

Analysis of Organizational Culture Using Cameron and Quinn's Typology: A Case Study of an ICT Organization

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Abstract. *In the last few decades, the creation and development of organizational culture has been an essential factor in the success of contemporary organizations. In order for employees to be satisfied and productive in their workplaces, management must account for various aspects of the development of organizational culture. The purpose of this paper is to analyze the role and importance of organizational culture for contemporary organizations. The concept and importance of organizational culture, as well as Cameron and Quinn's typology as one of the most famous typologies of organizational culture, are explained first. Cameron and Quinn's typology emphasizes four different types of organizational culture: clan culture, hierarchy culture, market culture, and adhocracy culture. At the core of the paper is a case study of a selected ICT organization. Using Cameron and Quinn's typology and their Organizational Culture Assessment Instrument (OCAI), the study examines which type of organizational culture is currently present and which type is desirable in the selected ICT organization. The results of the research conducted among employees of an ICT organization indicate that clan culture is currently dominant, but an adhocracy culture is desirable. These results are consistent with the theoretical assumptions of Cameron and Quinn's typology of organizational culture.*

Keywords. organizational culture, Cameron and Quinn's typology, OCAI, case study, ICT organization

1 Introduction

All organizations have an organizational culture, and employees are exposed to the influences of that culture, while the values and fundamental assumptions contained in the organizational culture shape employee behavior (Načinović Braje, 2016). Ćorić (2019) explains that the concept of organizational culture has been gaining greater importance in studies of organizational behavior. Depending on the leadership style within the organization, management generally

sets the "rules of the game," *i.e.*, the values, norms, and rules that the organizational culture is recognized with. The organization and the employees should benefit if these rules and values are respected and accepted by all, or at least by most, employees. Additionally, managers must give clear instructions to employees regarding the desirable behavior within the organization while respecting the same instructions themselves. In sum, the organization's success depends on accepting and nurturing its organizational culture, the importance of which is therefore justified.

According to Žugaj *et al.* (2004, p. 14), the importance of organizational culture comes to the fore in the organization's everyday life; it "affects the design and implementation of strategy, the application of authority, the type of structure and the way of organizing." Sikavica (2011) claims that in some organizations with a strong organizational culture, the organizational culture is also the main component of the organization's effectiveness, which is why many successful organizations take care to develop and maintain an effective organizational culture. Moreover, organizational culture creates, with recognizable symbols, a positive image of the organization in the public, delivering another benefit to the organization's success.

This paper first explains the concept of organizational culture through a literature review, shows contemporary trends, and presents Cameron and Quinn's typology of organizational culture. After the theory, we present the results of an empirical study on the organizational culture of an ICT organization. The most significant conclusions and implications for future research are presented at the end of the paper.

2 Literature review

2.1 Determining the Concept of Organizational Culture

Numerous definitions of organizational culture are mentioned in the literature, and many authors have

contributed to defining the concept of organizational culture. Bellot (2011) claims that Pettigrew was the first author to explain the term organizational culture formally. According to Pettigrew (1979), organizational culture is the system of collectively and publicly accepted meanings that operate for a given group at a given time. Smircich (1983) states that several conceptions of organizational culture underlie the research of these five content areas: comparative management, corporate culture, organizational cognition, organizational symbolism, and structural and psychodynamic views. Smircich (1983, p. 343-351) introduces several definitions of organizational culture according to different perspectives:

- Comparative management perspective: "patterns of attitudes and actions of individual organization members"
- Corporate culture perspective: "social or normative glue that holds an organization together. It expresses the values or social ideals and the beliefs that organization members come to share. These values or patterns of belief are manifested by symbolic devices such as myths, rituals, stories, legends, and specialized language"
- Organizational cognition perspective: "a system of shared cognitions or a system of knowledge and beliefs"
- Organizational symbolism perspective: "systems of shared symbols and meanings ... postulates or understandings, declared or implicit, tacitly approved or openly prompted, that orient and stimulate social activity"
- Structural and psychodynamic perspective: "expression of unconscious psychological processes."

