in Table 2. Points are drawn from the research of Berrio (2003) and Lteif (2023).

Table 2: Analytical Review - Quinn and Cameron versus Schein

Similarities	Emphasis on the influence of leadership: - shaping and maintaining a culture Culture influenced by internal and external changes The intricacy of influences on organisational culture and subcultures (Insert source).
Differences	Q & C: Emphasis on structural dimensions (quadrants)
- Structural vs. Levels	Schein: Focus on levels (artifacts, values, assumptions)
- Integration vs. Deep	Q & C: Emphasis on integration and dynamic balance

Embedding	Schein: Highlights on deep embedding and resistance to change
- Flexibility vs. Stability	Q & C: Promotion of adaptability and flexibility Schein: Highlights stability and resistance to change at the level of basic assumptions

Legend: Quinn and Cameron = Q & C

In summary, both models provide important insights into organisational culture, but they manage it from different angles. Quinn and Cameron are more concerned with structural leanings and integration, while Schein’s model explores the so-called deep levels of culture, emphasising stability and resistance to change (Berrio, 2003; Lteif, 2023).

Impact on Performance

Kilmann et al. (1986) argue that organisational culture affects behaviour and performance in the workplace in three interconnected "aspects of impact". These affect the performance of a firm and involve: 1. Direction of impact: where culture influences the organisation to follow; 2. The pervasiveness of impact: the degree to which culture is shared among employees; and 3. Strength of impact: the force applied by culture workers. After all, when culture influences *and drives* behaviours, the resulting performance must be positive or negative.

Organisational culture/subcultures can also have a positive impact on a company if it is spread among workplace groups and can influence workers to buy into the organisation's mission and purpose statements, work towards realizing organisational goals, and be receptive to change (Khatib, 1996; Kilmann et al., 1986).

Key Impacts on Performance

Some elements more than others provide an impact on performance. Table 3 delivers the how of each key influential element on organisational performance.

Table 3: Cultural Influences on Organisational Performance

Cultural Influence	Impact
Employee Engagement	Strong/positive: improves engagement, motivation, and commitment, resulting in better performance
Communication and Collaboration	Communicative openness promotes better communication and teamwork, improving efficiency and performance
Adaptability and Innovation	Survival in dynamic organisations; empowerment for creativity and problem-solving, resulting in increased performance It is recognised, conversely, that a distributed creative culture may weaken goal orientation (Hirst et al., 2009)
Employee Satisfaction and Retention	Greater job satisfaction and retention, resulting in decreased turnover rates and improved performance
Customer Relations	Focus on employee-customer experience leads to enhanced performance

In summary, Schein's Model of Organisational Culture indicates that the varying levels of culture, manifest in observable artefacts and informing underlying assumptions, jointly influence employee behaviour, decision-making, and interactions. The relationship of these cultural elements with performance-related factors contributes to the general impact of organisational culture on performance (MujeebEhtesham et al., 2011; O'Reilly et al., 2014).

Possible Secondary Research Gaps

According to Dauber et al. (2012), the expanded theoretical interest in culture has led to the development of different theories/models/frameworks targeting clarifying organisational culture (for example, Hofstede et al., 1990; Sagiv& Schwartz, 2007) and its impact on organisations. However, this surfeit of models and theories, on occasion related to identified contexts or phenomena, "perpetuates the lack of a paradigm and is a hindrance to accumulation of knowledge" (Tsui et al., 2007, p. 461) *good citation*. Tsui et al. (2007) determine that the development of a design model (see also Meyer et al., 1993) would be needed to further increase the construct validity of culture (Dauber et al., 2012, p. 1)

Since organisational culture is a reasonably young field of research, most of the models have not yet done studies on cultural change over time; current studies are studying other organisational constructs (e.g., strategy or structure) and extant empirical findings from related fields. Dauber et al. (2012) declare that organisational culture is often handled as a variable with a direct link to other variables (for example, Hofstede et al., 1990) from a fixed and functionalistic perspective.

This literature review examined several major models, frameworks and theories (for example, Cameron and Quinn, 1999; Johnson & Scholes, 1993; Kotter &Heskett, 2011; Ouchi, 1978; Schein, 1985, 1992.) on organisational culture and subculture and key impact on organisational performance. It explored the interplay and relations of dominance between culture and subculture, the external and internal influences of culture, and the influence of change, innovation, and leadership on organisational performance. Having established the conceptual framework in the literature review, the research methodology details the approach taken to conduct this study.

