

Full Length Research Paper

Moderating effects of organizational culture on human resource management and employee's performance

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The study examined the impact of moderating effects of organizational culture on HRM and employee's performance in an attempt to contribute to the pool of knowledge and practice. Researchers and authors have suggested that culture is a stable and critical phenomenon. Sun (2008) and Brown (1995) argued that, there are organizations that are relatively stable, with stable environment; but risk-taking and innovation are not necessarily successful there. This implies difficulties in organizational culture transformation. The study contrarily viewed cultural transformation as a means of improving organization. This is empirically proven through quantitative and qualitative approach in non-governmental organization in Nigeria. The study also presents a framework for the alignment of organizational culture and human resource management to better understand the organizational knowledge-related performance. The study finding suggested certain factors influence the moderating effects of organizational culture; they have positive influence on increasing employee's performance and human resource management. This was indicated in the mean value of ten items where eight has significant relationship, except two items.

Key words: organizational culture, human resource management, employee's performance.

INTRODUCTION

Organizational culture gained acceptance in both academic and commercial circle in the 1980s (Senyucel, 2009). Since then, various authors and researchers have given definition of organizational culture using their experiences, organizational situation and environmental circumstance. Literatures have also described culture in a new perspective. Despite the attempt by researchers and authors to define the concept, there is no generally accepted definition. The most commonly cited is *the way we do things around here* (Schien, 1984) Organizational culture is a complex network of values and norms that guide individual's behaviors. Its involve a set of beliefs, values, assumptions and experiences that are acquired through learning and socializing and by shared members of social unit like people in the organization (Rousseau, 1990). Organizational leaders have accepted organi-

zational culture as mere network of values and the behavior of organizational members. Sun (2008) and Brown (1995) argued that, there are organizations that are relatively stable, with a relatively stable environment; but risk-taking and innovation are not necessarily successful there. This implies the difficulties in organizational culture transformation. What is the importance then of the moderating effects of organizational culture? Research has indicated that organizational culture has great influence on performance, which means culture moderates the human resource management practice to trigger performance through its planning process (Li and Ye, 1999). It plays significant roles in determining business phenomenon. Firms with greater understanding of environmental characteristics tend to have higher business performance and profitability.

Moreover, environmental characteristics are positioned to moderate effects on the relationships between business practices, strategies, and activities and firms' performance and outcomes. In the study of Goll and Rasheed (1997), environmental characteristics positively moderate the strong association of rational decision-making and firms' performance. Accordingly, environmental characteristics have significant moderating effects on the discretionary social responsibility-firm performance relationship (Goll and Rasheed, 1997). This paper will examine the moderating effects of organizational culture from mere values and behavior on human resource management practice and its impacts on employee's performance. This study attempts to clarify the contradiction created by scholars on whether moderating effects of organizational culture is significant to human resource management and employee's performance. It agrees with Henri, (2007) who also argued that, firms with higher flexibility of organizational culture tend to utilize more performance measurement systems by emphasizing organizational attention, promoting strategic decision-making, and legitimating actions. The need for a study to examine empirically the moderating effects of organizational culture on human resource management and employee's performance became necessary; though there are several researches on the topic, most centred only on public and profit organizations. But this study focused its findings on Non-governmental and Non-profit organizations, which the BBC radio (2010) rated as the most achieving organization in the world. Both quantitative and qualitative approach will be incorporated to examine the moderating effects of organizational culture on human resource management and employee's performance.

Research question

What are the factors that can determine the moderating effects of organizational culture?

RELEVANT LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Types and function of organizational culture

Publication and research findings have suggested diverse types of culture depending on their perspective of culture. In organizations and environment, Cameron and Quinn (1999) identify four types of culture: clan culture, hierarchy culture, adhocracy culture and market culture. Wallach (1983) identified three types of culture which are more common with organization, bureaucratic, innovative and supportive culture. She further described cultural typology as: 'Bureaucratic culture is defined as line of authority, responsibility and organized order of role of hierarchical structure. Innovative culture is culture that