One of the most cited authors, Schein (1992, p. 12), defined the culture of a group as "a pattern of shared basic assumptions that the group learned as it solved its problems of external adoption 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." Another definition by Schein (1996) claims that organizational culture is the norms, values, and assumptions about how organizations function, which are shared by the members of the organizations. Schein (1999) also claims that organizational culture is the learned, shared, and tacit assumptions on which employees base their daily behavior, *i.e.*, organizational culture is the way we do things here.

According to Schneider, Ehrhart, and Macey (2013), organizational culture refers to the implicit values, beliefs, and assumptions that serve as a guide to employees' behavior and is based on the stories, myths, and socialization experiences they have and the behaviors they observe, especially from leaders. Kumar (2016) explains that organizational culture can be viewed as an important concept in social and organizational psychology. Organizational culture reflects the

beliefs, norms, and values that characterize an organization. In other words, organizational culture reflects what is typical and general for the organization (Kumar, 2016). Načinović Braje (2016) emphasizes that in organizational theory, culture describes practices and patterns of behavior, shared values, and beliefs, or simply a way of life characteristic of a particular organization. Therefore, we can conclude that organizational culture is a set of values, norms, assumptions, and beliefs that are shared within the organization and that keep the members of the organization together.

2.2 Cameron and Quinn's Typology of Organizational Culture

Numerous organizational culture typologies are described in contemporary literature, explaining the different types and characteristics of organizational cultures. According to Ćorić (2019), Harrison was among the first authors to create a typology of organizational culture, and he proposed four types: power culture, role culture, task culture, and person culture. As noted by Žugaj *et al.* (2004), six years later, Handy took over and elaborated on Harrison's ideas, connecting each type of organizational culture with its corresponding type of organizational structure, thus creating an entrepreneurial culture (power culture), role culture (bureaucratic culture), task culture (team culture), and individual culture. Among the more well-known typologies of organizational culture mentioned in the literature include Deal and Kennedy's typology, Edwards and Kleiner's typology, Scholz's typology, Schein's typology, and Cameron and Quinn's typology.

Cameron and Quinn (2006) considered four main types of organizational culture based on the Competing Values Framework (CVF): clan culture, hierarchy culture, market culture, and adhocracy culture. According to Cameron and Quinn's typology, the four types of organizational culture are based on two basic dimensions: one speaks to the organization's stability or flexibility, while the second deals with its focus, *i.e.*, is it focused on its internal processes or to processes in its environment (Šmider & Petr Balog, 2012). Figure 1. shows the four types of organizational culture according to Cameron and Quinn and their important characteristics.

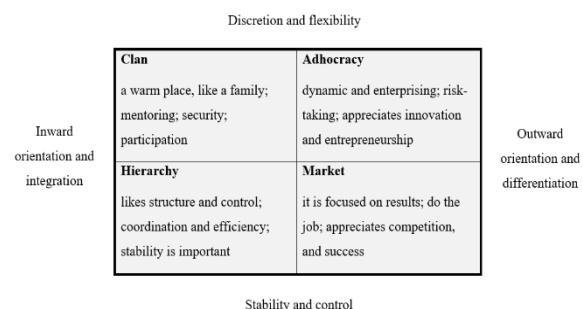


Figure 1. Four types of organizational culture according to Cameron and Quinn (Šmider & Petr Balog, 2012, p. 76)

2.3 Contemporary Trends in the Study of Organizational Culture

Considering the important role given to organizational culture in modern business conditions, the existing literature mentions six primary characteristics that seem to capture the essence of organizational culture (Chatman *et al.*, 2014; Robbins & Judge, 2019):

- **Adaptability:** the degree to which employees are encouraged to be innovative and flexible, to take risks and experiment
- **Detail orientation:** the degree to which employees are expected to exhibit analysis, precision, and attention to detail
- **Results/outcome orientation:** the degree to which management focuses on results/outcomes
- **People/customer orientation:** the degree to which management decisions consider the effect of outcomes on people within and outside the organization (i.e., customer)
- **Collaboration/team orientation:** the degree to which work activities are organized around teams
- **Integrity:** the degree to which people exhibit integrity and high ethical standards in work.

