

EFFECT OF ORGANIZATIONAL CULTURE ON THE PERFORMANCE OF EMPLOYEES IN SUNGLASS LIMITED KADUNA, NIGERIA

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Abstract

The relationship between organizational culture and employee performance is complex and not fully understood, especially the types of organizational culture and their impact on employees' performance at Sunglass Limited Kaduna. This study examined organizational culture's impact on employees' performance in Sunglass Limited Kaduna, Nigeria. A survey research design was employed, and a sample of 250 employees was selected from a population of 500 using stratified random sampling and purposive sampling methods. Smart PLS Structural Equation Modeling was used to analyze the data. The results showed that Adhocracy Culture and Clan Culture have a significant positive effect on employees' performance, while Hierarchical Culture has no significant positive effect. The study's findings have implications for organizational culture and management practices, suggesting that adopting a Clan Culture approach and fostering an Adhocracy Culture may improve employees' performance. This study contributes to the existing literature on organizational culture and employee performance, providing insights for policymakers and practitioners.

Keywords: Organizational culture, Employee Performance, Hierarchical Culture, Adhocracy Culture, Clan Culture, Market Culture.

Introduction

Organizational culture has been widely recognized as a critical factor influencing employee performance and overall organizational effectiveness. A well-aligned organizational culture can foster a positive work environment, motivate employees, and drive business success. Conversely, a misaligned culture can lead to decreased employee performance, low morale, and ultimately, organizational underperformance. Sunglass Limited was incorporated as a limited liability company in 1992. The company bought over the asset of Ballapur shortly after it was incorporated and it became a dominant force in the glass industry and a leading manufacturer in Kaduna, Nigeria. 85% of its raw materials are sourced locally. Employee performance is a critical factor in an organization's success and competitiveness. However, the relationship between organizational culture and employee performance is complex and not fully understood. Specifically, the impact of different types of organizational cultures, such as hierarchical, adhocracy, and clan culture, on employees' performance

is unclear. This lack of understanding makes it challenging for organizations to design and implement effective cultural interventions to improve employees' performance.

Despite the growing body of research on organizational culture and employees' performance, there is a need for more empirical studies that investigate the specific relationship between different types of organizational culture and employees' performance. This study aims to address this research gap by examining the impact of hierarchical, adhocracy, clan, and market culture on employees' performance. The findings of this study will contribute to the existing body of knowledge on organizational culture and employee performance, providing valuable insights for Sunglass Limited and similar organizations seeking to optimize their organizational culture and enhance employee performance.

A previous study conducted in the United States by Hartnell et al. (2019), focused on organizational culture and its effectiveness. Another study was carried out by Zainab and Ogaji (2024) to examine the effect of Organizational Culture on the Employees' Job Satisfaction of a Selected Private Hospital in North Central Nigeria. This current study focuses on the effect of organizational culture on employee performance of Sunglass Limited Kaduna State Nigeria. Also, previous studies reviewed did not use Smart PLS Structural Equation Modeling for data analysis. This study will contribute to the existing literature on organizational culture and employee performance by providing insights into the specific relationships between different types of organizational culture and employee performance. Its findings will have practical implications for organizations seeking to improve employee performance through cultural interventions.

The main objective of this study is to investigate the effect of organizational culture on employee performance of Sunglass Limited Kaduna State Nigeria.

The following hypotheses were tested in null form:

- H01: There is no significant positive effect of hierarchical culture on the performance of employees' in Sunglass Limited Kaduna, Nigeria.
- H02: There is no significant positive effect of adhocracy culture on the performance of employees' in Sunglass Limited Kaduna, Nigeria.
- H03: There is no significant positive effect of clan culture on the performance of employees' in Sunglass Limited Kaduna, Nigeria.