Research methodology and methods

Introduction

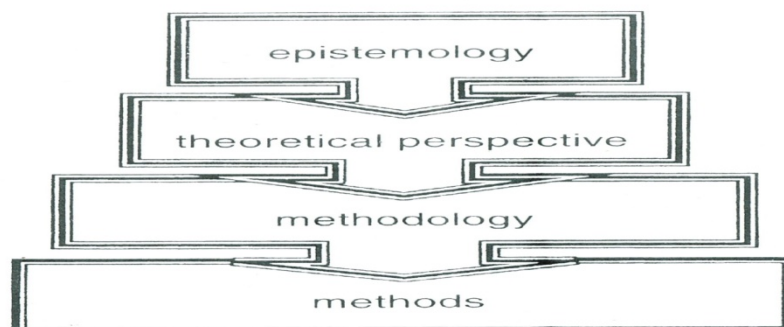
This study seeks to examine the impact of organisational culture and subcultures on performance in a mid-size enterprise in Jamaica. To evaluate the research question, how can organisational culture and subcultures have negative and/or positive impacts on organisational performance, the researcher selected a mid-size enterprise in Jamaica. This study provides comprehensive coverage of the research philosophy, research design, site, how entry was gained, population and sample, research instrument, data collection procedure, validity and reliability, ethical consideration, and limitations of the study.

Research Philosophy

The philosophy that guides this study is positivism. Crotty (2005), a methodology, used a diagram to illustrate the research process. He captured the research process into four schemas. Schema 1 is the epistemology, which is the science of knowledge. Crotty (2005) outlined that there are three sciences of knowledge or 'how you know, what you know.' Crotty proposes that epistemology is "the theory of knowledge embedded in the theoretical perspective and thereby in the methodology" (Crotty, 2005, p. 3). This indicates that an epistemology account for how knowledge is obtained guides the interpretation of the world and physical, and it is the nexus of human behaviour. According to Crotty (2005), the three epistemologies are objectivism, interpretivism (or subjectivism), and constructionism. Schema two is the philosophy of the research process. For the previously mentioned epistemologies, Crotty (2005) associates and describes a philosophy. This study is framed from objectivism, and so the researcher will only speak to 4 schemas in this epistemology.

Crotty (2005) indicated that the philosophy or paradigm for objectivism is positivism. Schema number 3 is the methodology associated with positivism. He outlined that in social research, the methodology is survey research. The final schema, Schema 4, is the method associated with methodology: statistical tools, measurement, and probability sampling techniques.

The schema of the research process is simply not a unidirectional model (Crotty, 2005). Crotty (2005) pointed out that the research process begins with an epistemology followed by a theoretical perspective, methodology, and method. Embedded in this schema is the process of carrying out research, and there is stringency in the direction that must be followed. The four schemas are encapsulated in a flow chart (See Figure 1).



Source: Michael Crotty (2005). Four elements of the research process, p. 4

Figure 1: Linking epistemologies, theories, methodologies, and methods

Positivism was the dominant research philosophy or paradigm at one point in history. This is from an objectivistic epistemology. Historically, positivism (quantitative research) was viewed as the only primary approach to scientific inquiry (Kuhn, 1996; Balashov and Rosenberg, 2002). It guided discoveries like Newton's Law " $F=ma$ " (Force is equal to the product of mass and acceleration). At that time, scientists were guided by positivistic thinking (or quantitative research). Science was based on proof, verification, validation, and objectification. Such a paradigm or philosophy was the guiding approach to natural or pure science, which was later adopted in the social sciences. It was employed in criminology (crime research), demography

(population issues - life expectancy, mortality, migration), psychology (the function of the brain, et cetera).

Like natural science, social science employed positivism in human inquiry for centuries. Social science employed the same scientific approach as natural or pure science. Social sciences deal with people, and inquiries that employ the same approach as natural science make it scientific (Kuhn, 1996). Kuhn (1996) argued that it is not science because it is natural or pure; it is science if it follows a logical process. This was the hallmark that made it a science (Kuhn, 1996). An inquiry that employed positivism was scientific, whether it was social or natural science (Kuhn, 1996). Positivism meant that a study followed a sequential process of (i) the collection of data, (ii) separation of the researcher from the research process, (iii) objectivity, (iv) measurability, (v) generalizability and (vi) repetition (Kuhn, 1996). It follows that what was known about human behaviour had to be discovered through positivism, and logical positivism was as scientific as laboratory experiments. Science was, therefore, about the study of truth (Balashov & Rosenberg, 2006), and this can be done by way of the previously stated process.

