

*The impact of organizational culture on human resources performance in the general directorate of BUTEC enterprise of Algeria*

تأثير الثقافة التنظيمية على أداء الموارد البشرية بالمديرية العامة لمؤسسة BUTEC  
بالجزائر

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*Received:16/08/2020; Accepted for reviewing:19/11/2020 Accepted for publishing: 03/06/2022*

**Abstract:**

The purpose of this study was to examine the impact of organizational culture on human resources performance in the general directorate of BUTEC enterprise of Algeria. The analytical method was used in this study and the Likert questionnaire was used to examine the perception of employees on their organizational culture and performance. The study found that the directorate of BUTEC enterprise of Algeria adopts a strong culture, which effects positively and significantly the human resources management performance.

**Keyword:** organizational culture; human resources performance.

**JEL classification code :** M12.

**ملخص:** الهدف من هذه الدراسة يتمثل في اختبار تأثير الثقافة التنظيمية على أداء الموارد البشرية في المديرية العامة لمؤسسة BUTEC الجزائر، حيث تم استعمال المنهج التحليلي، كما تم الاعتماد على مقياس ليكرت في الاستبيان الذي وزع لكل أفراد مجتمع الدراسة لاختبار ادراكهم للثقافة السائدة في مؤسستهم وكذلك مستوى الأداء. توصلت الدراسة لتمتع المديرية العامة للمؤسسة بثقافة تنظيمية قوية ساهمت في التأثير إيجابا على أداء مواردها البشرية، حيث يوجد أثر ذو دلالة إحصائية بين متغيرات الدراسة.

**الكلمات المفتاحية:** الثقافة التنظيمية؛ أداء الموارد البشرية.

**تصنيف JEL:M12.**

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## **Introduction**

Since the eighteenth of the last century, many researchers are interested in the organizational culture area, because it is becoming an important aspect for enterprises. Moreover, this is due to its big role in the organizations' performance.

Highly successful global enterprises such as Google, Microsoft, General Electric, Yahoo, are known by a strong organizational culture, which is identifiable through values, beliefs, artifacts, norms, and behaviors.

The organizational culture affects negatively or positively the human resources performance, therefore the organizations which have a strong culture their members perform effectively, and so on their global performance will be high and super, and vice versa.

### **1.1. Study problem:**

The current study try to respond the following problem: Is there a significant impact relationship between organizational culture and human resources performance in the general directorate of BUTEC enterprise of Algeria?

This main question evokes the following sub-questions:

- Is there a significant impact relationship between organizational values and human resources performance in the general directorate of BUTEC enterprise of Algeria?
- Is there a significant impact relationship between organizational beliefs and human resources performance in the general directorate of BUTEC enterprise of Algeria?
- Is there a significant impact relationship between behavioral patterns and human resources performance in the general directorate of BUTEC enterprise of Algeria?

**1.2. Study hypotheses:** in light of the main problem and sub-questions, the hypotheses are as follow:

**1.3. The main hypothesis:** it is as follow:

There is a significant impact relationship between organizational culture and human resources performance in the general directorate of BUTEC enterprise of Algeria.

**1.4. Sub- Hypotheses:** the sub-hypotheses are as follow:

- There is a significant impact relationship between organizational values and human resources performance in the general directorate of BUTEC enterprise of Algeria;
- There is a significant impact relationship between organizational beliefs and human resources performance in the general directorate of BUTEC enterprise of Algeria;
- There is a significant impact relationship between behavioral patterns and human resources performance in the general directorate of BUTEC enterprise of Algeria.

**1.5. Study significance:** We summarize the importance of the study as follow:

- To take attention to the organizational culture' statue in the multinational enterprises and its effect on human resources performance;
- The results of this study help the managers of BUTEC enterprise of Algeria to improve their organizational culture, and therefore to improve their human performance.