Concept of Organizational Culture

Yirdaw (2016) defined organizational culture as the glue that links nonhuman resources to the human resources in an organization to generate collaboration and high performance. Hofstede, et al. (2010) viewed organizational culture as a collective programming of the mind that separates workers in various firms. Schein, (1985) gave his view that organizational culture is a model of the shared

underlying assumptions that workers of an organization learn while overcoming challenges of external adaptation and internal integration that functioned well enough to be regarded as legitimate. Hence, new workers adopt it as the appropriate approach to see, think, feel, and solve issues. According to Brennan (2024), organizational culture, or company culture, is the shared values, attitudes, and practices that make up an organization's identity. It largely shapes employee behavior and interactions within a company.

Concept of Hierarchical Culture

Brennan (2024) defines a Hierarchy culture as an organization that has a set way of doing things, which makes them stable, risk-averse, and focused on the internal organization by way of a clear chain of command and multiple management tiers that separate employees and leadership, according to Cameron and Quinn (2006). In firms where the Hierarchy type predominates, personnel have well-defined jobs, and regular procedures and the structure are highly regimented. Sugita and Takahashi (2015) posited that the work environment must have a formal organizational structure where employee behaviors are guided by rules and directions. Leadership is built on coordinated collaboration and supervision.

Concept of Adhocracy Culture

According to Brennan (2024), Adhocracy cultures are rooted in [innovation](#) and adaptability, and these are the companies that are on the cutting edge of their industry and are looking to develop the next big thing before anyone else. Cucek and Kac (2020) gave a description of adhocracy culture as a style of culture that is centered on creativity and where the firm leadership comprises innovators, visionaries, risk-takers, and entrepreneurs. Brennan (2024) asserted that Adhocracy cultures value individuality in the sense that employees are encouraged to think creatively and bring their ideas to the table and employees stay motivated with the goal of breaking the mold.

Concept of Clan Culture

Brennan (2024) defined clan culture as people-focused in the sense that the company feels family-like, and it is a highly collaborative work environment where every individual is valued and communication is a top priority. Cameron and Quinn (2011) defined clan culture as the type of organizational culture that emphasizes collaboration, teamwork, and employee involvement. It is characterized by a strong sense of community and a family-like atmosphere, where employees are encouraged to work together to achieve common goals. According to Berson et al., (2018), clan cultures emphasize teamwork and collaboration among employees. Hartnell et al., (2019) posited that clan cultures prioritize employee development and growth, with opportunities for training and career advancement.

Concept of Employees' Performance

Campbell et al., (2019) viewed employee performance as the evaluation of an employee's job-related behaviors, outcomes, and results and It involves assessing an employee's ability to meet the expectations and requirements of their job, as well as their contribution to the organization's goals and objectives.

Empirical Review

Hierarchical Culture and Employees' Performance

Berson et al., (2018) carried out an investigation in the United Kingdom on 69 respondents to examine the relationship between hierarchical culture and job performance. Regression analysis was used for data analysis. The result indicated that hierarchical culture has a positive significant relationship with job performance. Findings from the study revealed that employees in hierarchical cultures reported higher levels of role clarity and job satisfaction, which in turn were related to higher levels of performance.

Hartnell et al., (2019) carried out an investigation on 120 respondents in the United States to ascertain the relationship between hierarchical culture and employees' performance. Multiple regression was used for data analysis. The result indicated that hierarchical culture has a significant positive relationship with employees' performance. Findings from the study revealed that a hierarchical culture can provide clear direction and expectations for employees, which can lead to improved performance.

Aparcida et al., (2021) conducted an investigation on 169 respondents in Brazil using questionnaires administered to the respondents of the study who were both owners of the company and employees to evaluate the relationship between hierarchical culture and employee performance. Regression analysis was used for data analysis, and the result indicated that hierarchical culture influences performance.

Zainab and Ogaji (2024) carried out a study to examine the relationship between hierarchical culture and employees' job satisfaction. 384 employees of registered secondary hospitals in North Central, Nigeria. Data were analyzed using multiple regression analysis and the result revealed that hierarchical culture has a positive significant effect on job satisfaction and performance.