According to these characteristics, contemporary trends in the study of organizational culture imply three key features influencing modern organizations: creating an innovative culture, creating a customer-responsive culture, and creating a sustainability culture (Robbins & Coulter, 2018).

An innovative culture has been the focus of the academic community in recent years due to the turbulent and increasingly competitive conditions in which modern organizations operate. Robbins and Judge (2019) claim that start-up enterprises often have innovative cultures because they are focused on solving different problems to survive and grow. The results of previously conducted research in different types of organizations show that innovative organizational culture is positively associated with not only organizational performance (Karczewska, 2021; Park, Lee, & Kim, 2016; Ryu *et al.*, 2021; Sofi & Devanadhen, 2015; Wei *et al.*, 2013) but also employee behavior and attitude (Madu-ke & Emerole, 2017; Umemezia & Osifo, 2021).

In the conditions of a highly competitive market, customers are at the center of the activities of modern organizations. Madhani (2018) emphasizes that customer-focused culture exhibits attitudes concerned with developing and enhancing customer value. In other words, in customer-focused culture, employees are committed to creating superior customer value (Madhani, 2021a). Customer-focused culture is based on the idea that what is best for the customer is also best for the organization (Madhani, 2021b). Madhani (2021b) also goes on to claim that customer-focused culture leads to better customer satisfaction, and satisfied customers are more likely to keep a stable relationship with the organization. All this leads to the conclusion that the customer-focused culture seen in modern

organizations greatly affects overall organizational performance and brings competitive advantages.

Robbins and Coulter (2018) believe that an organization can achieve its business goals and increase long-term value for shareholders by integrating economic, environmental, and social opportunities into its business strategies. Therefore, sustainability is embedded in the overall organizational culture of many organizations. Further, Sen (2020) emphasizes that in a sustainability culture, all aspects of an organization reflect its sustainability orientation. In other words, sustainability is integrated with the organization's mission, vision, and core values. The benefits of creating a culture of sustainability include increased levels of employee performance and commitment, as well as improved overall organizational performance (Galpin, Whittington, & Bell, 2015).

Previous research on organizational culture based on Cameron and Quinn's typology suggests that different organizations have different types of culture. The results of research conducted in Poland show that in public universities the dominant type of culture is hierarchy culture, while in non-public universities the dominant type of culture is market culture (Dębski, Cieciora, Pietrzak, & Bołkunow, 2020). Also, the results of research conducted at Riga Technical University in 2014 indicated that the current organizational culture of the University is more like a hierarchy culture, and the desirable organizational culture is a mix of clan culture and adhocracy culture (Lapiņa, Kairiša, & Aramina, 2015). The research conducted in the 5-Star Hotel's in Istanbul found that the mean values for each type of organizational culture are very close to each other and high, but the highest is for market culture (Oz, Kaya, & Ciftci, 2015). The findings of the research conducted in the Turkish construction industry show that the industry has been dominated by companies with a mixture of clan and hierarchy cultures (Oney-Yazıcı, Giritli, Topcu-Oraz, & Acar, 2007). The results of research conducted in Turkish pharmaceutical companies indicate that the perceived type of culture is a hierarchy, while the preferred type is clan culture (Demir, Unnu, & Erturk, 2011).