For a study to employ positivism, it must have the following attributes: formal propositions, quantifiable measures of variables, hypothesis testing, and generalization, which draw inferences about a phenomenon from the sample to a stated population. Hence, this research employs a positivistic paradigm because the researcher wants to obtain an absolute truth about the social phenomenon of organisational culture and subcultures on organisational performance. This explains the chosen research design, population and sampling techniques, measurement of variables, standardized instrument design, validity and reliability analysis, and ethical issues employed in this study.

Research Design

A descriptive-correlational research design was employed for this study (Babbie, 2010; Neuman, 2014). A descriptive-correlational research design seeks to explain the relationship between two or more variables. The features of this research design are 1. description of the variable of interest, 2. quantitative analysis, 3. no manipulation of the information or data, 4. cross-sectional, and 5. relationships (or correlations). The descriptive-correlational research design captures a static picture of situations and the establishment of a relationship between different variables (McBurney & White, 2009). This design allows for changes in the respondents' behaviour, attitude and practices at a specified time (Monsen & Horn, 2007).

Employing quantitative analytics techniques means that the research must describe the data through descriptive statistics to provide information on the basic features of the collected data (Fowler, 2013). Descriptive statistics are in two major categories for quantitative data: 1. measure of central tendency, and 2. measure of dispersion or spread (Kothari, 2004). The measure of central tendency deals with the mean, mode, and median (Yin, 2009), and this basic information is based on statistical data. The measure of dispersion deals with the spread of the statistical data from the mean, which includes standard deviation and range. Those statistical tools allow for understanding patterns and occurrences, and the researcher will be able to make sense of the data.

The correlation method allows the researcher to examine the interrelationship between organisational culture, subcultures, and organisational performance. This research design collects quantitative data, the no-manipulation of the data, clear measurement, and employment of statistical techniques, including measures of central tendencies and dispersion. Data were collected on organisational culture as well as subcultures and organisational performance. This allows the researcher to carry out a Pearson correlation, meaning that a relationship is expressed in numbers ranging between - 1 and +1; the latter is called a positive relationship, and the former means that the relationship is negative. Zero (0) would indicate no relationship between variables.

The purpose of this study is to examine the absolute truth about organisational culture and subcultures and how it influences organisational performance in a mid-size enterprise in Jamaica. Using a descriptive-correlational research design allows for increased quality of knowledge, generalization, increased insights into factors, the discovery of a relationship, and a more accurate formulation of the problem to be solved, which explains the rationale for a detailed description of the research site.

Research Site

This research was conducted in a mid-size enterprise in Manchester, Jamaica. For this research, the enterprise is referred to as Company A. Company A is a multi-generational family business established in 1965 in the central Jamaica parish of Manchester. Its core function is the manufacture of edible and inedible organic chocolate products for local niche and export markets to the USA, Canada, Europe, and Japan since 2021. Company A has registered continually increasing revenues each year. The closure of Manchester's only bauxite/alumina plant has seen increased employment at Company A. Competition is almost non-existent, and turnover is low with a labour force of 52 people. How did the researcher gain access to this company?

Gaining Entry

The researcher is the owner of the company and wanted to conduct a study that can be used to make the needed changes to an entity that has been in operation since the 1960s. Although there are no manufacturing competitors in Jamaica, there are outside competitors, which means Company A must be forward-thinking in a global marketplace. A study has never been conducted on organisational culture as well as subcultures in Company A and whether this influences organisational performance. A study of this nature is critical to profitability and productivity, and so the researcher presented the idea at a board meeting. The idea was accepted by the internal stakeholders, and approval was given to conduct such a study.

A letter was forwarded to the human resource department (HRD) with the intent and purpose of the study, as well as seeking HRD's assistance in making the employees cognizant of the study. Having obtained approval from senior managers, email addresses as well as cellular telephone numbers were sought from the HRD. The researcher employed a methodologist and senior researcher from the University in Mandeville, who was given all the employee's email addresses and cellular mobile numbers. The methodologist and researcher was responsible for data collection. He informed the employees of their role in the research process, stated the researcher's

role, and informed them of the likely end date of the data collection process. He did so by emailing all 52 employees, and in the process informing them that the questionnaire would be forwarded to their mobile telephone.

