

The Culture Styles of Management Consulting Industry in Indonesia

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Abstract: There are some factors to create effective organization and one of them is organizational culture. This study aims to identify the styles of organizational culture based on the eight cultures styles theory, specifically in the management consulting industry in Indonesia. This industry is predicted to be increased averagely 9% per year along with the growth of modern infrastructure in Indonesia. The data was taken from three management consulting firms in Jakarta with total respondents of 127 that were collected by using a convenience sampling technique. The statistical descriptive approach using SPSS software was used in data analysis of this study and the result showed that the top three culture styles in management consulting firms in Indonesia are learning, results and purpose. By understanding the culture style, the leader can define the right programs to build a strong culture that fits organization vision and goals.

1 INTRODUCTION

A consultant is an individual who contributes knowledge, advice, planning and strategy to an organization without being part of the practice and does not take over management (Furusten, 2009). Consultancy services can be done individually or as a firm. Management consulting, popular known as business consulting, give advisory and/or implementation services to the (senior) management of the organization in order to improve the business strategy effectiveness, to increase organizational performance and operational processes. Management consulting covers between 50-55% of the total consulting services in the market, which are strategic and human resources consulting services (Consultancy.asia, n.d.).

The worldwide market for management consulting is more than \$130 billion and grow averagely 4% per year (Consultancy.asia, n.d.). In Indonesia, the government policy in investment packages and modernization of infrastructure impact to the growing of business activities, and then increasing the demand of management consulting services by 12% in 2016 (Euromonitor, 2017). The market growth in this industry was predicted to consistently increasing averagely 9% per year in 2016-2021 since the modern infrastructure including digital infrastructure will continue to be built in Indonesia (Euromonitor, 2017).

In order to be able to meet the needs of business growth, the organization has to remain to perform and effective. Organizational performance is often measured by financial factors such as profit, cost, and lost. In any case, relying on financial performance by itself is not enough, the organization should concern about the business performance and effectiveness in a long-term basis, which one of the fundamental factors to predict it is the organizational culture. Heskett (2012) in his book titled *The Culture Cycle* wrote that effective culture could give differences about 20-30% of corporate performance when compared with culturally unremarkable competitors.

Since the organizational culture is unique, each organization has a different culture. Organization culture is tacit social order of an organization that shapes attitudes and behaviors in wide-ranging and long-term period (Groysberg et al., 2018). Groysberg et al. (2018) also defined the four attributes of culture are shared (behaviors, values and assumptions), pervasive (apply broadly in an organization), enduring (direct the thoughts and actions of group members over the long term) and implicit (invisible and unconscious).

The shared core values, beliefs and norms shape the identity of the organization creates DNA or genetics of the organization. The more employees reflected those values, beliefs and norms, the stronger the organizational culture. With the more millennials who are digital natives work in the industry, and

digital technology supports the business process, a certain type of culture should be strongly applied to support the business.

To develop a strong culture, the organization should first identify the current culture which they could do it through a culture survey by using a culture measurement method. One of the methods developed by Cameron and Quinn (2006), who initiated the Competing Values Framework (CVF). This CVF well-known as Organizational Culture Assessment Instrument (OCAI) that grouped organizational culture into four types of collaborative (clan), creative (adhocracy), competitive (market) and controlling (hierarchy). In early 2018, Groysberg et al. wrote the framework of eight styles of organizational culture, which are the purpose, caring, order, safety, authority, results, enjoyment and learning. However, there are few studies on the organizational culture style in the management consulting industry. Thus, this study investigates the culture style of management consulting industry in Indonesia using the eight styles of organizational culture.

2 LITERATURE STUDY

2.1 Organizational Culture

Organizational culture is defined as a pattern of shared tacit assumptions that was learned by a group of people and being used when they solve their problems both form external and internal and should be quickly adopted by new members as the correct way to perceive, think, and feel in relation to those problems (Schein, 2010). The key components of organizational culture are core values, beliefs and norms (Flamholtz and Randle, 2012) and it influenced by many aspects in the organization including leadership styles, working climate, strategy formulation, organizational behavior and business process (Aycan et al., 2000; Saffold, 1998).