**1.6. Study objectives:** this study aimed at:

- Identifying the level of applying the organizational culture in BUTEC of Algeria;
  - Showing the level of human performance in the general directorate in BUTEC of Algeria;
  - Showing the effect of organizational culture on human resources performance in the general directorate in BUTEC of Algeria.

**1.7. Methodology of the study:** the descriptive approach and the analytical approach have been utilized on the nature of study.

### **1.8. Literature review:**

There are hundreds of studies done in the organizational culture area, and we choose three of them to review:

- “Analysis of the organizational culture in two Croatian hospitals”, a study by Ruzica Mrkanjic and his colleagues in 2019. The sample of the study consisted of 87 nurses from two university hospitals in Zagreb (Sveti Duh and Dubrava). The questionnaire was used as a tool of data-gathering. The results show that in the two university hospitals, there is a strong clan culture, and the health care organizations have a great social responsibility, especially among patients. (Mrkonjic, Ristic, Jambrovic, Rukavina, & Rasic, 2019)

- A study by Rouabhia Aissa and Kourtel Farid in 2016, aimed at identifying “the role of organizational culture in the outstanding performance achievement in the Algerian economic enterprises”, this study conducted on two economic enterprises using the questionnaire as a data-collecting tool. The results of the study indicate that the degree of performance was moderate, while the degree of availability of organizational culture dimensions was not rising to the required level to achieve outstanding performance. The results show also that the organizational culture dimensions have a significant effect on the outstanding performance in (LEA and IDC enterprises). (Rouabhia & Kourtel, 2016)

- “Effect of organisation culture on emplyee performance in Non Governmental organizations”, a study by Njugi Anne Wanjiku and Nickon Lumwagi Agusiona. This study was based on descriptive research design primarily using questionnaire to collect data from the study sample. The questionnaire was distributed to 484 employees in World Vision Kneya. The results show that at World Vision Kenya there is an integration of cultures ranging from competitive culture, enterpreneurial culture, bureaucratic culture and consensual culture. This owes to the fact that employees seek a work environment that

maximizes their ability to be innovative, creative, and independent of micro-management, cohesion with fellow colleagues among authors (Effect of organisation culture on employee performance in Non Governmental organizations). (Anne wanjiku & Lumwagi agusioma, 2014)

- Effects of organizational culture on employee performance (case study of Wartsila-Kiperu II power plant), by Lidiah Wairimu Wambugu. This study uses the questionnaire as data-gathering tool, which was distributed to all employees of the various vectors of Wartsila, Kiperu II. The results show that the organizational culture has a significant effect to employee's job performance at Wartsila, Kiperu, and the organizational values have a more significant effect to the performance than the other factors (organizational climate, leadership styles, work processes). (Wairimu Wambugu)

**2. Organizational culture:** In this axis, we will give the intellectual structure for the organizational culture.

**2.1. Definition of organizational culture:** In literature, many writers and researchers deal with this subject, and we will show the most important definitions given to organizational culture:

**2.1.1. Edgard Shein definition:** Organizational culture is a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems. (Aidoud, 2016)

**2.1.2. Maurice Thevenet definition:** Organizational culture is a set of sharing references in the organization, which is built while the organization tries to solve its problems. (Zerrouki & Tabet Aoul, 2015)

Depending to the previous definitions, we give our organizational culture definition, which is: **Organizational culture is a system of**

**shared values, beliefs, artifacts, composed of the interaction between the organization members.**

**2.2. Organizational culture levels:** There are three levels of organizational culture

**2.2.1. Artifacts:** Artifacts are all the things one can see, hear, detect and observe by watching members of the organization, it is the easiest level for understanding; Shein sees that at the level of artifacts, culture is very clear and has an immediate emotional impact. However, one does not know why the members of the organization are behaving as they do and why each organization is constructed, as it is (Guerdouba, 2018). Therefore, artifacts are visible organizational structures and processes. (Shein, 2004)