Erdogan et al., (2018) investigated 186 respondents in the United States to examine the relationship between hierarchical culture and job performance. Regression analysis was used for data analysis. The result of the study indicated that hierarchical culture has a significant negative relationship with job performance. Findings from the study revealed that employees in hierarchical cultures reported lower levels of autonomy and empowerment, which were related to lower levels of job satisfaction and performance.

Adhocracy Culture

Erdogan et al., (2018) carried out an investigation on 186 respondents in the United States to examine the relationship between adhocracy. culture and job performance. Regression analysis was used for data analysis. The result of the study indicated that adhocracy culture has a significant positive relationship with job performance. Findings from the study revealed that employees in adhocracy cultures reported higher levels of job satisfaction, engagement, and performance.

Berson et al., (2018) carried out an investigation in the United Kingdom on 69 respondents to evaluate the relationship between adhocracy culture and job performance. Regression analysis was used for data analysis. The result of the study indicated that adhocracy culture has a significant positive relationship with job performance. Findings from the study revealed that employees in adhocracy cultures reported higher levels of innovative behavior, which was related to higher levels of performance.

Zeb and Hussain (2021) undertook a study to ascertain the influencing factors of organizational culture and innovation on the performance of firms. The respondents were 446 employees of the Pakistan Electric Power Company (PEPCO). Bivariate correlations and hierarchical regression were used for the data analysis. The findings of the study revealed that adhocracy culture improves employees' performance.

A study by Zainab and Ogaji (2024) employed a survey design, with copies of the questionnaire distributed to a sample of 384 employees of registered secondary hospitals in North Central, Nigeria. The data were analyzed using multiple regression analysis, and the results revealed that adhocracy culture has a significant negative effect on employees' job satisfaction and performance.

Clan Culture and Employee Performance

Hartnell et al., (2019) carried out an investigation on 120 respondents in the United States to examine the relationship between clan culture and employees' performance. Multiple regression was used for data analysis. The result of the study indicated that clan culture has a significant positive relationship with job performance. Findings from the study revealed that a Clan culture promotes a sense of community and teamwork, which can lead to improved employee performance. Also,

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Berson et al., (2018) carried out an investigation in the United Kingdom on 69 respondents to ascertain the relationship between clan culture and job performance. Regression analysis was used for data analysis. The result indicated that clan culture has a significant positive relationship with employees' performance. Findings from the study revealed that employees in clan cultures reported higher levels of teamwork and collaboration, which was related to higher levels of performance.

Reino et al., (2020) evaluated the relationship between clan culture and performance in production and service companies in Estonia. A cross-sectional study was employed. The study was conducted on 19 SMEs and large service and production companies with 2,256 respondents. Questionnaires were based on the Competing Values Framework. Spearman rank correlation was used and the result of the study indicates that clan culture has a significant negative effect on employees' performance.

Competing Values Framework (CVF) Theory

The competing values framework was developed by Robert Quinn and Kim Cameron (1999). The CVF theory proposes that these four culture types compete with each other along two dimensions: They are;

- I. Flexibility vs. Stability: This dimension reflects the degree to which an organization values flexibility and adaptability versus stability and control.
- II. Internal vs. External Focus: This dimension reflects the degree to which an organization focuses on internal processes and employees versus external customers and competitors.

Implications for Employee Performance

The CVF theory suggests that each culture type has different implications for employee performance:

- I. Clan Culture: Emphasizes teamwork, collaboration, and employee involvement, leading to high levels of job satisfaction and employee engagement.
- II. Adhocracy Culture: Emphasizes innovation and experimentation, leading to high levels of creativity and adaptability.
- III. Market Culture: Emphasizes competition and results-driven behavior, leading to high levels of productivity and goal achievement.
- IV. Hierarchy Culture: Emphasizes stability and control, leading to high levels of efficiency and quality.

The CVF theory provides a useful framework for understanding the relationship between organizational culture and employee performance. By using this framework, you can develop research hypotheses and test the effects of different culture types on employee performance.