Culture is important to an organization, because strong culture contributes to improving organizational performance both direct and indirect (Groysberg et al., 2018; Laforet, 2016; Saffold, 1998). A research did by Tseng (2010) to 131 respondents represented corporations in Taiwan showed that organizational cultures influence corporate performance both directly and indirectly. Indirectly, certain types of organizational culture may lead to knowledge sharing culture within the organization that impacted to the corporate performance. A study that measures the relationship of organizational culture to the financial bottom line

asset showed that culture is economic and strategic assets if it is managed well (Flamholtz and Randle, 2012). However, a study did by Pinho et al. (2014) showed that both organizational culture and culture types did not influence organizational commitment, but it leads to organizational performance.

An organization can have a strong and deep-rooted culture by considering those components of vision, values, practices, people, narrative, and place (Coleman, 2013). The explanation of them are as follow: the great culture starts with a vision and mission statement, the values are the core of the organizational culture, culture should be practiced by the whole employees, the people are the main actors in culture since they share the core values and embrace those values, a unique history of a company could be the best narrative to build culture, and local culture where the organizational placed influenced the organizational culture.

Related to the millennials workers who are increasing in number every day, creating organizational culture will be a challenge especially with the issues of millennials such as easily to move to other companies, more likely to become a freelancer to get flexible working hours, and want to be an entrepreneur. Deeply shared vision, open communication, technology, create communities of mutual interest and passion and entrepreneurial environment are the key for building the working culture for millennials (Benson, 2016).

And in this digital era, creating a culture through values, process and restructure is not enough. Goldsmith and Levensaler (2016) said that culture should be built in three approaches of mind (brain), heart and system. Values are the heart of culture, process and organizational structure are the brains of culture and technology is the nervous system in order to build technology as the nervous system of culture, the organization should have democratization of information, build a culture of opportunity instead of the classic career paths, and performance enablement instead of traditional performance management.

2.2 Culture Styles

In an organization, people are so close, helping others, sharing knowledge, offering mentoring and making relationship sincerely. In other organization, people tend to get as much as possible from others and help others for personal benefits. Grant (2013) mentioned this as the result of organizational culture, whether the norms and values in organizations support helping or not. He then clarified those kinds of culture into 'giver culture' and 'taker culture' and

his study showed that most organizations are in the middle. Another organization has a different style and those styles commonly are measured using Organization Culture Assessment Inventory (OCAI) Framework developed by Cameron and Quinn (2006).

By knowing the type of organizational culture is important especially for leaders, because it can help them to identify their specific characteristics that make them know their potentials (Pinho et al., 2014). By identifying the culture style, the leader will know whether the culture already fit to the vision of the organization.

2.2.1 Organization Culture Assessment Inventory (OCAI) Framework

OCAI is commonly used to diagnose and identify both the current and preferred culture. By comparing the current culture style and preferred culture style, the organization can develop relevant intervention culture programs in order to create a new culture style based on the preferred one or to strengthen the culture. OCAI defined organizational culture based on Competing Values Framework (CVF) that aim to support the organization position in the market based on six characteristics of dominant leadership, organizational leadership, management of employees, organization glue, strategic emphases, and criteria of success.

OCAI adopted four items in organizational drive to change, which are allowing the people to have flexibility and discretion at work (flexibility), organize the organization in stable and do control things in business process (stability), focus on finding out what is important to the organization and how they actually want to work (internally focus and integration) and focus on finding out what the valuable for the market and the position in the market (external focus and differentiation). Based on those indicators, OCAI results grouped the organization into four types of culture: clan culture, adhocracy culture, market culture and hierarchy culture (Cameron and Quinn, 2006):

- 1) Clan culture has a family character, where people are treating others as a partner. Leaders manage people through teamwork and people development.
- 2) Adhocracy culture demands creativity and innovation in order to create new products and services to anticipate future market needs. Leaders encourage and supports the creativity and build the entrepreneurial spirit of the team members.

