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The Impact of Organizational Culture on Corporate Performance

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Walden University

College of Management and Technology

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Tewodros Bayeh Tedla

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2016

Abstract

The Impact of Organizational Culture on Corporate Performance

by

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MS, California State University, 2013

MBA, Unity University, 2009

BS, Unity University, 2006

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

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Abstract

Lack of effective organizational culture and poor cultural integration in the corporate group affect organizational performance and decrease shareholders return. The purpose of this exploratory case study was to explore successful strategies that one corporate group used to establish an effective organizational culture to improve performance. The Denison organizational culture model served as the conceptual framework for the study. A purposive sample of 20 senior managers from a corporate group in Ethiopia participated in semistructured face-to-face interviews. The selected participant met the criteria of a minimum 5 years of experience with successful strategies in establishing an effective organizational culture in the corporate group. The interview data were transcribed, categorized, and coded; they were subsequently member checked and triangulated to increase the trustworthiness of interpretations. The findings included a well-defined mission that attributed to developing shared understanding between employees and managers, and employee-focused leadership that contributed to motivating employees. Core corporate value findings included the well-being of the society through self-regulated corporate social responsibility. The findings identified in this study could have potential for economic growth in the local economy and may contribute to social change with strategies business managers may use to sustain their business and improve the life standards of employees and the local community.

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Dedication

This study is dedicated to Dr. Arega Yirdaw, for his generous support, encouragement, and making my educational dream a reality. I also dedicate this study to my loving wife, Berhanayehu Arega, and my son, Thomas Tewodros Tedla, for their unconditional love and support.

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Table of Contents

List of Tables	v
Section 1: Foundation of the Study.....	1
Background of the Problem	2
Problem Statement	3
Purpose Statement.....	3
Nature of the Study	4
Research Question	5
Interview Questions	5
Conceptual Framework.....	6
Definition of Terms.....	8
Assumptions, Limitations, and Delimitations.....	8
Assumptions.....	9
Limitations	9
Delimitations.....	9
Significance of the Study	10
Contribution to Business Practice.....	10
Implications for Social Change.....	12
A Review of the Professional and Academic Literature.....	13
Organizational Culture.....	14
Sources of an Organizational Culture	16
History of Organizational Culture	17

Organizational Excellence	19
Strong and Weak Organizational Culture	20
Positive Organizational Culture	24
Organizational Culture Effectiveness	26
Denison Organizational Culture Model	30
Types of Organizational Culture.....	34
Measuring Organizational Culture Effectiveness	38
The Role of Organizational Culture on Corporate Performance	42
The Role of Organizational Culture in the Corporate Group	43
Transition and Summary.....	50
Section 2: The Project.....	52
Purpose Statement.....	52
Role of the Researcher	53
Participants.....	56
Research Method and Design	58
Method	58
Research Design.....	60
Population and Sampling	63
Ethical Research.....	65
Data Collection	67
Instruments.....	68
Data Collection Technique	70

Data Organization Techniques.....	71
Data Analysis Technique	72
Reliability and Validity.....	75
Reliability.....	75
Validity	76
Transition and Summary.....	78
Section 3: Application to Professional Practice and Implications for Change	80
Overview of Study	80
Presentation of the Findings.....	82
Theme 1: Well-Defined Mission and Vision	82
Theme 2: Core Corporate Values	87
Theme 3: Employee-Focused Leadership.....	93
Theme 4: Consistency.....	98
Applications to Professional Practice	103
Implications for Social Change.....	105
Recommendations for Action	107
Recommendations for Further Study	109
Reflections	110
Summary and Study Conclusions	111
References.....	116
Appendix A: An Invitation Letter.....	136
Appendix B: Consent Form	138

Appendix C: Interview Questions.....	142
Appendix D: Letter of Cooperation	143
Appendix E: Protecting Human Research Participant Training Certificate	144
Appendix F: Summary of References.....	145

List of Tables

Table 1. Reference Table for the Literature Review.....	14
Table 2. Frequency of Themes for Well-defined Mission and Vision	86
Table 3. Frequency of Themes for Core Corporate Values	92
Table 4. Frequency of Themes for Employee-Focused Leadership	97
Table 5. Frequency of Themes for Consistency	102

Section 1: Foundation of the Study

Since the 1960s, a corporate group or holding company business structure has been as an important strategy for corporate growth in the world (Eukeria & Favourate, 2014). A corporate group is a collection of legally independent companies operating as a single economic entity (Gajewski, 2013). In a corporate group or holding company business structure, the group includes two or more diversified companies under a single power of control, governance, and leadership (Kenny, 2012).

Managing diversified companies under the same leadership has an economic advantage, but the lack of strong leadership and effective organizational culture causes diversified companies to fail (Kenny, 2013; Lien & Li, 2013). Managers in the corporate group may suffer the loss of control when diversification increases within the group (Gajewski, 2013). Kenny (2013) noted that when an organization becomes more diverse, managers have more challenges to manage and control resources.

Organizational culture is an essential ingredient of organizational performance and a source of sustainable competitive advantage. Organizational culture is an important element to unify various company cultures in the corporate group structure (Kenny, 2012). Corporate managers may establish an effective organizational culture to integrate the organizational culture and to improve performance. Successful cultural integration within the corporate group is an important element to maintaining successful communication and improving performance (Idris, Wahab, & Jaapar, 2015). Establishing an effective organizational culture in the corporate group is necessary to improve performance and productivity (Lee & Gaur, 2013).

Background of the Problem

Many business managers struggle to survive in a competitive global market because of challenging characteristics in business (Bolboli & Reiche, 2014). The challenges include increasing global price competition and satisfying demands of different stakeholders (Bolboli & Reiche, 2013). In the corporate group, managers have more challenges in establishing an effective organizational culture, which is an essential element to improve performance and productivity (Kenny, 2012).

Profitability is a critical factor for the existence of any business, and expanding the business scope is also essential for business growth (Erdorf, Hartmann-Wendels, Heinrichs, & Matz, 2013). Establishing an effective culture within diversified companies includes additional challenges for business managers in a corporate group than for managers in a single company (Lee & Gaur, 2013). Idris et al. (2015) indicated that poor cultural integration within diversified business companies affects the economic performance of the corporate group and the shareholders' value.

Bolboli and Reiche (2014) indicated that more than 90% of business excellence initiatives fail to succeed because of poor cultural integration among company managers in the corporate group. The cultural difference that exists within the group is a major barrier to corporate performance (Weber & Tarba, 2012). The lack of effective organizational culture is a primary cause of poor performance and productivity in the corporate group (Eaton & Kilby, 2015). Business managers must understand the importance of effective organizational culture to improve performance and productivity in the corporate group (Viegas-Pires, 2013).

Problem Statement

In a corporate group, lack of effective organizational culture and poor cultural integration affect organizational performance and decrease shareholders return (Idris et al., 2015). Eaton and Kilby (2015) indicated that 72% of corporate leaders acknowledged the importance of organizational culture to organizational performance but only 25% identified an effective organizational culture for their organization. The general business problem was some company managers lack an effective organizational culture, which often results in poor performance and loss of productivity within the corporate group (Eaton & Kilby, 2015; Viegas-Pires, 2013). The specific business problem was that some senior company managers lack strategies to establish an effective organizational culture to improve performance (Hirsch, 2015).

Purpose Statement

The purpose of this qualitative exploratory single-case study was to explore successful strategies that senior company managers use to establish an effective organizational culture to improve performance. The study results may provide relevant information for company managers in understanding the role of organizational culture. The target population of the study was senior company managers with successful strategies in establishing an effective organizational culture in the corporate group from Ethiopia.

The target population of the study was company managers because participants had the relevant experience and knowledge on the topic, and they were the primary source of firsthand evidence for the study. Creating and maintaining an effective

organizational culture is important to improve performance and productivity (Eaton & Kilby, 2015). The findings of the study may positively affect business managers by providing strategies to improve their company performance. The public may benefit from the existence of a productive company because the profitable company may provide employment opportunities for the public.

Nature of the Study

Researchers can use quantitative, qualitative, or mixed-methods approaches (Kumar, 2012). The purpose of the study is important to determine the appropriateness of the research method (McNulty & Zattoni, 2013). The qualitative research method was suitable for the study because quantitative and mixed-methods are relevant in quantifying causal relationships and analyzing numbers. Allowed (2012) indicated that qualitative methods are suitable to explore experiences, processes, and problems in addressing individual and group problems. The qualitative method was suitable for the study because studying the role of organizational culture requires a qualitative approach (Yin, 2014).

The research design may include a case study, phenomenology, grounded theory, ethnography, and narrative (McNulty & Zattoni, 2013). The case study design met the needs of the study because a case study involves an in-depth description and analysis of a case (Houghton, Casey, Shaw, & Murphy, 2013). The other research designs were not appropriate for the study because they involve (a) describing the essence of a lived phenomenon, (b) developing theory, (c) describing cultural-sharing groups, and (d) exploring the life of the individual. Garcia and Gluesing (2013) indicated that a case

study method is important to analyze a process, program, or activity. The case study is a common research design in the field of social science and business (Yin, 2014).

Research Question

The overarching research question was the following: What successful strategies do senior company managers use to establish an effective organizational culture to improve performance? One of the essential criteria in choosing a research method is specifying an appropriate research question for the study (Yin, 2014). Exploratory qualitative research questions include *what*, *how*, and *why* questions. Yin (2014) noted that research questions that start with *what*, *how*, and *why* terms are appropriate for an exploratory case study. The central research question was important to guide the study and to explore the role of organizational culture in the corporate group.

Interview Questions

The study included open-ended interview questions to collect relevant information to answer the research question. The interview questions aligned with the overarching research question. The interview questions included the following:

1. How did you create and maintain an effective organizational culture in your organization?
2. How did you use your corporate office culture to provide guidance and direction in improving performance and productivity in the corporate group?
3. What are the strategies and activities used in your organization to align the corporate office culture to each company culture in the group?

4. What are the main challenges and common elements to create and align effective organizational culture between the corporate office and each company's culture in the corporate group?
5. What are the strategies and activities implemented in your organization that leads to higher productivity and performance without affecting the diversified business strategy?
6. What have employees accomplished using their organizational culture to enhance performance and productivity?
7. What other successful strategies have you used in improving performance and productivity in the corporate group?
8. What examples would you like to provide on how organizational culture influences the performance and productivity of the corporate group?
9. What information would you like to add to the role of organizational culture?

Conceptual Framework

The Denison (1990) organizational culture model served as the primary conceptual framework for the study. The Denison organizational culture model includes four essential elements: (a) adaptability, (b) mission, (c) consistency, and (d) involvement (Childress, 2013). The reason behind organizational culture theory is the business managers' perception that an organizational culture is an essential factor to influence the organization's effectiveness (Hartnell, Ou, & Kinicki, 2011; Schein, 2010). Business

managers use organizational culture theory to address different business issues in the organization (Schneider, Ehrhart, & Macey, 2013).

Effective organizational culture includes (a) successful strategy, (b) effective leadership, (c) excellent employee performance, and (d) ethical philosophy (Denison, 1990). In an effective organizational culture, members of the organization understand how to interact with various stakeholders (Schein, 1985). Each organization has a different organizational culture that covers a wide range of behaviors in the organization (Schein, 1985). Business managers use an effective organizational culture model to execute an organizational strategy and to improve performance in the organization (Monzavia, Mirabib, & Jamshidic, 2013).

Organizational culture theory involves beliefs, assumptions, and symbols of organizational members that define the process in which a company conducts its business (Schneider et al., 2013). Business managers use an effective organizational culture to influence performance and productivity (Shahzad, Luqman, Khan, & Shabbir, 2012). Organizational culture has the potential to influence the organization environment, work habits, performance, productivity, and profitability (Linnenluecke & Griffiths, 2010).

A substantial amount of literature on organizational culture includes publications from the 1980s in Western countries; however, a gap exists in the literature in the context of developing countries (Nwibere, 2013). Nwibere (2013) indicated that a lack of organizational literature exists in the African context. Flamholtz and Randle (2011) noted that the existing organizational culture literature does not fully cover the impact of culture on performance and productivity.

Definition of Terms

The terms in the study included those that relate to organizational culture, business excellence, and corporate group. The definition of terms helps the reader of the study understand the meaning of the term in the study context. The study included the following key technical terms.

Business excellence: Business excellence is an approach that helps managers discover solutions for the daily demands of managing companies (Bolboli & Reiche, 2014).

Corporate group: A corporate group is a combination of two or more member companies with different business segments under a single corporate leadership (Eukeria & Favourate, 2014). Usually, companies under corporate group operate in diversified business sectors; the corporate group is also known as a holding company.

Holding company: A holding company is a company with the power of control, governance, and leadership over legally independent other companies; the holding company wholly owns other companies to form a corporate group (Gajewski, 2013).

Organizational culture: Organizational culture is the shared basic assumptions, values, and beliefs of the members of the organization (Martínez-Cañas & Ruiz-Palomino, 2014). Organizational culture is the way that managers and employees solve problems in the organization (Schneider et al., 2013).

Assumptions, Limitations, and Delimitations

Clarifying assumptions, limitations, and delimitations is necessary to identify possible threats to the research design. The explanation of assumptions, limitations, and

delimitations is essential to avoid confusion among readers of the study (Connelly, 2013).

The following assumptions, limitations, and delimitations were the basis of the study.

Assumptions

An assumption is a realistic expectation of the research process (Ellis & Levy, 2009). The primary assumption of this qualitative study was that the participants had appropriate knowledge and experience on the topic (Yin, 2014). The second assumption was that senior managers suited the needs of the study because they had the relevant experience and were a primary source of testimony and direct evidence for the study. The third assumption was that the participants would answer the interview questions truthfully because participation was voluntary.

Limitations

Limitations include shortcomings and conditions of the study (Connelly, 2013). The first limitation of the study was the study participants' willingness and flexibility to allocate sufficient time for the interview because of their busy schedules. The second limitation of the study was a potential personal bias of participants based on their longtime experiences in the company.

Delimitations

Delimitations include the scope and extent of the study (Pemberton, 2012). The first delimitation was that some of the findings from the study might not appear relevant and applicable to other managers working in different business sectors. The second delimitation was exploring the role of organizational culture in a single corporate group. The third delimitation was that all participants were in Ethiopia.

Significance of the Study

The study results may prove useful to business managers in the private sector who face the challenges of improving performance and productivity for their organization. The promotion of business excellence and productivity in the organization depends on the organizational culture and successful implementation of necessary changes (Bolboli & Reiche, 2014). The significant change of organizational culture includes changes in behavior, values, and attitudes of the members of the organization. Improving performance and productivity in an organization includes increasing compatibility with the values and basic assumptions of profitability (Bolboli & Reiche, 2013).

