

“A STUDY OF THE IMPACT OF ORGANISATIONAL CULTURE IN RELATION TO EMPLOYEE MORALE”

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1.1 Introduction:

Organizational culture is considered as the total personality behavior of an organization and it is the way in which the organization functions smoothly. It comprises the personnel positive attitudes, experiences, own beliefs, and values of the entire organization, which is acquired through social learning of various aspects, social practice and the way of employee behavior to outsiders. And the business culture shows the attention on the human core value sides of the organizational business life emphasizing on the importance of setting up an appropriate plans or systems to encourage the employees to work together in achieving a common organizational goal with in the company. The organization culture means that to the behaviour patterns, styles and certain standards that bind it together for achieving business goals Schein (2004).

A company's culture tells about how the people work for the organization what is right for the company and wrong for the organization, what to believe, what not to believe, how to react positively or negatively to certain situations and how to feel. Employee morale is a mental condition or positive attitude of individuals or groups which determines their willingness to co-operate with other employees and it is the total satisfaction a person derives from his job, his workgroup, his supervisor and from his internal environment. When the employees are more energetic in their work place, we label/call them to be in a high morale category. The high morale reflects a positive state of mind of employees while they are working in an organization. Morale increases the job satisfaction, optimism which shows the employees more happy and satisfied with organization. The purpose of this research study is to create a better understanding of an organizational culture and employee morale at a selected sector basis (4 sectors). This research examines that the effect of the organizational culture and employee morale in the four types of sectors like bank, hospitality, hotels and education sector. This study focuses on the organizational culture as a determinant factor for the employee morale. The researcher is interested and more preferred to conduct the research with Denison's model as it is detailed and easy to implement and typically used to diagnose cultural problems in organizations. The four general components applied in this model are Mission, Adaptability, Involvement and Consistency

Literature Review

1.2 Organizational culture: an overview

Organizational culture is a set of various assumptions/presumptions that a group has devised, discovered or developed on business learning how to deal with the external adaptation problems and that have worked sufficiently and perfectly well to be considered as valid and taught to new members as the right path to perceive the things, think and feel vis-à-vis these problems (Schein, 2001, p. 9). The role of culture on business organization success is clarified by Calori and Sarnin (1991), Linnenluecke and Griffiths (2009), Sadri and Lees (2001), Klein (2011), Flamholtz and Yvonne (2012), Jofreh and Masoumi (2013), Vitel et al. (2009). Organizational culture plays a vital role in the success of a business and there has been a proper proof of positive correlation between business organizational performance and organizational culture.

1.3 Models of Organisational Culture

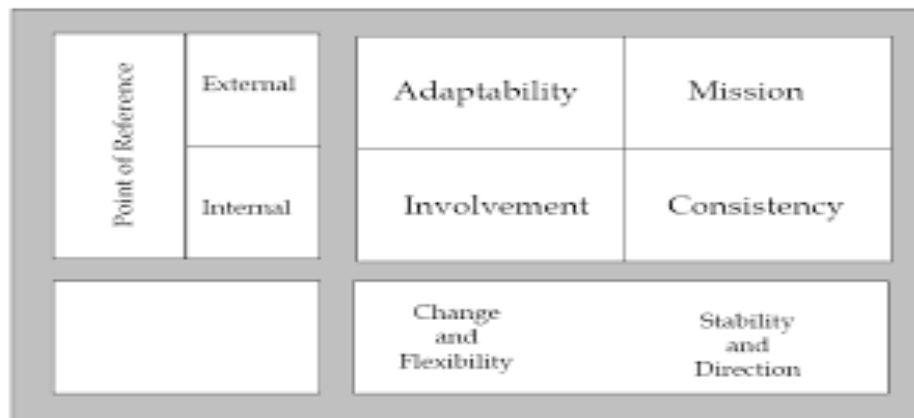
The different models of organisational culture exist in literature studies. Famous among these models are Schein (1992), Kotter and Heskett (1992), Hoftede et al (1990), Cameron and Quinn (1999), and Denison (1990). Here, the researcher selected the Denison's model for the questionnaire preparation. The

Denison's Model of Culture and Effectiveness (Denison, 1990) shows the interrelationship of an organization's culture, its management activities and practices, its performance and effectiveness in an organization. It highlights the importance of linking management practices with underlying assumptions/values and beliefs when studying organizational culture and effectiveness (figure 1).

