Czech University of Life Sciences Prague

Faculty of Economics and Management

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Diploma Thesis

THE EFFECT OF CORPORATE CULTURE ON THE ORGANIZATION OVERALL PERFORMANCE

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DIPLOMA THESIS ASSIGNMENT

Hardipsinh Medhat, BE (mechanical)

Economics Policy and Administration
Business Administration

Thesis title

THE EFFECT OF CORPORATE CULTURE ON THE ORGANIZATION OVERALL PERFORMANCE

Objectives of thesis

The diploma thesis aims to analyze relevant secondary data on corporate culture and its effect on corporate financial results. This analysis will be combined with original primary reconnaissance aiming to analyze current state of corporate culture and its effect on corporate financial results and suggested improvement suggestion for particular company, based on own research.

Methodology

"Literature Review" part will be elaborated based on relevant secondary data analysis and synthesis.

"Analysis" part will result from relevant secondary data and original primary reconnaissance combination.

Recommended structure:

1. Introduction

2. Goals and Methodology

3. Literature Review

4. Analysis

5. Results and Discussion

6. Conclusions

7. References

8. Appendices

The proposed extent of the thesis

60-80 pages

Keywords

Corporate culture, Organization performance, Performance of employees, Organizational behavior, Financial performance

Recommended information sources

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Declaration

I declare myself having worked on my thesis "The Effect of Corporate Culture on Organization Overall Performance" and I have used only the sources at the end of my thesis. As the author of the diploma thesis, I declare that the thesis does not violate any person's copyrights.

In Prague on date of submission   _____

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Acknowledgement

Any individual task carried out cannot be completed without the help of different sources which directly or indirectly contribute to the achievement of the project.

I would like to thank my supervisor Michal Chocholoušek's support for his coaching and leadership in this study. As a consultant, he supported me with his unfailing support and advice during the project.

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The Effect of Corporate Culture on Organization Overall Performance

ABSTRACT

The goal of this exploratory case study was to explore effective techniques used by Marriott Hotel in developing an efficient organisational culture for improving efficiency. As the conceptual structure for the research, the Denison organisational cultural model was used. Participated and examined a purposeful selection of 40 workers and senior managers from the Marriott Hotel in Surat, India to determine the responses of the individuals with a survey. In addition to data analysis, data from the survey is transcribed, classified and coded, accompanied by inspection and triangulation by members to improve interpretation trustworthiness. The findings included a well-defined mission to create a shared understanding between staff and managers and employee-driven leadership which helped to enhance and improve staff efficiency. The well-being of the company by self-regulating social responsibility was included as key corporate value findings. The results described in this study could have the potential for economic development in the local economy and lead to social change by using business management techniques to maintain their businesses and increase employee productivity and living standards.

Keywords: Corporate culture, Organization performance, Performance of employees, Organizational behavior, Financial performance, Organization culture effectiveness.

Vliv podnikové kultury na celkový výkon organizace

ABSTRAKT

Cílem této průzkumné případové studie bylo prozkoumat účinné techniky používané hotelem Marriott při vývoji efektivní organizační kultury pro zvyšování efektivity. Jako koncepční struktura výzkumu byl použit Denisonův organizační kulturní model. Zúčastnil se a prozkoumal účelný výběr 55 pracovníků a vedoucích pracovníků z hotelu Marriott v Suratu v Indii, aby určili odpovědi jednotlivců pomocí průzkumu. Kromě analýzy dat jsou data z průzkumu přepisována, klasifikována a kódována, doprovázena inspekcí a triangulací členů za účelem zvýšení důvěryhodnosti interpretace. Závěry zahrnovaly dobře definovanou misi k vybudování společného porozumění mezi zaměstnanci a manažery a vedení vedeného zaměstnanci, které pomohlo posílit a zlepšit výkon zaměstnanců. Mezi hlavní výsledky podnikové hodnoty patřilo blaho organizace prostřednictvím samoregulace sociální odpovědnosti. Výsledky popsané v této studii by mohly mít potenciál pro ekonomický rozvoj v místní ekonomice a vést k sociálním změnám pomocí technik řízení podniku k udržení jejich podnikání a zvýšení produktivity zaměstnanců a životní úrovně.

Klíčová slova: Firemní kultura, výkonnost organizace, výkon zaměstnanců, organizační chování, finanční výkonnost, efektivita organizace kultury

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Chapter 1: Introduction

1.1 Background of the Study

Corporate culture is an important component of business success and a source of sustainable competitive advantage. Since the 1960s, a corporate group or holding company structure has been an important strategic growth technique worldwide (Favourate, 2014). (H., 1985) Corporate managers should build an effective corporate culture to integrate corporate culture and improve productivity. The creation of an efficient business culture within the business community is essential to improve efficiency and productivity (Lee & Gaur, 2013).

Over the last twenty years, the corporate culture of budgetary execution has become a critical reporting concern. Many scholars and researchers have explored various observational explorations of the influence of corporate culture on a company's monetary presentation. Pettigrew developed the theory of culture anthropology, which clarified the relationship theory that can be used in the organization's study, such as "symbolism, myth, and rituals." Several academics and writers have described corporate culture in different ways. Nevertheless, some of them accepted that corporate culture combines the pattern of actions, attitudes, processes, and principles that constitute the personality of the organization; and also helps to establish the behavior of the customer.

It is intangible but very normal in any organization and can be observed by ethics, behaviors and principles that give it the proper direction and meaning. Culture is not easily understood but is rather important to focus on, since many companies do not have enough time to focus on corporate culture. These values are then trained for new workers in an organization, so that they can believe and think about these issues in the right way. Culture is a product that can be learned by experienced people and can only be found in a group with an important history. The noticeable process involves behavioral patterns, such as social and physical conditions, that are used by the community. However, the less evident culture is related to the ideals of a community consisting of goals and concerns which will shape a sense of what is to be achieved. Therefore, the company's tasks can contradict what

the records say, so the beliefs and values of corporate culture are more than just priorities and strategic objectives.

1.2   Background of the Problem

Every person or employee in an organization has different principles and beliefs of his or her own that he or she is working with them. Studies have shown that all people in the organization have a different culture and that they first strive to adapt the culture to the organization's expectations and values. The recognition of the culture of a company helps employees to function effectively and efficiently. Moreover, positive results are easier to achieve when everyone is on a similar course. A successful organizational culture is very useful for new employees in that particular study in order to embrace an organizational culture and gain a competitive profit under specific conditions.

Organizational culture has a profound effect on the performance of workers, which can contribute to enhanced efficiency and improved organizational performance. In the same vein, organizational culture, if not effectively managed, can prove a catastrophe for business growth that must be promoted and discouraged by organizational culture; how, where, and when to promote or discourage practice, we have decided to use this study to define and, more importantly, to evaluate its impact on overall organizational performance.

1.3   Problem Statement

Every person or employee has his or her own beliefs and convictions that he or she works with them. Whenever a worker enters a company, it requires himself or herself to first communicate with the community of the organisation to know whether or not he or she fraternises with them. Studies have shown that every person in the organisation, in the first place, has a different culture and tries to adapt to the organization's standards and values. Adopting the organization's culture is helpful for workers to function successfully and efficiently. When everybody is on a similar course in the company, positive growth is easier to accomplish. The study demonstrates that a healthy corporate culture is extremely beneficial for new workers to accept the corporate culture and gain competitive advantage under some situations. The general business issue was that certain managers lack an efficient corporate culture that contributes to failure of the organisation.

Chapter 2:   Objectives and Methodology

2.1   Research Objectives

The objectives of the study are to evaluate the effects of corporate culture on the organization's overall performance at Marriott Hotel Surat. The other specific objectives will be to:

1. What are tactics and practices that contribute to improved efficiency and results without compromising diversified business strategy?

2. What are the effective methods that can be use to boost efficiency and productivity at Marriot Hotel Surat?

3. To analyze the relationship between the organization's corporate culture and overall outcome of Marriott Hotel.

2.2   Research Questions

The overarching question of research was how organizations use effective strategies to create an efficient organizational culture to optimize efficiency and productivity? Qualitative exploration study covers what, how and why. Relevant research questions are of utmost importance in order to produce reliable and accurate results, as the research is intended to answer the research problem. After thorough analysis of the literature review and other relevant topics, the following research questions were identified:

1. How does the corporate office culture influence and drive the company's efficiency and productivity?

2. What employees have achieved by using their corporate culture to improve performance and productivity at Marriott Hotel?

3. How does the organizational culture affect the efficiency and competitiveness of the Marriott Hotel?

2.3   Research Methodology

The methods used to achieve the study objective were discussed in this chapter. The focus was on population, sampling, instruments for research, administration of questionnaires, etc. In this chapter we focus on the answers to research questions, approaches used in the study, target population, sample size and sample methods, and the various and respective data sources and the collection of the data.

Convenience and purposive were the sampling techniques used in this research. The purposeful sampling was taken because the aim was to gain insight into the brand building techniques and consumer perception phenomena of the company, hence the need to select workers who were well trained in that respect. The entire branch staff has been applied to the sample frame with the purpose-driven sampling process, also known as judgmental, selective or subjective sampling, which is a form of unlikely sampling technique in which the units examined are based on the researchers' judgement. The 8 top management members were chosen purposefully using a purposeful sampling technique.

The convenience sampling method is a statistical method for selecting individuals for their convenience or by selecting units because they are accessible or easy to reach. The benefits of this sample are the availability and speed at which data can be collected to enable us to conduct and complete the analysis on time. Looking at the distributed existence of Marriott Hotel distribution branches, the researchers adopted this approach to provide us with convenience and at the same time obtained the necessary information from respondents.

The study included all staff and senior management at Surat Marriott Hotel. This division was operated with the overall hotel population, as shown by sums up to 285 workforce. However the response rate for the online Google form questionnaire was 100 percent.

2.4   Sample Size

Two different samples were chosen based on Surat Marriott Hotel workers and senior executives. The sampling technique contributed to the selection of the participants: the process for deciding the sampling frame and the sample size. The company's 60

employees were automatically chosen and 10 top management workers for the Google forms survey questionnaires were picked.

Details	Population	Sample Size
Employees	260	60
Management	25	10
Total	**285**	**70**

Table 1: Table Showing Total Sample Size. Source: Prepared by researcher.

2.5   Population Sampling

The goal of the research was to evaluate the effect of corporate culture on organisational performance at the Marriott Hotel overall. Identical samples of the population representing the same age, gender, education and occupation were selected. The samples were assured to represent the company population correctly. A detailed questionnaire focussing on questions leading to the impact of corporate culture on overall company performance has been created. A total of 70 responses were received at the Surat Marriott Hotel.