The study findings may assist business managers in the corporate group by contributing knowledge and experiences regarding the role of organizational culture in improving performance and productivity in the organization. Organizational culture is an important factor in advancing performance (Lee & Gaur, 2013). Once companies achieve effective organizational culture, they might continue to diversify business without affecting performance (Murphy, Cooke, & Lopez, 2013). Business managers in the corporate group may benefit from the results of the study by obtaining relevant information in the area of organizational culture. Business managers may use the information to improve performance and productivity in the organization.

Contribution to Business Practice

Business managers may use the study results to enhance their understanding of the role of organizational culture (Bolboli & Reiche, 2014). Understanding an organization's culture contributes to making changes quickly and to maintain effective

organizational culture throughout the organizational system (Raza, Anjum, Shamsi, & Zia, 2014). Effective organizational culture is a sign of a successful business strategy (Childress, 2013). Growth, profitability, productivity, and performance improvement are critical factors for the success of any business (Flamholtz & Randle, 2012). The factors require a deep understanding of the organizational culture because organizational culture is an essential element for every pattern of a business strategy (Monzavia et al., 2013).

Having the knowledge of effective organizational culture in the corporate group is important to improve performance. The continued success of diversified companies requires attention to their operating cost, productivity, and profitability (Kenny, 2012). Improving performance, productivity, and profitability is a priority strategy for business managers in a corporate group (Lee & Gaur, 2013). The responsibility for improving performance and productivity in the organization requires a comprehensive understanding of the organizational culture (Bolboli & Reiche, 2013).

The study results may contribute to the body of knowledge regarding the organizational culture and organizational effectiveness by presenting significant factors that support business managers in improving performance in the organization. Knowledge of organizational culture is crucial for business managers because an organizational culture has the potential to impact productivity and performance in the organization (Schneider et al., 2013). The research results may provide knowledge and relevant information for business managers to help them enhance performance in the organization as well as filling a gap in the literature. The study results included valuable

information for business managers about how to establish an organizational culture to enhance performance and productivity in the corporate group.

Implications for Social Change

Melo (2012) found the existence of a strong connection between organizational culture and corporate social performance. Organizational culture includes social elements, beliefs, traditions, and the collective assumptions of organizational members (Whalen, 2014). The organizational culture orientation includes a collection of social values from the sense of involvement and collaboration among organizational members (Sharma & Good, 2013). Melo indicated that managers used their organizational culture to maintain positive change for corporate social performance.

Business managers need to understand the importance of social change in the organization. Senior corporate managers are crucial actors for social change (Sharma & Good, 2013). Social change can create a direct and positive impact on the organization. Sharma and Good (2013) indicated that when leadership focuses on social change, managers can create positive human impact, moral goodness, and unconditional social improvement through and within organizations. Social change may create a direct positive impact on the organization including (a) cost savings and legitimacy, (b) organizational resiliency, and (c) high organizational performance (Melo, 2012). From a self-regulated corporate citizenship and responsibility, the corporation leadership provides direct and indirect support to the society. Society may benefit from productive and profitable organizations. The benefit includes reliable customer service, job security, and employment opportunity (Bolboli & Reiche, 2014).

A Review of the Professional and Academic Literature

The literature review includes syntheses of the relevant literature concerning the role of organizational culture in enhancing performance and productivity in the organization. Syntheses of existing literature on the area of organizational culture include a foundation to demonstrate knowledge of the current state of the organizational culture (Callahan, 2014). The purpose of the qualitative exploratory single-case study was to explore successful strategies that senior company managers use to establish an effective organizational culture to improve performance in the corporate group. To provide the foundation for the purpose of this study and to support the findings, the review begins with an examination of literature in the field of organizational culture and corporate performance.

The literature review included various published sources on the role of organizational culture, such as journals, periodicals, seminal books, and other published materials (Callahan, 2014). The published sources are available in different online library databases including Academic Search Premier (EBSCO Host), Business Source Complete, Business Insights Essentials, Directory of Open Access Journals and various public university library electronic databases. Additional published sources are also available from Emerald Management Journal, ERIC, Google Scholar, JSTOR, LexisNexis Academic, ProQuest, Sage Journals, Science Direct, and Wiley Online Library databases.

The following keywords were appropriate to search for relevant articles from these databases: *organizational culture*, *corporate culture*, *organizational climate*,

corporate group, business excellence, business profitability, productivity, and effective leadership. Peer-reviewed journals were appropriate using Ulrich's Serials Analysis System. The literature review includes 68 (86%) peer-reviewed journals, 2 dissertations, and 9 books, of which 72 (91%) were published in 2012–2016 (see Table 1).

Table 1

Reference Table for the Literature Review

	Published Within 5 Years of Expected Publication Date	Older than 5 Years	Percentage of Overall Sources
Books	3	6	11.39%
Dissertations	2	0	2.53%
Peer-reviewed articles	67	1	86.08%
Total	72	7	
Total %	91.14%	8.86%	100%
Total Sources: 79			

Organizational Culture

Organizational culture includes the norms that the members of an organization experience and describe as their work settings (Schneider et al., 2013). Such norms shape how members behave and adapt to get results in the organization. Organizational culture is how the members of an organization interact with each other and other stakeholders (Simoneaux & Stroud, 2014).

Organizational culture is a set of values, beliefs, and behavior patterns that differentiate one organization from other organizations (Ortega-Parra & Sastre-Castillo, 2013). King (2012) defined organizational cultures as a system of values that subconsciously and silently drives people to make each choice and decision in the organization. Business managers use *organizational culture* and *corporate culture* interchangeably because both terms refer to the same underlying phenomenon (Childress, 2013).

Business managers use an organizational culture to differentiate their company from other companies (Weber & Tarba, 2012). Apple Inc, the International Business Machines Corporation (IBM), and Hewlett-Packard Corporation (HP) exist on similar technology and same operating environment, but these companies have different organizational cultures (Schein, 2010). The Apple culture includes producing simple, elegant, and innovative products (Toma & Marinescu, 2013). Priorities in HP culture are employees' autonomy and creativity (Childress, 2013). The IBM's cultural focal point is long-term thinking with loyal and highly motivated employees (Flamholtz & Randle, 2011; Kotter & Heskett, 1992).

The difficulty about leadership is the handling of human resources in the organizational culture (Peters & Waterman, 1982). Yirdaw (2014) noted that organizational culture is the glue that combines the hardware (nonhuman resources) to the software (human resources) in the organization to establish teamwork and excellent performance. Organizational culture positively relates to corporate leadership and governance (O'Connor & Byrne, 2015).

Many business managers understand the impact of culture on corporate performance (Unger, Rank, & Gemunden, 2014). Warren Buffet, one of the top three richest businesspersons in the world, confirmed how organizational culture is necessary to organizational success (Childress, 2013). Similarly, the founder of Starbucks Coffee Company, Howard Schultz, explained that organizational culture is a critical factor in the success of Starbucks (Flamholtz & Randle, 2012).

Sources of an Organizational Culture

Organizational culture may spring from different sources, mainly from the beliefs of the founders (Martínez-Cañas & Ruiz-Palomino, 2014; Schein, 2010). Uddin, Luva, and Hossian (2013) noted that the source of organizational culture also includes the learning experience of group members, as well as the new beliefs and assumptions of new members and managers. Founders have an opportunity to introduce a strategy and direction of the organization at an early stage of the organization. Founders have a significant impact on how the organization operates (Andish, Yousefipour, Shahsavariipour, & Ghorbanipour, 2013).

Founders of the organization are the primary source in establishing a new culture for the new organization (Flamholtz & Randle, 2012). The impact of culture occurs when the founders implement their business strategy and operational assumptions. Toma and Marinescu (2013) indicated that the founders' assumptions might develop because of their personal experience and cultural history.

Founders may impose their personal experience and culture on their employees and partners within the organization (O'Reilly, Caldwell, Chatman, & Doerr, 2014). For

example, the founder of Apple, Steve Jobs imposed his personal experiences and assumptions on employees. Steve Jobs's experiences and assumptions contributed to creating an effective and productive culture at the Apple Corporation (Kaliannan & Ponnusamy, 2014).

Toma and Marinescu (2013) confirmed that Steve Jobs successfully imposed assumptions and personal cultures on the Apple company culture. As a result, Jobs built a strong and successful organizational culture. Apple's corporate culture contributed to turning the founder's dreams into realities. Schein (2010) considered Apple as a good example to show how the founder's personal culture and assumptions profoundly influence the organizational culture.

The other source of organizational culture is the learning experience. The learning experience derives from the social trends of the business environment (Nguyen & Aoyama, 2014). Uddin et al. (2013) noted that managers in the organization adapt some attributes from the community and the business climate. Employees of the organization live in the community, and they can impose their culture on the organization culture. Society may impose its culture on the organization through members of the organization because the members of the organization are part of the community (Gibbs, 2012).

History of Organizational Culture

In 1951, Jaques described an organizational culture in a business context that contained cultural issues in the manufacturing industry (as cited in Childress, 2013). In 1982, Peters and Waterman described the characteristics of higher performer companies' organizational culture. Peters and Waterman also profiled 46 excellent companies in the

United States based on their organizational culture. Recently many scholars published various books in the area of organizational culture that makes organizational culture a popular subject in the field of business and leadership.

Schein (1985) explained the importance of organizational culture in organizational performance by dividing organizational culture into three parts: assumptions, artifacts, and values. Assumptions reflect unofficial but important rules in the organization. Artifacts represent the visible elements of organizational culture including work process, the workplace setting, and organizational structures. The values represent the beliefs of the organization members and their business strategy (Childress, 2013). The three elements contribute to maintaining an effective culture in the organization.

Kotter and Heskett (1992) studied more than 200 companies in the United States, and their findings showed the existence of strong relationship between organizational culture and business performance. Schein (2010) acknowledged Kotter and Heskett's study as a landmark study in the area of organizational culture. In addition to the three seminal publications, other similar books and articles contribute to the development of organizational culture theory (Childress, 2013). Flamholtz and Randle provided extensive information in the area of organizational culture and performance with practical examples from various organizations in the United States, Europe, China, and other countries.

In the early 1980s, organizational culture theory included organizational behavior particularly with social science disciplines like sociology, anthropology, and social psychology (Denison, 1990). Nwibere (2013) confirmed that a lack of theoretical support

to advance the manager's knowledge existed in the area of organizational culture effectiveness. Sharma and Good (2013) conducted an empirical investigation to identify the impact of organizational culture on organizational performance and productivity. The study findings showed that organizational culture was an essential ingredient of organizational performance and a source of sustainable competitive advantage (Childress, 2013; Kohtamaki, Thorgren, & Wincent, 2016).

Organizational Excellence

Maintaining a healthy working culture in the organization is important to promote a vision of excellence (Fusch & Gillespie, 2012). Bolboli and Reiche (2013) indicated that business excellence is a central feature for the success of any organization. Business excellence and organizational culture share common characteristics. Business excellence mainly includes effective organizational culture because effective organizational culture is a reflection of excellence in the organization (Brown, 2013).

After a thorough investigation of 46 high-performer companies in the United States, Peters and Waterman (1982) shared eight characteristics of excellent cultures in the organization, including quick decision-making and problem-solving, autonomy and entrepreneurship in leadership, and productivity through people (Abusa & Gibson, 2013). An excellent culture also includes a value-driven management and motivated employees.

Peters and Waterman (1982) described attributes that show the difference between higher and lower performer organizations. Business managers use the excellent organizational culture characteristics to increase productivity and profitability (Childress,

2013). These characteristics are important in maintaining business excellence and effective organizational culture in the organization.

Strong and Weak Organizational Culture

In a strong organizational culture, employees have similar views regarding the organization, and they behave consistently with organizational values (Flamholtz & Randle, 2011). Business managers display a strong organizational culture to influence employees' work attitude and performance because culture engages and motivates employees (Simoneaux & Stroud, 2014). In a strong organizational culture, the members of the organization share the values and goals of the organization, and new employees quickly adopt these values (Kotter & Heskett, 1992).

Denison (1990) explained the impacts of organizational culture on business performance. A quantitative study results indicate a positive relationship between organizational culture and business performance (Han, 2012; Hartnell et al., 2011; Jofreh & Masoumi, 2013). A case study research results also show a strong culture as a driving factor for organizational performance (Pinho, Rodrigues, & Dibb, 2014; Simoneaux & Stroud, 2014).

New and historical literature showed the existence of a positive relationship between organizational culture and performance. For example, Flamholtz and Randle (2012) confirmed that the organizational culture has an impact on organizations process, employee performance, and overall organization productivity. Sharma and Good (2013) suggested that strong organizational culture is an important factor to improve and increase the organization's profitability and financial performance. Nwibere (2013) also

indicated that a healthy and strong organizational culture are positive factors to increase organizational performance.

Strong organizational culture includes an important role in aligning the organization's current and future direction (Raza et al., 2014). In contrast, management with weak or ineffective organizational culture has the potential to affect profitability and productivity (Shahzad et al., 2012). In a weak organizational culture, employees have a problem to define the organization's values and to determine the right process of conducting business in the organization (Childress, 2013).

Schein (2010) noted that management with weak organizational culture lacks transparent and consistent communication in the organization. In a weak organizational culture, employees behave in a manner inconsistent with the organization priorities because of insufficient communication and lack of uniform direction from the leadership (Flamholtz & Randle, 2011). When the organizational culture is weak, the organization existence is at risk because organization members have different values and beliefs, where they may work against the management's priority (Eaton & Kilby, 2015).

In a strong organizational culture, business managers may develop and maintain a strong cultural foundation in the organization (Simoneaux & Stroud, 2014). The foundation work includes establishing the organization members' working culture and developing a set of rules and trends of doing business in the organization (Flamholtz & Randle, 2011). Customers and other stakeholders use the organization members' culture and their work trends to identify their organization from other organizations culture (Cian & Cervai, 2014). Customers and other stakeholders may perceive and use the

organizational culture as a distinguishing factor in identifying a good organization from a bad organization (Childress, 2013).

Business managers use a strong organizational culture to substitute formal rules and regulations in the organization (Denison, 1990). Schein (2010) noted that establishing a set of standards and trends in the organization mainly includes creating a well-defined communication channel among employees and managers. Business managers may use the communication channel to develop transparent communication and to encourage a culture of sharing and teamwork among members of the organization (Cao, Huo, Li, & Zhao, 2015).