Population and sample

The population of this study is employees of a mid-size enterprise in Manchester, Jamaica. There are fifty-two people employed by Company A. All 52 employees constituted the sample of this study. The inclusion and exclusion criteria were based on being an employee of Company A at the time of the study. All 52 employees were forwarded a copy of the web-based instrument for completion.

Research Instrument

A standardized questionnaire was drafted from already established instruments. This questionnaire consists of three sections. Section A consists of background and demographic characteristics and Section B on the performance of the enterprise while Section C contains data related to organisational culture as well as subcultures.

Section B was used to measure organisational performance. The items require employees to respond to a series of statements relating to their organisation on the matter of performance. There were 15 5-point Likert scale items. The 5-point Likert scale items ranged from 1 = strongly agree, 2 = agree, 3 = neither agree nor disagree, 4 = disagree, to 5 = strongly disagree. An example of the 'Return on assets (ROA, %) in our company is well below the industry average.'

Section C was used to assess organisational culture as well as subcultures. The items require employees to respond to a series of statements relating to their organisational culture and subcultures. There were 21 5-point Likert scale items. The 5-point Likert scale items ranged from 1 = strongly agree, 2 = agree, 3 = neither agree nor disagree, 4 = disagree, to 5 = strongly disagree for items 24 to 37. For items 16-23, the issue ranged from 1=Very flexible, 2=Fairly flexible, 3=Neither flexible nor structured, 4=Fairly structured, and 5=Very Structured, which relates to question 16.

Data collection procedures

The standardized web-based questionnaire was administered to all 52 employees of the mid-size enterprise. A paid version of Survey Monkey was bought, and the data was collected via this platform. The instrument was so designed that only one response could come from a mobile telephone number. On completing the instrument, the employee would select end, and this would be stored in the Survey Monkey data reservoir. The completed data were accessed from Survey Monkey, which provided the encoded data in the Statistical Package for the Social Sciences (SPSS), Version 28.0 for Windows.

Validity and reliability of the instrument

The questionnaire was vetted by my supervisor, and corrections were made to keep up with his recommendations. Some corrections were minor, grammatical in nature, and did not change the meaning of the question. The items from Sections B and C were taken from established instruments with some modifications in keeping with the culture, language usage, and comments from my academic supervisor. After the instrument was collated into a single document, there was a pre-testing phase. Six employees of an educational institution in Mandeville, Manchester, Jamaica, were selected to complete the questionnaire. This exercise was for conciseness and clarity of the items. The researcher questioned each of the 6 employees on whether the items were understood, concise, and clear in conveying the information.

Following the pre-test, the employed methodologist and researcher forwarded the item to all 52 employees of the mid-size enterprise. Cronbach alpha was used to examine the suitability of organisational performance and organisational culture indexes. For this research, a good measure for an index was a Cronbach alpha of 0.7 or 70% (Hinkle et al., 2003).

Statistical Analysis

Cronbach alphas were examined for each index. The Cronbach alpha reliability test was used to determine the reliability coefficient of indices (i.e., organisational performance and organisational culture). Evans (1996) provided a valuation and interpretations of Cronbach's alphas. He forwarded that a correlation 1. < 0.20 is very weak; 2. 0.2 to 0.39 was weak; 3. 0.4 to 0.59 was moderate; 4. 0.60 to 0.79 was strong, and 5. > 0.8 was very strong. Based on Evans' interpretation, for an index to be good, it must be at least 0.6 . On the other hand, Hinkle et al. (2003) indicated that high correlations are 0.7 to 0.9 , and very high correlations are 0.9 and beyond. Hence, the researcher chose to use Hinkle et al.'s interpretation because 0.6 is close to moderate and a less compact curve to the regression line than 0.7 .

For the background and demographic items on the questionnaire, as well as each index, per cent, frequencies, mean, mode, median, standard deviation, skewness, and confidence interval, were computed. Those statistical data analytic tools describe the variables and provide some context on the operation of the variable.

Pearson's Product Moment correlation was used to assess whether there is a relationship between organisational culture as well as subcultures and organisational performance. Like the interpretations of Cronbach alpha for the indexation, the researcher used Hinkle et al.'s (2003) to determine a strong statistical relationship between the two previously mentioned variables. Hinkle and colleagues indicated that high correlations are 0.7 to 0.9 , and very high correlations are 0.9 and beyond. A p-value of less than 5% (<0.05) at the two-tailed level was used to determine statistical association/correlation.