By searching the literature, it was determined that research on organizational culture according to Cameron and Quinn's typology in ICT organizations is not so prevalent. Cameron and Quinn (2006) claim that in highly technologically oriented companies, the organizational culture most often changes from clan and adhocracy to hierarchy and market culture, as companies grow, and they explain this important fact using the example of Apple. Bendak, Shikhli, and Abdel-Raze (2020) have determined that in one medium size IT company in the United Arab Emirates, the hierarchy type of organizational culture is currently the most prevalent, while the desired type is a mixture of the clan and hierarchy culture. Since it has been established that there needs to be more research on organizational culture concerning this typology, this

paper will contribute to the literature on organizational culture.

3 Empirical Research of Organizational Culture: A Case Study of an ICT Organization

For the purpose of analyzing the organizational culture using the case study method, a survey was conducted among the employees of an ICT organization from Bosnia and Herzegovina with headquarters in Mostar. At the time of the research, this ICT organization had 39 employees. The selected ICT organization was founded in 2012 and develops innovative software solutions and mobile interfaces for both public institutions and small and medium-sized enterprises.

3.1 Research Problem and Goals

The main objective of this research is to examine and analyze organizational culture in a selected ICT organization using Cameron and Quinn's typology of organizational culture using the case study method of analysis. A secondary goal of the research is to find out which type of organizational culture prevails in the selected ICT organization and which type of organizational culture is desirable in the future. In accordance with the set objectives, three research questions were formed:

RQ1. What type of organizational culture currently prevails in the selected ICT organization?

RQ2. What is the desired type of organizational culture in the selected ICT organization in the future?

3.2 Research Instrument, Sampling, and Data Collection

A survey questionnaire was used as a research instrument, and it is one of the most well-known organizational culture assessment instruments developed by Cameron and Quinn (2006). Named the Organizational Culture Assessment Instrument (OCAI), it is used to assess both the current and desired organizational culture. To conduct the research, an original survey questionnaire from Cameron and Quinn (2006) was translated into the Croatian language. It consists of six basic categories: (1) dominant characteristics, (2) organizational leadership, (3) management of employees, (4) strategic emphases, (5) organizational glue, and (6) criteria of success. Each category consists of four statements, each of which represents a characteristic of an

organizational culture. Category A represents clan culture, category B adhocracy culture, category C market culture, and category D hierarchy culture.

According to Šmider and Petr Balog (2012), the interesting thing about the OCAI instrument is the rating scale used, which is the ipsative scale. Most researchers are familiar with the Likert scale (which belongs to the category of normative scales), where respondents choose one number from 1 to 5 or 1 to 7, representing "I do not agree at all" to "I completely agree." In contrast to the Likert scale, the ipsative scale offers respondents a total of 100 points to score answers (Šmider & Petr Balog, 2012).

The questionnaire consisted of two parts¹. The first part of the questionnaire contained three questions related to each respondent's gender, years of experience, and the position they are currently working in, which best suits the workplace in the organization. Furthermore, respondents assessed the current and desired organizational culture in the second part of the questionnaire. Each answer was filled in by scoring each statement in the empty square. Respondents were asked to allocate 100 points to several offered answers in such a way as to give the highest number of points to the answer they agreed with the most. They were instructed to distribute the points so that, in the end, the sum of the points of all the answers added up to 100.

From the selected ICT organization in Bosnia and Herzegovina, a total of 11 out of 39 (28.20 percent) employees answered. To get a complete picture of the current and desirable type of organizational culture, all employees from the selected ICT organization should have participated in the research, which is not the case here. However, we assess that this number of respondents is sufficient for our analysis according to the case study method used in this paper. Considering this, our small sample of respondents is valid for analysis.

The research was conducted from July 7 to August 5, 2022. The results were processed in Microsoft Excel. The sample consisted of four female (36.36 percent), and seven male (63.64 percent) employees. Department heads made up 18.18 percent of the sample, and other employees made up 81.82 percent. Employees with up to two years of service, as well as those with more than six years in the organization, accounted for 18.18 percent each, while employees with between three and five years of service in the organization accounted for 63.64 percent of the sample.