Transparent communication includes a high level of participation by all members of the organization (Miguel, 2015). High levels of participation and employee involvement in the decision-making process are important to motivate employees. Motivated employees can develop a sense of ownership and responsibility culture in the organization (Engelen, Flatten, Thalmann, & Brettel, 2014). Once employees developed a sense of ownership and responsibility culture, their commitment to the organization significantly improves without close supervision (Nwibere, 2013).

Loyal and engaged employees are important to maintain an effective organizational culture and to improve performance in the organization. For example, Pinho et al. (2014) noted that employees with a sense of ownership might significantly improve performance and productivity in the organization. When employees have a sense of ownership and responsibility, they may fulfill their responsibility without close

supervision and control (Denison, 1990). Business managers can use their time to concentrate on other priorities in the organization.

Organizational culture is a motivational instrument in promoting performance in the organization (Jofreh & Masoumi, 2013). The coordinated effort of managers and employees may contribute to a positive working environment (Miguel, 2015). Schein (2010) noted that employees might motivate and improve their performance when they work in a positive working environment. The study findings showed that loyal and engaged employees promote effective organizational culture to improve performance and productivity in the organization (Fiordelisi & Ricci, 2014).

Business managers with strong organizational culture use transparent and open communication to motivate employees and to improve performance and productivity in the organization (Kohtamaki et al., 2016; Senaji et al., 2014). Transparent communication in the organization includes employees' participation and involvement in organizational activities. When organization members engage in open communication, they may easily share relevant information throughout the organization (Simoneaux & Stroud, 2014).

Employees may develop a sense of ownership and responsibility when involved in the organizational decision-making process (Engelen et al., 2014). In a strong organizational culture, business managers encourage their employees to participate in a key decision-making process. The employees' involvement in the organizational decision-making process is important to improve performance and productivity (Miguel, 2015).

In a strong organizational culture, employees and business managers have an excellent professional quality that contributes to performance improvement in the organization (Pinho et al., 2014). Professional quality contains (a) respect and dignity between employees and managers, (b) high commitment to customer services, and (c) motivation and moral engagement to achieve organizational priorities (Busse, 2014). When employees and business managers develop respect and dignity between them, they can help each other and may integrate their knowledge and experience to improve performance in the organization (Miguel, 2015).

Strong organizational culture is important to motivate employees in the organization. Motivated employees are primary drivers to improve performance in organizations (Simoneaux & Stroud, 2014). Schein (2010) indicated that highly motivated employees might perform in the organization better than unmotivated employees. Flamholtz and Randle (2011) also noted that motivated employees use their time efficiently in performing their daily tasks. Fiordelisi and Ricci (2014) found motivated employees as important factor to improve performance and achieve organizational goals.

Positive Organizational Culture

Business managers may develop and maintain a positive organizational culture to improve organizational performance and productivity in the organization (Flamholtz & Randle, 2011). Study findings in the area of organizational culture showed that a positive organizational culture as a functional culture in improving performance and productivity

in the organization (Childress, 2013). Inabinett and Ballaro (2014) found the existence of a positive relationship between positive organizational culture and performance.

Many business managers confirmed that a positive organizational culture as a primary factor in the success of their businesses (Childress, 2013; Melo, 2012). For example, the founders from Walmart and Southwest Airlines confirmed that their organizational culture is a primary factor in their business success (Flamholtz & Randle, 2011). The founders of Google and Apple also identified their positive organizational culture as the ultimate source of sustainable competitive advantage (Simoneaux & Stroud, 2014).

Business managers with a positive organizational culture may develop a high level of trust in the leadership (Andish et al., 2013). In a positive organizational culture, business managers use a transparent leadership style to develop and maintain trust in the organization (Simoneaux & Stroud, 2014). Transparent leadership includes a consistent decision-making process and transparent communication throughout the organization. When business managers show consistent decision-making processes and transparent communication in the organization, employees may develop trust on leadership (Miguel, 2015).

Business managers with a positive organizational culture are responsible for clarifying and communicating organizational goals and objectives to employees and other stakeholders in the organization (Simoneaux & Stroud, 2014). In a positive organizational culture, employees may clearly understand their organization goal and

values (Flamholtz & Randle, 2012). Childress (2013) noted that when employees share and understand the organization's values, they might engage on value added activities.

Organizational Culture Effectiveness

The organizational culture literature contains information on how business managers use effective organizational culture to improve performance and productivity (Flamholtz & Randle, 2012; O'Reilly et al., 2014). Business managers believe that effective organizational culture is an asset, and ineffective culture is a liability for organizational success (Flamholtz & Randle, 2011). Eaton and Kilby (2015) indicated that business managers use organizational culture to control and moderate the working environment throughout the organization.

Hartnell et al. (2011) noted that business managers use an effective organizational culture (a) to shape employee attitudes, (b) to improve operational effectiveness, and (c) to increase financial performance in the organization. Operational effectiveness contains information on how management uses an effective organizational culture to introduce and innovate new products and to improve process and service. Financial performance includes information regarding the achievement of profitability, productivity, and growth in the organization.

Effective organizational culture is a combination of strong and positive culture. In a strong culture, the organization members behave in a way consistent with organizational values (Flamholtz & Randle, 2011). In a positive organizational culture, employees share the goals and values of the organization (Flamholtz & Randle, 2012). Business managers may establish an effective organizational culture to improve

performance and productivity in the organization (Inabinett & Ballaro, 2014). Givens (2012) noted that managers with effective organizational culture promote excellent customer service and an innovative business environment. In an effective organizational culture, business managers show employee-focused leadership, sound interpersonal relationship, and ethical decision-making processes (Engelen et al., 2014).

Business managers use an effective organizational culture to maintain a positive work environment (Pinho et al., 2014). Effective organization culture is a collection of sub-organizational cultures. Such culture includes (a) healthy customer service, (b) employee-oriented management, (c) strong interpersonal relationship, (d) exemplary leadership, and (e) ethical decision-making process (Childress, 2013). Maintaining an effective organizational culture in the organization is essential to motivate employees (Berg & Wilderom, 2012). Managers with an effective organizational culture may improve performance in the organization (Shahzad et al., 2012).

In an effective organizational culture, employees share the organization's values and beliefs (Schein, 2010). When employees share the organization's value, they can perform better to achieve the organization's objectives (Denison, 1990). Study findings in the area of organizational culture showed that effective organizational culture includes shared values and common purpose to create a sense of teamwork in the organization (Flamholtz & Randle, 2011).

Members of the organization use an effective organizational culture to develop teamwork and knowledge sharing culture (Wiewiora, Murphy, Trigunarsyah, & Brown, 2014). Schein (2010) indicated that managers with an effect organizational culture

encourage teamwork to improve performance in the organization. Teamwork is an essential factor to achieve common organizational objectives. In an effective organizational culture, business managers and employees work together to improve performance and productivity in the organization (Childress, 2013). Eaton and Kilby (2015) noted that effective organizational culture is important to motivate and retain competent employees in the organization.

Business managers with effective organizational culture give priority to excellent customer services (Berg & Wilderom, 2012). In most cases, organizational leadership contains outstanding customer service as part of a mission statement (Denison, 1990). Miguel (2015) indicated that leadership must value good customer service as a source of sustainable competitive advantage. Denison (1990) also noted that in an effective organizational culture, employees share the organization's values and beliefs. When employees share the organizational values and beliefs, they motivate themselves to achieve organizational goals by providing caring and comfortable service for customers (Childress, 2013). In an effective organization culture, customer service is an essential responsibility for business managers (Berg & Wilderom, 2012).

In an effective organizational culture, business managers use employee-focused and transformational leadership to improve performance and productivity in the organization. Veisheh, Mohammadi, Pirzadian, and Sharafi (2014) found that the existence of a positive relationship between transformational leadership and organizational culture. Wiewiora et al. (2014) indicated that transformational business managers encourage collaboration and teamwork.

When business managers encourage collaboration and teamwork in the organization, employees may benefit from shared experience and supportive alliance culture (Man & Luvision, 2014). In a supportive and collaborative culture, employees may develop a friendly environment in the organization (Veiseh et al., 2014). Wiewiora et al. (2014) noted that a friendly working environment is important to motivate employees for better performance.

Quantitative research evidence in the field of organizational culture showed the existence of a positive relationship between high interpersonal relationship and organizational culture (Veiseh et al., 2014). In an effective organizational culture, business managers encourage employee-centered interpersonal relationship in the organization (Engelen et al., 2014). Qualitative study results showed that a strong interpersonal relationship as a significant factor to improve employees' satisfaction in the organization (O'Reilly et al., 2014).

In an effective organizational culture, business managers may address employees' interest. The managers who understand the role of their company culture may respond appropriately to employees' interest (Childress, 2013). Nongo and Ikyanyon (2012) indicated that when strong interpersonal relationships exist in the organization, employees could positively communicate and share their ideas with their managers. When business managers open their doors for employees, they may encourage employees to express their opinions without reservation and hesitation (Veiseh et al., 2014).

Business managers use an open door policy and a strong interpersonal communication with their employees to develop a high level of trust in leadership (Busse,

2014). When employees are content and have trust in the leadership, they can develop a sense of ownership and responsibility in the organization (Denison, 1990). Denison (1990) also indicated that a sense of ownership and responsibility as an important factor to engage and motivate employees for better performance. Nongo and Ikyanyon (2012) found that employee engagement and better performance as an essential element to improve organizational performance and productivity.

Denison Organizational Culture Model

Denison (1990) identified four elements of organizational culture model (a) involvement, (b) consistency, (c) adaptability, and (d) mission. The four organizational culture model elements are essential in developing and maintaining an effective organizational culture in the organization (Kotrba et al., 2012). Denison indicated that involvement and consistency as *internal* factors in developing an effective organizational culture. Adaptability and mission are *external* factors in maintaining an effective organizational culture.

Mousavi, Hosseini, and Hassanpour (2015) noted involvement as a critical factor for organizational culture effectiveness. Involvement includes transparent communication, employee-focused leadership, and strong interpersonal relationships in the organization (Engelen et al., 2014). In an effective organizational culture, business managers encourage high employee involvement and participation of members of the organization in major organizational activities (O'Reilly et al., 2014). When employees participate in the organizational decision-making process, they develop a sense of ownership, trust, and loyalty for the organization (Denison, 1990). A sense of ownership

and responsibility are part of the effective organizational culture elements. Sense of ownership, trust, and loyalty are important factors to motivating employees in the organization (Kotrba et al., 2012).

When employees participate in the organizational decision-making process, they become more responsible and accountable for their actions (Denison, 1990). The study findings in the area of organizational culture show that the existence of a positive relationship between high employee involvement in decision-making process and performance (Hacker, 2015). However, Givens (2012) argued that a high level of involvement in various activities creates a lack of specialization, where difficulty exists to identify the responsible person for the particular assignment.

High level of employee involvement in the organization decision-making process may contribute to the organizational culture effectiveness (Denison, 1990). However, the degree of organizational culture effectiveness may depend on the geographical location of the organization. For example, Engelen et al. (2014) used 643 participants from several German and Thailand companies to examine the relationship between organizational culture and business performance from a geographical location perspective. Englen et al. confirmed that the high degree of involvement contributes to the organizational cultures effectiveness in Thailand instead of Germany.

In an effective organizational culture, members of the organization from different backgrounds fairly share the organization's values, beliefs, and symbols in the organization (Mousavi, et al., 2015). Effective organizational culture exists when a group of people comes together from a different background to reach a common purpose

(Flamholtz & Randle, 2011). When members share the organization's values and beliefs, they understand and coordinate their responsibility consistent with organizational values. Schein (2010) indicated that when organization members share values and beliefs in the organization, they could maintain effective communication and strong organizational culture.

In an effective organizational culture, business managers establish an effective communication, which is important to coordinate employees' activity and increase involvement in the organizational decision-making process (Givens, 2012). Organizational culture emerges from the collection of organizational members' behaviors. Effective organizational culture never exists without a group of people, shared assumptions, and effective communication (Schein, 2010; Sok, Blommel, & Tromp, 2014).

Research findings in the area of organizational culture show the existence of consistency in the organization as a reflection of the organizational culture effectiveness (Givens, 2012). Givens (2012) agreed that consistency is one of the primary factors to create a strong organizational culture and improve employees' performance in the organization. However, Nongo and Ikyanyon (2012) argued that a high level of consistency in the organization does not directly affect employees' commitment and performance in the organization.

Adaptability is the ability of business managers in the organization in perceiving and responding to the external environments (Schein, 2010). In an effective organizational culture, managers are passionate and responsive to internal and external

factors. In adaptability principle, business managers have the ability to modify the existing organizational culture to accommodate necessary changes. The change includes improving internal elements, modernizing internal departments and products in response to external competitions (Mousavi et al., 2015).

An effective organizational culture includes a set of fundamental assumptions that the members of the organization have planned, exposed, and developed in dealing with external adaptation problems (Cian & Cervai, 2014). Business managers often modify and adopt new situations in the organization because of various internal and external factors. In the adaptability principle, employees are competent to adapt, restructure, and reinstitute internal processes, behaviors, and attitudes in response to external forces and demands (Denison, 1990). Adaptability is a critical organizational cultural element in promoting business performance (O'Reilly et al., 2014).

In an effective organizational culture, business managers define the organization mission by providing purpose and meaning to every major part of the organization's mission (Givens, 2012). The mission contains (a) clear direction and vision, (b) strategic decision and intent, and (c) goals and objectives of the organization that members use to guide the activities of the organization (Mousavi et al., 2015). In an effective organizational culture, business managers use the organization's mission and vision to determining the organization short and long-term goals (Nongo & Ikyanyon1, 2012). Business managers use the organization mission to provide appropriate direction to internal and external stakeholders (Raza et al., 2014).

One of the responsibilities of business managers is aligning organizational culture with their business mission (Denison, 1990). Business managers believe that making successful alignment between organizational culture and business mission is a challenging task and an essential responsibility for them to secure the success of the organization (Eaton & Kilby, 2015). In an effective organizational culture, business managers align the organization's mission with organizational priorities to improve performance and to determine future directions of the organization (Raza et al., 2014). Quantitative study findings in the field of organizational culture show the existence of a positive relationship between mission and business performance (Mousavi, et al., 2015).

Mousavi et al. (2015) found that involvement and adaptability principles directly affect organizational performance. Mousavi et al. also noted that the other two organizational culture principles, consistency, and adaptability indirectly affect organizational performance. Nongo and Ikyanyon (2012) confirmed the existence of a positive relationship between adaptability and commitment in improving organizational performance. Quantitative study results in the field of organizational culture also showed that the existence of a strong relationship between mission and organizational performance (Givens, 2012).