2.6   Data Collection

There was an identical Google form with questions relating to the impact of corporate culture on the overall success of the Surat Marriott Hotel organisation. In addition, primary data were collected in February 2020 for the distribution of the survey questionnaire. A total of 70 participants consist all employees. The questionnaire was issued to corporate and individual employees. The questionnaire was designed to consist of slightly accessible, end-of-the-line questions, primarily to provide the respondents with feedback about their experiences with Marriott Hotel, Surat.

2.7   Procedures and Measures

Selected workers and top employees distributed a detailed questionnaire. This questionnaire was developed using Google Forms. It was sent to individuals using social media on their cell phones. People of various age groups, races, training qualifications and occupations were contacted for this survey so that the population could be well represented. The same protocol was adopted for employees and top executives in both online questionnaires. The statistical kit and social science (SPSS) software was used for this analysis. Data in the form of a table, graph and narrative were presented.

2.8   Limitations to Data Collection

To obtain an authentic understanding of the impact of corporate culture on overall performance at the Marriott Hotel, Surat, the researchers have completed a comprehensive and insightful questionnaire. However, this review does not neglect any of the limitations stated herein:

1. The critical issue of the limited availability of resources to perform a large-scale survey meant that only a limited number of people were surveyed at Hotel Marriott. This number does not reflect the large populated country equally.

2. Language has been found in the area as an obstacle and problems can be misinterpreted. Since the first language of all respondents cannot be English, all responses may not be accurate.

3. There is no way to determine whether the respondents' responses are accurate. Some may have responded in a way that contradicts what their processes of thought are to be not judged. These distortions will skew the study results.

4. The results of surveys may neglect this element, which is that corporate culture plays a crucial role in the overall success of the business.

Chapter 3: Literature Review

3.0   Introduction

Analyzing and determining the variables that suggest the organization's success depends entirely on organisational growth. Corporate executives are prepared to involve workers, which increases efficiency. Management needs to introduce workers to the organization's principles, beliefs and goals which are necessary to understand the corporate culture. It is the management's duty to expose its employees to the organisational culture that will help employees get to know the organisational structure. Management must always strive to maintain the organization's learning environment. Proper understanding of corporate culture can contribute to better employee efficiency. As regards organisational growth, the success of employees is a backbone for the industry. The company requires their workers' commitment to the organisation. The management needs to define the principles and values of the employee organisation. It should be important to build the company culture in a way that enhances employee performance and helps to develop quality recognition.

It is the management's primary responsibility to expose its employees to the organisational culture that will help employees get to know the organisational structure. Management must always strive to maintain the organization's learning environment. Proper understanding of corporate culture can contribute to better employee efficiency. Regarding business growth, employee success is recognised as a cornerstone of the industry. The company requires its workers' loyalty to the organisation.

The principles reflect the convictions and business objectives of the organization's members (Childress, 2013). The three components help to sustain an effective culture in the company. Analyzing and determining the variables that suggest the organization's success depends entirely on organisational growth. Corporate leaders are able to involve workers to boost efficiency. Management would like to introduce workers with organisational expectations, principles and priorities which are essential to understanding the corporate culture.

Schein (1985) clarified the role of organisational culture in the success of organisations by splitting the culture into three parts: assumptions, objects and values. Assumptions reflect inofficial but essential organisational laws. Objects are noticeable aspects of corporate culture, including the workflow, the place of work and organisational structures. Nwibere (2013) reported that there was a lack of theoretical support for the promotion of the expertise of the manager in the field of effectiveness of organisational culture. Sharma and Good (2013) have conducted an empirical analysis to determine the effect on corporate success and efficiency of the corporate culture. Results from the study show that the culture of the organisation, a source of sustainable competitivity, is a fundamental feature of organisation (Kohtamaki, Thorgren & Wincent, 2016).

Organizational culture theory included organisational behaviour at the beginning of the 1980s, especially in the areas of sociology and anthropology and social psychology (Denison, 1990). Total knowledge and understanding of organisational culture can contribute to the ability to analyse the actions of an organisation that promotes management and leadership (Brooks, 2006). The management needs to define the principles and values of the employee organisation. It should be important to build the organization's culture in order to enhance the employee's efficiency and to continually increase knowledge of quality.

3.1   Significance of the Study

The research results will help private sector entrepreneurs who face the challenges of rising quality and competitiveness in their businesses. The great shift in company culture needs changes in the members' behaviour, values and attitudes. In order to meet their needs and desires, the study will allow the management and employees of selected organisations to understand the current company culture situation. The results and findings provide a more precise scientific measure and perspective for clarifying and assessing the efficacy of the new method and its impact on business performance and customer satisfaction. The results of the study add important factors to information about the corporate culture and performance.

The empirical findings will give managers the expertise and experience to develop their performance and fill a literary void. The findings of the study gave business managers

a valuable knowledge of how to develop an organisational culture that improves the performance and competitiveness of companies. Empirical support for strategic decisions in a variety of key areas provides a credible and effective guide in implementing workable strategies to enhance the production and delivery of consumer value, achieve customer satisfaction and loyalty and build a long-term, mutually beneficial and thus progressive partnership. The findings of the study allow business managers to gain valuable insight into the corporate culture. Corporate managers can use the information to optimise the company's efficiency and competitiveness.

3.2   Profile of Marriott Hotel

Marriott International, Inc. is a US multinational hospitality diversified corporation that owns and manages a wide variety of hotels and associated accommodation facilities. It was developed by J. Willard Marriott, now headed by his uncle, Executive President Bill Marriott and President and CEO Arne Sorenson. Marriott International is by number of available rooms the largest hotel chain in the world. It has 30 brands, 7,484 in 131 countries and territories, more than 1,400,693 rooms, including 2,104 in 573,043 rooms.

Marriott Located on the banks of the picturesque Tapti River, Surat welcomes business travellers and leisure tourists with premium services, 5-star rental facilities and a strategic location between the industrial centre and the city centre. A smooth mobile check-in before settle into a well-appointed room/suite featuring complimentary Wi-Fi, plush bedding and curated luxury amenities for modern day travellers. Enjoy a tailored experience of authentic local and international cuisine at distinctive dining venues, outdoor pool, spa and a 24-hour fitness centre.

- **Young at Heart:** To them this means that, all employees should be very energetic and more vigorous in their daily activities, as though a youthful person will be, it does not matter your age as an employee. That all employees should think fresh and current, also be dynamic and this they believe will bring out the best in the employee to yield a high productivity.

- **Innovative:** Being innovative at Marriott Hotel is a hall mark; employees in this establishment are given the opportunity to bring out the God given gifts or talents in them to make positive change in the hotel.

- **Proactive:** Proactive to the hotel is very important because they explained to us that, when workers are proactive they are down to business and it helps them to use all the skills needed to do a particular work they are supposed to do, and at the end it makes their work so practicable, which helps the new workers to learn from. All employees are taught how to anticipate needs of others.

- **Environmentally Conscious:** Marriott explained to us that even though the company works hard to make profit and keep the standard of the company, they are also concerned with anything that will destroy the environment they find themselves. So employees have been taught how not to do anything to pollute the air and how to manage their sewage well in order not to contaminate any water bodies around their vicinity.

3.3 Corporate Culture

Culture occurs in all organisations, whether created by careful design and execution or by natural creation. What exactly is corporate culture? The definition which is possibly most widely accepted comes from former MIT Sloan School professor E.H. Schein: "The set of methodological issues that a group maintains and which decide how they define, think about and respond to their different situations."

There are several meanings for cultural definitions from various schools of thought. My fundamental meaning for culture is the way of life, but Forehand and von Gilmer defined culture in 1964 as an arrangement of different qualities that expressed an organisation and separated the business from another. According to Hofstede (1980), culture is a shared idea of minds that differentiate between people and many others. In accordance with Schein (1990), a given culture is a collection of different values and

behaviours which can direct performance. Kotter and Heskett (1992) report that culture is a well-defined set of social views, beliefs and values.

Companies with only short-term success differ from those with long-term success in one main way: they did not have time to change their organisational culture. Over time, the same culture that once adapted to the environment and helped to develop can become an obstacle. As corporate culture affects the economic output of an organisation, it can have a polarising impact. Compared to a weaker corporate culture, a strong, environmentally compatible corporate culture will bring higher financial performance. But a strong, environmentally friendly corporate culture is more a hindrance to the business than a poor corporate culture ever could.

Figure1: Organization Behavior Structure & Culture (manager, 2020) manager, w., 2020. *world manager.* [Image] Available at:
https://www.worldmanager.com/resources/soft-metrics-easy-ways-improve-corporate-culture/ [Accessed 8 September 2020].

Corporate culture requires the values a company members encounter and define as their working environment (Schneider et al., 2013). Such criteria shape how members comply and respond to the organization's performance. Organizational culture is the

contact between members of an organisation and other players (Simoneaux & Stroud 2014). Corporate community is a set of values, attitudes and standards of action that differentiate between one company and others (Ortega-Parra & Sastre-Castillo 2013). King(2012) described organisational cultures as a system of values which subconsciously and silently leads to each decision and choice in the organisation. Business administrators share culture and culture in companies because both terms relate to the same fundamental phenomenon (Childress, 2013).

In simple words, we can understand that a wide variety of cultures have at the same time and in the same place acquired knowledge, explanations, principles, beliefs, communication and behaviours. CEOs and HR leaders now understand that culture affects human behaviour, creativity and customer services: 82 percent of respondents think that culture is a possible competitive advantage. Leading organisations use data and attitudes and retention because they realise that leadership behaviour and incentives have a direct impact on organisational efficiency, customer service, employee involvement, and retention.

Culture is a business problem, not just an HR problem. The Board of directors and managing team will be responsible for an organization's culture and the HR supports the positions by processes, methods and equipment. While culture is generally considered relevant, it's still largely not understood well. Just 28% believe they have a clear understanding of cultural differences, and only 19% believe they have the organizational values. Culture can decide success or failure through periods of change: fusion, acquisitions, development and product cycles can either succeed or fail, based on whether the culture aligns with the direction of the organisation.

Business executives use an internal culture to separate their organisations from others (Weber & Tarba, 2012). In similar technologies and the same operating environment, Apple Inc, In separate corporate cultures, the Global Software Computers Corporation (IBM) and Hewlett-Packard Company (HP) are formed (Schein, 2010). Single, elegant and creative products are part of Apple's culture (Toma & Marinescu, 2013). The autonomy and innovation of workers are priorities in HP culture (Childress,

2013). Long-term thinking of committed and highly motivating workers is the cultural focal point of IBM (Flamholtz and Randle 2011; Kotter&Heskett 1992).