provides workers with challenges and inspiration. The environment can be result oriented by putting workers in a lot of stress. Supportive culture is a culture where employees are treated as family; it promotes family values because employees are fair, friendly and supportive to each other. On the contrary, Harrison (1996) has given four types of organizational culture as: power, role task and personal culture. Power culture is kind of culture where dominance of power is shared and controlled by few members of the organization. There are positive and negative sides of this culture. On the positive side, it can help an organization become strong, dynamic, fast to respond to external demands. On the contrary side, it leads to employee's dissatisfaction and centralizes the ability to make decision. Role culture is based on the ability of the persons to carry out functions satisfactorily. This is bureaucratic. Task culture is more of a network organization that is project orientated. In this culture, power and authority are distributed to the right people at the suitable level and center on performance and results to be achieved. Personal culture is individualistic in nature; in this situation, a person starts his project and anyone who joins the project works with his view or interest. This is commonly found in voluntary organizations. Deshpande (2004) argued that organizations are mixture of these four types of organizational culture, but that the importance of each type differs significantly across countries in a pattern related to key attributes of national cultures

The functions of organizational culture

Culture communicates to people through symbols, values, physical settings, and language, and thus supplementing the rational management tools such as technology and structure. The function of organizational culture can be viewed in five different ways: behavioral control, encouraging stability, providing source of identity, easy point of identifying strength and weakness and focusing on objective.

Moderating effects of organizational culture on human resource management

The paper has viewed organizational culture as the sum total of an organization's past and current assumptions, experiences, philosophy, and values that hold it together. They are expressed in its self-image, inner workings, interactions with the outside world, and future expectations. Human resource management as business dictionary views human resource management as administrative activities that are associated with human resource management, planning of recruitment, selection orientation training, appraisal motivation and remuneration. Human resource management aims to develop people through

work. Robbins and Judge (2009) described human resource management by five key concepts: motivating, disciplining, managing conflict, staffing and training.

Storey (1983) gives five functional areas of the human resource management which is not far from the above view; these are: staffing, rewards, employees' development, employees' maintenance and employees' relation. The moderating effects of organizational culture are an attempt to restructure the culture of an organization beyond mere value and behavior of the past and present. Every organization has an objective it wants to achieve within a given period of time. Where such objectives are not achieved as planned by an organization, its management will carry out an x-ray of the entire organization, evaluating its strength and weakness on why it is unable to achieve its target or objectives. Unknowingly, some managers and organizational leaders throw blames on either employees, management team or the environmental situation. The conflicting issue here is that human resource management practice is not in line with the culture of the organization; for example, some culture is built on the basis of work experience in its selection process as criteria for staffing, and the human resource management lays emphasis on academic qualification as criteria for selection. This explains the contradiction between culture and human resource management, and this contradiction has a great diverse influence on the organization in totality. Moderating effects of culture is a situation where human resource management should reflect the true culture of the organization. This will give the organization an edge over others. It will also help both the organizational culture and human resource management to eliminate those parts of culture and human resource human resource practice that are not relevant to organizational objectives

Moderating effects of organizational culture on employee's performance

Empirical studies have proved that organizational culture has great influence on the performance of employees (Ouchi, 1981). It is frequently argued that a distinct organizational culture contributes to performance. By facilitating goal coalition, a common culture makes it easier to agree upon goals as well as appropriate means for attaining them. What then is employees' performance? It is the observable behaviors and actions which explain how the job is to be done, plus the results that are expected of satisfactory job performance. It tells the employee what a good job looks like.

Moderating effect of culture on employee's performance is the ability of culture to function in a manner where performance is supported. Those beliefs and values of the organization will not be static in this situation because the organization has to move from mere values, rituals and belief that do not support employee's

performance. Some culture has negative effects on employee's performance; example some culture puts more emphasis on higher performance without considering the well being of these drivers that drive the "higher performance", paying less attention on the motivational aspect of the employee and yet anticipate higher performance. But when culture is moderated, it reflects on the performance of employee; for instance, the culture that tends to emphasize rewards based on merit triggers employee's performance. The culture that slows down performance is thrown aside. It does not end there. Performance standard and performance appraisal tool must be designed to reflect the real objective of the organization, that drives change from the status quo of mere values to acceptable situation of things in the organization.