Types of Organizational Culture

Four types of organizational culture include (a) clan culture, (b) adhocracy culture, (c) hierarchy culture, and (d) market culture (Fiordelisi, 2014; Sok et al., 2014; Wiewiora et al., 2014). Clan or supportive culture contains an employee-oriented leadership, cohesiveness, participation, and teamwork (Han, 2012). Adhocracy or an

entrepreneurial culture includes innovative, creative, and adaptable characteristics (Veiseh et al., 2014). Sok et al. (2014) defined hierarchy culture as a combination of rules and regulations to control activities in the organization. Market culture includes competition and organizational goal achievement (Pinho et al., 2014).

The assumption and values of clan culture include human affiliation, collaboration, attachment, trust, loyalty, and support (Fiordelisi, 2014). In a clan culture, managers need to act in a democratic manner to inspire and motivate employees to establish a culture of excellence in the organization (Miguel, 2015). An interpersonal relationship is active in the effective organizational culture. Organization members behave appropriately and develop a sense of ownership when they have trust in, loyalty to, and ownership in the organization (Nongo & Ikyanyon, 2012). Clan culture includes teamwork, participation, employee involvement, and open communication (Pinho et al., 2014). In a clan culture, business managers encourage teamwork and employee empowerment (Yirdaw, 2014). The ultimate goal of clan culture is improving employee performance through commitment, sense of ownership, and responsibility (Han, 2012; Murphy et al., 2013).

Research findings in the area of organizational culture showed how clan culture positively relates to organizational performance (Han, 2012; Man & Luvison, 2014; Murphy et al., 2013). By contrast, Givens (2012) argued that clan culture includes employee relation issues instead of improving efficiency and effectiveness in the organization. Kotrba et al. (2012) compromised both views, supporting the clan culture's indirect role in improving performance and they acknowledge the clan culture's direct

role in improving efficiency and effectiveness. In a clan culture, business managers encourage employee engagement and commitment to the organization because committed employees may perform their task efficiently and deliver their responsibility effectively (Nongo & Ikyanyon, 2012).

In adhocracy or an entrepreneurial culture, organization members may require clarification for their job assignments including the importance and impact of the assignment to achieve organizational goals (Veisoh et al., 2014). The values and assumptions of adhocracy culture include (a) growth, (b) risk taking, (c) creativity, (d) diversity, (e) independence, and (f) adaptability (Hartnell et al., 2011). In adhocracy culture, business managers allocate more resources for research and development, and they encourage employees' involvement in creative and innovative research activities (Sok et al., 2014).

In adhocracy culture, innovation and creativity are important to enhance productivity and to improve services in the organization. The ultimate result of adhocracy culture is innovation and change (Fiordelisi, 2014). Research evidence in the area of organizational culture show the existence of a positive relationship between adhocracy culture and innovative entrepreneurial orientation (Engelen et al., 2014). Other research findings also showed the existence of a positive relationship between adhocracy culture and financial effectiveness in the long-term (Hartnell et al., 2011).

In hierarchy culture, business managers give priority in establishing effective control systems throughout the organization. In hierarchy culture, organization members follow the rules and regulations, and each activity set with pre-defined procedures and

rules (Hartnell et al., 2011). Hierarchy culture includes clear communication channels, stability, consistency, and reinforcement (Fiordelisi, 2014). The final goal of hierarchy culture is efficiency and effectiveness. Study findings showed the existence of a negative relationship between hierarchy culture and financial performance (Han, 2012). Other research findings also showed the existence of a negative relationship between hierarchical culture and customer integration (Cao et al., 2015).

In a competition culture, organizational members have clear objectives to increase their reward through market achievement (Han, 2012). Competition culture includes (a) gathering customer and competitor information, (b) appropriate goal setting, planning and decision-making, and (c) task focus leadership. Competition culture also contains market aggressiveness and achievement.

The competition culture includes open communication, competition, competence, and achievement (Miguel, 2015). In competition culture, business managers focus on external effectiveness through market control and secure competitiveness through market achievement. Miguel (2015) noted that business managers must have knowledge of their clients and market priority to survive in the competitive market. In a competition culture, business managers must maintain customer-driven leadership because the priority in competition culture is customers' satisfaction (Han, 2012).

The other priority for business managers in competition culture is to satisfy the owners of the company. The ultimate goal of competition culture is high market share, revenue, high profit, growth, and productivity (Hartnell et al., 2011). In an effective organizational culture, business managers use the organization member's values,

priorities, and behaviors to make the company's business journey easy and competitive in the marketplace (Eaton & Kilby, 2015). The proper alignment of fair competition and stakeholders' satisfaction is important for organizational culture effectiveness.

Previous empirical studies in the area of organizational culture showed that the existence of cultural acceptance variation in various geographical locations (Engelen et al., 2014). For example, Shim and Steers (2012) found the existence of more hierarchical and clan cultures in Southern Korean companies than organizational culture in the United States and Japan. The other study findings also showed that the existence of more collaborative culture in Southern Korean companies than in the United States and Japan. By contrast, Shim and Steers found risk takers, innovative, assertive, and future-oriented business managers in the United States, rather than in Korea companies.

Measuring Organizational Culture Effectiveness

Business managers may consider various methods to evaluate and measure their organizational culture effectiveness. Using the appropriate measurement method is important because management may use some measurement factors that fail to capture the complexity of culture from different types of organizations (O'Reilly et al., 2014). Hartnell et al. (2011) found the existence of a disagreement and lack of universal standardization to measure an organizational culture effectiveness.

O'Reilly et al. (2014) used the six factors method to measure organizational effectiveness and performance. The six factors include (a) adaptability, (b) integrity, (c) collaborative, (d) result oriented, (e) customer oriented, and (f) detail oriented factors. Flamholtz and Randle (2012) also identified three evaluation elements to evaluate the

organization culture effectiveness. The three elements include (a) cultural alignment, (b) behavioral consistency, and (c) cultural gaps. The six factors of O'Reilly et al. are more detail and suitable to measure the organizational values, beliefs, and norms (as cited in Hacker, 2015). The result from the evaluation may identify cultural gaps that show the difference between the desired values and the actual value in practice.

Fusch and Gillespie (2012) introduced a performance analysis model to determine the gap between the desired performance and the actual results in the organization. Fusch and Gillespie's performance analysis model showed how business managers identify performance gaps by comparing the actual organizational performance to the desired performance. A desired organizational performance includes a detailed analysis of the organization's vision, mission, strategy, and desired results. The actual performance analysis contains a brief discussion of internal and external factors including economic, market, and customer relations. Fusch and Gillespie noted that the importance of identifying performance gaps as a primary approach to deploying effective performance interventions method. Fusch and Gillespie used a work-life approach as a performance intervention to create a positive impact on organizational culture and performance.

Flamholtz and Randle (2012) identified an organizational culture evaluation method, which includes five key dimensions of organizational culture. The five key aspects contain (a) customer orientation, (b) employee orientation, (c) performance standards, (d) commitment to change, and (e) company process orientation. Customer orientation includes how the organization's managers understand their clients and how employees serve their customers. Business organizational managers must have identified

values to guide employee interaction with customers (O'Reilly et al., 2014). The value contributes to the organizational culture effectiveness by maintaining a high level of customer satisfaction in the organization (Hartnell et al., 2011).

The second important dimension for organizational effectiveness is employee orientation (Flamholtz & Randle, 2012). Flamholtz and Randle (2012) defined employee orientation as the process of motivating employees in the organization. Employee orientation includes how people behave while performing their jobs in the organization. Business managers use employee orientation to maintain a strong organizational culture in the organization.

Every organization has a group of people with different cultures and backgrounds. Organizational culture is important to combining the organization members' different backgrounds and personal culture into a commonly accepted organizational culture (Green, 2012). Low employee turnover and high employee satisfaction contribute to the organizational culture effectiveness (Hartnell et al., 2011). The effective organizational culture characteristics contains employee satisfaction and empowerment in the organization, which are key to motivate and retain competent and trustworthy employees.

The third organizational culture dimension includes an input that how performance and accountability standards collaborate in the organization (Flamholtz & Randle, 2012). Performance and accountability standards contain a standard that shows when and how employees receive evaluations, benchmark standards, rewards, and accountability for their performance. O'Reilly et al. (2014) noted that performance and accountability standards have a profound impact on employees' work performance and

behavior. The performance and accountability measure contributes to the organizational goal achievement and the organizational culture effectiveness (Green, 2012).

The fourth essential dimension for the organizational culture effectiveness is innovation and commitment to change (Flamholtz & Randle, 2012). Commitment to change and innovation includes how the company community views, commits and reacts to change and innovation. Flamholtz and Randle (2012) indicated that commitment to change and innovation included the managers' readiness to lead unexpected changes and preparation to improve products and services. Commitment to innovation and readiness for change are important strategic components for the organizational culture effectiveness (Hartnell et al., 2011).

The fifth organizational culture effectiveness dimension is a company process orientation (Flamholtz & Randle, 2012). Company process orientation is the process of how the company system operates including planning, organizing, decision-making, communication, and social responsibility. Organizational culture effectiveness includes economically feasible planning, transparent decision-making processes, clear communication channels, and socially responsible organizations (O'Reilly et al., 2014).

Effective organizational culture includes highly motivated employees, high level of customer satisfaction, well-established performance standards, openness to change, innovation, and clearly defined company process orientation (Flamholtz & Randle, 2011). Business managers may use company process orientation in evaluating organizational culture effectiveness. The various aspects of organizational culture effectiveness relate to the company performance (Schneider et al., 2013). For example,

more innovative organizational culture may contribute to higher sales growth.

Bureaucratic organizational culture may increase efficiency. Supportive organizational culture may promote employee satisfaction (O'Reilly et al., 2014). In another empirical evidence, Chatman, Caldwell, O'Reilly, and Doerr (2014) confirmed that a strong consensus culture in the organization affects net income, and a strong adaptability culture affects revenue.

The Role of Organizational Culture on Corporate Performance

Fusch and Gillespie (2012) indicated that developing a positive workplace culture leads a performance improvement in the organization. Organizational culture is an important determinant factor for organizational performance (O'Reilly et al., 2014).

Uddin et al. (2013) confirmed the existence of a strong relationship between organizational culture and organization performance. Childress (2013) also noted that an organizational culture does affect organizational performance positively or negatively.

Unger et al. (2014) found the existence of a positive relationship between corporate culture and financial performance. In another empirical research, Flamholtz and Randle (2012) found 46% of corporate earnings affect by organizational culture effectiveness. However, Berg and Wilderom (2012) argued that the organizational culture might affect performance, where the change is a longer time interval showing the effects of culture on financial performance.

Business managers use the term *organizational performance* to express an action undertaken in the organization and an outcome to show organizational performance that reflects outputs. When business managers use organizational performance to express

action, organizational performance is the ability to execute tasks in the organization by its members (Uddin et al., 2013). Managers may use action performance to measure with high, medium, or low scales. When business managers use organizational performance to express an outcome, organizational performance is the output or results of an organization including productivity, profitability, and growth (Carter & Greer, 2013). The output may measure against its intended goals and objectives.

Berg and Wilderom (2012) identified five factors to measure the impact of organizational culture on organization performance. The factors include (a) employee empowerment, (b) external emphasis, (c) interdepartmental collaboration, (d) human-resource orientation, and (e) the performance improvement tendency. These factors are important to measure the impact of organizational culture on organizational performance (Unger et al., 2014).

The Role of Organizational Culture in the Corporate Group

The definition of a holding company or corporate group varies based on legal, economic, and the tax aspects of the country in which the corporate group headquarters operate. Eukeria and Favourate (2014) defined that a corporate group is a combination of two or more member companies with different business segments under one corporation. Gajewski (2013) indicated that a corporate group is a company with the power of control, governance, and leadership over legally independent companies. In a diversified business strategy, a single corporation includes a combination of two or more different lines of business and services (Erdorf et al., 2013).

Organizational culture is an essential element to unify various units and divisions in the corporate group structure (Kenny, 2012). Diversification is one of the corporate group strategies since the 1960s (Eukeria & Favourate, 2014; Purkayastha, 2013). The organizational culture must align with the company's business strategy. Several study findings in the area of organizational culture showed that without organizational culture support, managers fail to succeed implementing and maintaining their strategy (Eaton & Kilby, 2015; Weber & Tarba, 2012).

In a diversified business strategy, the company business includes producing and distributing different products and services. Mainly diversified products and services exist in the corporate group operation. For example, Proctor and Gamble Company (PG) business includes producing and distributing various brand products from the same beauty and health product lines. PG's main products include beauty, health, well-being, and baby care products (Peters & Waterman, 1982).

Under a corporate group business structure, the company may include similar or diversified products and services from a different business sector and geographical locations (George & Kabir, 2012; Haan & Poghosyan, 2012). For example, the General Electric Company (GE) is highly diversified with various products from variety business sectors and different geographical locations. GE includes financial and network services for US customers. GE has various manufacturing and distribution lines: (a) jet engines engineering line, (b) rail system parts division, (c) major household appliances manufacturing unit, (d) electrical equipment support service division, and many other industrial product lines (Kenny, 2012).

Business managers believed that establishing an effective organizational culture in the corporate group is important to manage and lead diversified companies under the corporate group (Lee & Gaur, 2013; Neffke & Henning, 2013). The diversified corporate group leadership may suffer loss of control because of the corporate group diversified business nature (Gajewski, 2013). For example, PG and GE have strong organizational culture that helps to align and unify the highly diversified business unit activity into a centralized corporate leadership (Kenny, 2012).

In an effective organizational culture, the corporate group leadership may integrate the corporate culture into member company cultures to maintain successful communication between corporate and member company managers. When the corporate culture successfully aligns with business units' culture, the managers may avoid the risk of integration between the corporate office and business units (Gajewski, 2013). According to Eaton and Kilby (2015) and Williams (2012), research findings showed that a risk of integration as a primary cause for member companies' failure within the corporate group.

In a corporate group, executive managers use their organizational culture to integrate the newly acquired business culture (Williams, 2012). In a business acquisition and merger process, organizational culture is a primary factor for management to integrate the merging companies' culture (Eaton & Kilby, 2015). The study results showed that 70% of newly acquired businesses in the corporate group fail to integrate with the buyer's company organizational culture, and 83% fail to increase shareholders

value (Hirsch, 2015). In another organizational culture study, the findings showed that more than a 50% failure rate of organizational culture change initiatives (Whalen, 2014).

Once the corporate group leadership establishes an effective organizational culture in the organization, line managers may improve the organization's performance using integrating and combining resources (Flamholtz & Randle, 2011). Business managers may benefit from the diversified business strategy with a range of potential business opportunities (George & Kabir, 2012). Corporate group managers may benefit from diversification. The benefit includes (a) sharing limited resources, (b) taking the advantages of cost saving, (c) economies of scale, and (d) strategic adjustments and financial economies (Hashai & Delios, 2012).