**2.2.2. Espoused values:** This level less visible than the first but more aware than the third, it encompasses a whole set of elements that seek to ascribe sense to justify the organization actions, specific values, and beliefs, attitudes, organizational ethics, ideologies, justifications for action, knowledge, intentions, visions and mission, feelings. (Karimi & Syed Abdul Kadir, 2012)

**2.2.3. Basic underlying assumptions:** This refers to principles, objectives, and codes that the organization values as significant (Alvesson & Sveningsson, 2016) Besides, it is the source of values and actions (Testa R & J Sipe, 2013)

**2.3. Types of organizational culture:** Based on Shein there are four types of organizational culture:

**2.3.1. Group culture:** this culture emphasizes flexibility and maintains a primary focus on the internal organization (Denisson & Spreitzer, 1991). It reflects a more sociable working environment, and individuals view it as a “family” (Bing You, 2019)

**2.3.2. Hierarchical culture:** it corresponding to the internal process model emphasizes stability (Karimi & Syed Abdul Kadir, 2012, p.

208). It reflects the values and norms associated with bureaucracy (Sasaki, 2017)

2.3.3. **Development culture:** it is externally focused with emphasizes on flexibility, and its orientation is that of change and adaptation (Monga & others, 2015)

2.3.4. **Market culture:** it focuses on transactions with mostly external parties like customers, suppliers, and contractors. The major task of the management is to drive the organization towards productivity, results, and profits (Stoffers & Nessen)

**3. Human resources performance:** In this axis, we will give the intellectual structure for the human resources performance.

**3.1. Human resources performance definition:** The aspect of human performance has many definitions; some of them are presented below:

- Human resources performance is an accomplishment of a task in accordance with agreed upon standards of accuracy, completeness, and efficiency (business dictionary)
- Human performance is a series of behaviors carried out to accomplish specific task objectives (DOE standard, 2009)

Including the last definitions, we can define the human resources performance as **the achievement of the tasks and activities of work.**

**3.2. Human resources performance dimensions:** the dimensions of the human resources performance are as follow (Havidz & others, 2017):

- Quantity of Work, which refers to work, load, or works target in a certain period.
- Quality of work, which refers to work quality, achieved base on the requirements that influenced and determined by the hard or easiness of a job to be performed.
- Creativeness: an idea that created and action to solve issues that arise.
- Cooperation: readiness to cooperate with other people.

- Dependability which is the awareness about completing assignments
- Initiative: which is the passion to do new assignments, and have more responsibilities.
- Personal qualities which regarding personality, leadership, and personal integrity

**4. Study methodology:** In this axis, we present a description of the methodology and the materials used in this case study.

**4.1. Study community:** This study was applied in the BUTEC general directorate. What is the BUTEC enterprise?

BUTEC is the French abbreviation of Bureau Technique d’Etudes et de Construction, which means Technical Office for Engineering and Constructions. It is a Lebanon entrepreneurial multinational enterprise; it has many branches around the world, including Algeria. The study community consists of all employees working in the general directorate of the BUTEC of Algeria.

**4.2. Study sample:** The study sample is composed of all of the general directorate employees of BUTEC of Algeria, and whose number was estimated to fifty-five members.

The questionnaires were distributed to all directorate members, which is consisted of 55 employees. The questionnaires were excluded (03) of them, and this is because it is not responded to, therefore the validate sample is 52 employees.

The table below shows the characteristic of the study sample:

**Table 01: characteristics of the study sample**

<i>Variables</i>		<i>Frequency</i>	<i>Percentage%</i>
<i>Gender</i>	Male	28	53.8%
	Female	24	46.2%
	Total	52	100%
<i>Age</i>	20-29 years	02	3.8%
	30-39 years	26	50%
	40-49 years	14	26.9%
	More than 50 years	10	19.2%
	Total	52	100%



<i>Education</i>	High school and less than	06	11.5%
	University	39	75.0%
	PhD	07	13.5%
	Total	52	100%

**Source:** based on the results of SPSS v22.

**Gender:** The table above shows that the majority of the sample included males (53.8%), while the percentage of females estimated at (46.2%), this is because of the work nature, so working in project management requires to move to the workshop to do tasks there, and this suits males more than females.