Methodology

The design of this study is a descriptive survey design; hence, the study made use of primary data. The questionnaire was used to sample the opinions of the respondents selected for this study. It also describes the attitudes, behaviors, or characteristics of the population. The design was based on the primary source of data (questionnaire). The population that was used in this study constitute all employees of Sunglass Limited Kaduna, Nigeria selected across all the departments in the company. The population of the study was 500. Taro Yamani Formula (1973) was used to arrive at the sample size of 222. An iteration of 12% to take care of unreturned response or wrongly filed response which brought the total of the sample size to 249. The figure was rounded up to 250 to increase the power of the sample size A combination of stratified random sampling method (probability) was used to select a sample of employees from different departments and purposive sampling method (non-probability) was used to select employees' who are knowledgeable or experience in the area of this study. Smart PLS – Structural Equation Model was used for data analysis. The model is specified below as:

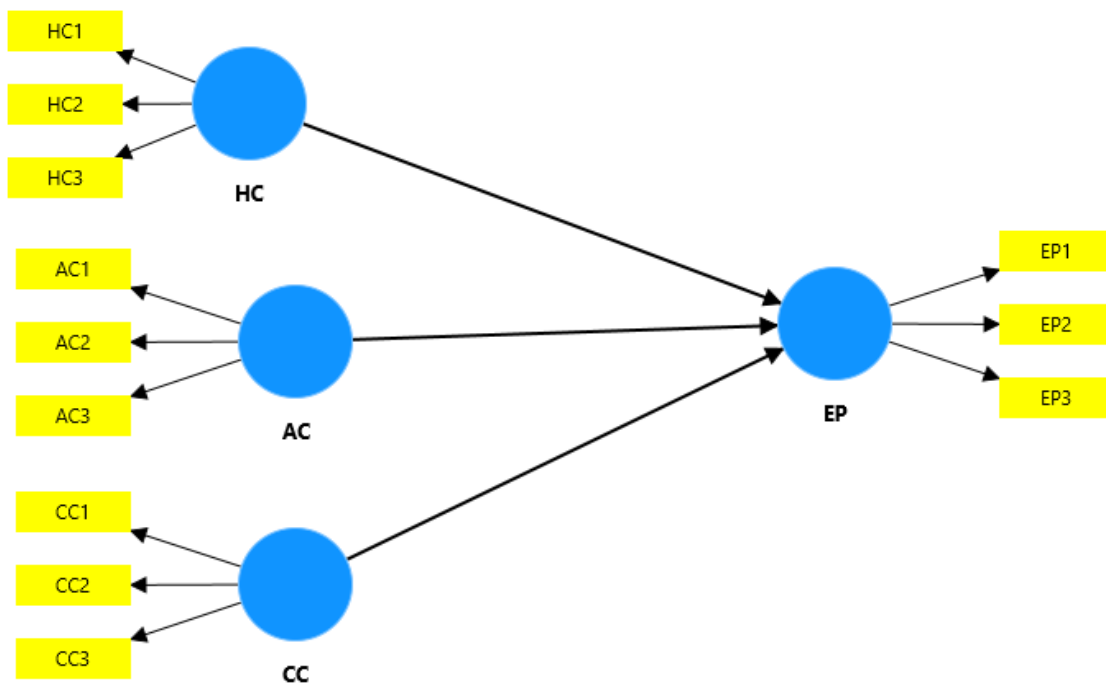


Fig. 1: Conceptual model of the study,

The model depicts the Effect of Organizational Culture on Employee Performance of Sunglass Limited Kaduna State Nigeria.