The next step was analyzing and processing all survey questionnaires, which required summing up all statements for category A in column "Current organizational culture" and dividing the obtained sum by the number 6 (number of six basic categories of organizational culture) to get the mean value. After that, statements for categories B, C, and D were added up similarly, and each sum was also divided by the number 6 to get the mean value. The same procedure was applied

¹ Due to the size of the questionnaire, it is not attached at the end of the paper, but a questionnaire in Croatian and English can be obtained upon request from the authors.

to the column "Desired organizational culture". Further, when the analysis was done according to the six basic categories of organizational culture, the mean value of the scores of all respondents was calculated for the statements for category A, similarly for the statements for categories B, C, and D, for each of six basic categories, and current and desired organizational culture.

3.3 Data Analyses and Results

The results of the research shown in Figure 2 indicate that the currently dominant organizational culture in the selected ICT organization is clan culture (the mean value of the answers is 37.05). It is followed by hierarchy (the mean answer value was 24.99), adhocracy (the mean answer value was 22.95), and finally, market culture (the mean answer value was 15.01). It can also be determined that there are significant gaps between the current and desired state, *i.e.*, the most desirable type of organizational culture is adhocracy (the mean answer value was 30.68), followed by the hierarchy (the mean answer value was 25.08), and in third place is clan (the mean answer value was 24.25). The respondents declared the market culture as the least desirable type of organizational culture (the mean answer value was 19.99).

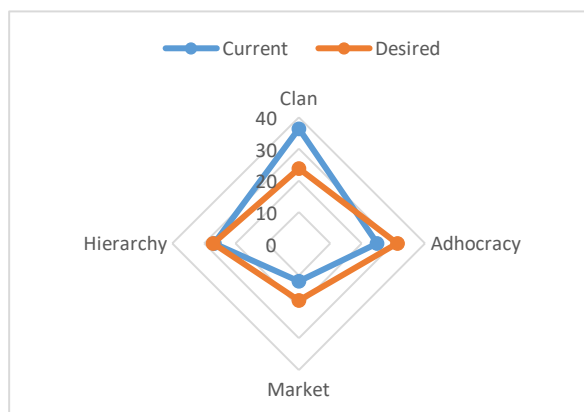


Figure 2. Perception of the current and desired organizational culture of the selected ICT organization

Table 1 presents the results of the current and desired type of culture for each of the six characteristics of organizational culture according to Cameron and Quinn (2006). It can be seen that in all characteristics, clan culture is the current type of organizational culture. In dominant characteristics, the desired organizational culture is a mixture of clan and adhocracy cultures. In organizational leadership, clan culture is also the desired type of organizational culture. In management of employees, strategic emphases, and criteria of success, the desired type of organizational culture is adhocracy culture. In organizational glue, the desired type of organizational culture is the hierarchy type.

Table 1. Perception of the current and desired organizational culture of the selected ICT organization according to the six characteristics of organizational culture

Characteristics of organizational culture	Current	Desired
Dominant characteristics	Clan (mean: 35.45)	Mixture of clan and adhocracy (mean: 29.09 for both)
Organizational leadership	Clan (mean: 40.91)	Clan (mean: 29.09)
Management of employees	Clan (mean: 35.45)	Adhocracy (mean: 34.09)
Strategic emphases	Clan (mean: 34.55)	Adhocracy (mean: 33.64)
Organizational glue	Clan (mean: 31.36)	Hierarchy (mean: 36.36)
Criteria of success	Clan (mean: 44.55)	Adhocracy (mean: 29.09)

4 Discussion, Limitation, and Implication for Future Research

As seen in the previous part of the paper, the research results in the selected ICT organization indicated that according to Cameron and Quinn’s typology, the current type of organizational culture is clan culture, while the desired type is adhocracy culture. Since the selected ICT organization has been operating on the market for ten years and has 39 employees, it is understandable that the current type of culture is a clan culture characterized by the organization as a family, a warm workplace, and employee participation. An important fact is that clan culture is recognized as a dominant type of culture through all six characteristics of organizational culture.