- 3) Market culture is a competitive culture, where people are a mostly high achiever and goal-oriented persons. The main task of leaders is to control productivity, results, goals, and profits.
- 4) Hierarchy culture is characterized by formal and structured organizational and business processes forms. Leaders focus on producing goods and services efficiently and effectively.

2.2.2 The 8 Culture Style

Groysberg et al. (2018) published a new framework of the 8 culture styles in Harvard Business Review. They enhanced the four organizational drive to change based on OCAI framework by using the dimensions of flexibility and stability as the way people respond to change; independence and interdependence as dimensions of how people interact each other This framework formed the eight culture styles. However, an organization is not fixated on one type of culture but rather a combination of them:

- 1) Caring culture focuses on relationship, togetherness and cooperation. People in this culture style tend to be loyal and value diversity, enjoy collaborating and work in a team. Leaders emphasize sincerity and positive relationship in team members.
- 2) Purpose culture focuses on idealism and altruism. People share ideals and contribute to greater goals; therefore, they are tolerant and accept changes to achieve their goals. Leaders shared the common goals and encourage team members to achieve that goal together.
- 3) Learning culture is characterized by exploration, expansion and creativity. People are united by curiosity and open-minded; and leaders emphasize innovation and working as an adventure.
- 4) Enjoyment culture is characterized by pleasure and joy. People in this culture style consider working to be fun, so they enjoy working without direction from others. Leaders emphasize spontaneity, fun and using humor when discussing the work.
- 5) Result culture focuses on achievement and victory. People want to achieve the best performance, united to build capability and success.
- 6) Authority culture is a competitive place where people try to get personal benefits. People are difficult to accept the change, they are firm and united by strong control. Leaders emphasize trust and dominance.

- 7) Safety culture focuses on planning the future. People aware of risks and anticipate change, leaders emphasize realistically and plan.
- 8) Order culture focuses on respect, structure and norms shared. People work according to the rules and want to adjust changes, while leaders emphasize procedure and respect.

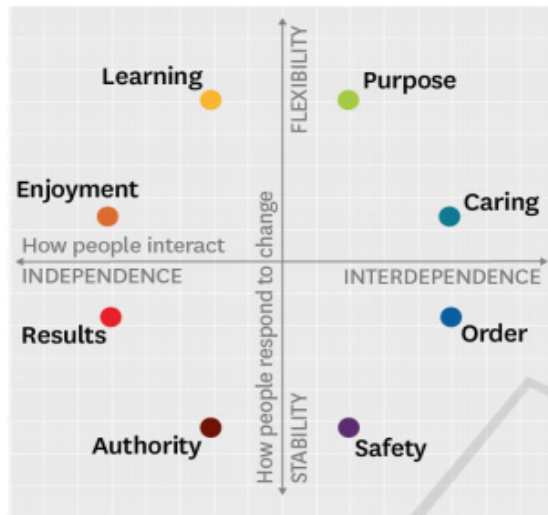


Figure 1: The Culture Style Framework (Groysberg et al, 2018).

3 METHODOLOGY

3.1 Data Collection

This part is an outline of how this study takes place. A research design is typically included how data is collected, what instruments are employed, and how to analyze it. This study aims to describe the culture style of management consulting firms in Indonesia, therefore, descriptive research is undertaken. Descriptive research is used for gaining new insight and for ascertaining the characteristics of the variables of interest in a situation (Sekaran and Bougie, 2016).

This paper is an actual study, while the preliminary study was already conducted to 30 respondents in a consulting firm. The preliminary study showed that all of the indicators are valid and reliable. Hence, the study was continued to actual study to more than one firm.

This study uses both primary and secondary data. Structured questionnaires for employees are collected for understanding the present culture style. Therefore, unit analysis of this study is individuals who are the employees of selected firms. Journals, books and

other published materials will be utilized to review the previous research for supporting this research. The survey was conducted in November and December 2018.

Non-probability sampling technique is used in this study specifically convenience sampling method. In this method, the researcher selects the subjects that are more readily accessible, but the study results are not necessarily generalizable to the population (Sekaran and Bougie, 2016).