**Age:** The previous table shows that the majority of study sample members are youths between 30 and 39 years, with a percentage of (50%), while whom are between the ages of 40 and 49 years estimated about (26.9%), followed by (19.2%) with less than 50 years, and finally (3.8%) with 20 to less than 29 years.

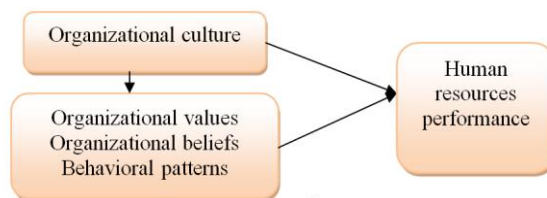
**Education:** Through the table above, the results show that the majority of respondents were fairly well educated (at the universities), with a percentage of (75.0%), followed by (13.5%) who had a PhD level, and finally, (11.5%) of workers had a secondary level whether had a bachelor certificate or not.

**4.3. Study tools:** We use the questionnaire as a tool to gathered data, it was divided into three (03) main axis:

- 1<sup>st</sup> axis: personal information;
- 2<sup>nd</sup> axis: organizational culture;
- 3<sup>rd</sup> axis: human resources performance.

**4.4. Study model:** the study model is as follow:

**Figure 1: study model**



*Source: prepared by the researchers*

**4.5. Study scale:** the questionnaire was designed using the five-dimensional Likert scale, and the table below illustrates this:

*Table02: degrees of study scale*

<i>The answer</i>	<i>Completely disagree</i>	<i>Disagree</i>	<i>Not sure</i>	<i>agree</i>	<i>Completely agree</i>
<i>The degree</i>	<b>01</b>	<b>02</b>	<b>03</b>	<b>04</b>	<b>05</b>

*Source: prepared by the researchers*

**4.6. Identifying levels of responding:** The five levels of accounting averages have been adopted as follows:

- [1-1,80[ Completely disagree;
- [1,80-2,60[ disagree;
- [2,60-3,40[ not sure;
- [3,40-4,20[ agree;
- [4, 20-5] completely agree.

**4.7. The stastical analysis tools:** The statistical analyses tools used by the Statistical Package for Social Sciences (SPSS) v22 are:

- Kronbach’Alpha to verify the stability of the study tool;
- Frequencies and percentage to describe the study sample characteristics;
- Standard deviation and Mean to answer the questions of the study;
- Linear regression to examine the hypotheses.

**4.8. Stability of the study tool:** We use the Kronbach’Alpha coefficient to confirm the stability of the questionnaire using the SPSS.

**4.9.**

*Table 03: stability coefficient of the study tool*

<i>Axes</i>	<i>Paragraph numbers</i>	<i>stability coefficient</i>
<i>Organizational culture</i>	<b>01-22</b>	<b>0,932</b>
<i>Human resources performance</i>	<b>22-29</b>	<b>0,780</b>
<i>The total</i>	<b>01-29</b>	<b>0,925</b>

*Source: based on the results of SPSS v22.*

This table shows that all the coefficients are high than 0.6, and the total consistency is measured at 0,925, which is statistically significant,

this means that the study tool has an excellent degree of stability, indicating that the results can be established.

**5. Study Results:** In this axis, we will discuss the results to respond to the hypotheses.

**5.1. Descriptive analysis of the respondents:** The results are as follow:

*Table 04: Descriptive statistics*

	<i>Mean</i>	<i>Std deviation</i>	<i>Degree</i>
<i>Organizational values</i>	4.33	0.494	Completely agree
<i>Organizational beliefs</i>	4.40	0.976	Completely agree
<i>Behavioral patterns</i>	4.38	0,683	Completely agree
<i>Organizational culture</i>	4,37	0,718	Completely agree
<i>Human resources performance</i>	4,33	0,654	Completely agree

*Source: based on the results of SPSS v22.*

There was a high perception by the respondent on the spread organizational culture at the directorate with a mean of 4,37, Organizational beliefs as indicated by employees was to high extent (mean=4,40, high extent). This means there is a strong culture spread in the directorate with strong values, strong beliefs, and strong behavioral patterns.