Given that the selected ICT organization operates in an industry characterized by dynamism, constant changes, and adaptation to new market requirements, it should have the type of organizational culture that will be able to cope with these challenges. The adhocracy type is just such a type of organizational culture, and the research results show that it is a desirable type of organizational culture in the selected ICT organization in the future. If the six characteristics of the organizational culture are observed, it was determined that the employees in the selected ICT organization, regarding these six characteristics, tend to some other type of organizational culture, but that it is not necessarily an adhocracy culture. This may be because employees still want their organization to be like a family, for leaders to continue to be mentors and parent

figures, and for formal rules, hierarchy, and stability to be set in the organization.

These findings are valuable as a contribution to the literature on organizational culture based on Cameron and Quinn's typology, which has not been researched to such an extent in ICT organizations. Also, it can be noted that according to the previous results in research conducted by Bendak, Shikhli, and Abdel-Raze (2020), the results for the selected ICT organization are different, considering that it is about different sizes of ICT organizations. Research of this type is desirable in all organizations, both for organizational scientists and management. In this way, organizational scientists discover what kind of organizational culture prevails in organizations and conclude the importance of developing organizational culture. On the other hand, this research can help management to see how employees perceive the organizational culture and what steps they need to take to create a better culture.

We are aware that the 11 employees from the selected ICT organization who participated in our mini-research do not represent a sample that is large enough, and this is one of the limitations of our research. To obtain more precise results, all employees of the same organization should participate in research. However, this sample of respondents is large enough to get a picture of the organizational culture of an organization, especially if it is a small organization and if the case study method is used to analyze the organizational culture.

Future research should focus on trends that currently exist in business practice in the form of creating an innovative culture, a customer-responsive culture, and a sustainability culture, but also on the relationship of organizational culture with a competitive advantage. Also, in future research, an analysis of organizational culture using Cameron and Quinn's typology could be made for the whole sector of ICT companies in Croatia or neighboring countries, which would be an important contribution to the literature.

5 Conclusion

Organizational culture differs from organization to organization in many small ways. It is apparent that organizational culture must be nurtured and accepted by most, if not all, employees, with clear support from the organization's management, that is, the people who establish the organizational culture. The more accepted the organizational culture is by all employees, the more successful the organization will be. However, organizational culture depends on the activity that the organization is engaged in. The assumption is that values, components, and indicators are cultivated in the different activities in which organizations operate.

There are different typologies of organizational culture, depending on the authors. One of the typologies is that of Cameron and Quinn (2006), who

divided the organizational culture into four types: clan, adhocracy, hierarchy, and market. Each of the mentioned cultures has its characteristics. The clan culture is characterized by an organization that is warm, like a family, providing security, mentoring, and participation. An adhocracy culture is characterized by dynamism and enterprise, where risk and innovation are especially valued. The hierarchy culture prefers structure and control and considers stability and efficiency. Market culture is focused on results, values, competition, success, and getting the job done. The same authors also created an instrument for measuring the organization of culture, OCAI, used in this paper. The research conducted in the selected ICT organization suggests that the clan type of organizational culture is currently dominant but that the adhocracy type of organizational culture is the most desirable. Given the sector of activity in which the selected ICT organization operates, these results are expected but also consistent with the theoretical assumptions of Cameron and Quinn's typology of organizational culture.

Organizations are more and more emphasizing the importance of organizational culture. Over the past few decades, organizational culture has become one of the most important factors on which the work performance of employees and the entire organization depends. Many modern organizations are successful thanks to creating, developing, and maintaining a strong organizational culture that manifests through various indicators. For this reason, organizations operating in the twenty-first century's new and turbulent business conditions should continue establishing a strong organizational culture that will enable them to achieve competitiveness and excellent business results.

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