3.4   Understand Organizational Corporate Culture

The corporate culture includes the expectations experienced by members of an organisation and defined as their working atmosphere (Schneider et al., 2013). These principles influence how members conduct themselves and respond to the organization's performance. Organizational cultural is how members in a company interact with other shareholders (Simoneaux & Stroud, 2014). The organisational culture, Yirdaw (2014) said, is a glue that blends hardware (semi resources) to software (human resources) of the company to create coordination and performance. Corporate leadership and governance contribute favourably to corporate culture (O'Connor & Byrne, 2015).

The role of organisational culture in corporate success was explained by Schein (1985), who split organisational culture into three sections: assumptions, objects and values. Assumptions show the organization's unofficial but important laws. Objects reflect recognisable aspects of corporate culture, including the work process, the working environment and structures of the organisation. The values reflect the principles and business strategy of the organization's members (Childress, 2013). The three components help to sustain an effective culture in the company.

Many management organisations recognise the influence of culture on corporate success (Unger, Rank, & Gemunden, 2014). Warren Buffet, one of the richest corporate persons in the world, confirmed the need for organisational culture to thrive (Childress, 2013). Likewise, Howard Schultz, founding member of Starbucks Coffee Company, clarified that organisational culture is a key aspect for Starbucks' success (Flamholtz & Randle, 2012).

Leadership is difficult to manage human capital in the culture of the company (Peters & Waterman 1982). Yirdaw (2014) noted that organizational structure blends hardware (non-human resources) with software (human resources) for the organisation to build coordination and performance. Corporate governance and management make a positive contribution to the culture of company (O'Connor & Byrne, 2015).
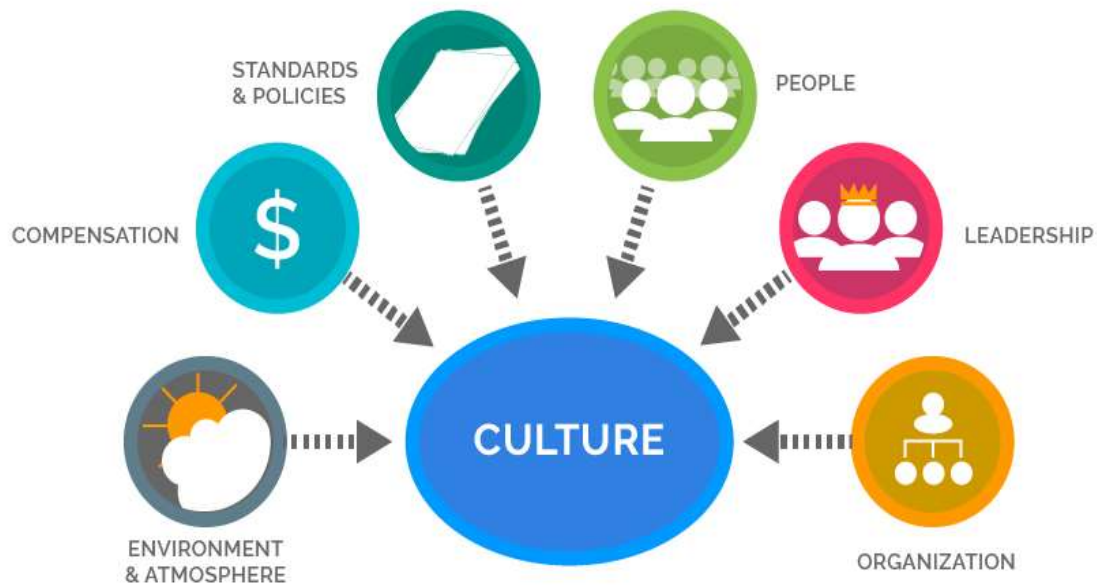
Figure 2: 7 Ways of Improve Culture. Source: [Image] : Available at: https://www.worldmanager.com/resources/soft-metrics-easy-ways-improve-corporate-culture/ [Accessed 30 September 2020].

Culture can be described as a system of shared values that can be estimated to describe a similar organisational culture at different levels within the organisation with different backgrounds (Melo, (2012). As described in Stewart (2010), standards and principles of the organisation have a direct influence on all those attached to the organisation. It is considered that standards are intangible, but if businesses want to boost employee efficiency and profitability, standards are the place to look first.

3.4.1 Counter Culture

Shared convictions and principles that explicitly contradict the values and beliefs of the wider corporate community, known as countercultures, are established often by a prominent manager or leader (Kaczynski, (2014). The business will benefit from this type of culture because it contributes positively to enhancing organisational efficiency. It is nevertheless considered a threat to the initial corporate culture.

3.4.2 Subculture

According to Schein (1995), sub-culture is a culture segment that demonstrates different expectations, principles, beliefs and attitudes of people because of the discrepancies between geographical areas or departmental goals and work requirements (within organisation). Employee awareness of subculture was related to the dedication of employers to the organisation (Lok, Westwood and Crawford, 2005). Many organizations may have a culture that is common enough to allow for social contact outside the place of work.

3.4.3   Strong Culture

Employees have similar viewpoints about the organisation in a good corporate culture, and they are aligned with organisational principles (Flamholtz & Randle, 2011). Business managers exhibit good organisational culture to influence the attitude and output of their employees, because culture motivates and engages employees (Simoneaux & Stroud, 2014). Loyal and dedicated employees are critical for sustaining an effective corporate culture and enhancing organisation's efficiency.

Employees and managers have an excellent professional reputation in a strong organisational culture which contributes to improving performance in the organisation (Pinho et al. 2014). Professional quality includes (a) respect and dignity between managers and workers, (b) a high degree of dedication to customer service, and (c) encouragement and moral commitment to organisational goals (Busse, (2014)). By developing respect and integrity among employees and business managers, they can support each other and integrate their knowledge and experience to improve organisational performance (Miguel 2015).

Good corporate culture plays an important role in getting the present and future course of the company into line (Raza et al. 2014). Management with weak or ineffective corporate culture, however, has a potential to impact profitability and competitiveness (Shahzad et al., 2012). In a poor corporate culture, employees have a difficulty identifying the principles of the company and deciding the correct business procedure in the organisation (Childress, 2013). Business managers should use their time to reflect on other corporate goals.

In new and historical literature the existence of a positive link between organisational culture and performance was seen. For example, Flamholtz and Randle (2012) reported that corporate culture has a major effect on corporate processes, employee performance and overall corporate productivity. Sharma and Good (2013) indicated that a significant factor for enhancing and increasing the sustainability of the company and its financial results is a strong organisational culture. Nwibere (2013) also noted as positive factors in enhancing organisational performance for a stable and strong organisational culture.

3.4.4 Weak Culture

A deficient organisation's community may be loosely knit. It can drive individual thinking, contributions and in a business that must evolve through creativity, it can often be a valuable asset. Laws are strictly enforced on workers who can build diversity between personal interests and organisational objectives. In a poor organisational culture, workers are inconsistent with the goals of the company, due to inadequate coordination and lack of uniform leadership guidelines (Flamholtz & Randle, 2011). If organisational culture is weak, the life of the company is at risk because members of the organisation have different beliefs and views that work against the priority of the management (Eaton & Kilby, 2015).

3.5 Positive Organizational Culture

Corporate directors should build and maintain a positive corporate culture to boost the organization's organisation's efficiency and competitiveness (Flamholtz & Randle 2011). Results from research on organisational culture showed that the optimistic organisational culture as a functional culture increases organisational success and efficiency (Childress, 2013). The positive relationship between positive organisation's culture and success has been established by Inabinett and Ballaro (2014).

Corporate managers with a positive corporate culture must explain and convey corporate priorities and goals to their staff and other organisational stakeholders (Simoneaux & Stroud, 2014). Employees can clearly grasp their corporate objective and 26 principles in a productive organisational culture (Flamholtz & Randle, 2012). Childress

(2013) indicated that workers can participate in value-added activities while communicating and learning the values of the organisation.

Company executives with a positive corporate culture can develop a high level of leadership confidence (Andish et al., 2013). Company managers use a straightforward management style to build and retain trust in the organisation in a productive organisational culture (Simoneaux & Stroud, 2014). Company managers with a constructive corporate culture clarify and convey organisational priorities and goals to staff and other stakeholders (Simoneaux & Stroud 2014). Ensure timely leadership, producing or delivering and open communication within the organisation. When business managers display clear decision-making processes and open communication within the company, employees will create trust in management (Miguel, 2015).

Many leaders have confirmed a supportive corporate culture as a crucial factor for their business' success (Childress, 2013; Melo, 2012). The owners of Walmart and Southwest Airlines, for example, acknowledged that their corporate culture is a significant factor to their company successes (Flamholtz & Randle, 2011). Their positive corporate culture was established by Google and Apple founders as the primary source of competitive corporate advantages (Simoneaux & Stroud, 2014).

3.6 Characteristics of Organizational Culture

The maximisation of employee values is regarded as a rational asset, according to Dasanayaka and Mahakalanda (2008), that requires a culture to encourage its logical participation both for the individual and for organisations, new knowledge training and readiness to communicate with others. Today, as opposed to the past, corporate culture plays a very important role. Hodgetts and Luthans (2003) describe some of the organisational culture's characteristics:

1. Standards are calculated by such aspects as the amount of work done and the level of collaboration between the management and the company's employees.
2. Clear rules on employee conduct are described in relation to efficiency, intergroup cooperation and customer relationships.

3. Regularities of actions found as illustrated by popular language and formal procedures.

4. Coordination and integration of organisational units for work efficiency changes, consistency and speed of design, manufacture of goods and services.

3.7 Organizational Culture Effectiveness

Organizational culture literature provides knowledge on business management's use of an appropriate organisational culture to improve performance and competitiveness (Flamholtz & Randle, 2012; O'Reilly & al, 2014). Business managers agree that a successful corporate culture is a positive thing and that an unsuccessful culture is the blame for corporate success (Flamholtz & Randle 2011). Eaton and Kilby (2015) have suggested the use of corporate culture by business administrators to monitor and moderate the organization's working climate.

Hartnell et al. (2011) reported that company owners have an efficient and effective organization (to shape organizational culture; (b) to boost operating efficiency; and (c) to enhance corporate financial performance. Operational effectiveness offers knowledge about the use of effective corporate culture to implement, innovate and enhance processes and services. Operational performance Financial performance includes details on the company's profitability, efficiency and development.