Schein (1984), in his organizational culture model, uncovers the levels of organizational culture that all organizations, knowingly or unknowingly, pass through. These levels are artifacts, espoused values and basic underlying assumptions; while Storey (1983) gives five functional areas of the human resource management as staffing rewards, employee's development, employee's maintenance and employee's relation (Figure 1). The three levels should, as a matter of organizational success, be aligned with the human resource management practice. When the two organizational drivers align to each other positively, through the effort to promote employee's performance, the organization is said to moderate organizational culture on its employee performance. Figure 1 shows the Schein's level of organizational culture and the activities of human resource management aligning to produce employee's performance. The model demonstrated concentration of both culture and human resource management in an equilibrium position aligning to produce employee's performance; meaning that, whatsoever human resource management and organization does is subject to creating a desired employees' performance. Some practice will be abrogated in the long run from both the two drivers if it is found going against employees' performance.

Role of organizational founders and top management in moderating organizational cultures

Teague (2006) argued that organizational leaders, executives and managers desire to know how to manage organizational culture and how to influence or change it to obtain the best achievement in organizational performance. This study attempts to state the role of organizational leaders and the executive of an organization in moderating an existing culture to suit competitive or performance strategy of the organization. When key leaders of an organization fail to moderate the culture of their organization to suit their goals and objectives, the culture may be outdated so much to thwart performance. Robbins and Judge (2009), described in a model, how

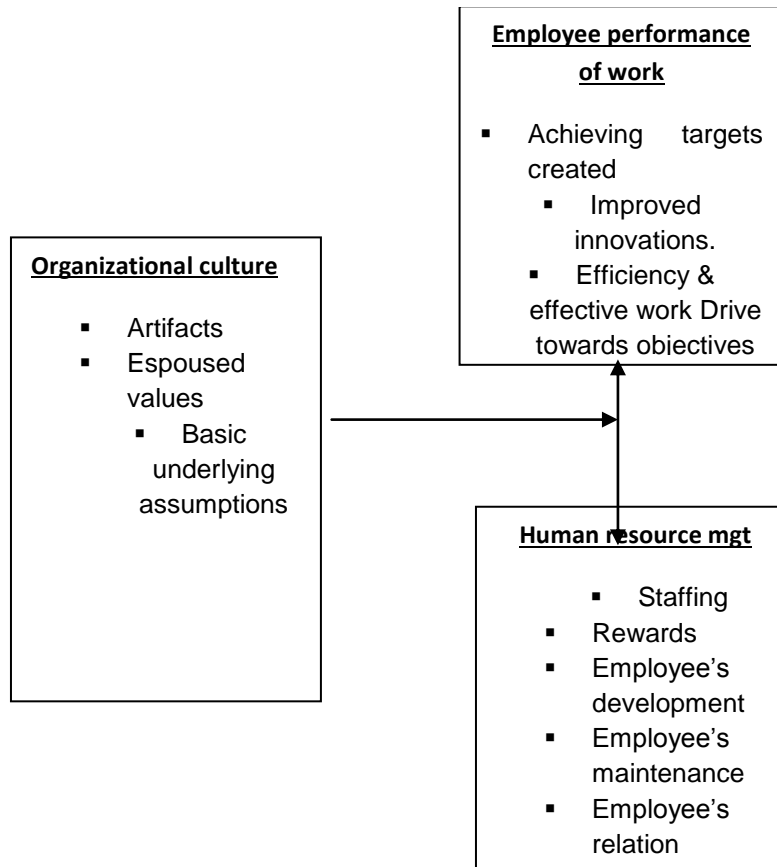


Figure 1. Correlation of organizational culture, HRM and employee's performance.

organizational culture is formed, beginning from organizational founders philosophy, selection criteria to top management and socialization; and then becomes acceptable culture of an organization. A careful look at the model proposes that there are vital processes or stages that organizations pass through to be able to come with a unique culture; though some of these processes are unconsciously made, every role on the stages has effects on the output of the culture. It is on this note that every output of culture that does not suit the organization any more will be changed. The need to change a particular culture can be group oriented or individual oriented. When group identifies that a particular culture is undermining the performance in the competitive market, such a culture may be reviewed for change by the organizational leaders and the founders of the organization. For example, a culture that lays emphasis on a particular dressing code and if that kind of dressing is unacceptable by the environment where they operate, may tend to thwart the organizational performance. Hence, the culture may be reviewed for change. In individual oriented, when an employee breaks the jinx and yet achieves outstanding performance frequently, while those who dance to the tune of culture fail woefully, the organization may be tempted to adapt to new pattern

of the individual employee. In doing that, a particular culture will give way for another.