1.3.1. The Denison's Model of Culture

The core values and beliefs of a business organization give rise to a set of management principles/ practices, which are specific activities rooted in the core values of the organization. These activities start from and reinforce the dominant/important values and beliefs of the organization. The model shows that there are 4 key cultural traits like: involvement, consistency, adaptability and mission.

Figure 1: Denison's Model of Culture and Effectiveness



Source: Davidson (2003: p 49)

1.3.1(a) Involvement

Involvement is the degree which shows an individual employee at all levels of the organization are engaged in pursuit of the mission statement of the company and work in elaborative manner to fulfil organizational objectives. It consists of building up the human capability, ownership and responsibility within an organization. Organization encourages their employee community, build their organizations around teams, and develop human capability at each and every levels (Becker, 1964; Lawler, 1996; Likert, 1961). Executives, managers, and lower level employees are committed to their works and feel that they own a piece of the organization. People at all levels feel that they have at least some input into decisions that will affect their work place and that their work is directly connected to the goals of the organization - can be an indication that the organization does not entrust capable employees with important decision making that impact their work environment. Capable and competent employees may feel frustrated that their talents and skills are not being fully utilized and may leave the organization for better opportunities elsewhere. When a team development is higher than human empowerment or capability development, it indicates that there cannot be much substance to the team work. The team is likely to go about their daily activities without a real sense of purpose or without making a contribution to organizational functioning in a full sense.

1.3.1.(b) Consistency

Consistency is the core values and the internal systems that support the employee problem solving skills, efficiency, and effectiveness at every level of an organization and across organizational boundaries. Organizations also need to be more effective because they having "strong" cultures based on organizational core values that are highly consistent, well co-ordinated, and well integrated (Saffold, 1988).

Adaptability is the organization's capacity for internal change in response to external conditions (Denison and Mishra, 1995). Highly internally-focused and integrated organizations can have difficulty adapting to external market demands (Lawrence and Lorsch, 1967), hence it is also important to ensure a capacity

for creating change, understanding the customer and meeting their needs, and continuing to learn as an organization (Argyris and Schön, 1978; Fey and Denison, 2003; Nadler, 1998; Senge, 1990).

Finally, the mission trait reflects the degree to which an organization has direction and clarity of purpose. Effective organizations pursue a mission that provides meaning and direction for their employees (Denison and Mishra, 1995). These organizations have a clear purpose and direction, goals and objectives, and a vision for the future (Fey and Denison, 2003; Mintzberg, 1987).

1.3.1(c) Adaptability

Adaptability is the organization's capacity to accept the internal change in response to external conditions/factors. (Denison and Mishra, 1995). Highly internally-focused and integrated business organizations can have a great difficulty in adapting to external market demands (Lawrence and Lorsch, 1967), it is also vital to ensure a capacity for creating internal change, understanding the customer perception in detail and meeting their needs, and continuing to learn as a business organization (Argyris and Schön, 1978; Fey and Denison, 2003; Nadler, 1998; Senge, 1990).

1.3.1(d) Mission

The mission shows the degree to which an organization has its direction and clarity of the company purpose. Effective organizations pursue an organizational mission statement and that provides meaning and direction for their employee community (Denison and Mishra, 1995). These organizations have a clear cut purpose and their own directions, set of rules/goals and company objectives, and a vision for the future (Fey and Denison, 2003; Mintzberg, 1987).