The Impact Culture can Deliver on Business Outcomes[a]

↑ 9% on Performance Against Revenue Goals

↑ 8% on Performance Against Talent Management Goals

↑ 22% on Employee Performance

↑ 16% on Reputation Outcomes[b]

Figure 3: Effect of culture on Business Outcomes. Source: Gartner. [Image] Available at: https://www.gartner.com/en/executive-guidance/culture [Accessed 3 October 2020].

Company managers use an appropriate corporate culture in order to create a healthy working atmosphere (Pinho et al. 2014). Successful organisational culture is a series of sub-cultures. This includes (a) good service to the customer, (b) employee-orientated management, (c) strong interpersonal relations, (d) good leadership and (e) an ethical decision-making process (Childress 2013). In order to inspire workers, maintaining a successful organisational culture within the company is necessary (Berg & Wilderom, 2012). Managers with an efficient business atmosphere will boost the efficiency of the company (Shahzad et al., 2012).

A healthy and optimistic culture is a synthesis of productive organisational culture. The business members are in accordance with the beliefs of the business in a strong community (Flamholtz & Randle 2011). Workers share the company's priorities and beliefs in the atmosphere of a helping corporation (Flamholtz & Randle, 2012). Business managers should create an efficient corporate culture that enhances organisational efficiency and productivity (Inabinett & Ballaro, 2014). Givens (2012) found that the organization with healthy organizational culture facilitates exceptional customer service and an innovative market atmosphere. Company managers display employee-centric leadership, strong interpersonal relations, and ethical decision-making process in an efficient organisational culture (Engelen et al., 2014).

The positive relationship between the high interpersonal and the organisational culture has been shown by quantitative research evidence in the field of corporate culture (Veiseh et al. 2014). Corporate managers foster employee-centered interpersonal interactions in an efficient corporate culture (Engelen et al., 2014). Qualitative research findings have shown that good interpersonal relationships are a major factor in improving employee satisfaction (O'Reilly et al., 2014).

Business managers should discuss the staff's needs in a successful organisational culture. Managers who understand the role of their business culture will effectively respond to the staff interest (Childress, 2013). Company managers use a door-opening strategy and good interpersonal contact with their staff to create a high degree of leadership trust (Busse, 30 2014). If workers are satisfied and have faith in leadership, they will build a sense of ownership and obligation in the business (Denison, 1990). In an effective corporate culture, workers share the ideals and principles of the company (Schein, 2010). As workers share the importance of the company, they will accomplish their goals better (Denison, 1990). Study studies in the field of organisational culture have shown that a successful organisational culture requires shared principles and a common aim for the company to build a sense of teamwork (Flamholtz & Randle 2011).

Denison (1990) also suggested a sense of ownership and obligation as a key factor in inspiring workers to perform better. (Nongo, 2012) regarded employee engagement and improved performance as essential to the improved performance and efficiency of the company. Company owners use employee-driven and change leadership in an efficient corporate culture to enhance performance and productivity in the enterprise. (Veiseh, 2014) found that the effective leaders and the organizational culture have a positive relation. (Wiewiora, 2014) suggested that change management encourages cooperation and collaboration.

Business managers should discuss the interest of workers in an efficient corporate culture. Managers who recognize the position of their organizational culture will respond successfully to employees' desires (Childress, 2013). (Nongo, 2012) said workers will positively interact and share their ideas with their supervisors if a good interpersonal relationship exists within the organization. Once management open their arms to staff, they have the power without reservation and reluctance to express their views (Veiseh, 2014).

3.8   Measuring Organizational Culture Effectiveness

Business managers should suggest different approaches for assessing and calculating the efficacy of their organisational culture. The use of the appropriate measurement method is critical as management can utilise such measurement factors which do not capture culture complexity from various types of organisations (O'Reilly et al., 2014). O'Reilly et al. (2014) used the six-factor approach to assess the efficacy and efficiency of organisations. Six factors include a) adaptability, (b) honesty, (c) cooperation, (d) customer focused result, and (f) information-oriented factors. Flamholtz and Randle (2012) have established three assessment elements for evaluating the efficacy of organisational culture. The three elements include a) cultural alignment, (b) continuity of behaviour, and (c) cultural differences.

Flamholtz and Randle (2012) have established an assessment framework of organisational culture, covering five main aspects of organisational culture. The five main aspects include a) customer guidance, (b) employee guidance, (c) performance expectations, (d) shift engagement, and (e) business process orientation. Customer advice covers how management perceive their clients and how staff represent their customers. The principles of corporate organisational managers must be defined to guide employee customer experiences (O'Reilly et al., 2014). Quality contributes to the success of organisation's culture by ensuring a high degree of customer satisfaction (Hartnell et al. 2011).

The second critical element of organisational success is the orientation of the workers (Flamholtz, 2012). (Flamholtz, 2012) described the orientation of their employees as a process to inspire employees. The orientation of the employee concerns how people handle their work in the company. Corporate managers use their employee orientation to preserve the company's strong corporate culture.

The third dimension of organisational culture provides an input on how the enterprise cooperates on efficiency and transparency criteria (Flamholtz, 2012). Performance and accountability standards include a standard which shows when and how employees get their performance assessments, metrics, incentives and accountability.

O'Reilly et al. (2014) pointed out that expectations of excellence and transparency have a strong effect on the performance and actions of employees.

Innovation and dedication to change are the fourth critical element of the productivity of organisational culture (Flamholtz, 2012). Change and innovation commitments include how the business community views, commits and responds to innovation and change. (Flamholtz, 2012) reported that change and innovation involvement included managers' willingness to make spontaneous changes and plan to develop products and services.

A business process orientation is the fifth factor of effectiveness in organisational culture (Flamholtz, 2012). The phase of company orientation is the way the company structure works, including planning, coordination, decision-making, communication, and social responsibility. Efficacy in organisational culture requires economically efficient planning, open decision-making processes, consistent means of contact and socially accountable organisations (O'Reilly, 2014).

A successful organisational culture includes highly motivated workers, customer satisfaction, developed standards of success, openness to change, creativity and a clearly defined orientation for company processes (Flamholtz, 2011). Business managers can use company process orientation to assess the effectiveness of corporate culture. Different dimensions of the efficacy of organisational culture concern the success of the business (Schneider, 2013). For instance, more creative corporate culture may lead to increased sales growth.

3.9 Denison Organizational Culture Model

Denison (1990) has defined the four components (a) engagement, (b) continuity, (c) adaptability and (d) mission of organisational culture model. The four elements of the organisational culture model are important for the creation and maintenance of a successful organisation's culture (Kotrba, 2012). Denison pointed out that engagement and continuity are internal factors in the creation of a successful organisational culture. Adaptability and

mission are external considerations to sustain a productive corporate culture. In an efficient corporate culture, organisation's members from diverse backgrounds share equally the ideals, principles and symbols of the organisation in the organisation (Mousavi, 2015) There is a successful organisational culture when a group of people from various backgrounds come together to accomplish a shared goal (Flamholtz & Randle 2011). When members share the principles and ideals of the organisation, they recognise and organise their roles according to organisational values. Schein (2010) suggested that when participants share values and beliefs in the organisation, efficient communication and a healthy organisational culture may be preserved.

Figure 4 : Denison Organizational Culture Model. Source: (Kokina, 2020) Semantic *Scholar.* [Image] Available at: https://www.semanticscholar.org/paper/THE-ANALYSIS-OF-ORGANIZATIONAL-CULTURE-WITH-THE-of-Kokina Ostrovska/b8f949265341f8b6329683bbc88a441bc04c25de [Accessed 5 October 2020].

As employees take part in the decision-making process, they become more responsible for their decisions and accountable for them (Denison 1990). The results of the research in the field of organisational culture indicate that there is a positive correlation between high employee engagement in decision-making and success (Hacker, 2015). However, Givens (2012) argued that the high level of involvement in various activities

contributes to a lack of competence, since the person responsible for the particular task cannot be identified.

(Mousavi, 2015) noted the contribution to the performance of organisational structure as an essential factor. Participation entails open contact, employee leadership and effective organisational interpersonal relationships (Engelen et al., 2014). Business managers promote high engagement of employees and participation of members of the company in large corporate events of a successful organisation's community (O'Reilly et al., 2014). In the course of decision-making, workers build a sense of ownership, trust and loyalty for the corporation (Denison, 1990). The effective elements of organisational culture include a sense of ownership and obligation. Sense of ownership, confidence and commitment are main drivers for the members of the company (Kotrba et al. 2012).

Schein (2010) suggested that when members of the company share beliefs and convictions, successful communication and strong organisational culture can be sustained. Business managers create efficient communication in an effective corporate culture, which is necessary in order to organise employee behaviour and increase participation in the organisational decision-making process (Givens 2012). Organizational culture arises from the selection of the actions of organisational participants. There is never an effective organisational culture without a group of people, shared assumptions and effective communication (Sok, 2014).

The results of research in the field of organisational culture show that coherence exists within the organisation as a measure of the effectiveness of corporate culture (Givens, 2012). Givens (2012) agreed that sustainability is a key factor in developing a strong organisational culture and improving performance of workers in the company. Nongo and Ikyanyon (2012) however argued that a high degree of organisational continuity does not directly impact employees' organisational participation and efficiency.

Adaptability is the organization's management's ability to take external environments into consideration and respond to them (Schein, 2010). Managers are passionate and attentive to domestic and external influences in a successful organisational

culture. Business managers should adjust the current corporate culture to meet required improvements in line with the adaptability concept. In order to respond to international competitions, the change will include changing the internal components, improving the internal departments and products (Mousavi, 2015). This principle of change helps employees to adapt, restructure and re-establish internal processes, actions and attitudes towards existing forces and expectations (Denison 1990). Adaptability is a vital cultural institution to facilitate the success of companies (O'Reilly, 2014).

Corporate managers agree that the effective integration of corporate culture and company mission is a challenge and an important responsibility for ensuring the organization's success (Eaton & Kilby, 2015). Business managers are associated with an efficient corporate culture with the objective of the company to enhance its efficiency and identify potential guidance (Raza et al., 2014). The results of quantitative research in corporate culture indicate that there is a positive relationship between mission and company success (Mousavi et al. 2015).

In general (a) clan culture, (b) culture of adhocracy, (c) culture of hierarchy and (d) market culture, four separate organisational structures (Fiordelisi 2014; Sok et al. 2014; Wiewiora et al. 2014). The supporting community involves leadership, cohesiveness, engagement and teamwork focused to the employees (Han, 2012). Innovative, innovative and adaptable features of adhocracy or entrepreneurial community (Veiseh et al., 2014). Sok et al. (2014) described the culture of hierarchy as a combination of laws and rules for the management of the organization's activities. Business culture involves competitiveness and the achievement of corporate goals (Pinho et al., 2014).