Factors that influence Moderation in Organizational Culture

Organizational culture has been commonly considered as network of value developed and nurtured over a long period of time in the existence of an organization. Despite the complexity of culture, there are unavoidable factors within and outside the organization that influence consciously or unconsciously moderation of culture to fit into the present status of the organization; these factors are:

Organizational performance

Culture of an organization is as old as the organization. At a particular point, the culture of the organization is jointly created by founders, top management and employees. In an attempt to advertise the organization to the environment, target customer and struggling to be accepted, this culture will be flexible and dance to the tune of the environment. At some point when it is accepted and has grown and the performance is greatly

increasing, with high profit, high turnover capture of market shares, administration of corporation social responsibility, the performance capacity of the organization will unconsciously create a new culture that will portray it as a giant and not a smaller organization that it used to be. For example, an Africa kitchen that has culture of customer evaluation; when customers eat, a questionnaire is filled to assess the delicacy of the meal for the day. But with higher performance, the customers queue to place an order by filling an order form. The change from filling a questionnaire to filling an order form is necessitated by the organizational performance.

Leadership

Robbins and Judge (2009) argued that organizational founders' philosophy and top management play a vital role in setting culture of their respective organizations. Business dictionary says leadership involving an organizational role involves establishing a clear vision, sharing (communicating) that vision with others so that they will follow willingly, providing the information, knowledge, and methods to realize that vision, and coordinating and balancing the conflicting interests of all members or stakeholders. From the above definition, leadership is a vital tool of organization. Leadership varies in style and practice; when new leader emerges or takes over a collapsing organization he may be tempted to change the existing culture that he deems fit as being faulty or contributes to failure, as a means of corrective measures (Sun, 2008). The culture of the organization is typically created unconsciously, based on the values of the top management or the founders of an organization. Organizations build culture through the accumulated experience of their members, and these cultures are frequently visible through leadership styles, management philosophies, rituals, norms of behavior and decision processes. The assumptions and beliefs about organizational life are formed over time, through a learning process that evolves as groups develop patterns of behavior and successfully solve the problems that face the organization. Successive and successful experiences generate a notion of what is correct for the organization and form values which become personified in an ideology or organizational philosophy that serves as the foundation for organizational norms and expectations (Schein, 1984).

Employee's feedback

Workers strive to get to command themselves or each other (Parker, 2000). Managers' task is considered to be the creation of a culture and its manipulation. Ogbonna (1992) declared that organizational cultures are the outcomes of the inter-weaving of an individual into a community and the collective programming of the mind

that distinguishes members. It is the values, norms, beliefs and customs that an individual holds in common with other members of a social unit or group. Kunda (1992) writes about an organization in which the workers criticized the cultural propaganda and ideology spread by their manager. Feedbacks from employees if truly adhere to will suggest several issues that will facilitate their performance. At first such suggestions will be disregarded but when the situation persists the management has no option but to consent to such suggestion. This will result to letting go some ways of doing things in the organization.

Environmental forces

STEP analysis suggested that there are social, technological, economical and political forces that influence the decision of every organization. These forces are external in nature. They are forces every organization must reckon with; they also influence organizations greatly. Organizations that try to fit into environment will be left with no option than to comply with whatever direction the forces point at. This may also result in inclusion or exclusion of certain ways of doing things in the organization. Sinha (2000) declares that culture consists of totality of assumptions, beliefs, values, social systems and institutions, physical artifacts and behavior of people, reflecting their desire to maintain continuity as well as to adapt to external demands.

Problem solving

Critical issues that give organization sleepless night are mostly brought to the fore for brainstorming. Such problems when solved may suggest preventive measures to avoid future occurrences. When measures are taken against the future, it implies the introduction of new way of doing things around here.