The other advantage of the effective organizational culture in a diversified business company includes experience sharing among managers of member companies in the group. Diversified company managers may share experience from one company to another and may develop inter-relationships alliance (Man & Luvison, 2014). Kenny (2012) indicated that many well-known company managers confirmed the benefits of using diversified business strategy with effective organizational culture to improve performance in the organization.

Lien and Li (2013) conducted a quantitative study using 205 diversified companies' performance results in Taiwan from 1999 to 2003 to examine the relationship between diversified firms and employee performance. Lien and Li found a positive relationship between diversified companies and their performance. In different geographical locations, Kenny (2012) conducted a qualitative study to explore the

geographical location's impact on diversified companies' performance in the United States, Australia, South Africa, and India. Kenny found high performer diversified companies from different geographical locations. Gajewski (2013) indicated that geographical location does not affect the companies diversified business strategy and performance.

By contrast, Shim and Steers (2012) found that more successful diversified firms in Korea than in America because of the existence of a better collaborative culture and the less regulated business environment in Southern Korea. Collaborative organizational culture and less regulated business environment are the factors in balancing the need for divisional autonomy and corporate integration (Lee & Gaue, 2013). Business managers with effective organizational culture use collaborative organizational culture to make successful integration between member company culture and corporate culture (Kenny, 2012).

Diversified companies' business structure varies based on the level of diversification and the degree of relatedness between their sectors of activity (Neffke & Henning, 2013). In a diversified business structure, decentralized and divisional structure are common methods to organize various functions and operations in the organization (Gulamhussen, Pinheiro, & Pozzolo, 2014). Business managers use the business unit and divisional performance to improve corporate performance, which also encourages competition at the member company's level (Zahavi & Lavie, 2013).

Corporate managers need to have competent general managers and strong organizational culture at a business unit and division levels to improve organizational

performance (Kenny, 2012). Research finding showed that when diversification supports with effective organizational culture, diversified companies outperforms the other companies (Gajewski, 2013; George & Kabir, 2012; Lee & Gaur, 2013). In contrast, other study findings showed that diversification activities show less financial return in the short-term, but high financial return and competitiveness in the long-term (Coad & Guenther, 2013).

The corporate group leadership use a decentralized organizational structure to empower general managers of each company and to distribute power and responsibility (Kenny, 2012). The decentralized organizational structure is important to delegate responsibility and power at the member companies level (Weber & Tarba, 2012). In the corporate group, general and divisional managers need to act like small business owners (Zahavi & Lavie, 2013). A member company's general managers are responsible for their company profitability and return on capital employed at each company level (Cian & Cervai, 2014). Kenny (2012) indicated that business unit managers must understand their customer's interest to deliver a competitive advantage at the business unit level.

Executive managers at the corporate level need to ensure that their organizational culture effectiveness (Kenny, 2012). Organizational culture is an important factor to sharing experiences in the organization (Green, 2012). Organizational cultural also affects the operations effectiveness in the organization (Yirdaw, 2014). Kenny noted that in an effective organizational culture, business managers make successful integration between the corporate office and the member company's culture to improve operational effectiveness and organizational performance.

Implementing an appropriate performance measurement tool in the corporate group is important to evaluate the performance of each division and member company (Eukeria & Favourate, 2014). The corporate group leadership use an appropriate and consistent measurement tool to evaluate the role of organizational culture in the corporate group (Zahavi & Lavie, 2013). Eukeria and Favourate (2014) indicated that many successful corporate group managers use return-on-capital, net profit, or earnings per share to measure a member companies' performance.

Many business managers use accounting measures to evaluate their company performance (Eukeria & Favourate, 2014). For example, Kenny (2012) identified one of the well-known diversified companies in South Africa, the Bidvest management uses profit and return to measure various divisions from different business sectors. The Bidvest Company has many lines of business including industrial products, food and hotel services, freight and shipping, contract cleaning and security, financial services, and motor vehicle sales. As Kenny described, the Bidvest management uses their organizational culture in balancing the need of integration between member companies and corporate office.

Strong cultural integration between member companies and a corporate office culture is a critical factor of the corporate group success (Idris et al., 2015). For example, study findings showed that 89% of newly acquired businesses in the United States fail to succeed because of a lack of integration between member companies and the corporate office culture (Weber & Tarba, 2012). Another study in 2014 also showed that 68% of

business managers in the world believe that their organizational culture does not align with their business strategy (Eaton & Kilby, 2015).

Another highly diversified company, GE managers used a return-on-capital to measure member companies' performance in the United States (Kenny, 2012). GE managers engage in leading various business sectors including jet engine manufacturing, maintenance services, energy products, home and industry appliances, communication services, financial services, and many others (Childress, 2013). Kenny (2012) confirmed that managers in GE used return-on-capital to measure each division's performance by evaluating how the organizational culture influences each division's performance. Organizational culture is a main driver for the success of GE company (Flamholtz & Randle, 2011).

Transition and Summary

In Section 1, the literature review contained a brief discussion and synthesis of the various literature in the area of organizational culture from the corporate group perspective. The literature review included a critical analysis and synthesis of literature related to the conceptual framework of an organizational culture theory. Achieving business excellence and productivity include challenges for business managers in diversified companies than managers in non-diversified companies. Lack of cultural integration among member companies is a primary cause of the corporate group failure (Weber & Tarba, 2012). Unless business managers establish an effective organizational culture, the high level of diversification and lack of cultural integration leads them to poor performance and refocusing (Lee & Gaur, 2013).

In Section 1, the literature review included a critical analysis and synthesis of literature relating to the potential themes and phenomena in the study. Many business managers confirmed that effective organizational culture is an important element for the success of their businesses (Flamholtz & Randle, 2012; Kenny, 2012). The quantitative study results in the area of organizational culture showed the existence of a positive relationship between organizational culture and business performance (Han, 2012; Hartnell et al., 2011). Qualitative study findings also showed how business managers use an effective organizational culture to motivate employees, to attract customers, to improve operational effectiveness, and to increase financial performance (Hartnell et al., 2011). Section 1 included a brief and concise overview of the background of the problem, the problem statement, purpose statement, and research question. Section 1 of the study also contained the nature of the study, the conceptual framework of the study, and operational definitions of important terminologies.

In Section 2, the study includes a clear description about the role of the researcher, the data collection and analysis process, the research method and design in the study. Section 2 of the study contains the sampling method and frame in the study including data collection and organizational techniques. Section 2 of the study also includes an explanation of the systematic process of ethical responsibility taken in the study based on fundamental ethical principles of the research. Section 3 of the study contains a brief summary of findings and the relevance of findings in respect to the application for professional practice and implications for social change. Section 3 of the study includes recommendations for further study, research reflections, and a conclusion.

Section 2: The Project

Section 1 of the study included the problem and purpose statements, research and interview questions, the nature of the study, and the review of the related literature in the area of organizational culture. In Section 1, the literature review includes the problem in several instances including how underestimating the roles of organizational culture by business managers affects the organizational performance and productivity. Section 2 includes a detailed explanation of the research method and design.

Purpose Statement

The purpose of the qualitative exploratory single-case study was to explore successful strategies that senior company managers use to establish an effective organizational culture to improve performance. Senior managers may use an effective organizational culture to improve performance and productivity for their organization. The study contains relevant information for business managers in the role of organizational culture in the corporate group.

The study target population was senior company managers with successful strategies in establishing an effective organizational culture in the corporate group from Ethiopia. The senior managers of the corporate group were the primary information sources for the study. Senior managers in the corporate group shared their experience and provided relevant information for the study. Creating and maintaining an effective organizational culture in the organization is important to improve performance and productivity (Eaton & Kilby, 2015). Business managers use an effective organizational culture to establish a stable and productive organization in the community. When stable

and productive companies exist in the community, the society may benefit from employment opportunity (Childress, 2013).

Role of the Researcher

Disclosing the role of the researcher in a qualitative study is important to increase the credibility of the study (Unluer, 2012). My role in the study ranged from designing a case study to preparing the study report. The study process includes choosing the appropriate participants, conducting an interview with the study participants, and analyzing and interpreting the data (Frels & Onwuegbuzie, 2013). Yin (2014) advised researchers to use appropriate data collection method to ensure the accuracy of the data.

I previously worked in the corporate group for 11 years as an accountant and then as a manager. Through the experience as a manager, I gained insight regarding the corporate group environment. The experience and knowledge acquired from the study company helped me to identify the right participants for the study. Unluer (2012) noted that the researcher's prior experience with the study company is an important opportunity to identify and approach people for the study.

The relationship that developed during the employment period in the study company was important to maintain a strong relationship with the interview participants. However, Unluer (2012) argued that inside information might cause loss of objectivity because of the researcher's strong attachment and familiarity with the participants. Attachment with participants and prior knowledge of the study company may contribute to wrong assumptions regarding the research process (Kaczynski, Salmona, & Smith, 2014). To avoid incorrect assumptions of the research process, I strictly followed ethical

requirements and used interview protocols with predefined semistructured interview questions. Yin (2014) indicated the importance of predefined semistructured interview questions to gather reliable and unbiased data for the study.

The interview protocol is necessary to avoid personal biases and wrong assumptions in the study (Jacob & Furgerson, 2012). I used the interview protocol to avoid personal biases during the interview process. The interview protocol contains: (a) the interviewee and interviewer's name, (b) time of the meeting, (c) instructions for the interviewee, and (d) the semistructured questions and short notes (Frels & Onwuegbuzie, 2013). The interview protocol is an important tool to work with the overall problem during the study and to increase the overall reliability of the study (Yin, 2014).

Yin (2014) advised researchers to understand the study company's culture and system before choosing the research method and design. Aaboen, Dubois, and Lind (2012) indicated that the case study designs are useful to understand the research phenomenon. In a case study research, inside information and prior knowledge of the study company is important to understand the culture and to develop a deep understanding of the case (Yin, 2014). I used my previous experience in the study company to identify and choose appropriate participants for the study. Unluer (2012) indicated that researchers' prior experience with the study company is important to establish intimacy and to motivate participants during the study process.

I obtained permission from the Walden University Institutional Review Board (IRB) to conduct the research. Yin (2014) noted that researchers must obtain IRB approval to collect data from human participants. The ethical requirement of the research

process includes strictly following the Belmont Report that contains the ethical principles and guidelines involving human subjects (Crockett, Downey, Firat, Ozanne, & Pettigrew, 2013). The Belmont Report includes direction for the selection of human subjects and the importance of informed consent in the research process (Newman & Glass, 2014).

McLaughlin and Alfaro-Velcamp (2015) indicated that researchers must respect and protect the rights of human participants in the study.

The ethical research principle includes the clarification and explanation of how to overcome the problems related to ethics and personal biases in the research process (Brewis, 2014; Newman & Glass, 2014). I strictly followed all ethical requirements to avoid ethical and personal biases throughout the study process. Yin (2014) indicated that researchers must avoid personal biases and respect ethical requirements in the research process, particularly during the data collection and interpretation phase.

The study included multiple stages of validity and credibility analysis to avoid personal biases and to develop the readers' confidence in the accuracy of the study process and results. All data acquired for this study placed in a secured place. I kept all sensitive information and the identity of participants confidential. The ethical research requirements include taking the appropriate action to address confidential and sensitive ethical issues that arise during the study. Confidential information includes the name of the company and the participants' identity (American Psychological Association [APA], 2012).

Participants

The primary eligibility criteria for the study participants were experience and knowledge in the area of the study. In a case study, the participants' experience and knowledge of the case are important to gather relevant data (Poulis, Poulis, & Plakoyiannaki, 2013). I selected participants based on their role, experience, and seniority in the study company using a purposive sampling method. The purposive sampling method is critical to identify well-experienced and knowledgeable participants in the study company (Crockett et al., 2013; Yirdaw 2016).

Participants held an executive position and had more than 5 years of experience in the study company with a successful and effective organizational culture. Senior managers are important to provide reliable information and direct evidence regarding the study company (O'Reilly et al., 2014). Senior managers are also important to provide detailed information about how they use their organizational culture to improve performance and productivity in the organization (Eukeria & Favourate, 2014).

Respecting personal demands of the participants during the participant selection process is essential. I strictly followed the ethical requirements in participant selection process for the study. Crockett et al. (2013) noted the importance of using the Belmont Report requirements to select eligible participants for the study. The Belmont Report includes the requirement of how to choose participants on a voluntary basis (McLaughlin & Alfaro-Velcamp, 2015).

Yin (2014) noted that researchers must have sufficient access to the data in the study. Developing a level of trust in the study company is important to gain access to the

data and relevant information from the study participants (Kaczynski et al., 2014). I obtained the study corporate group chief executive officer (CEO) approval to conduct the study on the company and to use the corporate group's data for my study.

The case study process includes identifying strategies to maintain a positive relationship with the study participants (Yin, 2014). In qualitative research, establishing a working relationship and developing trust with participants is a primary responsibility of the researchers (Kaczynski et al., 2014). The leadership experience in the study company is important to establish a good working relationship with participants and to maintain open, transparent, and respectful conversation (Unluer, 2012). My previous experience in management helped me to create a friendly relationship with participants, which was also important to understand their opinions and perceptions regarding the discussion topic.

Unluer (2012) indicated the importance of approaching participants in a friendly manner during the study process. Developing trust and a good working relationship with study participants is crucial in motivating participants to share their experience on the topic (Poortman & Schildkamp, 2012). Pre-existing and enduring connections with participants are important to boost the participants' appetite for sharing their perspectives on the topic (Brewis, 2014).

The participants' executive position in the study company was important to address the overarching research question of the study. Fifteen general managers and five vice presidents participated in the study. The CEO and vice presidents from the corporate group provided executive leadership to the group companies. General Managers were responsible for the day-to-day operation of each company in the group.

In a case study, participants must align with the overarching research question, and they must have appropriate knowledge and experience regarding the case (Yin, 2014). Senior managers can share their experience in establishing an effective organizational culture in the corporate group (Cleary, Horsfall, & Hayter, 2014; Engelen et al., 2014). General Managers at the company level and vice presidents at the corporate level were important to answer the central research question and to provide evidence for the study.

Research Method and Design

In any research process, understanding the research methodologies and designs is essential because each research method is a different strategy of approaching the study process (Yin, 2014). Understanding the purposes of various research methods is essential to identify the appropriate research method for the study. Yin (2014) noted that examining various research methods is essential to evaluate the advantage and disadvantage of each method. Research methods include quantitative, qualitative and mixed-methods (Kumar, 2012; McNulty & Zattoni, 2013). I chose a qualitative method for the study.