Clan culture's assumptions and values include personal association, partnership, attachment, confidence, loyalty and support (Fiordelisi 2014). Managers need to behave in a clan culture in a democratic way that encourages and motivates workers to cultivate a culture of excellence (Miguel, 2015). In the successful organisational culture, an interpersonal relationship is active. Members of the organisation are properly behaving and creating a sense of ownership by trusting, commitment to and owning the organisation (Nongo & Ikyanyon, 2012).

Figure 5: Types of Company Culture. Source: (Down, 2019) [Online] Available at: https://www.breathehr.com/blog/topic/company-culture/what-is-company-culture-and-why-is-it-important [Accessed 6 October 2020].

Clan culture includes teamwork, engagement, staff participation and open interaction (Pinho et al. 2014). Management in a clan culture fosters cohesion and employee confidence (Yirdaw, 2014). Clan culture essentially aims at enhancing employee efficiency by engaging, owning and transparency (Han, 2012; Murphy, 2013).

In adhocracy culture, innovation and creativity are essential for growing productivity and improving organisation's services. Innovation and progress are the end product of adhocracy culture (Fiordelisi, 2014). The research evidence in the field of organisational culture suggests a strong correlation between a culture of adhocracy and creative entrepreneurship (Engelen et al. 2014). Other research has also demonstrated that the relationship between adhocracy culture and financial results has been long-term successful (Hartnell et al. 2011).

In the hierarchy community, corporate managers emphasise efficient control mechanisms around the enterprise. The members of the organisation follow the norms and guidelines in the hierarchical culture and each activity consists of predefined standards and

practises (Hartnell et al. 2011). Clear communication networks, continuity, consistency and strengthening include hierarchy culture (Fiordelisi, 2014). The ultimate purpose of hierarchy is productivity and efficiency. The results of the study showed that the relationship between hierarchy culture and financial performance is negative (Han, 2012). Other research results have also shown that hierarchical society has a negative relationship with consumer integration (Cao, 2015).

The organisational participants in a business culture have specific goals to improve their incentives by achieving the market (Han, 2012). The business culture encompasses (a) the collection of knowledge from consumers and rivals, (b) relevant goals, preparation and decision-making and (c) leadership in tasks. In competitive culture, business managers concentrate on external productivity by price management and market success. Miguel (2015) pointed out that corporate managers need to have client expertise and business priority in order to succeed in the competitive market.

3.10 Impact of Organizational Culture on Performance

The corporate culture literature provides specifics of how company management uses an effective corporate culture to increase performance and profitability (Flamholtz & Randle, 2012; O'Reilly et al., 2014). Business managers think successful corporate culture is an advantage, and poor culture is responsible for the company's success (Flamholtz & Randle 2011). Eaton and Kilby (2015) suggested that company managers use organisational culture to monitor and moderate the organization's work climate.

A vibrant and optimistic culture is a synthesis of productive organisational culture. In a strong community, the members of the company act in a way that reflects organisational values (Flamholtz & Randle, 2011). The workers share the priorities and ideals of the company in a supportive corporate culture (Flamholtz & Randle, 2012). Business managers should cultivate an efficient corporate culture to boost the organization's efficiency and productivity (Inabinett & Ballaro, 2014). Givens (2012) found out that productive corporate culture managers foster good customer service and a creative business climate. Business managers show employee-oriented leadership, strong

interpersonal relationship and ethical decision-making processes in an efficient organisational culture (Engelen et al., 2014).

Excellent customer support is given priority to business managers with effective corporate culture (Berg & Wilderom, 2012). Business leadership typically involves outstanding consumer support in the sense of a corporate objective (Denison, 1990). Miguel (2015) said leadership has to value good customer service as a sustainable competitive advantage. Denison (1990) also noted that workers share the ideals and principles of the company in an efficient organisational culture. Customer support is a crucial obligation for business managers in an efficient corporate culture (Berg & Wilderom, 2012).

The positive correlation between high interpersonal relations and corporate culture has been demonstrated by quantitative studies in the field of organisation culture (Veiseh et al., 2014). Corporate managers facilitate employee-centered interpersonal relations in the organisation in an efficient corporate culture (Engelen et al., 2014). Qualitative findings of the studies indicate that good interpersonal relationships lead to the company's satisfaction (O'Reilly, 2014).

Company managers are using an open-door policy and good interpersonal contact with their workers to create a high standard of leadership trust (Busse, 30 2014). If workers are satisfied and have faith in management, they will build a sense of ownership and accountability in the organisation (Denison, 1990). In addition, Denison (1990) pointed to a sense of ownership and obligation as a significant factor in inspiring workers to achieve better results. Nongo and Ikyanyon (2012) considered the participation and improved performance of workers to be an important element in enhancing organisational performance and productivity.
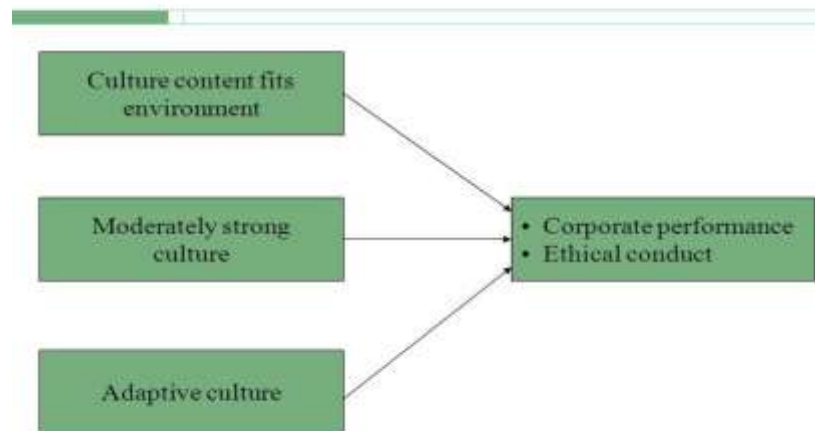
Figure 6: Organizational Culture and Performance. Source: (edu, 2020) [Image] Available at: https://www.ceibs.edu/knowledge/index/images/20060405 [Accessed 25 september 2020].

The claim that business culture stands for success concentrates on the strong role of culture in establishing comparative advantages. Finally, the results show that there are no meaningful ties between relationship between organisational culture productivity. Learning organisations as a management style and new demands in the environment is up to date to some degree, which could lead one to believe that elderly businesses are less culturally focused towards learning. Most authors and active managers indicate that three essential functions make for a good organisational culture extremely important for business:

First of all the corporate culture is highly attached to social regulation which can affect the decision and actions of the employee. Corporate culture often serves as a social bond to bind workers together and to make them feel like they are a big part of the company experience that helps to recruit new employees and retain the best performers. Last but not least, the organisational culture is very helpful in helping people understand the organisational events and priorities, which increase employee productivity and effectiveness. Strong culture was nearly seen as a driving force to boost employee efficiency.

3.11 Positive Effects of Organization's Culture on Employee Performance

(Fusch, 2012) said the creation of a positive culture of the workplace contributes to improved organisational efficiency. Corporate culture is a significant determinant of corporate success (O'Reilly et al., 2014). (Uddin, 2013) reported that organisational culture and success have a close relationship. Childress (2013) also noted that an organisational culture has a positive or negative impact on organisational efficiency. Unger et al. (2014) found that corporate and financial performance contribute favourably to each other. (Flamholtz, (2012)) found in another observational study 46 percent of corporate profits influenced by the effectiveness of corporate culture. (Berg, (2012)) proposed that traditional culture can affect productivity where transformation is a greater period that demonstrates the influence of culture on financial statements.

Corporate executives use the term organisational performance to express an action taken within the organisation and an outcome which represents the productivity of the organisation. When managers use organisational performance to convey behaviour, organisational performance is the capacity of their members to perform tasks within the organisation (Uddin, 2013). Managers may use action output in high, medium or low scales to calculate. If managers use the corporate performance to convey results, the production and outcomes of an enterprise including efficiency, profitability and development are organisational performance (Carter S., 2013). The performance can be calculated according to its expected goals and objectives.

(Berg, 2012) have described five factors to assess the effect of organisational culture on the success of organisations. The factors include a) empowerment for workers, (b) external attention, (c) interdepartmental cooperation, (d) the orientation towards human resources and (e) the trend towards improvement in efficiency. These variables are important for assessing the effect of corporate culture on corporate performance (Unger et al. 2014). It was observed that any company that has designed and implemented a good organisational culture successfully improves the organization's efficiency and performance.

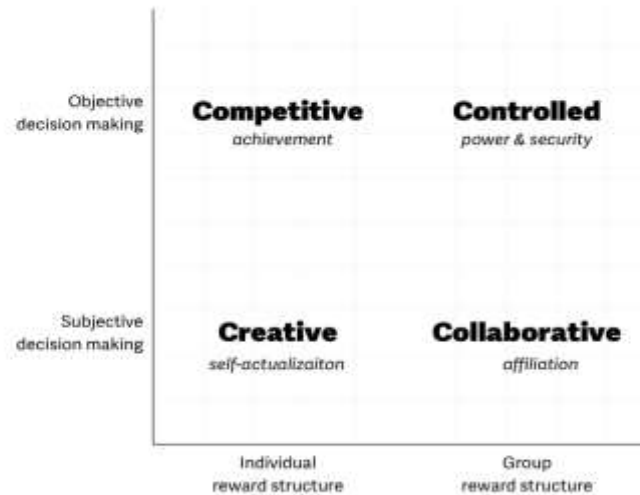There are also ways for workers to be more optimistic, more committed and develop their ethical behaviour.

Figure 7: Positive Impact Of Organizationa's Culture on Performance. Source: (Moga, 2017) [Image] Available at: https://activecollab.com/blog/collaboration/team-culture-and-the-impact-on-team-performance [Accessed 14 october 2020].

The key consequence of organisational culture is that it leads to the process of internalisation: according to Feldman, all workers once recruited by a corporation must take their feelings from the company through the orientation process across the divisions of the organisation. This ensures that a company that has well-developed systems and organisational culture then seamlessly implements the internalisation process and all workers hired are well integrated into the company system. The end result is that if workers are aware of the rules and regulations of the company, they will conform to them and ensure they comply with all requirements. Those that obey the rules and regulations of the company would be able to incentivise incentives and increase the Maslow hierarchy of needs. The internalisation process is a long complex process which involves other processes, and which complicates the internalisation process as the organisation grows. Every firm, whether it is profitable or non-profit, has its action plan and what it aims to accomplish by the end of each financial year.