1.4. Employee Morale

Employee Morale "Employee morale means the co-operative attitude or mental health of a number of employees who are related to each other on some basis". Another definition given by Brech is, "Employee Morale may be defined as a readiness to accept co-operate warmly in full sense with company in the task and purposes of a specific group or organization". Blake (1954) suggested that good morale is "an intangible quality that causes happiness and personal contentment throughout the company". For this meaning employee morale is the positive state of mind regarding one's job including job satisfaction, company loyalty and putting forth extra effort to achieve the company goals. It is purely emotional. It is not static but dynamic in nature and changes depending upon the working conditions, superior, fellow worker's attitude, pay/salary and so. Kaur (2006) conducted a study to find out the relationship between organizational culture and employees morale in selected commercial and co-operative banks. Banks were compared by using 11 dimensions of organizational culture and 5 dimensions of employees (International Journal of 360 Management Review, Vol. 06, Issue 02, October 2018, ISSN: 2320-7132 309) morale as used by Nandita Kasal and some demographic variables. The researcher concluded that there were major differences on 7 dimensions of organizational culture in two types of banks. Open organizational culture was more prevalent in commercial banks as compared to cooperative banks. The employee's morale in commercial banks scored significantly higher than co-operative banks and a positive and high degree of correlation existed between organizational culture and employee's morale.

1.5. Statement of the Problem

Employees play a role in developing, reinforcing and changing the total environment culture of an organization. Pay/salary mechanism, performance management system, employee training and development, employee recruitment and reinforcing the core values of the business organizations are all very important elements of business culture which is covered by human resources. Many development plans are needed to retain the employees within the organization. Each and every organization has its own culture. So, in this research, the researcher is interested to identify employee's perception and assumption on the relationship between business organizational culture and employee morale in their work environment. The dependent variable used in this study is "employee morale" while the independent variable as "organizational culture". Here, "A study of the impact of an organizational culture in relation

to employee morale” based on Denison’s model of organizational culture and Qureishi, Z.M measurement scale is used to study the employee morale.

1.6. Research Questions

- How do employees perceive the existing organizational culture in supporting company’s ability to achieve the organizational goal?
- Does organizational culture have any effect on employee morale?
- What is the relationship between 4organizational culture and employee morale in various sectorial organizations?

1.7. Objectives of the Study

1. To analyze the existing organizational culture based on Denison’s model and employee morale of four different sectors.
2. To determine the relationship between business organizational culture and employee morale.
3. To assess the impact of business organizational culture on employee morale in various sectors and to find out recommendations on the effects of organizational culture on the employee morale.

1.8. Significance of the Study

The researcher is interested in the organizational culture and employee morale, because it is very much needed for the success of every organization. This study will enable the organization and the institute to understand and identify what is the importance of creating a good organizational culture and the conditions that increase the organizational performance due to high employee morale.

1.9. Scope of the Study

The scope of the study is limited to obtain an understanding on the impact of organizational culture on employee morale at Kerala State in four types of sectors like bank, hospitality, hotel and education sector. Limited sample size is applied in this research study, due to location of employees, arrangement of employee’s assignment, time constraint. The study investigates the relationship between the two variables i.e, business organizational culture and employee morale in four different sectors.

1.10. Hypothesis for the study

Hypothesis 1: There is a positive relationship between involvement trait of business organizational culture and employee morale.

Hypothesis 2: There is a positive relationship between consistency trait of business organizational culture and employee morale.

Hypothesis 3: There is a positive relationship between adaptability trait of business organizational culture and employee morale.

Hypotheses 4: There is a positive relationship between mission trait of business organizational culture and employee morale.

Hypotheses 5: There is a significant influence of traits of business organizational culture of hotels sector on employee morale.

Hypotheses 6: There is a significant influence of traits of business organizational culture of banking sector on employee morale.

Hypotheses 7: There is a significant influence of traits of business organizational culture of education sector on employee morale.

Hypotheses 8: There is a significant influence of traits of business organizational culture of hospitality/healthcare sector on employee morale.

1.11 .Data collection and data analysis

This study is focused on identifying the factors in organizational culture that affect employee morale. A structured questionnaire through Google form is the primary data collection method used in this study. The questions are prepared according to the four components of the culture: Mission, Adaptability, Involvement and Consistency. The researcher analyzed the collected data from 200 respondents' i.e. 50 respondents each from 4 different sectors (bank, hospitality, hotels and education sector) by identifying the impacts from each component. In order to interpret the 4 components in cultures, the researcher elaborates Denison's model as easy to implement and used to diagnose cultural problems within an organization.