The level of employees’ performance in the directorate was high with a mean of 4, 33 which means the the employees do their tasks and activities with a high efficiency and effectiveness.

**5.2. The first sub-question:** “There is a significant impact relationship between organizational values and human resources performance in the general directorate of BUTEC enterprise of Algeria”.

To answer the above question, we adopted the linear regression as follow:

**5.2.1. Anova analysis:** The Anova statistics was used to present the regression model significance, the results are as in the table below:

**Table 05: Anova analysis**

Model	F	Sig
Regression	10,759	0,002 <sup>b</sup>

Source: based on the results of SPSS v22.

a: organizational values

b: human resources performance

An F-significance value of  $p=0,002$  was established showing that there is a probability of 2% of the regression model presenting a false information. Therefore, the model is significant.

**5.2.2. Model summary:** The results are as in the table below:

**Table 06: Model summary:**

Model	R	R square
O.values	0,421 <sup>a</sup>	0,177

Source: based on the results of SPSS v22.

From the table above, adjusted R2 is 0,177, this indicates that organizational values explains a 17, 7% of variations in human resources performance, other factors not included in this model explain 82, 3%.

**5.2.3. Regression coefficients:**

Linear regression analysis was conducted to determine the relationship between variables organizational values and human resources performance as per the SPSS generated on table 7:

**Table 07: Regression coefficients**

	Unstandardized coefficients	Std.Error	Standardized coefficients	T	Sig
	B		Beta		
Constant	19,014	3,477		5,469	0,000
Organizational values	0,326	0,099	0,421	3,280	0,002

Source: based on the results of SPSS v22.

The regression constant shows that when organizational values are constant at zero, the employee performance would be 19,014.

It was established that employee performance would rise by 0,326 with every unit positive increase in organizational values. This statistic is significant at 95% confidence level ( $p=0,002$ ). The equation becomes  $Y=19,014+0,326X$ .

Therefore, we accept the first sub-hypothesis **“There is a significant impact relationship between organizational values and human resources performance in the general directorate of BUTEC enterprise of Algeria”**

5.3. **The second sub-question:**“There is a significant impact relationship between organizational beliefs and human resources performance in the general directorate of BUTEC enterprise of Algeria”;

To answer the above question, we adopted the linear regression as follow:

**5.3.1. Anova analysis:** The Anova statistics was used to present the regression model significance, the results are as in the table below:

*Table8: Anova analysis*

<i>Model</i>	<i>F</i>	<i>Sig</i>
<i>Regression</i>	<b>11,595</b>	<b>0,001<sup>b</sup></b>

*Source: based on the results of SPSS v22.*

a: organizational beliefs

b: human resources performance

An F-significance value of  $p=0,001$  was established showing that there is a probability of 1% of the regression model presenting a false information. Therefore, the model is significant.

**5.3.2. Model summary:** The results are as in the table below:

*Table9: Model summary:*

<i>Model</i>	<i>R</i>	<i>R square</i>
<i>O.beliefs</i>	<b>0,434<sup>a</sup></b>	<b>0,188</b>

*Source: based on the results of SPSS v22.*

From the table above, adjusted R2 is 0,188, this indicates that organizational beliefs explains a 18, 8% of variations in human

resources performance, other factors not included in this model explain 81,2%.