Organizations with an effective organisational culture benefit from being well encouraged by their workers to engage in the process of deciding the goals of the organisation. The key justification for hiring people is that they can meet their complex social, economic, and psychological needs. This is not easy for those workers who work in companies with no healthy corporate culture. The function and effect of management in the company on the success of organisational employees cannot be underestimated as most of the organization's leadership styles have been integrated in the organisation's culture and the leadership style describe an organisational culture in the majority of cases.

3.12 Corporate Culture's Models

In order to understand the incorporation of corporate culture, study and research into various models to strengthen the concept of corporate culture is quite relevant.

- **Schein's Three Layer Organizational Model**

The three layers below are phases of organisational culture that should be carefully discriminated against to prevent theoretical misunderstanding.
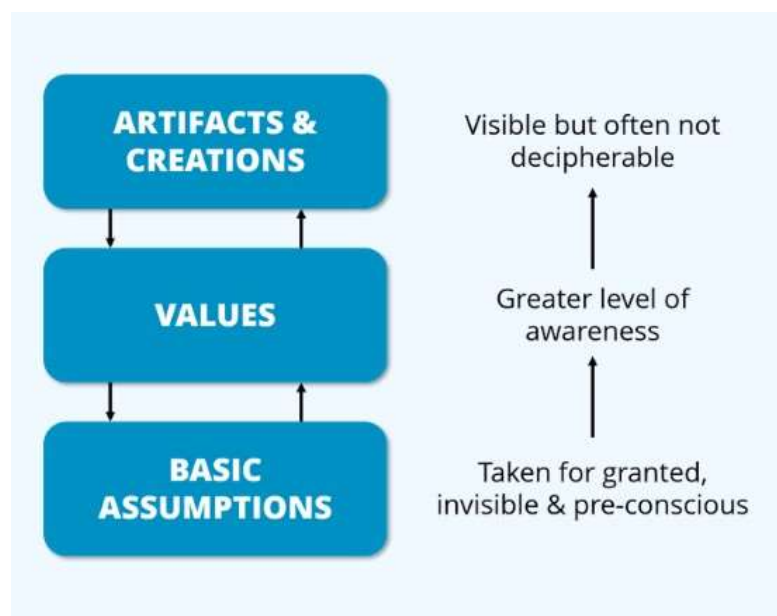

Figure 8: Edger Schein's Culture Framework. Source: (Schein, 2020) [image] Available at: https://think-boundless.com/edgar-scheins-anxiety-assumptions-powerful-ideas-on-culture/ [Accessed 16 september 2020].

1. Artifacts and Creations - Artifact and the layer of creation is the most observable step of corporate culture. Researchers typically study artistic productions, technical performance, physical space in the objects and creations. It is very complicated to understand what objects and creations mean at this point, but it can be observed very easily.

2. Values - typically symbolise important things for people, they are affective impulses or needs and they are conscious. The presence of values is very important for the company to operate competently and to share beliefs amongst employees.

3. Basic Assumptions - A particular group is researching how internal integration and external adaptation problems are handled and managed by creating and discovering assumptions. The basic assumptions are therefore considered true, so that people can understand, say and lead them to the right way to feel, think and see how to confront these kinds of problems.

3.13 Impact of Corporate Culture on any Organization

Management leaders believed the development of an effective corporate culture to be necessary to manage and manage a diversified corporate community (Lee, 2013; Neffke, 2013). The dynamic leadership of the corporate group could be lost due to the diversified market form of the corporate group (Gajewski, 2013). In an effective organisation, corporate group leadership should incorporate corporate culture into member enterprise cultures to ensure good contact between business managers and member enterprise managers. In an effective organisation, corporate group leadership should incorporate corporate culture into member enterprise cultures to ensure good contact between business managers and member enterprise managers.

As corporate culture aligns effectively with the culture of business units, managers may escape the risk of merging business units and corporate office (Gajewski, 2013). Once the corporate group leadership creates an efficient corporate culture, executives can boost the efficiency of the company by combining and pooling resources (Flamholtz & Randle, 2011). The diverse business strategy with a variety of possible business opportunities can

be used by business managers (George, 2012). Diversification may help corporate group managers. It has the benefit of a) resource sharing, (b) cost reduction, (c) size savings and (d) strategic and financial adjustments (Hashai, 2012).

In a diversified business group, the other benefit of successful organisational culture includes the sharing of expertise among the managers of the member companies. Diversified corporate managers may share expertise between companies and build partnerships between relationships (Man, 2014). (Kenny, 2012) said several well-known company managers verified the advantages of using diversified business strategy with an efficient organisational culture to increase the organization's success.

The need for divisionary autonomy and corporate integration is balanced by a collaborative organisational culture and a less controlled market climate (Lee & Gaur, 2013). Business managers with good organisational culture use a shared organisational culture to effectively incorporate corporate culture (Kenny, 2012).Corporate managers need knowledgeable managers and strong business culture to boost the 48 performance level of business units and business divisions (Kenny, 2012).

Research results have shown that diversifying organisations outperform other businesses when they embrace a successful corporate culture (Gajewski, 2013; George & Kabir, 2012; Lee & Gaur, 2013). Other research results, however, showed that diversification practises have lower short-term but strong returns on finance and long-term competitiveness (Coad & Guenther 2013). The decentralised structure of the organisation is essential for the transfer of responsibility and power at member-level (Weber & Tarba, 2012).

The Organization administration uses a decentralised organisational structure to motivate and delegate power and responsibility for the general managers of each business (Kenny, 2012). General and company managers must behave like small business owners inside the corporate community (Zahavi & Lavie, 2013). The general managers of a member organisation are responsible for the performance of their company and its return on capital at each corporate level (Cian, 2014). Kenny (2012) suggested that managers of

business units must consider the interest of their customers in offering a sustainable business unit advantage.

In order to assess the performance of each division and member company it is necessary to incorporate a suitable tool for performance assessment in the community (Eukeria & Favorite, 2014). The leadership of the Group uses an adequate and reliable method for evaluating the role of corporate culture in the group (Zahavi & Lavie, 2013). Eukeria and Favorite (2014) suggested that many active group managers make use of return on capital, net profit or income per share to assess the performance of member companies.

Chapter 4: Data Analysis

4.0   Introduction

The aim of this research is to determine the impact of corporate culture on the overall performance of organisations at the Marriott Hotel in Surat. Therefore the aim of this chapter is to present the empirical findings of this research and to address the results with respect to the theoretical perspectives as indicated in previous chapters. The response rate for this research will mainly be presented and the descriptive statistics on the biographical details of the respondents will be listed. The evaluation of corporate culture as demonstrated by sampled respondents from the Marriott Hotel case study will also be presented. The corporate culture profile is then defined, accompanied by an assessment of the influence of the organisational culture on the institution's results, as viewed by the respondents.

4.1   Data Collection Tools

Surveys are a common tool for quantifiable data collection. A survey is basically a way of gathering information from a group of people on a topic of concern to generalise these findings to a larger audience. Surveys may include different forms, including face-to-face surveys, telephone surveys and computer-assisted surveys. In the current context, computer-aided and online surveys are the most common. This research used an online data collection questionnaire of Google forms survey.

4.2   Response Rate

The response rate obtained for this research is shown in Table 4.1 below. The total population of the study at Marriott Hotel Surat was 260 workers and the sample used was 70. There were 60 Questionnaires that were completed correctly by exchanging google forms survey while 10 questionnaire that were incorrectly completed and therefore unusable for this reserch. The response rate was 85.7%, and the usable response rate was 100.0 %

Details	Frequency
Population	260
Sample	70
Unusable responses	10
Usable responses	60
Usable response rate	85.70%
Total responses	70
Total response rate	100.00%

Table 2: Response Rate at Marriot Hotel. Source: Prepared by researcher.

A response rate below 50 percent is a minority, suggesting that a totally wrong population generalisation can be achieved. The response rate of 100 percent for this research is therefore considered to be more than adequate.

4.3 Biographical Information of Respondents

Statistical Package for Social Science (SPSS 16) was used to summaries the biographical information as shown in Figures 9 below. Frequency tables and bar graph as well as pie charts have been used to present the biographical information captured in the questionnaire, with N=60 respondents. Figure 9 below illustrates that 37 (61.7%) of the respondents were male, and 23 (39.3%) of the respondents were female.
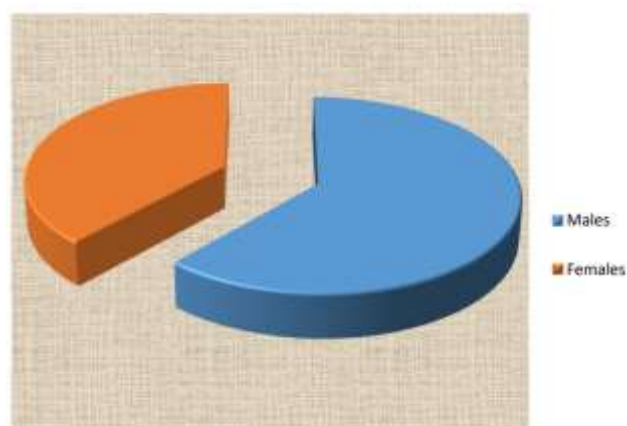
Figure 10: Departments that respondents work in Marriott Hotel. Source: Prepared by researcher.

Figure 10 above indicates the divisions in which the interviewees served. A total number of 4 (6.7 percent) respondents employed in the front desk and other corporate services divisions, 12 (20 percent) working in the department of kitchen and restaurants, 24 (40 percent) working in the department of laundry services and rooms, 8 (13.3 percent) working in the department of technical services and 12 (20 percent) working in the department of human resources.
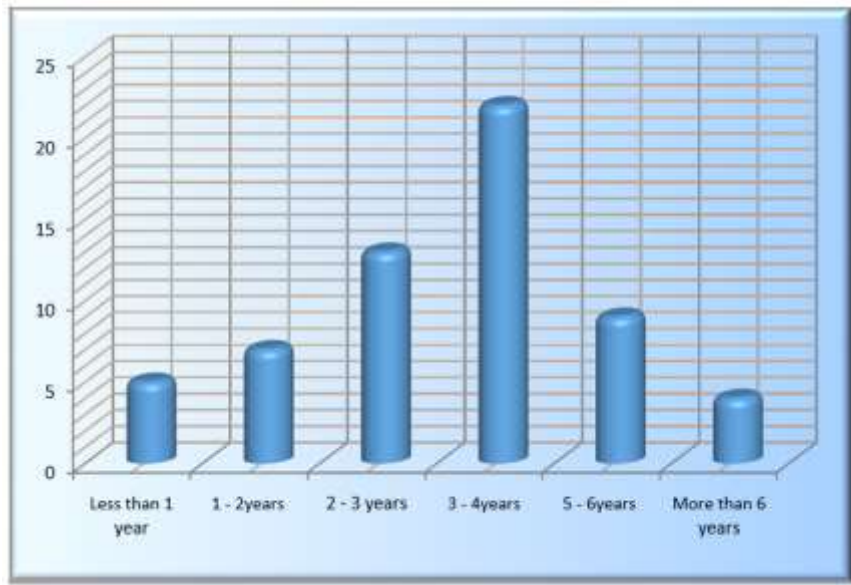
Figure 11: Respondents length of time with Marriott Hotel. Source: Prepared by researcher.