Limitations of the Study

The results of this study are limited to Company A. The findings of this research are specialised to Company A and may or may not be replicable to companies across Jamaica. Therefore, the

results are not generalizable to other companies or other populations (e.g., employees from different companies such as service and construction). However, pertinent insights can be gained from the findings.

Findings

Introduction

This section presents descriptive statistics (i.e., measure of central tendencies and measure of dispersion or spread), frequencies and per cents, reliability analysis (Cronbach alpha), and Pearson's Product Moment Correlation. Those statistical tools answer the main research question: How can organisational culture and subcultures have a negative and/or positive impact on organisational performance for a mid-size manufacturing enterprise in Manchester, Jamaica? This study begins with descriptions of the background and demographic characteristics of the sampled respondents. The general description of the background and demographic characteristics are done by way of frequencies and per cents followed by reliability analysis (i.e., Cronbach alphas for the organisational culture and the organisational performance indices). After which, descriptive statistics (i.e., mean, mode, median, range, standard deviation, and confidence interval) are done for all the items in the indices. This is followed by Pearson's Product Moment correlation, which examines whether there is a statistical relationship between organisational culture, subcultures, and organisational performance.

Background and demographic Characteristics

Table 1 presents the frequencies and per cents for the background and demographic characteristics of the sampled respondents. There are forty-one (41) respondents for this study. Of the sampled respondents (n=41), the majority were females (75.6%, n=31), married (36.6%, n=15), 30-39 years old (31.7%, n=13), have an undergraduate degree (40.0%, n=16), and have been working at the company for less than 6 years (48.8%, n=20).

Table 1: Demographic Characteristics of the Sample Respondents, n=41

Details	% (n)
Gender	
Female	75.6 (31)
Male	24.4 (10)
Marital Status	
Single	29.3 (12)
Married	36.6 (15)
Common-law	14.6 (6)
Separated	14.6 (2)
Widowed	4.9 (2)
Age group	
20 - 29 years	14.6 (6)
30 - 39 years	31.7 (13)
40 - 49 years	14.6 (6)

50 - 60 years	24.4 (10)
61 - 65 years	14.6 (6)
Highest Educational Level	
Primary	0.0 (0)
High/Secondary	17.5 (7)
Diploma	12.5 (5)
Undergraduate	40.0 (16)
Postgraduate	30.0 (12)
Work Experience	
1 - 5 years	48.8 (20)
6 - 10 years	12.2 (5)
11 - 15 years	12.2 (5)
16 - 20 years	9.7 (4)
21+ years	17.1 (7)

Reliability analysis

The current dissertation examines the suitability and appropriateness of all the scales before they were used. Table 2 presents the Cronbach alpha of the organizational performance scale. The value of Cronbach is 0.927, which indicates that the 14 items are suitable and appropriate for assessing the organisational performance of the sampled workers.

Table 2: Reliability Analysis of Organisational Performance Scale

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.927	.927	14

Table 3 presents the Cronbach alpha of organizational culture 1 scale. The value of Cronbach is 0.802, which indicates that the 8 items are suitable and appropriate for assessing organisational culture 1 for the sampled workers.

Table 3: Cronbach Alpha Analysis for Organisational Culture 1 Scale

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.800	0.802	8

Table 4 presents the Cronbach alpha of organizational culture 2 scale. The value of Cronbach is 0.833, which indicates that the 13 items used are suitable and appropriate for assessing organisational culture 2 for the sampled workers.

Table 4: Reliability Analysis of Organisational Culture 2 Scale

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.827	.833	13

Table 5 presents the descriptive statistics (mean, median, standard deviation, and skewness) for the variable organizational performance index. The mean value for each of the items in the

organizational performance metric/scale is average from a 5-point Likert scale. Based on the value for the mean, the majority of the items tend towards neither agree nor disagree, with only one tending towards disagree (i.e., There are no cases in our company of people leaving for internal reasons),