Result and Discussions

Table 4. 1: Convergent Validity and Reliability of the Constructs and Indicators

Variables	Factor Loadings	Cronbach Alpha	Composite Reliability	AVE
HC1	0.700	0.753	0.795	0.674
HC2	0.900			
HC3	0.870			
AC1	0.906	0.892	0.908	0.822
AC2	0.873			
AC3	0.940			
CC1	0.713	0.746	0.789	0.660
CC2	0.866			
CC3	0.849			
EP1	0.870	0.700	0.741	0.625
EP2	0.803			
EP3	0.700			

Source: SmartPLS Output, 2024

Table 4.1 shows the factor loadings, Cronbach's alpha, composite reliability, and average variance extracted (AVE) values for a measurement model that includes four constructs: Hierarchical Culture (CC), Adhocracy Culture (AC), Clan Culture (CC), and Employees' Performance (EP). The factor loadings for each item on its corresponding construct are larger than the threshold of 0.7 as advised by Hair et al., (2015). Those that were below but close to the threshold were rounded up to 0.7 respectively while loadings below 0.65 were removed before further analysis. This indicates that each item is a good indicator of its construct.

The Cronbach's alpha values for each construct are also high, indicating that the items within each construct are reliable and have internal consistency. The composite reliability values are also high, indicating that each construct is reliable and consistent across multiple indicators. The AVE values represent the amount of variance in each construct that is explained by its indicators. Generally, an AVE value of 0.5 or higher indicates that the construct is well-measured. In this case, the AVE values for Hierarchical Culture (CC), Adhocracy Culture (AC), Clan Culture (CC), and Employees' Performance (EP) are all above 0.5, indicating that they are well-measured.

Table 4.2 R-square – Overview

	R-square	R-square adjusted
EP	0.679	0.675

Source: Survey data analyzed using SMART PLS, 2023

R-square measures the amount of variance in the dependent variable that is explained by the independent variable. The dependent variable is influenced by the independent variable. The R-square

of Zero (0) indicates no explanation while the R-square of one (1) indicates a perfect relationship. Generally, values of 0.75, 0.50, and 0.25 are considered substantial, moderate, and weak for R^2 . Employees' performance achieved a value of 0.679 (moderate) for R^2 . Table 4.2 shows an R-square value of 0.679. This means that a 69.9% change in the dependent variable which is employees' performance can be explained by the independent variables which are; Hierarchical Culture (CC), Adhocracy Culture (AC), and Clan Culture (CC).

Table 4.3 f-square – List

	f-square	Decision
AC -> EP	0.010	Small
CC -> EP	0.372	Large
HC -> EP	0.044	Small

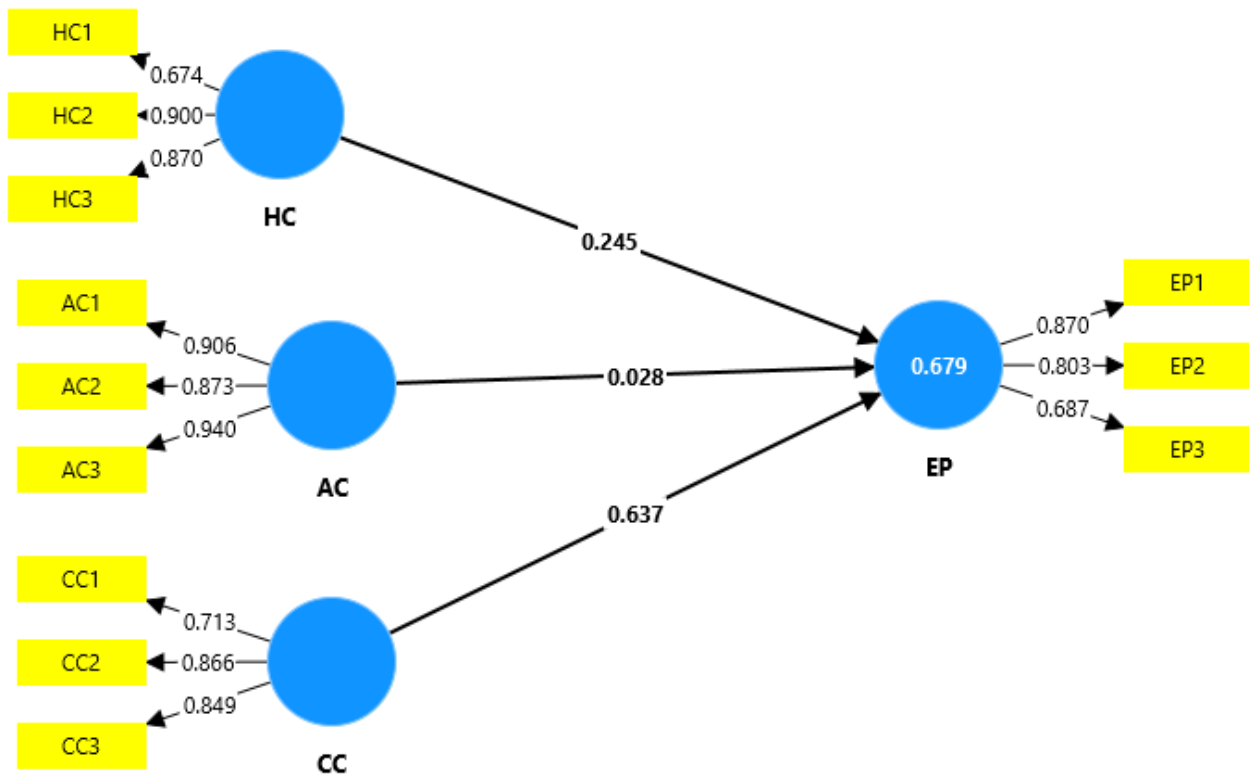
Source: Survey data analyzed using SMART PLS, 2024