Validity Scale: Multiple Regression Model

Scoring of the items: The scale was scored on five levels starting from 1 to 5 (Strongly Agree to Strongly Disagree).

Qureishi, Z.M scale measurement scales are used to study the employee morale.

Reliability Scale: Cronbach's Alpha

Validity Scale: Coefficient of Correlation

For determining the validity of the scale the method of internal consistency was used. The scores of each item were correlated with the total scores one by one by using product moment formula of coefficient of correlation.

Scoring of the items: The scale was scored on 5 levels starting from 1 to 5. (Very High to Very Low)

Data Analysis and Interpretation

2.1. Reliability Test: Cronbach's alpha reliability coefficient normally ranges between 0 and 1. However, there is no lower limit to the coefficient correlation. The closer the Cronbach's alpha coefficient is to 1.0, the greater than the internal consistency of the various items given in the scale. From Table 1 shown that Cronbach's Alpha 0.774 hence we can say the reliability of the questionnaire is at moderately good level.

Table – 1: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.774	.774	42

(Source:SPSS)

ANALYSIS AND RESULTS

Appropriate measures were identified based on empirical researchers to test the hypothesized relationship. Quantitative data obtained and the data gathered were being valued by using the statistical software program namely Statistical Package for Social Research (SPSS) version 20.0 for analysis and summarization purposes. Several techniques of analysis were used including Correlation, and Multiple Regression.

2.2. Correlation analysis----Hypothesis 1: There is a positive relationship between involvement trait of business organizational culture and employee morale. From the table-2, it can be observed that the correlation coefficient between involvement trait of organizational culture and employee morale is 0.665, at a significant level of 0.01 (Pannerselvam, 2014). Hence we accept the Hypothesis 1. In other words involvement trait of business organizational culture and employee morale are related with a moderate positive relationship ($r = 0.665^{**}$).

Correlations

		Involvement trait of organizational culture	Employee morale
Involvement trait of organizational culture	Pearson Correlation	1	.665**
	Sig. (2-tailed)		.000
	N	200	200
Employee morale	Pearson Correlation	.665**	1
	Sig. (2-tailed)	.000	
	N	200	200

(Source: SPSS). Correlation of co-efficient is significant at the 0.01 level (2-tailed). **Table-2**

Hypothesis 2: There is a positive relationship between consistency trait of organizational culture and employee morale. From the table-3, it can be observed that the correlation coefficient between consistency trait of business organizational culture and employee morale is 0.665, at a significant level of 0.01. We accept the Hypothesis 2. In other words consistency trait of business organizational culture and employee morale are related with a moderate positive relationship ($r = 0.665^{**}$).

Correlations

		Consistency trait of organizational culture	Employee morale
Consistency trait of organizational culture	Pearson Correlation	1	.665**
	Sig. (2-tailed)		.000
	N	200	200
Employee morale	Pearson Correlation	.665**	1
	Sig. (2-tailed)	.000	
	N	200	200

(Source: SPSS) Correlation of co-efficient is significant at the 0.01 level (2-tailed). **Table-3**

Hypothesis 3: There is a positive relationship between adaptability trait of organizational culture and employee morale. From the table-4, it can be observed that the correlation coefficient between adaptability trait of business organizational culture and employee morale is 0.675, at a significant level of 0.01. Hence we accept the Hypothesis 3. In other words adaptability trait of organizational culture and employee morale are related with a moderate positive relationship ($r = 0.675^{**}$).

Correlations

		Adaptability trait of organizational culture	Employee morale
Adaptability trait of organizational culture	Pearson Correlation	1	.675**
	Sig. (2-tailed)		.000
	N	200	200
Employee morale	Pearson Correlation	.675**	1
	Sig. (2-tailed)	.000	
	N	200	200

(Source : SPSS) Correlation of co-efficient is significant at the 0.01 level (2-tailed). **Table-4**

Hypotheses 4: There is a positive relationship between mission trait of organizational culture and employee morale. From the table-5, it can be observed that the correlation coefficient between mission trait of business organizational culture and employee morale is 0.513, at a significant level of 0.01. Hence

we accept the Hypothesis 3. In other words mission trait of business organizational culture and employee morale are related with a moderate positive relationship ($r = 0.513^{**}$).