Table 5: Descriptive Statistics for Organizational Performance Items

Details	Mean	SD ¹	Median	Skewness
Value added per employee in our company is well above the industry average.	2.49	0.84	2	0.44
Return on assets (ROA, %) in our company is well below the industry average.	2.66	0.85	3	-0.02
Relations with suppliers are quite good and stable.	2.27	0.92	2	0.83
We strongly involve our suppliers in our research and development processes.	2.68	0.76	3	-0.09
There are no cases in our company of people leaving for internal reasons.	3.49	1.21	4	-0.42
The productivity of employees is much higher in our company than the industry average.	2.62	1.05	2	0.27
Employees' trust in the company's leadership is high.	2.98	1.19	3	0.14
Work organization in our company is efficient.	2.54	0.87	2	1.08
Employees feel very committed to the organization.	2.80	1.05	3	0.01
Work costs per employee are well below the industry average.	2.62	0.74	3	-0.06
This company manages risks to remain competitive in the industry.	2.51	1.00	2	0.36
The number of customer complaints within the last period has decreased.	2.85	0.94	3	0.30
We deal with customer complaints faster than our competition.	2.73	0.95	2.9	0.39
The reputation of our company in the eyes of the customers has improved.	2.51	0.75	2	0.34

¹SD denotes the standard deviation

Table 6 presents the descriptive statistics (mean, median, standard deviation, and skewness) for the variable organizational culture 1 index. The mean value for each of the items in the organizational culture 1 metric/scale is average from a 5-point Likert scale. Based on the value for the mean, the majority of the items are tending towards agree, with only two tending towards neither agree nor disagree (i.e., Chaotic company and Impulsive).

Table 6: Descriptive Statistics for Organizational Culture 1

Details	Mean	SD ¹	Median	Skewness
Flexible	2.25	0.90	2	0.59
Result Driven Company	2.10	1.02	2	0.69

Chaotic company	2.75	0.87	3	-0.22
Competitive Company	2.10	0.83	2	-0.19
Inclusive Company	2.28	0.85	2	0.49
Rule-based Company	1.93	0.91	2	0.57
Innovative Company	2.30	0.99	2	0.51
Impulsive	2.65	0.83	3	-0.36

Table 7 presents the descriptive statistics (mean, median, standard deviation, and skewness) for the variable organizational culture 2 index. The mean value for each of the items in the organizational culture 2 metric/scale is average from a 5-point Likert scale. Based on the value for the mean, the majority of the items tend towards neither agree nor disagree, with a few tending towards agree (i.e., In our department, we are agile and sometimes “play it by ear”, Teams have clearly defined goals that relate to the overall mission of the organization, Diversity is welcome at this organization, etc.).

Table 7: Descriptive Statistics for Organizational Culture 2

Details	Mean	SD ¹	Median	Skewness
Teams have clearly defined goals that relate to the overall mission of the organization.	2.41	1.09	2	0.41
In our department, we are agile and sometimes “play it by ear.”	2.18	0.81	2	0.57
We are often asked to reach unrealistic goals.	2.56	0.95	2	0.46
If we are told about a procedure or software change, we can count on it happening according to the set timeline.	2.90	0.90	3	-0.24
The software we use changes often, according to what leadership thinks is cool now.	3.50	0.85	4	-0.67
I feel encouraged to contribute ideas that help my organization.	2.73	1.22	2.7	0.38
I feel like part of a family, and our team gets along well for the most part.	2.34	0.91	2	0.71
Diversity is welcome at this organization.	2.25	0.81	2	1.03
Just when you learn something new, it changes again.	3.03	0.95	3	-0.05
Employees are valued based on the last profit-driven activity they accomplished.	3.25	0.90	3	0.14
Most of my colleagues have been with the company for a long time.	2.35	1.08	2	0.41
Customers look favourably on our company and are treated well.	2.39	0.86	2	0.11
I would recommend working at this company to friends/family.	2.49	0.98	2	0.37

¹SD denotes the standard deviation

Table 8 presents the descriptive statistics for organizational performance, organizational culture 1, and organizational culture 2. Based on the skewness value, for this dissertation, the value for

average was the median for Organizational Culture 1 and Organizational Culture 2 and the mean for organizational performance. The organizational cultures were relatively high (organizational culture 1- $2.5/3.45 * 100$; organizational culture 2 - $2.6154/3.45 * 100$) and mean for organizational performance. Based on the mean or median value, organisational performance and organizational cultures (both 1 and 2) were relatively high among the studied sample.