Method

Basic research methodologies include quantitative, qualitative and mixed-methods. Welch, Plakoyiannaki, Piekkari, and Paavilainen-Mantymaki (2013) indicated that a quantitative method is appropriate to examine the relationship between two or more variables in the study, and is mainly relevant for theory testing. Tsang (2014) identified an important difference between qualitative and quantitative methods. The quantitative

method was appropriate to examine the relationship between variables in the study; the qualitative method is appropriate to explore the phenomenon in the study. I used a qualitative method to explore the role of organizational culture in the study company. Allwood (2012) indicated a qualitative method is appropriate to describe particular situations using interviews, observations, and document reviews.

A qualitative method met the needs for the study because the qualitative method is important to explore the phenomenon in the study (Tsang, 2014). The qualitative method is the most popular method in business and management research (Welch et al., 2013). Yin (2014) indicated that the qualitative method is appropriate for social science research, particularly in studying individual and group behavior in the organization. A qualitative method was appropriate for the study because the qualitative method applies to studying individual and group behaviors in the organization. Allowed (2012) noted the importance of a qualitative method to explore experiences, processes, and problems in the study.

A quantitative method did not meet the needs of the study because I did not address causation in the study. The quantitative method is important to compare two groups or to determine the existence of a relationship between two or more variables in the study (Tsang, 2014). Allowed (2012) indicated a quantitative method is appropriate to analyze quantifiable and numerical data in the research.

A mixed-methods approach did not meet the needs of the study because sharing the same research questions for both the quantitative and qualitative part of the study in mixed-method was difficult and time-consuming. Mixed-methods research includes more

resources, additional time, and additional complementary data to satisfy both methods (Frels & Onwuegbuzie, 2013). Yin (2014) noted that a mixed-methods study needs more effort and time to integrate quantitative data and qualitative data. Quantitative and mixed-methods are appropriate to quantify causal relationships and to analyze numbers instead of exploring and describing situations (Allwood, 2012).

Research Design

Basic qualitative research designs include case study, phenomenology, grounded theory, ethnography, and narrative (McNulty & Zattoni, 2013). The research design is an essential element in the research process to make the study stronger and to manage the research process easily (Yin, 2014). Yin (2014) indicated that a research design includes the research process from defining a research question to analyzing data. I chose a case study research design for the study.

The case study design met the needs of the study because the case study design was relevant to explore the role of organizational culture in the study company. Research findings showed that a case study design was appropriate to conduct an in-depth study in various organizational settings (Boblin, Ireland, Kirkpatrick, & Robertson, 2013). The study subject suited the needs of the single-case design because the company had a history of using effective organizational culture in improving performance and productivity in the organization. In organizational culture theory, organizational culture is a critical factor to influence organizational performance and productivity (Hartnell et al., 2011). Compared to other designs, a case study is the best design to analyze a process, program, or activity in the organization (Garcia & Gluesing, 2013).

The remaining four designs, such as phenomenology, ground theory, ethnography, and the narrative did not suit the needs of the study. Phenomenology design is essential to documents from the lived experience of the phenomenon. The ground theory is an appropriate design to explore the process, action, or interaction from the participants' viewpoint. The narrative research design is relevant to explore the life and history of the individual. Ethnography is important to discover cultural groups with natural settings (McNulty & Zattoni, 2013).

Case study design is the most popular method in a business and management research (Welch et al., 2013). For example, Uddin et al. (2013) used a qualitative case study method to explore the role of organizational culture on employee performance and productivity in a single multinational company in Bangladesh. Wiewiora et al. (2014) used a qualitative case study method to investigate important factors influencing organizational culture and knowledge-sharing mechanisms in a project based company in Australia. In both studies, the case study design was useful to explore the existing problems and to develop theory in the study (Aaboen et al., 2012).

Case study research design includes three basic approaches, explanatory, exploratory, and descriptive (Yin, 2014). Exploratory case study design was appropriate to explore situations and process in the case. Poulis et al. (2013) indicated that exploratory case study research design is suitable to answer what, how, and why questions in the research. The exploratory case study is appropriate to cover various issues in the business organization and social institutions (Welch et al., 2013).

The remaining two approaches, explanatory, and descriptive case studies did not meet the needs of the study. The explanatory case study approach was not suitable for the study because the explanatory approach is appropriate to explain causal relationships and to develop theory through detail explanation of the phenomena in the study. The descriptive case study approach did not suit to the study because the approach mainly serves to cause and effect analysis (Yin, 2014).

Case study research design includes two basic types of designs, single-case design and multiple-case design (Yin, 2014). The single-case design suited the needs of the study. According to Welch et al. (2013), multiple case studies is appropriate to study multiple cases in a single study and to provide a single set of cross-case conclusions. A multiple-case design was not suitable to conduct unusual, critical, and revelatory cases. Multiple-case design requires multiple-experiment on the case and creates replication designs and pre-structured frameworks to compare cases (Aaboen et al., 2012).

The primary reason for selecting a single-case design rather than a multiple-case design for the study was that the single case might represent the critical test of a single theory (Yin, 2014). Anteby and Molnar (2012) used an exploratory single-case design to explore an essential element of an aerospace company identity in France. Smets, Morris, and Greenwood (2012) conducted a case study using an exploratory single-case approach to investigate a model of practice-driven institutional change in a financial company in Germany. Anteby and Molnar confirmed the relevance of exploratory single case approach to explore causations and to build theory in a single company case.

The research design is important to determine sample size and data saturation point (O'Reilly & Parker, 2013). O'Reilly and Parker (2015) defined data saturation as an adequacy point in a data collection process that occurs when the researchers achieve in depth and a breadth of information for their study. The sample size of 20 in-depth interviews allowed me to reach the data saturation level of the study. Marshall, Cardon, Poddar, and Fontenot (2013) used an average sample size of 16-17 interviews to reach the saturation level of the data. I used follow-up questions to obtain in-depth information for the study and to reach the data saturation point for each question. Dworkin (2012) noted the importance of follow-up questions to expand the initial question and to reach the data saturation point for each interview question.

Population and Sampling

In a qualitative study, the sample must draw from the target population (Cleary et al., 2014; Poortman & Schildkamp, 2012). A representative sample represents the target population (Poulis et al., 2013). The target population of the study was senior managers in a corporate group in Ethiopia. The sample selected from the leading and biggest corporate group in Ethiopia, which was the target population for the study. The study corporate group has 24 companies under the corporate group leadership, which is one of the biggest corporate groups in Africa.

Frels and Onwuegbuzie (2012) indicated that researchers must determine their sample size on the nature of the topic and availability of the data. I used a purposive sampling method to choose participants for the study. The purposive sampling method is important to determine the adequacy of the sample size and to represent the target

population (Cleary et al., 2014). The selection of influential company representatives is a purposive sampling approach in a case study design (Kaczynski et al., 2014).

In a qualitative study, sampling is a primary concern for the success of the study (O'Reilly & Parker, 2013). The purposeful sampling method helped me to narrow the population into the representative sample. The purposive sampling method is appropriate for the case study design (Poulis et al., 2013; Yin, 2014). The purposive sampling method was appropriate to conduct an in-depth qualitative case study (Yirdaw, 2016).

Fusch and Ness (2015) indicated that how adequate sample size is important to determine the data saturation level in the study. In a qualitative study, an average interview size of 11-16 participants is often adequate to reach the saturation level (Marshall et al., 2013). The sample size of 20 allowed me to reach the data saturation level in the study. Yin (2014) indicated that researchers must determine adequate sample size to ensure the saturation of data in the study.

Adequacy of the sample size for the qualitative study includes a determination based on the quality of the data (Cleary et al., 2014; Lee, 2014). I chose senior managers in the corporate group to obtain relevant and quality data for the study. The quality of the data is relevant to reach the data saturation point (O'Reilly & Parker, 2013). The concept of saturation is essential to determine the sample size (Dworkin, 2012; Fusch & Ness, 2015).

The selection criteria for participants included experience, position, and seniority in the study company. Participants with senior experience in the study company were appropriate to answer the research question and to represent the population. Lee (2014)

noted that in a qualitative study, the number of participants might determine the sufficiency of the sample size that is adequate to satisfy the research question. In a case study, participants must have the experience and knowledge in the study topic to address the research question sufficiently (Eukeria & Favourate, 2014). The participants in the study must have relevant information on the study topic (Poortman & Schildkamp, 2012).

I used the interview protocol to conduct an in-depth interview with the study participants. The interview protocol includes identifying participants, choosing an appropriate site for the interview and conducting the actual interview in a prearranged place and time (Jacob & Furgerson, 2012; Yin, 2014). Following the interview protocol, I scheduled a specific date and time to conduct the interview. A pre-arranged interview schedule is necessary to conduct the interview in a timely manner because interview participants may have a busy schedule in performing their day-to-day activities (Radcliffe, 2013).

Ethical Research

Permission received from the Walden IRB to comply with all ethical requirements during the research process (Yin, 2014). The Walden IRB approval number is 11-19-15-0455261. I strived for the highest ethical standards during the study process. As explained in the Belmont Report, recommendations include strictly following ethical principles and guidelines involving human subjects to protect the rights of human participants in the study (McLaughlin & Alfaro-Velcamp, 2015).

Protecting participants from any harm, keeping the privacy and confidentiality of data, and taking special precautions for vulnerable groups are essential requirements in

the research process (Newman & Glass, 2014; Yin, 2014). I completed the Protecting Human Research Participant training in 2014 (see Appendix E), which requires the ability to follow ethical requirements during the data collection process. The training included all ethical requirements regarding human subjects in the research process. Brewis (2014) noted that researchers must follow ethical requirements to choose participants equitably, and to protect the participants' privacy and confidentiality.

Participation in the study was on a voluntary basis without any compensation and monetary incentives. Voluntary participation in the study is important to increase the data accuracy (McLaughlin & Alfaro-Velcamp, 2015; Radcliffe, 2013). The consent form serves to confirm the participants' agreement to participate in the study on a voluntary basis and without any financial incentives (Khan, 2014).

Ethical research requirements include obtaining informed consent from all participants in the study (Crockett et al., 2013). Each participant read, signed, and provided a copy of the consent form (see Appendix B). The study participants may withdraw from the study at any time (McLaughlin & Alfaro-Velcamp, 2015; Newman & Glass, 2014; Yin, 2014). The consent form also contains the participants' rights and procedures to withdraw from the study at any time (Khan, 2014).

Yin (2014) noted researchers must reflect honesty during the research process by acknowledging the other scholars work, and by avoiding deception throughout the study process. Followed APA manual, I acknowledged the other scholars work, which used to support my study. Khan (2014) noted that protecting the intellectual property rights of other scholars is a mandatory requirement in the research process. Acknowledging

sources in the study is necessary for avoiding plagiarism and self-plagiarism (APA, 2012).

Yin (2014) indicated that protecting sensitive and confidential information in the study is a mandatory responsibility during the research process. I saved all electronics data with passwords and placed all hard copy documents in a lockable file cabinet for 5 years. After 5 years, I will delete all electronics files and destroy all documents using paper shredders. Khan (2014) noted that researchers must take appropriate action to keep all sensitive ethical issues confidentially. Confidential information includes any business and personal information that arise during the study process including the name of the company and participants (Brewis, 2014).

Ethical research requirement includes maintaining a professional competence, ensuring accuracy, striving for credibility, and disclosing limitations on the study (Yin, 2014). I maintained my professional competence throughout the study process, and I did not experience any conflict of interest that affects my data interpretation and study findings. The ethical requirement of research must have an unbiased interpretation of facts in the study (Boblin et al., 2014; Khan, 2014).

Data Collection

Data collection process requires basic knowledge and training about how to use the appropriate data collection instruments and techniques (Yin, 2014). I chose the appropriate research design and data collection instrument for the study. Identifying and describing the primary data collection instrument and technique is important to collect relevant data for the study (Khan, 2014).

Instruments

I was the primary data collection instrument. I conducted an in-depth interview with the study participants to explore the roles of organizational culture in the corporate group in Ethiopia. In a qualitative study, the interview is a popular technique as a data collection instrument (O'Reilly & Parker, 2013; Marshall & Rossman, 2016). In a case study, using in-depth interviews is important to explore the unique aspects of the case in detail (Yin, 2013). The advantages of the interview method include an opportunity to understand the topic in-depth (Cleary et al., 2014).

In a case study, gathering relevant information through in-depth interviews is important to collect relevant data (Yin, 2014). I asked and encouraged participants to get their opinion and additional evidence for the study using open-ended and follow-up questions. Using follow-up questions during the interview is essential to gather additional data and to control the interview process (Bevan, 2014). Follow-up questions may come from the participants' answers leading to initial questions (Khan, 2014; Smets et al., 2012). Follow-up questions are important to contribute to data saturation (O'Reilly & Parker, 2013).

The data collection process in the study includes preparing semistructured interview questions, conducting an in-depth interview, and recording the interview conversations (Cleary et al., 2014). I used an interview protocol and pre-arranged semistructured interview questions to guide participants and to control the interview process (see Appendix C). Kaczynski et al. (2014) used semistructured interview questions to avoid biases and leading questions in the interview process. In a qualitative

research method, semistructured and open-ended questions are essential to elicit views and opinions during the interview process (Yin, 2014).

Jacob and Furgerson (2012) noted that direct involvement in the data collection process is important to collect accurate data for the study. I am directly involved in the data collection process to explore the impacts of organizational culture on corporate performance. The interview process includes recording and transcribing the interview conversations for data analysis (Bevan, 2014; Radcliffe, 2013). The interview transcript is an essential tool, which helps to understand the data during the data analysis phase (Kaczynski et al., 2014; Yin, 2014).

Using data recording devices for the interview is essential to reduce hand written notes (Jacob & Furgerson, 2012). After I had obtained the participants permission, I recorded the interview conversation with Philips Digital Voice Tracer and Recorder device. Using reliable recording equipment in the research is important to capture complete information during the interview process (Radcliffe, 2013).

The most known validity strategies in a qualitative study include triangulation and member checking (Kapoulas & Mitic, 2012; Khan, 2014). During member checking interview, I provided participants the interpreted data for their review and confirmation. Participants had confirmed the completeness and accuracy of the data. Follow-up and member checking interviews serve to assure data completeness and accuracy in the study (Harper & Cole, 2012).

Data Collection Technique

In a qualitative study, a data collection technique may include direct observation, document review, face-to-face interview to collect data (Khan, 2014; Marshall & Rossman, 2016). Face-to-face interviews are necessary to control the lines of questioning and the overall interview process (Jacob & Furgerson, 2012). I conducted a face-to-face interview with study participants. A face-to-face interview is essential to understand the emotions of the participants (Radcliffe, 2013).