RESEARCH METHOD

The method used in this study focused on both moderating effects of organizational culture on human resource management and employee's performance. They were measured by quantitative and qualitative approach, using questionnaire and semi structured interview. The participants were 43 senior officers of CUBS project, Nigeria. A survey questionnaire, consisting of 35 items was sent to 43 senior officers of CUBS projects. It was filled and returned. And three senior management officers were interviewed in order to validate the finding of the survey questionnaire obtained.

Data analysis

Data were analyzed using Statistical Package for Social Science (SPSS) Version 15.0. The analysis of data begins with reliability test for the scales using Cronbach's Alpha. The Cronbach's Alpha testing used was selected because it is the most appropriate

Table 1. Reliability statistics.

Cronbach's alpha	Number of items
.862	35

Table 2. Descriptive statistics.

Number	N	Minimum	Maximum	Mean	Std. deviation
Item 1	43	1.00	2.00	1.1395	.35060
Item 2	43	1.00	1.00	1.0000	.00000
Item 3	43	1.00	2.00	1.1395	.35060
Item 4	43	1.00	2.00	1.8372	.37354
Item 5	43	1.00	1.00	1.0000	.00000
Item 6	43	2.00	5.00	4.0000	1.19523
Item 7	43	1.00	5.00	2.3953	1.31184
Item 8	43	2.00	5.00	2.6977	1.16568
Item 9	43	1.00	5.00	2.6512	1.55661
Item 10	43	1.00	1.00	1.6512	.48224
Valid N (list wise)	43				

reliability test tool commonly used by social researchers. Sekaran (2005) argued that if reliability coefficient is close to 1.0, the appropriateness of questionnaire to measure the variable is better. However, generally, the reliability less than .60 is considered to be poor, and that in the .70 range is acceptable; over .80 is considered as good (Sekaran, 2005). Data obtained were analyzed using descriptive statistic.

RESULTS AND DISCUSSION

Descriptive statistics

The Cronbach Alpha test is used to test the reliability of the study instrument. The thirty five item questionnaire is run for reliability test. The reliability coefficients (Cronbach Alpha) are within the agreed upon good reliability of 0.8 (Sekaran, 2005). The Cronbach Alpha of 0.862 (Table 1) suggests that the items are reliable and internally consistent presenting moderating effects of organizational culture on human resource management and employee's performance.

RQ: What are the factors that can determine the moderating effects of organizational culture?

Table 3 shows that, the mean value of 3.5 is considered to be the critical value upon which decision is taken. The computed mean opinion of the various items (questions) listed above on the factors that determine moderating effects of organizational culture is compared with the critical value which is greater than 3.50. The computed mean value below 3.50 is considered to be significant thus indicating that the factors have significant mode-

rating effects on organizational culture. Whereas if the computed mean value of the items is above or equal to 3.5, then it is considered not significant. In Table 2, eight items factors have significant effects, except two (items 6 and 9) whose effects are not significant.

Summary of qualitative findings

Semi structured interview (qualitative analysis) was conducted with three respondents who were CUBS senior officers (Table 4). Three senior executive officers all responded to the seven structured questions. From the content of their separate responses it shows that moderating effects of organizational culture have significant and positive impacts on human resource management and employee's performance.

DISCUSSION

In this chapter, a comprehensive discussion on the analysis of the results and findings of the quantitative and qualitative is provided with scrutiny of relevant literature. This study investigated the moderating effects of organizational culture on human resource management as well employee's performance. The researcher prefers to discuss each research question and interview finding separately in order to get an accurate and comprehensive understanding of the relationships between the variables as obtained from empirical study.

RQ: What are the factors that can determine the moderating effects of organizational culture?

Table 3. The mean values of the factors that determine the moderating effects of organizational culture.

Items' number	Number of respondents	Computed mean value	Decision
1		1.14	
2		1.000	Has significant effects
3		1.14	
4		1.84	
5	43	1.00	
6		4.00	Has significant effects
7		2.40	No significant effects
8		2.70	
9		3.65	Has significant effects
10		1.65	

Table 4. Responses of interviewee A,B and C.