F-square is the measurement of the amount of variance in the dependent variable that is explained by the independent variable taking into account the error variance. An F-square of 0 indicates no explanation while an F-square of 1 indicates perfect relationship. Regarding effect sizes (f^2), values of 0.35, 0.15, and 0.02 are considered large, medium, and small for f^2 . The value for AC -> EP is small (0.010), the value for CC -> EP is large (0.825), value for HC -> EP is small (0.044). This is an indication that 1.0 %, 37.2%, and 4.4% of the variance in EP is explained by AC, CC, and HC respectively. However, the f-square values are not high so it is likely that other variables are also playing the roles in explaining the variance EP suffers.

Values more than zero are meaningful for Q^2 . Employees' Performance achieved a value of 0.678 which is considered Meaningful and also indicates that the model has good predictive validity.

Assessment of the Structural Model

Hair et al. (2013) suggested that at the R^2 , beta, and corresponding t-values via bootstrapping procedure with a resample of 5000. Again, they suggested that, in addition to these basic measures, researchers should also report the predictive relevance (Q^2) and the effect sizes (f^2). Figure 1 showed the structural model results, the loadings and the R^2 values for Employees' Performance. The resample of bootstrapping procedure was done using 5000.

Figure 4. 1. Structural Equation Modeling Showing Values of Latent Variables.

Source: Survey data analyzed using SMART PLS, 2024

Table 4.4: Discriminant validity

	AC	CC	EP	HC
AC				
CC	0.666			
EP	0.726	0.821		
HC	0.715	0.752	0.848	

Source: Survey data analyzed using SMART PLS, 2024

Table 4.4 shows the Heterotrait-Monotrait Ratio (HTMT) values. Generally, value less than 0.850 for HTMT criterion are values widely accepted. All constructs achieved values ranging between 0.666 and 0.848 for discriminative validity based on the HTMT criterion.

Table 4.5 Path Assessment

Hypotheses	Beta	T. Stats	P. Value	Decision
H01: HC -> EP	0.552	0.535	0.592	Accepted
H02: AC -> EP	0.621	4.119	0.000	Rejected
H03: CC-> EP	0.611	10.925	0.000	Rejected

Source: Survey data analyzed using SMART PLS, 2024

The study conducted bootstrapping, which is regarded as a resampling technique to determine the significance of all constructs in explaining others.