Correlations

		Mission trait of organizational culture	Employee morale
Mission trait of organizational culture	Pearson Correlation	1	.513**
	Sig. (2-tailed)		.000
	N	200	200
Employee morale	Pearson Correlation	.513**	1
	Sig. (2-tailed)	.000	
	N	200	200

(Source:SPSS). Correlation is significant at the 0.01 level (2-tailed). **Table-5**

2.3. Multiple Regression Analysis

Hypotheses 5: There is a significant influence of traits of organizational culture of hotels sector on employee morale.

Model Summary^b Table 6 (a)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.685 ^a	.469	.422	9.12742	1.583

a. Predictors: (Constant), mission, involvement, consistency, adaptability

b. Dependent Variable: employee morale

In the column (table 6.a) labeled R^2 , which is a measure of how much of the variability in the outcome is accounted for the predictors. For the R^2 model its value is .469 which means that employee morale for 46.9% of the variation in predictors. The Durbin-Watson Statistic informs us about whether the assumption of independent errors is tenable. The value (1.583) is below 2 indicates a positive correlation.

Co efficient^a Table 6 (b)

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	-3.947	11.861	
Mission	-.283	.424	-.097
Involvement	.537	.575	.195
Consistency	1.121	.376	.393
Adaptability	.772	.499	.265

(Source: SPSS) a. Dependent Variable: Employee Morale

The multiple regression the model takes the form of an equation that contains a coefficient correlations (b) for each predictor. The table 6 (b) gives us estimates of these b values and these values indicate the individual contribution of each predictor to the model. The b values tell us regarding the relationship between the employee morale and each predictor. If the value is positive we can tell that there is a positive relationship between the predictors and the outcome whereas a negative correlation coefficient represents a negative relationship. The coefficients table 6 (b) indicated that the mission (-.283) is negatively related with employee morale as is evident from the negative value of its unstandardized coefficients. It suggested mission trait of business organizational culture of hotels sector has a negative influence on employee morale. Similarly the other variables, involvement (.537), consistency (1.121) and adaptability (.772) are positively related to the employee morale. We can also see that consistency (.584) has a higher influence on employee morale comparing with the standardized correlation coefficients of other variables.

Hypotheses 6: There is a significant influence of traits of organizational culture of banking sector on employee morale.

Model Summary^b Table 7 (a)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.843 ^a	.711	.685	5.68620	1.329

(Source: SPSS) a. Predictors: (Constant), mission, involvement, consistency, adaptability

b. Dependent Variable: employee morale

In the column (table 7.a) labeled R^2 , its value is .711 which means that employee for 71.1% of the variation in predictors. The Durbin-Watson Statistic informs us regarding whether the assumption of independent errors is tenable or not. The value (1.329) is below 2 indicates a positive correlation.

Coefficients^a Table 7(b)

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	11.901	5.322	
Mission	.019	.260	.009
Involvement	1.018	.213	.617
Consistency	.156	.267	.074
Adaptability	.392	.214	.221

(Source: SPSS) a. Dependent Variable: Employee Morale

The coefficients table 7 (b) indicated that all traits of business organizational culture of banking sector has a positive influence on employee morale. We can also see that involvement (.617) has a higher influence on employee morale comparing with the standardized coefficients of other variables.

Hypotheses 7: There is a significant influence of traits of organizational culture of education sector on employee morale.

Model Summary^b Table 8 (a)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.860 ^a	.740	.717	5.62562	1.657

(Source: SPSS) a. Predictors: (Constant), mission, involvement, consistency, adaptability

b. Dependent Variable: employee morale

In the column (table 8.a) labeled R^2 , its value is .740 which means that employee morale for 74.0% of the variation in predictors. The Durbin-Watson Statistic informs us regarding whether the assumption of independent errors is tenable or not. The value (1.657) is below 2 indicates a positive correlation.