I obtained a letter of cooperation from the corporate group's CEO to get access to the data and to conduct an interview with the company managers. The interview process includes (a) planning and preparation, (b) taking interview notes for main points, and (c) recording the full version of the interview conversation using audio tapes (Jacob & Furgerson, 2012; Radcliffe, 2013). The audio records are accurate to retain the data for further analysis (Yin, 2013). After completion of the interview process, I transcribed the audiotaped interview into writing format for data analysis.

The advantage of using the interview in a qualitative study includes gaining insight and the accurate context into the study topic (Jacob & Furgerson, 2012). In a qualitative study, in-depth interviews serve to explore the phenomenon intensively (Cleary et al., 2014; Yin, 2014). The interview method includes flexibility to accommodate follow-up questions during the interview process (Radcliffe, 2013). I am directly involved in the interview process to explore the topic in-depth and strengthen my knowledge on the topic.

The primary disadvantage of using the interview in a qualitative study is the interview process consumes more time and resources compared to other data collection methods (Jacob & Furgerson, 2012). I allocated and used 30 to 60 minutes to interview each participant. The other disadvantage of the interview method is the potential for interview biases (Yin, 2014). I used pre-arranged semistructured interview questions and followed the interview guideline to avoid biases and provide structure to the interview. Semistructured interview questions and other data validation techniques are essential to avoid and control potential biases during the interview process (Bevan, 2014; Kaczynski et al., 2014).

Data Organization Techniques

Khan (2014) indicated well-organized data is easy to access and track relevant information for the study. I used an electronic filing system to organize the data for the study. The data organization technique included establishing and filing electronic data by main and subfolders. Electronic journals sorted and organized by their publication year, authors' last name, and title for easy access. The well-labeled electronic folders contained (a) electronic journals, (b) interview transcripts, (c) member checking summary, (d) audio files, (e) letter of cooperation, and (f) other supporting documents.

In a qualitative study, the data organization technique includes sorting the information in organize manners for analysis (Khan, 2014). I utilized Microsoft Excel spreadsheet and Microsoft Word documents to organize the data by assigning a unique identifier number to each interview participant. The study included a unique number identifier from VP01 to VP05 and GM01 to GM15 to represent and identify study

participants during data analysis phase. The data organization technique includes organizing the interview responses and questions (Pierre & Jackson, 2014). Grouping similar information together under each question leads to developing themes and patterns in the analysis phase (Yin, 2014).

I saved the interview transcripts, audiotapes, member checking summary, and other data collection instruments in a secure place in my home and saved all electronics data with a password. After 5 years, I will destroy all documents and electronic files in highly secured manner. The research data must remain in a secure location for a minimum of 5 years after publication (APA, 2012; Khan, 2014). I protected the data and confidentiality of participants by saving all electronic data in a secure data storage and placing hardcopy documents in lockable file cabinets. The interview participants' name receive placement into codes that helps to assure the confidentiality of the information (Brewis, 2014; Radcliffe, 2013).

Data Analysis Technique

In a qualitative study, data analysis is a challenging part of the research process (Dierckx de Casterlé, Gastmans, Bryon, & Denier, 2012). Data analysis techniques included a line-by-line reading of the interview transcript, categorizing similar concepts together, and analyzing the data for themes and perspectives. In a data analysis phase, research involves different steps to analyze and summarize the data into concepts (Pierre & Jackson, 2014; Yin, 2014). The analysis includes (a) preparing the transcript for analysis, (b) coding the data into themes and descriptions, (c) interrelating themes, and (d) validating the accuracy of the data (Kapoulas & Mitic, 2012).

Yin (2014) described four types of triangulation for the case study (a) data triangulation, (b) investigator triangulation, (c) theory triangulation, and (d) methodological triangulation. Data triangulation includes similar findings from multiple sources to triangulate the outcomes. Investigator triangulation validates the data by multiple researchers. Theory triangulation uses more than one theory to interpret the phenomenon in the study (Hoque, Covaleski, & Gooneratne, 2013). Methodological triangulation uses more than one method to collect data. The triangulation method is important to implement systematic checks and balances in the study process (Kapoulas & Mitic, 2012).

Data triangulation is common and popular in a case study for data validation (Azulai & Rankin, 2012). I used data triangulation for the study. Azulai and Rankin (2012) indicated that the triangulation of data sources occurred when researchers gather data from different group participants. Data triangulation is a validation technique using two or more source of data for the study (Carter, Bryant-Lukosius, DiCenso, Blythe, & Neville, 2014; Yin, 2013). The interview process included representatives from each group such as vice presidents at the corporate level and general managers at each company level. The triangulated data collected from two sources, from vice presidents and general managers.

The data analysis phase includes an in-depth reading of the transcript to obtain the overall concept of the data and to understand the tone of the idea (Azulai & Rankin, 2012). I organized and prepared the data for analysis including transcribing interview conversations from the audiotape into electronic formats and organizing handwritten

notes for analysis. The data analysis process of the study contained an in-depth evaluation of the data, verification of credibility of the evidence, and the meaning of the information.

A data analysis technique included the coding process. Coding includes organizing the data into meaningful segments. In qualitative research, the code develops from past literature, surprising concepts from the interview transcript, and ideas that include large conceptual perspectives in the study (Yin, 2014). The coding process includes listing concepts and categories and categorizing similar information for further analysis (Dierckx de Casterle et al., 2012).

Themes are significant findings in the qualitative study (Dierckx de Casterle et al., 2012). Yin (2014) indicated that researchers in a case study use 5 to 7 themes to categorize the study findings for analysis and interpretation. In this study, 26 themes emerged and grouped into four major themes based on the conceptual framework of the study. Themes may integrate with the conceptual theory to show the role of effective organizational culture in improving performance and productivity in the organization (Schneider et al., 2013).

The final step of data analysis in a qualitative study is to interpret the themes into discussion and narratives (Yin, 2014). The interpretation and narrative part of the study developed from the research findings including, the study company organizational culture, and the managers' experience. I used the literature review to support the narrative part of the study.

The research can include computer programs to analyze the data and to keep searchable information for the study (Sinkovics & Alfoldi, 2012). Computer programs are important for data analysis including techniques (a) to compare and contrast different codes, (b) to sort and locate large codes, and (c) to quickly modify and store bulk codes (Dierckx de Casterle et al., 2012). Some of the available qualitative research computer programs include MAXqda, Atlas, QSR NVivo, and HyperRESERCH (Yin, 2014). I used NVivo 11 qualitative data analysis software to organize, sort, analyze, and find insights from the interview transcripts. NVivo 11 qualitative data analysis software is reliable software to collect, organize, and analyze content from interview transcripts (Sinkovics & Alfoldi, 2012).

I used Microsoft Word and Microsoft Excel spreadsheet to further sort, organize, analyze, and document my refined data. A Microsoft Excel spreadsheet includes the ability to list categories and cluster similar ideas together in alphabetical order. The computer programs used to interchange information for analysis among NVivo, Microsoft Excel, and Microsoft Word.

Reliability and Validity

Reliability

Reliability is a primary standard for judging the quality of research design (Yin, 2014). The reliability of the study includes the similarity, dependability, and consistency of the study in comparison to other similar studies (Bekhet & Zauszniewski, 2012; Radcliffe, 2013). Testing reliability in the case study research is essential in establishing

the quality of the study (Kapoulas & Mitic, 2012). The purpose of reliability in the case study is to minimize biases in the study.

I checked transcripts for potential oversights during the analysis phase, and I compared the data to avoid possible misrepresentation during the coding process. I properly documented major study procedures and steps taken throughout the study process to ensure the reliability of the study. Yin (2014) indicated how other researchers arrive at the same result by using the same data and repeating the same procedures during a reliability test. The study process includes an in-depth understanding of the interview transcript and the coding process, which increases the reliability and dependability of the study (Brewis, 2014; Kapoulas & Mitic, 2012). In a qualitative study, consistency and dependability include the accuracy of data from conceptualizing the study to reporting the results (Bekhet & Zauszniewski, 2012).

Validity

The validity process in a qualitative study includes checking the accuracy of the findings using different methods (Andriopoulos & Slater, 2013). Yin (2014) identified three types of validity tests, construct validity, internal validity, and external validity. Construct validity includes testing operational measures in the study (Khan, 2014). The purpose of internal validity is to address the effects on experimental and quasi-experimental research, not relevant for the study. External validity is important to test the generalizability of the study findings (Tsang, 2014).

The validity process in a qualitative study includes using different methods to ensure the accuracy and credibility of the study findings (Andriopoulos & Slater, 2013).

The most known validity strategy includes triangulation (Kapoulas & Mitic, 2012; Khan, 2014). I validated the credibility of the study using a data triangulation method.

In a qualitative study, the credibility standard includes triangulation strategy (Andriopoulos & Slater, 2013; Cronin, 2014). I used data triangulation in the study to ensure the credibility of the findings. Dividing interview participants into two groups (vice presidents of the corporate office and company general managers from each company in the corporate group) is essential for data triangulation. The interview result from executives and general managers was important to validate results through a check and balance approaches using triangulation strategy. Triangulation is necessary to assure the accuracy of research findings and to increase credibility and trustworthiness of the study (Azulai & Rankin, 2012; Kapoulas & Mitic, 2012).

The validation about transferability of the study results may come with the implementation using an induction process (Yin, 2014). The induction process includes the transferability of research results from observed cases to similar unobserved cases, from a sample of the population to another similar population (Kaczynski et al., 2014; Tsang, 2014). Validating the transferability of the study results left for readers and future researchers. Future researchers may use the study results to support other study findings.

Kapoulas and Mitic (2012) defined that conformability in a qualitative study is the independence of the researcher and a degree of neutrality in the study. I validated the conformability and neutrality of the data by avoiding biases during the data collection process. I used semistructured interview questions and followed interview protocol to avoid personal biases during the interview process and to assure the conformability of the

study results (Jacob & Furgerson, 2012; Yin, 2014). Kaczynski et al. (2014) indicated that researchers must use semistructured interview questions to avoid biases during the interview process, which leads to validate the conformability of the study results.

Case study design is essential in building theory through theoretical generalization (Khan, 2014). I used an adequate sample size for the study to generalize and transfer the case findings from the sample to the population but the burden of validating transferability left for readers and other researchers. Other researchers may use the study result in the future study to generalize and support their study findings (Kaczynski et al., 2014). When the sample includes the target population sufficiently, the findings may generalize and transfer to another similar population (Welch et al., 2013).

An adequate sample size leads to the appropriate data saturation in the study (Marshall et al., 2013). I conducted 20 in-depth interviews for the study to reach the data saturation level in the study. In a qualitative study, data saturation includes quality, generalizability, and transferability (O'Reilly & Parker, 2013). The data saturation in a qualitative study is the indication of quality (Dworkin, 2012).

Transition and Summary

In Section 2, the study included a clear description of the role of the researcher, the data collection method, the data analysis technique, and the research design. In a qualitative study, researchers have several roles in the study process. My role in the research included establishing the appropriate research method and design, choosing appropriate participants, collecting relevant data for the study, analyzing the data, and reporting the study results. The qualitative research method was appropriate for the study

to conduct an in-depth qualitative case study and to explore in-depth information on the research topic (Tsang, 2014).

Section 2 of the study contained ethical research standards and the sampling method used in the study including data collection and organizational techniques. An in-depth interview conducted to obtain detail information about the role of organizational culture in improving performance in the corporate group. The data analysis and organization technique supported with computer programs of Microsoft Excel and NVivo. The study process includes maintaining the highest ethical standards and principles to comply with ethical requirements and to protect human participants throughout the study process (Brewis, 2014).

In Section 2, the study included a precise description of the reliability and validity of the study including a brief discussion on transferability, dependability, confirmability, and credibility of the study. Section 3 of the study contains a brief summary of findings and the relevance of findings for professional practice and implications for social change. Section 3 of the study includes recommendations for further study, research reflections, and a conclusion.

Section 3: Application to Professional Practice and Implications for Change

Sections 1 and 2 of the study contained detailed explanations of why the study was appropriate to address current business problems. Section 1 included the background of the study, problem statement, purpose of the study, and the relevance of the study for business managers. Section 2 contained a detailed description of the data collection process including ethical procedures used and the type of data analysis method implemented. Section 3 presents the study findings, presentation of themes, and analysis of results. Section 3 also contains the study conclusion, recommendation, professional practice application, and implications for social change.

Overview of Study

The purpose of this qualitative exploratory single case study was to explore a successful strategy that senior managers use to establish an effective organizational culture to improve performance in the corporate group. Based on the participation selection criteria, 20 senior managers participated in two separate group interviews (vice presidents and general managers). Using data from multiple sources and viewpoints is important to strengthen the accuracy of the data (Azulai & Rankin, 2012). Participants had more than 5 years of experience in the study company with a senior manager position, which satisfied the criteria of 5 years of minimum experience to participate in the study. The participants' educational background ranged from master to doctoral degrees.

The data for the study come from face-to-face interviews with senior managers from the corporate group in Ethiopia. All participants received the invitation letter and

the consent form 15 days before the actual interview date, which helped them to prepare on the study topic. After I had received the signed consent form, I conducted a face-to-face interview with study participants using semistructured interview questions. Interviews lasted 30-60 minutes for each participant from both groups. Additional data came through follow-up and member checking interviews.

After the data collection process, the data were transcribed, analyzed, and triangulated. I identified 26 emerging themes and categorized them into four main themes. The four main themes included (a) well-defined mission and vision, (b) core corporate values, (c) employee-focused leadership, and (d) consistency. These themes related to the Denison organizational culture model, which was the conceptual framework of this study.

The well-defined mission and vision main theme included mission, vision, goal, and strategic direction. The core corporate values theme contained (a) customer satisfaction, (b) transparent communication, (c) performance improvement, (d) social responsibility, (e) corporate identity, and (f) exemplary leadership. The employee-focused leadership theme included (a) attractive salary and benefits package, (b) CEO's commitment, (c) empowerment and training, (d) safe and friendly work environments, and (e) sense of ownership. The consistency theme included (a) policies and directives, (b) organization structure, (c) performance based salary raise, (d) company performance review, and (e) synergy.

Presentation of the Findings

The central research question was the following: What successful strategies do senior company managers use to establish an effective organizational culture to improve performance? The central research question answered through nine open-ended interview questions used to collect data from study participants. The interview questions aligned with the central research question and the conceptual framework of the study: The Denison organizational culture model.