Table 4.5 shows the regression coefficients (Beta), t-statistics, p-values, and decisions for a structural model that includes four constructs. The first hypothesis states that There is no significant positive effect of hierarchical culture on employee performance of Sunglass Limited Kaduna, Nigeria, the Beta value is positive (0.552), indicating positive relationships between the construct and employee performance. However, the p-values of the hypothesis is more than 0.05 (0.592), which means that the null hypothesis has been accepted. It means that adopting hierarchical culture has no statistically significant relationship with employee performance of Sunglass Limited Kaduna, Nigeria. This report is similar to the findings of Erdogan et al., (2018) who found that employees in hierarchical cultures reported lower levels of autonomy and empowerment, which were related to lower levels of job satisfaction and performance. However, the result of this study is inconsistent with the findings of Hartnell et al., (2019) which showed that a hierarchical culture can provide clear direction and expectations for employees, which can lead to improved performance.

Table 4.5 shows the regression coefficients (Beta), t-statistics, p-values, and decisions for a structural model that includes four constructs. The second hypothesis states that there is no significant positive effect of Adhocracy culture on employee performance of Sunglass Limited Kaduna, Nigeria, the Beta value is positive (0.621), indicating positive relationships between the construct and employee performance. However, the p-value of the hypothesis is less than 0.05 (0.000), which means that the null hypothesis has been rejected. It means that adopting an adhocracy culture has a statistically significant relationship with employee performance of Sunglass Limited Kaduna, Nigeria. This report is similar to the findings of Berson et al., (2018) who found that employees in adhocracy cultures reported higher levels of innovative behavior, which was related to higher levels of performance.. However, the result of this study is inconsistent with the findings of Zainab and Ogaji (2024) who showed that adhocracy culture has a significant negative effect on employees' job satisfaction and performance.

Table 4.5 shows the regression coefficients (Beta), t-statistics, p-values, and decisions for a structural model that includes four constructs. The third hypothesis states that there is no significant positive effect of clan culture on employee performance of Sunglass Limited Kaduna, Nigeria, the Beta value is positive (0.611), indicating positive relationships between the construct and employee performance. However, the p-value of the hypothesis is less than 0.05 (0.000), which means that the null hypothesis has been rejected. It means that adopting clan culture has a statistically significant relationship with employee performance of Sunglass Limited Kaduna, Nigeria. This report is similar to the findings of Hartnell et al., (2019) who found that Clan culture promotes a sense of community

and teamwork, which can lead to improved employee performance. However, the result of this study is inconsistent with the findings of Reino, et al., (2020) whose study indicates that clan culture has a significant negative effect on employees' performance.

Conclusion and Recommendation

Conclusion

This study investigated the effect of organizational culture on employees' performance at Sunglass Limited Kaduna South, Nigeria. The findings suggest that Adhocracy Culture and Clan Culture have a significant positive impact on employees' performance, while Hierarchical Culture has no significant positive effect. These findings have implications for Sunglass Limited's organizational culture and management practices. By leveraging Adhocracy Culture and fostering Clan Culture, Sunglass Limited may be able to improve employees' performance and achieve its organizational goals. Future studies can build on this research by exploring the impact of organizational culture on other outcomes, such as employee satisfaction and organizational commitment.

Recommendation

Based on the findings of this study, the following recommendations are made:

- 1 Adopt a Clan Culture approach: The study found a significant positive relationship between Clan Culture and employees' performance. Therefore, Sunglass Limited Kaduna South, Nigeria, should intensify their practice of Clan Culture with emphasis on collaboration, teamwork, and employee involvement.
- 2 Foster an Adhocracy Culture: The study also found a significant positive relationship between Adhocracy Culture and employees' performance. Sunglass Limited may consider fostering an Adhocracy Culture that encourages innovation, experimentation, and risk-taking.
- 3 Re-evaluate Hierarchical Culture: The study found no significant positive relationship between Hierarchical Culture and employees' performance. Sunglass Limited may consider re-evaluating its Hierarchical Culture approach and exploring alternative approaches that promote employee empowerment and autonomy.

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