Simplified questions	Summarized responses of respondents A,B& C
Q1 Can you kindly specify the name of your organization and your role?	All are staff and partner of CUBS project Nigeria
Q2 what impact does organization culture; have on HRM and employee's performance in your organization?	All the three interviewees agreed that Culture has impact on both HRM and employee's performance, they emphasized that culture help in achieving good HRM and employee's performance
Q3 To what extent is HRM and employee's performance link up to organizational culture your organization?	The three interviewees declared that HRM and employee's performance are product of culture, thus culture is their driver.
Q4 What are the critical factors that can determine the moderating effects of organizational culture in your organization?	The interviewees all accepted to the fact that has Moderating effects could be changing force in the culture of organization, the factors can be leadership style, environmental, organizational ability and positioning
Q5 With your knowledge, do culture really matters in achievement of organizational objectives?	The three respondents unanimously agreed that Culture explained the totality of an organization, this implies that , organizational objectives will align with culture
Q6 with the wealth of your experience, do employee's performance in any way relates to organizational culture formation?	Culture defined the standard of performance expected of every employee, at every given period and performance is periodical evaluated using performance appraisal tool. All the three respondents in the interview consented to the above statement
Q7 Do organizational culture and Human Resource Management have direct link, which can result to positive employee's performance?	The three respondents described values, ritual beliefs and assumption, to forms part of measure for HRM practice and according to them practice always strive for higher employees performance. Culture designed the kind of practice HRM will employed with a view of yielding higher employee's performance

The mean value of 3.5 is considered to be the critical value upon which decision is taken. The computed mean opinion of the various items (questions) listed above on the factors that determine moderating effects of organizational culture is compared with the critical value which is greater than 3.50. The computed mean value below 3.50 is considered to be significant thus indicating that the factors have significant moderating effects on organizational culture. Whereas if the computed mean value of the items is above or equal to 3.5, then it is

considered not significant. In Table 2 above, eight items factors have significant effects, except two (items 6 and 9) whose effects are not significant. This finding can be related to Teague (2006) who argued that organizational leaders, executives and manager desire to know how to manage organizational culture and how to influence or change it to obtain the best achievement in organizational performance. It is shown that organizational culture has significant and positive impacts on human resource management and employee's performance, which is in

agreement with Hensen et al. (1999). Their study results offer significant implications for HR system design. Incentives along with the appropriate cultural environment provide a strong management tool to reward employees. The implication is that managers can better develop reward systems and motivational schemes for their employees. HR systems should be based on collaboration to support the development of exchange programs and group-based rewards in knowledge-intensive organizations. The current literature suggests that building a supportive and sharing corporate culture (including informality and openness) enhances knowledge sharing. It is important to create a sharing culture that supports HR activities and the business strategy to enhance organizational performance.

The findings provide some research insights into the practice of HRM (Barney, 1986). It is argued in his finding that, it is important to link HRM to a specific business strategy and to create the appropriate culture for executing these business strategies more effectively to gain a competitive advantage. The implications of HRM practices for management are profound. HR capability and incentives are the most critical drivers for organizational performance. Organizations should aggressively strive to retain their employees by offering competitive pay and nurturing a sharing culture (Grant, 2006). Incentive system matching with a supportive corporate culture is positively related to higher levels of organizational performance. It also highlights the need to align HRM with the business strategy of the organization to enhance performance. Zeybek et al. (2003), in their finding, consented to the fact that moderating effect of organizational culture is significant to employee's performance in workplace

Conclusion

In this study, the researcher tried to look at the moderating effect organizational culture on human resource management and employee's performance from non-governmental organization in Nigerian. Questionnaires and interview were administered to respondents who indicated their opinions and views on whether moderating effects of organizational culture have an impact on human resource management and employee's performance. What we deduced from this study is that moderating effect of organizational culture is very important in every organization and that it has positive impact on human resource and employee's performance. Besides the moderating effects of organizational culture, this study shows that there is a positive relationship between organizational culture human resource management and employee's performance. Organizational culture is not only complex network of value but a dynamic organizational life experience that occurs consciously or unconsciously. If not handled appropriately may result to adverse effect in the performance of an organization.

When moderated on the basis of rational circumstance it will positively impact the overall performance of the organization. The contribution of organizational culture to organization success cannot be undermined, because conducive organizations produce good outcomes. Non-performing culture can be mode-rated to be a performing culture.

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