Table 8: Descriptive Statistics for Organisational Performance, Organisational Culture 1, & Organisational Culture 2

Details	Organisational Performance	Organisational Culture1	Organisational Culutre 2
Mean	2.5998	2.2021	2.5385
Median	2.6429	2.250	2.6154
Mode	2.50	2.25	2.77
Standard deviation	0.7245	0.615539	0.57798
Skewness	-0.791	1.196	-1.638
Maximum	3.93	3.25	3.45

Correlations

Organisational performance and Organisational culture 1

Table 9 presents Pearson's Product Moment Correlation between Organisational Performance and Organizational Culture 1. A positive statistical correlation existed between Organisational Performance and Organisational Culture 1 ($r = 0.697$, $r^2 = 0.4858$, $p\text{-value} < 0.05$). This denotes that organisational culture is directly influencing organisational performance and vice versa in the studied company, with a 1% change in organisational culture 1 accounting for a 48.58% change in organisational performance.

Table 9: Pearson's Product Moment Correlations

		Organisational Performance	Organisational Culture1
Organisational Performance	Pearson Correlation	1	.697**
	Sig. (2-tailed)		<.001
	N	45	45
Organisational Culture1	Pearson Correlation	.697**	1
	Sig. (2-tailed)	<.001	
	N	45	45

** . Correlation is significant at the 0.01 level (2-tailed).

Organisational performance and Organisational culture 2

Table 10 presents Pearson's Product Moment Correlation between Organisational Performance and Organisational Culture 2. A positively strong statistical correlation existed between

Organisational Performance and Organisational Culture 2 ($r = 0.746$, $r^2 = 0.5565$, $p\text{-value} < 0.05$). Such statistics mean that organisational culture and subculture, which are measured by organisational culture 2, have a direct influence on organisational performance for this study. Furthermore, a 1.0% change in organisational culture 2 accounts for 55.65% change in organisational performance.

Table 10: Pearson’s Product Moment Correlation for Organisational Performance and Organisational Culture 2

		Organisational Performance	Organisational_Culture2
Organisational Performance	Pearson Correlation	1	.746**
	Sig. (2-tailed)		<.001
	N	45	45
Organisational Culture2	Pearson Correlation	.746**	1
	Sig. (2-tailed)	<.001	
	N	45	45

** . Correlation is significant at the 0.01 level (2-tailed).

Table 11 presents Pearson's Product Moment Correlation between Organisational Culture 1 and Organisational Culture 2. A positive statistical correlation existed between Organisational Performance and Organisational Culture 1 ($r = 0.809$, $r^2 = 0.6545$, $p\text{-value} < 0.05$). Such statistics mean that organisational culture and subculture, which are measured by organisational culture 2, have a strong direct influence on organisational culture 1 or vice versa.

Table 11: Pearson’s Product Moment Correlation of Organisational Culture 1 and Organisational Culture 2

		Organisational_Culture1	Organisational_Culture2
Organisational Culture1	Pearson Correlation	1	.809**
	Sig. (2-tailed)		<.001
	N	45	45
Organisational Culture2	Pearson Correlation	.809**	1
	Sig. (2-tailed)	<.001	
	N	45	45

** . Correlation is significant at the 0.01 level (2-tailed).

Discussion

There is research-based evidence that organizational culture and subculture influence organizational performance (Aboramadam. et al. 2020; Ahmad, 2012; Deal & Kennedy, 1982; Lok & Crawford, 2004; Peters & Waterman, 1982). The literature articulates that organizational culture shapes people's thinking, decision-making, and, by extension, their actions (Hansen & Wernerfelt, 1989; Schein, 1990). Nungchim and Leihaothabam, (2022) cited that an organisation's culture encapsulates its vision, mission, operational ethos, and employees'

attitudes, behaviours, and relationships. The culture helps build shared values and unified efforts among employees, hence contributing to achieving the company's objectives. Research indicates that workers are more effective in working towards accomplishing the company's overall goals if they are dedicated and share the same norms and values (Shahzad et al. 2012; Ahamd, 2012; Iskanto, 2023). Like the literature, this research concurs with past studies that state that the culture and subculture in an organization play a role in determining the performance of the company. Kilmann et al. (1986) believe that organisational culture affects behaviour and performance in the workplace, which is concurred by this study. Simply put attitude fashions thinking, which in return shapes actions in the form of on-the-job performance.