The time spent working for the hotel by respondents is shown in Figure 11. Above the majority of respondents, 23 (69%), have worked for three to four years for the Marriott hotel. Just 3 (5%) respondents worked for one year, 9 (10%) worked for one to two years, 7 (9%) worked for five to six years and 3 (5%) worked for more than six years.

Figure 12: Age of Respondents. Source: Prepared by researcher.

The age of the respondents in Figure 12 is between 31 and 40 years, with 16 (27 percent) of the respondents in that group. 12 (20 percent) respondents aged 21 to 30, 14 (23 percent) interviewees aged between 41 and 50; and 13 (22 percent) interviewees aged 50 or older.

4.4   Analysis Facts Gathered at Marriott Hotel

From the study carried out by the data researcher, it was understood that the performance of the hotel depends primarily on certain employees rather 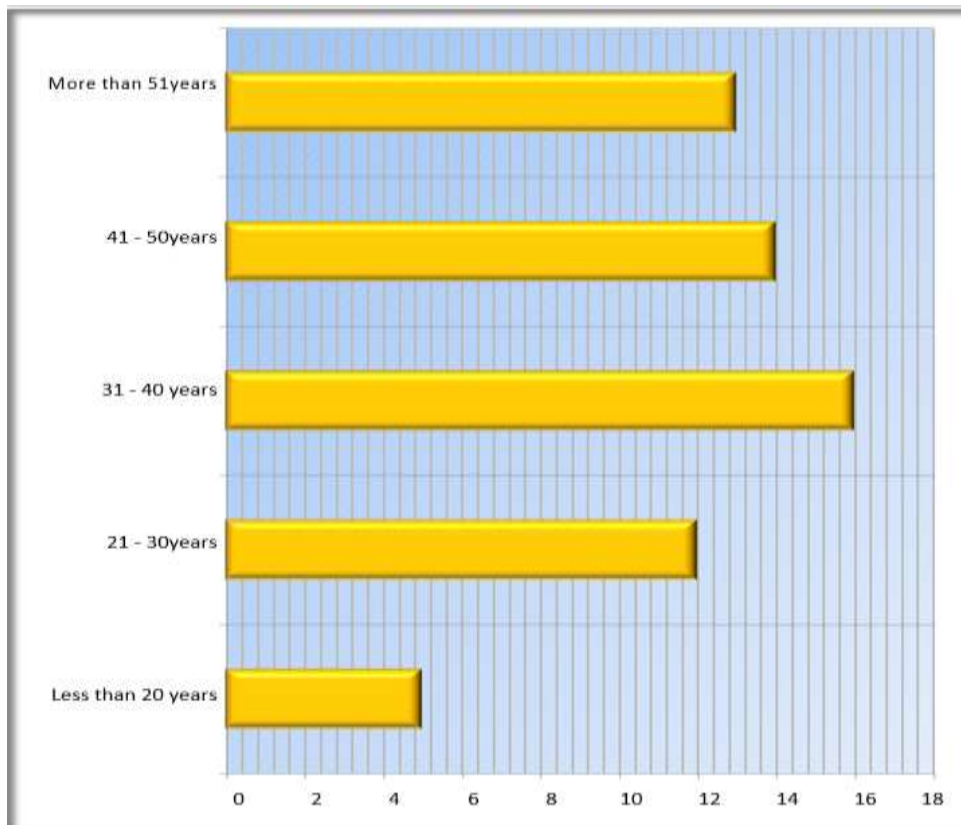than on power management. My research workers are expected to report when issues arise to their superiors. One of the key benefits of this kind of culture is the organization's ability to respond equally when an issue arises. These scores show that the workers at the chosen hotel prefer a supporting culture within the hotel rather than a power culture.

This hotel's workers would like to be appreciated as individuals and not only as contributors to a mission. The advantages will be high employee morale and enthusiasm and the comradeship of the employees in the hotel with a support culture which has a positive impact on efficiency, absence and quality of work, and hence the delivery of services at the Marriott hotel. Staff also think they will assist each other in their jobs and help others and collaborate inside the hotel. Some of the organization's drawbacks were the workers' tendency to concentrate too much on their relationships with others and to forget the work done. It is also likely that the group can become indecisive and lose direction on the task in hand if there is no agreement on the topic. In comparison to the power organisational culture, changes in the hotel can take a long time to introduce if the culture of support persists because all workers have to take part in the change.

4.5   Organizational Commitment Profile

It is obvious that the majority of those surveyed, 53%, have a regulatory commitment to the hotel. This ensures that they are obligated to work for the chosen hotel. Respondents are continually committed to the hotel and want to work for the hotel because the cost of leaving is too high. Finally, 36% of those reacting to the hotel choose to function because of the emotional connection they have to the hotel. Employees at the Marriott Hotel must make their commitment since the hotel is located between the rural and urban areas with few alternative job's opportunities.

Details	Number of respondent	Number of respondent %
Normative commitment	32	53
Affective commitment	22	36

None	**6**	**11**

Table 3: Respondent Commitment Level. Source: Prepared by researcher.

Marriott Hotel in terms of the dominant commitment within the organization. Study was performed at the Marriott Hotel under a separate background of this research. Researchers have defined continuous commitment and affective commitment as the dominant organisational engagement, followed by normative commitment.

4.6   Corporate Culture and Organizational Performance at Marriott Hotel

When dealing with the topic of corporate culture and its relation to corporate success at the Marriott Hotel, there were many answers.

• The rate of satisfaction of respondents with the current community were among them.

• Again, respondents have sampled the diverse cultures of various organisations.

Details	Frequency	Valid Percent (%)	Cum. Percent (%)
Satisfied	16	26.67	26.67
Very Satisfied	25	41.67	68.33
Quite Satisfied	13	21.67	90.00
Not sure	3	5.00	95.00
Not Satisfied	3	5.00	100.00
Total	**60**	**100.00**	

Table 4: Respondents Level of Satisfaction. Source: Prepared by researcher.

Customers were asked to be pleased with the degree of hotel satisfaction. As shown in Table 4, except 3 respondents who either have not been satisfied or cannot communicate

their level of satisfaction for one cause or the other. The other 37 at least were happy with the organisational culture of the Marriott Hotel.

- Negative Effects of Culture at Marriott Hotel

The issue that was identified from all the responses regarding this section was to do with motivation and time; particularly the short frame of time that targets has to be accomplished addition to the issue of time and motivation was the communication of the employee's problems.

- Positive Effects of Culture at Marriott Hotel

Responses were that, Issues that were identified on this score were the hospitable and understanding nature of Indian People. They are very hospital and to a larger extent reflect in their working environment and their ability to understand reasonable excuses especially when behind schedules. Owing to their attitude, it creates a very friendly and comfortable atmosphere for business deliberations.

4.7   Emerging Themes for Improve Business Performance

I was able to hit the saturation stage of the data and recognise the emerging trends by sample size 70. After data collection and analysis, four major trends emerged. The four key topics included a) identified mission and vision, (b) core corporate values and (c) leadership centred on employees and (d) consistency in corporate culture. These topics were important and endorsed by the literature body.

- **Mission and Vision**

The well-established theme of mission and vision relates directly to the Denison organizational cultural model, the conceptual basis for the research. The study participants clearly defined mission and vision as the main strategy for building a successful organizational culture and enhancing the success of the community. The

Managing Director clearly described the mission, vision and values of the corporate group and published them in the Corporate Group Newsletter.

Mission and vision are the foundation for the company's success. The mission and vision statements of the corporate group provided the basis for a successful corporate culture at the Marriott Hotel. The mission of business corporations: second to no management positions with overcoming consumers, employees, shareholders and community expectations in all products and services. The content of the business community mission was essential to the successful growth of a corporate culture. The mission and vision statements of the corporate group clearly reflected the strategic approach and willingness of managers to resolve their stakeholders' needs.

The participants of the study pointed out how the Marriott Hotel expressed its purpose and opinions with staff and others. For example, mission, vision and principles of the organization were published on the website of the organization and in the general manager's office and were spread directly to staff, clients and other stakeholders. It published and released a newsletter to share company news with staff, clients, vendors, shareholders and the community and to promote open communication.

- **Core Corporate Values**

The central theme of corporate principles refers to the conceptual structure of this report, the Denison model of organizational culture. The literature package aligned with the core theme of corporate values. Corporate principles reflect how corporate governance works and handles staff, clients, vendors, the society and all parties concerned. The leadership of the company uses fundamental organizational principles to communicate with clients, staff and others. The importance of corporate values for the performance of the corporate group and the following are listed:

1. Customer Satisfaction,

2. Engaged Employees and Empowerment,

3. Identity and reputation of corporations,

4. credibility and morals,

5. Balanced Life and Performance,

6. Profitability and Growth,

7. Respect and Trust.

Study participants showed that core corporate values are the best strategy for corporate performance success. Corporate management has developed and adopted core principles (for consideration of clients and other stakeholders, (b) for fair and honest corporate practises and (c) for achieving the mission and vision of the corporate community. The management of corporate group managers was the key to the growth of financially stable businesses and a friendly working atmosphere within the corporate group.

The core organisational principles were a guiding principle of corporate group leadership. Business leadership, for example, worked to make the organisational ideals of the coordinating committee a reality through collaboration and cooperation. The corporate group was also encouraged by the management directors and executives to be financially stable, customer-oriented, well run, attracted and appreciated. Management held numerous formal and informal meetings to address and review day-to-day operating activities including weekly daily management meetings. The employee management meeting was also organised each month to discuss major achievements and related issues for employees. Leadership used core corporate principles to create an efficient corporate culture and enhance its efficiency.

- **Leadership centred on Employee**

The subject of employee-centric leadership relates to the literary body and is directly linked to the conceptual structure of the study (the Denison organisational culture model). Employee-oriented management represents staff engagement and autonomy in decision-making. The participants described employee-oriented leadership as a key

strategy for building a successful organisation's culture and enhancing corporate culture efficiency. For example, every year the CEO hosts and celebrates the day and family day of the employees to recognise and recognise the best performers of each organisation, labour association and general manager. The management offers and sponsors different leisure events like sport festivals and encourages staff to participate in the group's sporting activities. Leadership provided workers with numerous benefits, including reimbursement of medical costs for employees and their families, full pay holidays and sick time. The causes are the rise in company loyalty and membership.