Table 1: Operational Definition of the 8 Culture Styles Questionnaire.

Operational Definition	Item Number
1. The organization focuses on cooperation	IT 1
2. Organizations focus on mutual trust	IT 2
3. The organization feels like a big family	IT 3
4. Organizations focus on deep attention	IT 4
5. Organizations focus on tolerance	IT 5
6. The organization feels like an ideal community	IT 6
7. The organization focuses on exploring self-potential	IT 7
8. Organizations focus on creativity	IT 8
9. The organization feels like a dynamic project	IT 9
10. Organizations focus on pleasure	IT 10
11. The organization focuses on enthusiasm	IT 11
12. The organization feels like an always pleasant situation	IT 12
13. Organizations focus on achievement	IT 13
14. The organization focuses on victory	IT 14
15. The organization feels always gives awards according to expertise	IT 15
16. Organizations focus on individual strengths	IT 16
17. Organizations focus on individual courage	IT 17
18. The organization feels like a competitive arena	IT 18
19. Organizations focus on planning	IT 19
20. Organizations focus on alertness	IT 20
21. The organization feels like working with great care	IT 21
22. Organizations focus on organizational strength	IT 22
23. The organization focuses on organizational stability	IT 23
24. The organization feels like a smooth process	IT 24

A self-administered questionnaire survey of 24 questionnaires using 5-scale Likert. This

questionnaire is built by adopting the 8 culture styles developed by Groysberg et al. (2018) with some adjustments. In the original questionnaire, there are eight questions which the respondents should rank between 1 and 8 to what best describes the organization's culture. In this study, the original questionnaire was split into one statement per question to avoid double meaning, so that it became 3 questions representing each cultural style with a total of 24 questions.

After the survey was analyzed, semi-in-depth interviews were conducted to six people representing three directors and three employees from each firm in order to clarify and find a deeper meaning of the survey results.

3.2 Sampling Procedure

The target population is the entire set of units for which the data used to make inferences (Sekaran and Bougie, 2016). In this study, the target population is the employees in management consulting firms in Jakarta. It is not known exactly how many management consultant firms in Indonesia yet. And they are used to classify as: (1) global advisory firms with more than 50 employees, (2) local firms with more than 50 employees, (3) local firms with 15-50 employees and (4) local firms with less than 14 employees. This study focused on local firms and managed to collect data from each group of local firms.

Three management consulting firms in Indonesia are chosen as research objects: Consulting A with 86 fulltime employees, Consulting B with 34 fulltime employees and Consulting C with 17 fulltime employees. Those employees consist of management consultants in all levels (partner, senior, middle and junior level), and marketing and support employees also in all levels (senior, middle and junior level). The activities of consulting firms are diagnosing the need of clients both individual and organization, giving solutions to them through training and consulting services, and measuring the results. Questionnaires are sent online, and 127 respondents participated in this study.

3.3 Data Analysis

A two-stage data analysis was performed to assess the measurement quality of the indicators. In the first stage is measuring the validity and reliability of each indicators using SPSS version 23 software. Validity is an index that shows the extent to which a measuring instrument really measures what needs to be measured. In this study, validity will be seen based on

the comparison of the value of the correlated item-total correlation with the results of the calculation of r table.

The r-table to measure the validity of 127 respondents is $df = (n-2) = (127-2) = 125$. With $df = 125$ and significance of 5%, the r-table is 0.1743. Since all of the r-score are \geq r-table or r-score \geq 0.1743, thus all of the indicators are considered to be valid.

Table 2: Validity test of the 8 Culture Styles.