Additionally, when companies have strong cultural values, workers adhere to appropriate personal habits directed by the company's overarching strategic plan. These behaviours include carrying out and finishing assigned tasks per the desired standards and giving the task their all, which results in increased performance (Nneji and Asikhia, 2021; Yinka, 2014). A strong culture enables effective and efficient management of workforce employees. According to Awadh and Saad (2013), a strong culture makes it easier for managers to manage their workforce effectively and efficiently, thus sustaining employer satisfaction. The organisational culture facilitates the internalization of a collaborative relationship, which in turn enhances the effective management of company processes. The organisational culture also determines how long people will remain with the company. Vashako and Shatila (2021) cited that a pleasant work culture where management practices foster job security and internal career development assists in reducing stress, increasing productivity and retention of employees. Altassan and Rahaman (2023) support this finding with their research on the organisational culture in higher education institutes (HEIs). The higher education institutes retained highly skilled employees because of the high-achievement culture.

The current research disaggregates items within organizational culture and organizational performance, and there are specific issues outlined in the literature that this study concurs with. Pottruck & Pearce (2001) forward that workers who understand the organizational objectives and more likely able to attain the organisational's goals. This work concurs with this finding as organisational culture includes 1. Clearly defined goals, 2. Having a sense of belonging to the organization, and 3. Warmth atmosphere, and those as well as the other items in organizational culture, measured by organizational culture 2 were strongly associated with organizational performance.

Although some scholars have argued against a strong culture not having a positive influence on organizational performance ((Kotter & Heskett, 2011; Meyer, 2014; Saffold, 1988), this study disagrees with such a perspective. The current work finds a strong correlation between organizational culture (measured by organizational culture 2) and organizational performance ($r = 0.7067$, $r^2 = 0.4994$, $p\text{-value} < 0.05$). Such a finding indicates that organisational culture strongly influences organizational performance in the studied sample. Like theorists who argue that innovation and change (Holbeche, 2019; Tidd & Bessant, 2020), leadership and leadership style (Akpaprep et al., 2019; Schein, 2004), employee engagement (Fonseca, 2023), communication (Harrin, 2023), behaviour (Rebello, 2021), growth and development (Rebello, 2021), finance and bottom line (Fonseca, 2023) influence organizational performance this study

concur with those works. The congruence between those works and this one embeds in the components that constitute organizational culture including a clear of goals, flexibility, communication, leadership, shared vision, the value of the employee to the company, and employee engagement.

This research adds to the existing vast literature on organizational culture and organizational performance by providing information from the Jamaican perspective.

Conclusion

One of the principal advantages of research is its provision of truth, which is validated knowledge (Taylor, 2019). Taylor (2019) provides some context for research that goes back to the discourse of the philosophical perspective of truth. He argues, “Research is ultimately a search for truth, for trustworthy knowledge. Not truth in its absolute sense, but certainly those dimensions of truth that are accessible, within our human limitations” (Taylor, 2019, p. 81). Taylor’s viewpoint goes to the philosophical perspective of truth that extends beyond realism to constructionism. This research will not venture into the philosophical discussion of epistemology nor on right or wrong of any paradigm of knowledge; but, embedded in Taylor’s viewpoint, is the role of research in providing validated truth compared to information garnered by tradition, hunch, or even common sense.

This research employs an objectivistic epistemology on the issue of the organisational performance and organizational culture of a mid-size enterprise in Jamaica, and so truths are provided by this research. The literature provides much truth on the influence of organizational culture on organizational performance, with more studies tending around a positive correlation between those phenomena. This research concurs with the literature that there is a positive correlation between organizational culture and organizational performance. In fact, for the studied population, a strongly direct correlation existed between organizational culture and subculture, and organizational performance.

The findings from this research are confined to the studied population because of the usage of a single mid-size enterprise in Jamaica, so it is non-generalizable. Nevertheless, the study provides truth on the two previously mentioned phenomena that give an insight into the issue. Two truths emerge from this study. They are as follows: 1. there is a direct relationship between organizational culture and organizational performance, and 2. Both organizational culture and organizational performance in the studied sample are relatively high.

Recommendation

The nature of this research and the findings that emerge set the premise for the stated recommendations. The following are some recommendations:

Future research

The limitations of a single-studied sample and a small sample size mean that a large sample and more enterprises across Jamaica could provide more truths on organizational culture and

organizational performance from a Jamaican perspective. The researchers are recommending a national cross-sectional probability research on the studied phenomenon in this research as this will provide some absolute truth.

There are many ways to ascertain truth including objectivism/realism, pragmatism, and constructionism, and this research employed objectivism that gives a single viewpoint from a non-interpretivistic stance. Hence, the researchers are recommending a study that employs a mixed methodology as this would bring into the discussion people's feelings, viewpoints, and lived experiences.

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