**5.3.3. Regression coefficients:**

Linear regression analysis was conducted to determine the relationship between variables organizational beliefs and human resources performance as per the SPSS generated on table 10:

**Table 10: Regression coefficients**

	<i>Unstandardized coefficients</i>	<i>Std.Error</i>	<i>Standardized coefficients</i>	<i>T</i>	<i>Sig</i>
	<i>B</i>		<i>Beta</i>		
<i>Constant</i>	22,038	2,470		8,921	0,000
<i>Organizational beliefs</i>	0,265	0,078	0,434	3,405	0,001

*Source: based on the results of SPSS v22.*

The regression constant shows that when organizational beliefs are constant at zero, the employee performance would be 22,038.

It was established that employee performance would rise by 0,265 with every unit positive increase in organizational values. This statistic is significant at 95% confidence level (p=0,001). The equation becomes  $Y=22,038+0,265X$

Therefore, we accept the second sub-hypothesis **“There is a significant impact relationship between organizational beliefs and human resources performance in the general directorate of BUTEC enterprise of Algeria”**

**5.4. The third sub-question:** There is a significant impact relationship between organizational beliefs and human resources performance in the general directorate of BUTEC enterprise of Algeria;

To answer the above question, we adopted the linear regression as follow:

**5.4.1. Anova analysis:** The results are as in the table below:

**Table 11: Anova analysis**

Model	F	Sig
Regression	7,954	0,007 <sup>b</sup>

Source: based on the results of SPSS v22.

a: behavioral patterns

b: human resources performance

An F-significance value of  $p=0,007$  was established showing that there is a probability of 7% of the regression model presenting a false information. Therefore, the model is significant.

**5.4.2. Model summary:** The results are as in the table below:

**Table 12: Model summary:**

Model	R	R square
B.patterns	0,370 <sup>a</sup>	0,137

Source: based on the results of SPSS v22.

From the table above, adjusted R2 is 0,137, this indicates that behavioral patterns explains a 13, 7% of variations in human resources performance, other factors not included in this model explain 81, 2%.

**5.4.3. Regression coefficients:**

Linear regression analysis was conducted to determine relationship between behavioral patterns and human resources performance as per the SPSS generated on table 13:

**Table 13: Regression coefficients**

	Unstandardized coefficients	Std.Error	Standardized coefficients	T	Sig
	B		Beta		
Constant	19,932	3,714		5,367	0,000
Behavioral patterns	0,339	0,120	0,370	2,820	0,007

Source: based on the results of SPSS v22.

The regression constant shows that when behavioral patterns are constant at zero, the employee performance would be 19,932.

It was established that employee performance would rise by 0,339 with every unit positive increase in behavioral patterns. This statistic is

significant at 95% confidence level ( $p=0,007$ ). The equation becomes  $Y=19,932+0,339X$ .

Therefore, we accept the third sub-hypothesis “**There is a significant impact relationship between behavioral patterns and human resources performance in the general directorate of BUTEC enterprise of Algeria**”.

Including the analysis, we accept the main hypothesis.

## **6. Conclusion :**

The great companies in the world give the organizational culture a big value, because it represents its identification, and create an outstanding competitive advantage for it. Therefore, this research paper was a case study to identify the effect of the organizational culture on human resources performance in the general directorate of the technical office of engineering and constructions in Algeria. The most important results and suggestions are as follow:

**6.1. Results:** The most important results of this study are as follow:

- The strong organizational culture is the secret of organizations success;
- The level of performance in the study enterprise was high;
- The organizational culture has a big importance because it creates consistency and harmony between the organization’s members;
- The BUTEC directorate adopts a strong positive culture;
- There is a significant effect of organizational values on human resources performance in the general directorate of BUTEV enterprise of Algeria;
- There is a significant effect of organizational beliefs on human resources performance in the general directorate of BUTEV enterprise of Algeria;



- There is a significant effect of behavioral patterns on human resources performance in the general directorate of BUTEV enterprise of Algeria.

**6.2. Sugestions:** In light of the previous results we tried to present a number of suggestions as follow:

- Create an organizational atmosphere to push the workers to be more creative;
- It should be more interesting about organizational culture because their effect was small then the required level.

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