Dimension	Indicator	Item	Corrected Item-Total Correlation
Interdependence	Caring	IT 1	0.36
		IT 2	0.42
		IT 3	0.40
Flexibility	Purpose	IT 4	0.36
		IT 5	0.39
		IT 6	0.39
Flexibility	Learning	IT 7	0.40
		IT 8	0.33
		IT 9	0.43
Independence	Enjoyment	IT 10	0.33
		IT 11	0.33
		IT 12	0.39
Independence	Result	IT 13	0.38
		IT 14	0.40
		IT 15	0.41
Stability	Authority	IT 16	0.24
		IT 17	0.32
		IT 18	0.23
Stability	Safety	IT 19	0.38
		IT 20	0.32
		IT 21	0.37
Interdependence	Order	IT 22	0.37
		IT 23	0.29
		IT 24	0.42

Reliability is an index that shows the extent to which the instruments, in this case the indicators, can be trusted or relied upon (Sekaran and Bougie, 2016). In this research, a reliability study is measured using Cronbach's Alpha and the score of Cronbach's Alpha

in this study is 0.893. According to Sekaran and Bougie, Cronbach’s Alpha should be more than 0.6 to be considered reliable (2016).

Descriptive statistics illustrate the central tendency of the result which is the mean score. And index number is used to interpret actions for a specific time period using percentage value designed to measure the change in a variable by reference to a base value (Black, 2014).

4 DISCUSSIONS

This study extends the existing research in the areas of organizational culture especially the culture styles in an organization. The extend the knowledge in this area, the study was conducted based on the theories of the 8 culture styles especially in management consulting firms in Indonesia.

Findings from the index analysis for each item shows that the highest index is IT 14 (index score = 4.85) and the lowest index is IT 24 (index score = 3.35). Findings from the index analysis for each culture styles show that the three dominant cultures styles (indicators) in management consulting firms in Indonesia from the most dominant to the less dominant is results, learning, caring, purpose, safety, enjoyment, authority and order. In this study, the analysis focuses on the dominant three culture styles and the lowest culture style.

Table 3: Index of the 8 Culture Style of Management Consulting Industries in Indonesia.

Dimension	Indicator	Item	Index per Item	Index per Indicator
Interdependence	Caring	IT 1	4.28	13.02
		IT 2	4.41	
		IT 3	4.33	
Flexibility	Purpose	IT 4	4.13	12.88
		IT 5	4.50	
		IT 6	4.25	
Flexibility	Learning	IT 7	4.71	14.08
		IT 8	4.85	
		IT 9	4.52	
Independence	Enjoyment	IT 10	3.60	11.45
		IT 11	4.04	
		IT 12	3.81	

Independence	Result	IT 13	4.73	14.39
		IT 14	4.84	
		IT 15	4.82	
Stability	Authority	IT 16	3.60	11.36
		IT 17	3.72	
		IT 18	4.04	
Stability	Safety	IT 19	4.27	12.14
		IT 20	3.78	
		IT 21	4.09	
Interdependence	Order	IT 22	3.77	10.68
		IT 23	3.56	
		IT 24	3.35	

The three dominant culture styles formed a triangle. This shows that consultants and support staff in management consulting firms in Indonesia are flexible, adaptable and receptiveness to change. They tend to prioritize the process of innovation of consulting solutions, open communication between team members and team leaders, and used to work in diversity. By the interaction between employees, they work independently by having their own autonomy and tend to lead to competition.



Figure 2: The Culture Style of Management Consulting Industries in Indonesia.

Compared to industries in global, a study did by Groyberg et al. (2018) showed that in financial and professional services firm, which management consulting is part of this industry, the culture styles

ranked by order from highest to the lowest ranks are results, caring, order, learning, safety, purpose, authority, and enjoyment. In figure 2, the dotted line represents the dominant culture style in financial and professional services firms in global.

4.1 Results Culture

In results culture, outcome and merit are key factors to inspire people to achieve top performance. The benefits of results culture are good in execution, focus on external, consistently build capacity to achieve the goals. However, its disadvantage that should be considered is communication and collaboration breakdown and high levels of stress and anxiety (Groysberg et al., 2018).