Coefficients^a Table 8(b)

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	-17.266	6.708	
Mission	.082	.246	.034
Involvement	1.080	.291	.388
Consistency	.830	.293	.357
Adaptability	.530	.264	.262

(Source: SPSS) a. Dependent Variable: Employee Morale

The coefficients table 8 (b) indicated that all traits of business organizational culture of education sector has a positive influence on employee morale. We can also see that involvement (.388) has a higher influence on employee morale comparing with the standardized coefficients of other variables.

Hypotheses 8: There is a significant influence of traits of organizational culture of hospitality/healthcare sector on employee morale.

Model Summary^b Table 9 (a)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.761 ^a	.580	.542	7.73614	1.962

(Source: SPSS) a. Predictors: (Constant), mission, involvement, consistency, adaptability

b. Dependent Variable: employee morale

In the column (table 9.a) labeled R^2 , its value is .580 which means that employee morale for 58.0% of the variation in predictors. The Durbin-Watson Statistic informs us about whether the assumption of independent errors is tenable. The value (1.962) is below 2 indicates a positive correlation.

Coefficients^a Table 9(b)

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	-.347	9.189	
Mission	.016	.514	.005
Involvement	-.138	.441	-.061
Consistency	1.039	.423	.393
Adaptability	1.053	.316	.503

(Source: SPSS) a. Dependent Variable: Employee Morale

The coefficients table 9 (b) indicated that the involvement (-.138) is negatively related with employee morale shows as from the negative value of its unstandardized coefficients. It suggested involvement trait of organizational culture of hospitality/healthcare sector has a negative influence on employee morale. Similarly the other variables, mission (.016), consistency (1.039) and adaptability (1.053) are positively related to the employee morale. We can also see that adaptability (.503) has a higher degree influence on employee morale comparing with the standardized coefficients of other variables.

Summary of Major Findings, suggestions, Recommendations for Further Study and conclusion

3.1 Summary of Major Findings:

This section presents summary of key findings of the study. The main objective of the research work was to investigate/find out the relationship between business organizational culture and employee morale in

different sectors (4 sectors). From the descriptive analysis, one of the major implication of this study was that majority of the respondents are proud to be part of their organization. The result shows that there is a moderate positive relationship between business organizational culture and employee morale in four sectors. The findings proved that the beliefs and assumptions of the four business organizational cultural traits like Consistency, Adaptability, Involvement, and Mission have relatively strong correlations when associated to employee morale with the help of SPSS with Pearson's correlation- .665, .665, .675, .513 respectively. Out of the four traits, adaptability had higher positive values in correlation with employee morale.

Based on the result of multiple regression analysis, there is a significant influence of traits of business organizational culture of hotels sector on employee morale as 46.9%, banking sector as 71.1%, education sector as 74.0%, and hospitality/healthcare sector as 58.0% each.

3.2 Suggestions:

In order to improve an effective employee morale in a business organization, it is better to carry out detailed organization cultural survey to identify the core values, beliefs and assumptions/predictions of a business organization. To do so, management of different organizations are recommended to give concern for the further research and development department.

It is good for the business organization to revise the rules & regulations and procedures that enable members to use their potential, and be creative, active, innovative, and effective for the successful implementation of a successful employee morale. Since some working rules and procedures are rigid barriers for new ideas or innovations of employees, the organization should identify critically those obstacles and propose effective and efficient working methods.

3.3 Conclusion

There is a strong view from the literature reviews that shows the reliability of this study. The researcher is very confident with the validity of Denison model and Qureishi Z.M employee morale model. Using the reliable organizational culture scale (Denison Model) makes the assessment of organizational culture more systematic. The 4 levels of the organizational culture include Mission, Adaptability, Consistency, and Involvement, each and every level has a unique impact on employee morale.

This research states that every employee in the organization comes from different culture and they try to adjust with their norms and values with organization's norms and values. When an employee accepts the culture of an organization then that employee performs well. Definitely the profit margin of an organization will improve with well-motivated employees.

3.4. Recommendations for Further Study:

As mentioned in the scope of this study, not adequate research on the influence of business organizational culture on employee morale has been done throughout Kerala State. This study limited itself to only 4 sectors; recommendations are therefore made for further research in the different sectors in order to broaden research. With a limited number of respondents providing reasonable feedback, the researcher would recommend further studies done incorporating responses of participants from other job categories.

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