Employee-oriented leadership fosters continuous improvement and empowers employees to improve performance. Corporate leadership provided workers with training, conferences, seminars and workshops, because the leadership found education and training necessary for enhancing business efficiency. Management participated in coaching and encouraging prospective workers in training for leadership roles and filled most vacancies with young and home-grown managers. The CEO believed employees are the most important and continually invested asset within the corporate community, since employees are the success of the corporate group. CEO has identified and recognised the best workers and encouraged a healthy life by giving employees ample time to establish themselves and their families. The management offered employment protection, a safe and friendly working atmosphere, a better wage and attractive benefit packages (as compared with the market), allowing the company to have happy and satisfied employees. The package of benefits included a) health care coverage, (b) tuition fee rebate, (c) a provident fund, (d) generous holidays and different leaves, (e) access to sports areas and services, and (f) day care to employee children. Employee-oriented leadership is an important strategy for sustaining an efficient organisational culture and enhancing corporate efficiency.

- **Consistency in Corporate Culture**

The subject of consistency related to the Denison organisational culture model conceptual structure. The collection of historical and recent literature associated with the theme of coherence. Consistency was the strongest practise for creating an effective company culture and putting together widely diversified businesses within the corporate

community. Organizational group leadership has established an effective corporate culture in order to effectively manage highly diversified businesses. The corporate group businesses operate in various business sectors. A) agriculture; (b) mining; (d) higher education; (e) retail and wholesale; (f) tourism, (g) aviation and transport; (h) construction and real estate; and I various services Diversification shall include.

Corporate sector managers have applied policies and processes that measures are effective and compatible with key corporate beliefs. Corporate group management provided policies, procedures and guidelines which established coherent internal governance, based on integrated, consensus-based support from its employees and managers. Corporate leadership has also set up independent specialist audit teams to track and check the effective execution in the community of organisations of policies and procedures. Moreover, the continuity approach is critical in order to organise and incorporate departmental roles of all organisations in the community (finance, human resources, marketing and material management). The human resources managers of all organisations regularly attended a corporate office meeting and took the opportunity to discuss, share, learn from each other about the different problems posed at the meeting. Similar to the Department of Human Resources, other department manager (marketing, finance and materials management) attends a meeting each month to discuss, share and exchange experiences related to different business issues.

Chapter 5: Results and Discussions

It is a desire for workers of any company to be given favourable working conditions to produce the best possible results to ensure the rapid development and growth of the organisation. The task however is for junior workers who must make extra efforts to please their superiors and at the same time increase the Maslow range of needs; physiological needs, protection needs, affiliation and affection needs, recognition of needs and last but not least of their self-realization needs. This chapter summarises the main findings of the last and continues the observations on the interpretation of the data and probably the researchers' recommendations.

The findings of the analysis add to the information on the efficacy of organisational culture. These critical tactics will help corporate managers in their efforts to advance corporate success. This research is an effective strategy sponsored by senior management within the corporate community that is also significant for filling the literature gap and promoting business managers' awareness. The core corporate values include a) customer satisfaction; (b) workers involved and empowerment; (c) healthy life and achievement; (d) respect and confidence; and (e) consistency and excellence. These principles are important to creating a successful corporate culture and are crucial to transform society. As seen in the report, management promotes customer loyalty through social values, including respect, faith, honesty, ethics, efficiency and excellence.

There are various types of organisational cultures practised by most organisations; however these cultures rely on management's organisational structures. The reactions collected resulted in the various types of organisational culture and the effect on yield - both positive and negative effects. Most significantly though the impact of the cultural matter is most often attributable to how management responds to its subordinates and the premium level they put on the cultural element.

The study results are important for corporate managers who face the challenges of enhancing efficiency and productivity. The findings of the study can have a positive effect

on business managers by presenting effective strategies which are crucial in improving corporate performance. The techniques found in this report, including (a) a well-defined mission and approach, (b) key organisational principles, (c) employee-driven leadership and (d) continuity can be implemented by business managers. Posting the results of this study will demonstrate successful methods employed by business managers in order to create an efficient corporate culture and increase efficiency in the community. Results from the study are significant for corporate managers. The following five key techniques have been established and recommended to business managers for action:

• They help to monitor the actions of both senior and junior employees of the company,

• Promote stability in the internal organisation and continually cultivate core organisational principles throughout the organisation.

• Eventually, they serve as a source of the identity of the company. It is important to remember that stability of internal organisations is a major factor in deciding how the organisation functions on the international market.

• Create continuity with inclusive and realistic policies and procedures within the organisational structure.

Chapter 6: Conclusion and Recommendations

6.1   Conclusion

Each individual or employee in the organisation has different beliefs and convictions that they work with. Whenever anyone enters every organisation, it requires itself to first internalise with the culture of the organisation to know whether or not it comes with them. Corporate culture has a strong influence on employee success, which can boost job satisfaction and organizational commitment. The goal of the study was to examine effective methods used by senior management to create an efficient organisational culture and to increase corporate group efficiency.

The results of this study may well be important for managers and companies. The findings of the study are valuable information and knowledge for business managers concerning the effect on organisational success of corporate culture. The results of these studies indicate mostly positive connections between strong culture and improved efficiency. Based on this analysis, l concludes that the culture of company has a positive influence on the job performance of the employee. Research shows that everyone in the Marriott Hotel has a different culture and that they strive first to adapt themselves to the organisational norms and values. The acceptance of the company's culture helps workers conduct their jobs efficiently and effectively. Corporate culture is not only an important consideration for a company but also a key driver of superior business success. It is the essence of how the business functions, what it concentrates on and how it handles clients, staff and shareholders.

When everybody is on a joint course in the company, growth is easier to accomplish. In this specific study, a healthy organisational culture is seen as very beneficial for new workers to accept the corporate culture and to have a competitive advantage over their rivals under common values. With respect to the facts collected at Marriott Hotel, it confirms the fact that staff engagement and community productivity play a very crucial role in the organization's value and beliefs and in improving its success. The

society will benefit from the study findings by enhancing job chances, safety at work and efficient customer service, which are necessary in order to boost employees' and community members' quality of living.

The results of this study showed that the core strategy of corporate values is important to the success of the corporate community. Customer loyalty, staff empowerment, teamwork, corporate identity, honesty, efficiency and excellence were key values. The participants defined core corporate values as an essential strategy to retain an effective corporate culture and enhance success within the corporate community.

I considered the topic of consistency to be a critical strategy for sustaining a successful organisational culture at Marriott Hotel in Surat. The corporate human resources, finance, materials management and marketing policies were the required tool to promote the continuity of management within the corporate community. The study showed that the Group's strong understanding, reaction to the Group's needs and outstanding leadership were essential factors in developing a successful corporate culture and maintaining consistency in the corporate group. The Group management used the consistency strategy to create an efficient organisational culture and boost the Group's efficiency.

6.2   Recommendations

From this analysis, researchers recognise that core members of staff, who have to lead the organisation, spend more their time building teams with different members of the community on an individual basis, and promote individual agenda to the detriment of the overall group's unified functioning. We believe that the components of the corporate culture of Marriott Hotel will prevent your company from advancing with their deserved success. They must deliberately recognise and resolve to alter cultural impediments. However, it is not enough to know what the wished organisational culture looks like at the Marriott Hotel. Marriott Hotel must develop strategies to ensure that the ideal organisational culture does not just become a written principle. Marriott Hotel should

allow workers the right to raise their concerns as to how the business is able to develop with those ideals that are beneficial for employees so that they can function in a free and democratic climate. This, we believe, can yield better results than being in a stiff climate.

The net consequence is that if Marriott Hotel workers know the rules and regulations of the company, they can abide by them and therefore ensure that they follow all requirements. Those who obey the rules and regulations of the business will earn motivational incentives and increase the hierarchy of requirements of Maslow. Although this is not a simple job, it is the only way to ensure that the company's productivity stays high, and it will, in return, support the company and satisfy employees.

To conclude, considering the fact that there might be a motive in an organisation but an equally dangerous lack of morality. As an employer, Marriott Hotel should always ensure that the moral standards of its professional employees are always strong. It is however necessary to note that it is not easy to achieve the above listed factors unless management and employees of Marriott Hotel are willing to change their attitude to administration and adjust to a culture which offers staff breathing space. Furthermore the company should not be valued solely by junior workers for its elders, but vice versa only if two respects exist, can Marriott Hotel boast a good working atmosphere.

Chapter 7: References

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- **Appendices**

Questionnaire (Created in Google Forms):

Please indicate the extent to which you agree (most preferred) or disagree (least preferred) and biographical information with the following statements about the preferred and existing culture at the Marriott Hotel, Surat.

1. Please indicate your gender.
    - Male
    - Female

2. Please indicate your age.
    - Less than 20 years
    - 21 - 30years
    - 31 - 40 years
    - 41 - 50years

3. Please indicate your highest level of formal education completed.
    - Senior High School/Middle School Leavers' Certificate
    - Diploma (s)/ HND / Certificates
    - Bachelor's degree
    - Post-Graduate degree

4. How long have you been working for your organization?
    - Less than 1 year
    - 1 - 3 years
    - 3 - 4 years
    - 4 - 6 years

5. How many co-workers do you supervise?
    - None
    - 1 - 5
    - 6-10
    - More than 10

6. Please indicate the Department you work for:
    - Financial Services
    - Corporate Services
    - Restaurant Services
    - HR Department
    - Technical Services

7. I would be very happy to spend the rest of my career with this Hotel.
  o Strongly Disagree
  o Disagree
  o Neutral
  o Agree
  o Strongly Agree

8. Right now, staying with my organization is a matter of necessity as much as desire.
  o Strongly agree
  o Agree
  o Neutral
  o Disagree
  o Strongly Disagree

9. One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.
  o Strongly agree
  o Agree
  o Neutral
  o Disagree
  o Strongly Disagree

10. I was taught to believe in the value of remaining loyal to one organization strongly agree
  o Agree
  o Neutral
  o Disagree
  o Strongly Disagree

11. Things were better in the days when people stayed with one organization for most of their careers.
  o Strongly disagree
  o Disagree
  o Neutral
  o Agree
  o Strongly agree

12. One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice whether another organization may not match the overall benefits which I have here.
  o Strongly disagree
  o Disagree
  o Neutral
  o Agree
  o Strongly agree