Both consultants and staff are united to achieve the target and leaders push the employees to achieve the target. This can be seen from the statement of employees of Consulting A, *“Our Director always ask for target achievement at anywhere anytime!”* When the Director was interviewed to clarify the data, he said, *“We want to grow. We started by less than 10 people and now we are 86 employees. We are not growing by a number of people but also by a number of revenues. Therefore, we need to focus on our achievement.”* Director of Consulting B said, *“Our remuneration package is very interest. We want our employees to meet their needs, so they are no longer looking for a side job and focus on the project.”*

4.2 Learning Culture

In a learning culture, idea exploration and creativity are the key factors. The benefit of learning culture is agility, to innovate and build organizational learning. But it may lead to lack of focus and difficult to exploit existing advantages (Groysberg et al., 2018).

Consultants and staff have high curiosity in exploring new process, new methods and new solutions. And leaders support them by providing an open environment and reward for innovation and sharing knowledge. All of the informants said that they have to up to date to new knowledge and sharing each other make the learning process easier, for instance sharing the new management book and theories.

Since the leader noticed that informal learning is the best for sharing, they have a cosy place such as in a corner for sharing knowledge. More, since half of the consultants are millennials and the majority of the staff are millennials, they provide technology for sharing knowledge such as cloud database for sharing the project documents, working together in Google

Documents, and online communication through WhatsApp group and Telegram.

Director of Consulting A said, *“Learning is very important for our business. Not only sharing knowledge but we also eager to build our consultant capabilities such as let them update their knowledge by following certification programs, but the challenge is the time. They are busy with projects and have limited time for training.”* Director of Consulting B added, *“Our millennial consultants and staff eager to learn new knowledge and share it to others. Even some of them are continuing their study now and we support them financially and by giving flexible working hours.”*

4.3 Purpose Culture

In purpose culture, idealism and altruism are the keys. This is the differentiator of culture style in the management consulting industry in Indonesia and global professional services industry studied by Groysberg et al. (2018). In global services industries, the third dominant culture style is order culture that has advantages to improve operational efficiency, reduce conflict and greater civic-mindedness. While in Indonesia the third dominant is purpose culture, with the benefits of appreciating the diversity, sustainability and responsibility. And the disadvantages of this culture style is that it may get in the way of practical and immediate concerns (Groysberg et al., 2018).

Consultant and staff are tolerant, and they have the same spirit by helping clients (both individual and organization), they contribute to do good for the long-term future of the world. Leaders continuously share the ideas of helping other succeed and helping clients succeed will impact to the world.

Director of Consulting C said, *“One of our vision is giving impact to society. And we do it consistently through our solutions to our clients. Imagine if we can improve the system of a company with 500 employees. If that company improved in its performance and can raise the salary or bonus to their employees. That improvement is not only to those 500 employees but also to their families.”* A senior consultant of Consulting B added, *“With the millennials employees, this kind of vision touches their heart deeply. They want to be a part to improve the world, to change the world, and they can do it by becoming a consultant or support staff for consulting projects.”*

5 CONCLUSIONS

Organizational culture influences organizational performance including in the management consulting industry in Indonesia. The current issues in the business of millennial workers and digital technology also influence culture implementation.

For the academic purpose, this study shows that dominant culture styles in the management consulting industry in Indonesia. This result is slightly different than the previous study did by Groyberg et al (2018) in financial and professional services industry in global, which are results culture, learning culture and order culture. The typical work and the shared vision of the management consulting industry in Indonesia shaped a certain type of culture style, which dominantly is resulting culture, learning culture and purpose culture.

For the practical purpose, the three consulting firms know their culture styles through this study. First, all of those companies led by result-oriented directors, which is shown by the statements of the directors. This result-oriented behaviour of the leaders then shaped into result culture of the organizations. Furthermore, as the consultants should be updated with knowledge in management and the millennial workers enjoy learning, this learning behaviour shaped the learning culture of the employees in management consulting firms. Since their shared vision is to give impact to the society through their consulting and training solutions, it touched the millennial workers and shaped the purpose culture. By knowing the current culture style, those management consulting firms can define the right intervention programs in order to build a strong culture that fits their vision and goals.

For further research, it suggested combining this culture styles and other variables such as employee engagement, organizational commitment, and organizational performance. It is also interesting to study the culture style of global consulting companies for comparing this study result, and also to other industries in Indonesia.

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