The sample size of 20 allowed me to reach data saturation level and identify the emerging themes. After data collection and analysis had been completed, 26 themes emerged, which I grouped into four main themes. The four main themes included (a) well-defined mission and vision, (b) core corporate values, (c) employee-focused leadership, and (d) consistency. These themes appeared relevant and supported by the body of literature.

Theme 1: Well-Defined Mission and Vision

The well-defined mission and vision theme directly relates to the Denison organizational culture model, which was the conceptual framework of the study. A clearly defined vision shows the future of the organization that the leaders want to achieve (Givens, 2012). A well-defined mission contains a brief explanation of why the organization exists and what priorities are necessary to create the vision (Mousavi et al., 2015). Mission and vision are primary factors in maintaining an effective organizational culture in the organization (Denison, 1990). The well-defined mission and vision theme

was identified across respondents from both the vice presidents' and general managers' group interview sessions.

The study participants clearly identified mission and vision as a key strategy to create an effective organizational culture in the corporate group and to enhance the corporate group's performance. For example, VP003 stated that the CEO clearly established the corporate group mission, vision, and values and published them in the corporate group's first Newsletter in November 2000. VP001 reported that the mission and vision are the bases for the corporate group success. For example, when the corporate group was established, there were five companies. The companies grew to 24, and still they share the same mission and vision statements.

The study participants indicated that the corporate group mission and vision statements served as the foundation for the creation of effective organizational culture in the corporate group. For example, VP004 indicated that the corporate group mission: Second-to-none leadership positions in all of products and services by exceeding the expectations of customers, employees, shareholders and the community. The content of the corporate group's mission was crucial to establish an effective organizational culture in the group. The corporate group mission and vision statements clearly showed the company's strategic direction and the managers' commitment to satisfy their stakeholders' expectations.

Organizational culture is the shared underlying assumptions, values, and beliefs of the members of the organization (Martínez-Canas & Ruiz-Palomino, 2014). The study participants noted how the corporate group shared their mission and vision statements

with employees and other stakeholders. For example, GM02 stated that the corporate group mission, vision, and values were posted on the corporate group's website and in the general manager's office and were explicitly shared with employees, customers, and other stakeholders. The corporate group published and distributed a newsletter to share company news and to facilitate open communication with employees, customers, suppliers, shareholders, and the community. Shared mission and vision statements are important to increase the employees' understanding of how their performance contributes to achieving the company goal (Mousavi et al., 2015).

The study participants indicated that their company's mission and vision statements were the reason for the creation of effective organizational culture and the success of the corporate group. For example, GM04 stated that each company under the group shared the same mission and vision statements, which were important for company managers to understand each other and to achieve common goals. VP003 also mentioned that the corporate group shared similar policy and procedures to manage employees, allocate resources, and solve problems in the corporate group. When members of the organization understand and share the company's mission and vision, they can easily accept and commit to achieving their company's goals and objectives (Nongo & Ikyanyon1, 2012).

The study participants pointed out that the corporate group leadership used similar mission and vision statements, policies, and directives to maintain a similar organizational culture throughout the 24 companies in the corporate group. For example, respondent VP01 noted that to consistently execute the corporate group mission and

vision and to direct day-to-day activities in all of 24 companies under the corporate group, the management used similar policies and directives. The homegrown policies and directives aligned with the mission and vision statements, which were developed and implemented under the close direction of the CEO and senior managers in the group. GM13 provided the same input and noted the policies that existed in the corporate group. The policies included (a) human resources policy, (b) financial services policy, (c) materials management services policy, (d) marketing and sales operations policy, (e) organization structure manual, and (f) financial attest policy. The policies customized to deal with the unique functions of each company under the corporate group.

In an effective organizational culture, the strategic plan aligns with the mission and vision statements (Eaton & Kilby, 2015). The study participants indicated how the corporate group's strategic plan and budget aligned with the corporate group's mission and vision statements. For example, GM08 noted that the corporate group budget and plan aligned with the corporate group's long and short term goals. GM13 similarly mentioned the corporate group's multiyear business strategies and how the leadership prioritized them to achieve each company's goal in the corporate group. Participant VP02 noted that each general manager and the staff in the group evaluated the performance status of their short and long-term goals, which is important to change the group's mission and vision into a reality. Well-defined mission and vision reflect the culture of the organization (Givens, 2012).

As Table 2 shows, senior company managers in the corporate group used well-defined mission and vision statements to establish an effective organizational culture to

improve performance. The well-defined mission and vision theme aligned with the body of literature and related to the Denison organizational culture model, which was the conceptual framework of the study. The Denison organizational culture model shows mission and vision statements are an essential element to establish and maintain effective organizational culture (Denison, 1990).

Table 2

Frequency of Themes for Well-Defined Mission and Vision

Theme	<i>n</i>	Percentage of frequency of occurrence
Vision	58	37.91%
Mission	55	35.95%
Goal	22	14.38%
Strategic direction	18	11.76%

Note. *n* = frequency.

The well-defined mission and vision finding strengthen the body of knowledge on existing business practice by indicating strategies that business managers may use to establish an effective organizational culture to improve performance (Raza et al., 2014). Mousavi et al. (2015) noted that business managers use well-defined mission and vision statements to determine their strategic direction. Business managers use the organization's mission and vision to establish short- and long-term goals (Nongo & Ikyanyon1, 2012).

The well-defined mission and vision theme ties with previous research findings. Nongo and Ikyanyon¹ (2012) found that business managers used the organization's mission and vision to establish an effective organizational culture to improve performance. Mousavi et al. (2015) confirmed the existence of a positive relationship between mission and effective organizational culture. Klimas (2016) also found that effective organizational culture was a strategic resource to improve financial performance in the organization.

Theme 2: Core Corporate Values

The core corporate values theme relates to the conceptual framework of this study, the Denison organizational culture model. The body of literature aligned with the core corporate values theme. Core corporate values include employee-focused leadership, strong interpersonal relationships, and consistent and ethical decision-making processes in the organization (Engelen et al., 2014). Core corporate values are important factors to establish an effective organizational culture and to improve performance in the organization (Denison, 1990; Schein, 1985).

Core corporate values show how the corporate management does business and treats employees, customers, suppliers, the community, and other stakeholders. GM07 described how the corporate group leadership used core corporate values while dealing with customers, employees, and other stakeholders. GM03 explained the importance of core corporate values for the corporate group success and listed them as follows:

- customer satisfaction,
- engaged employees and empowerment,

- corporate identity and image,
- integrity and ethics,
- balanced life and performance,
- shareholders and owners,
- strength and stability,
- social responsibility and corporate citizenship,
- profitability and growth,
- respect and trust,
- quality and excellence, and
- teamwork and cooperation.

Study participants indicated that core corporate values are the best strategy for the success of the corporate group. For example, GM05 stated that the corporate group leadership developed and implemented core values (a) to earn the respect of customers and other stakeholders, (b) to engage in a fair and honest business practice, and (c) to achieve the corporate group's mission and vision. VP04 also noted that corporate group leadership stood for core values that were important to develop financially sound companies and a pleasant work environment in the corporate group. In an effective organizational culture, the members clearly understand, share, and stand for their organization's core values (Flamholtz & Randle, 2011). Givens (2012) noted that in an effective organizational culture, employees behave in a way that is consistent with the core organizational values.

The study participants indicated that the CEO and senior managers were taking the significant share of responsibility in establishing an effective organizational culture in the corporate group. For example, VP01 noted that how the corporate group CEO showed dedication and devotion to excellence and perfection. The CEO's sharp perception, responsiveness to the group's needs, and his exemplary leadership were the primary sources to establishing an effective organizational culture in the corporate group. GM14 also shared that the CEO was the founder of the corporate group culture by establishing the vision, mission, and core values of the corporate group. Flamholtz and Randle (2012) noted that founders of the corporation are the primary source in establishing an effective organizational culture in the organization.

The study participants indicated that core corporate values served as a guiding principle of the corporate group leadership. For example, GM02 mentioned that the corporate leadership worked to make the corporate group's corporate core values into reality through teamwork and cooperation. GM08 also responded that the CEO and senior managers enabled the corporate group financially sound, customer oriented, well managed, attracted, and respected organization in the nation. VP04 similarly mentioned that the CEO received various awards from the government, the community, and the international organizations for his outstanding and exemplary leadership. The leadership used core corporate values to established an effective organizational culture and to improved performance in the organization.

Study participants responded how managers in the corporate group openly communicate with employees, customers, and other stakeholders to clarify key strategies

and to evaluate accomplishments in a timely manner. VP05 noted that the management arranged various formal and informal meetings, including regular management meetings on a weekly basis to discuss and evaluate day-to-day operational activities. Employee management meeting also arranged on a monthly basis to discuss major accomplishments and employee related issues.

As Table 3 shows, the findings from this study show how the corporate group management used feedback to improve the corporate group's performance. For example, GM13 mentioned that the group's annual performance review workshop was important to learn lessons from other companies in the group. This workshop includes evaluating each company's performance within the group, including customer services, sales, profit, manpower, marketing strategy, and production volume, in comparison with the budget of the year. The feedback was vital to evaluating the relationship between the group's performance and the accomplishment of key strategies. In an effective organizational culture, leadership integrates the corporate group culture into each company's cultures to maintain successful communication in the corporate group (Gajewski, 2013).

The core corporate values include profitability and growth, which are essential in showing the corporate group's continuous performance improvement. The annual performance review of the corporate group data shows continuous growth and performance improvement for 16 years, from 2000 to 2015. For example, VP02 and VP03 reported the corporate group's performance indicators as follows. Sales value increased from 0.5 billion Birr in the year 2000 to 6 billion Birr in the year 2015, which shows 1,194% total growth rate. The corporate group profit and return on capital also

significantly increased from year to year. The workforce grew from 2,723 in the year 2001 to 7,086 in the year 2015, representing a 340% total growth rate. The number of companies under the corporate group increased from five in the year 2000 to 24 in the year 2015. These growth rates show a continuous performance improvement of the corporate group in all sectors, including sales, profit, labor, and new investment expansions.

In an effective organizational culture, the managers used core corporate values to establish economically feasible and socially responsible organization (O'Reilly et al., 2014). The study participants noted that how the corporate leadership cares about the society (see Table 3). For example, GM06 noted that the leadership showed its corporate social responsibility by including social responsibility and corporate citizenship value as part of the core corporate values. Out of the 12 core corporate values of the corporate group, three of them directly showed the corporate managers' commitment to corporate social responsibilities: (a) customer satisfaction, (b) integrity and ethics, and (c) social responsibility and corporate citizenship. The corporate leadership significantly participated in corporate social responsibility activities by donating significant money for community needs and constructing schools and other socially relevant infrastructures in the society. Effective organizational culture includes a collection of social values from the sense of participation to direct support of the community (Sharma & Good, 2013).

Table 3

Frequency of Themes for Core Corporate Values

Theme	<i>n</i>	Percentage of frequency of occurrence
Customer satisfaction	45	27.27%
Transparency and open communication	33	20.00%
Performance improvement	32	19.39%
Corporate identity and image	24	14.55%
Exemplary leadership	18	10.91%
Social responsibility	13	7.88%

Note. *n*= frequency

The core corporate values theme aligns with the body of literature and relates to the Denison organizational culture model, which was the conceptual framework of the study. The Denison organizational culture model shows core corporate values as an essential element to establish and maintain effective organizational culture (Denison, 1990). In an effective organization culture, managers used core corporate values to improve performance and productivity in the organization (Childress, 2013).

The core corporate values finding enhances to the body of knowledge regarding the existing business practice, consistent with reported strategies that business managers use to establish high customer satisfaction in the organization (Flamholtz & Randle, 2012). Schein (2010) indicated that managers used core corporate values to maintain effective communication and organizational culture in the organization. Core corporate

values are essential elements to motivate employees and to maintain a high level of customer satisfaction in the organization (Hartnell et al., 2011).

The core corporate values theme is consistent with both previous and new research findings. In previous research, Kotter and Heskett (1992) indicated that the role of core corporate values was significant to establishing an effective organizational culture to improve performance. In a new research, Eaton and Kilby (2015) found that core corporate values are key factors in promoting teamwork and establishing an effective organizational culture in the organization. Yunus and Tadisina (2016) noted that in an effective organizational culture, business managers use core corporate values to improve performance and productivity.

Theme 3: Employee-Focused Leadership

The employee-focused leadership theme aligns with the body of literature and directly relating to the conceptual framework of the study (the Denison organizational culture model). Employee-focused leadership reflects the employees' involvement and autonomy in the decision-making process. In an effective organizational culture, managers promote teamwork and empowerment, which are important to the achievement of the company goals (Nwibere, 2013). Aligned and engaged employees are essential to establishing an effective organizational culture and to improving performance in the organization (Denison, 1990).

As Table 4 shows, the study participants identified employee-focused leadership as a key strategy to create an effective organizational culture and to improve performance in the corporate group. For example, GM03 shared that every year the CEO hosts and

celebrates employees' day and family day to honor the best-performing employees from each company, labor union, and general manager, and to recognize family members. The management provides and sponsors various recreational activities, including sports festivals, and encourages employees to engage in sports activities in the corporate group. VP04 similarly stated that the corporate group leadership provided various benefits to employees including medical expense coverage for employees and their family, fully paid vacation and sick time. The reasons for these benefits were to develop loyalty and belongingness in the corporate group. When employees developed a sense of ownership and belongingness, their commitment to the organization improves and their performance increases (Nwibere, 2013).

Employee-focused leadership promotes employee involvement in the corporate group decision-making process (Engelen, et al., 2014). The study participants indicated that the CEO and senior managers encouraged teamwork and employee involvement in the decision-making process. For example, GM09 noted that employees expect to work as a team and management facilitate opportunities to increase employees' participation in decision-making. VP01 similarly indicated that the CEO and senior managers provided various opportunity for employees to work closely with their managers, to participate in various committees, and to increase their involvement in the decision-making process. When employees participated in the organizational decision-making process, they become more responsible and accountable for their actions (Denison, 1990).

The study participants from both groups, vice presidents, and general managers pointed out the importance of employee-focused leadership on corporate group

performance. For example, VP05 stated that employees can access the CEO and senior managers at any time during the business hour. Every morning, the CEO and vice presidents are available for employees in the corporate office and employees can access them to address their different issues. GM15 similarly noted that once a month the CEO arranges a meeting with all employees to discuss various business issues, which is important to developing similar views between the management and employees. In an effective organizational culture, employees have similar views regarding the organization, and they can behave consistently with organizational values (Flamholtz & Randle, 2011).

Employee-focused leadership encourages high involvement, transparency, and healthy interpersonal relationships in the organization (Engelen et al., 2014). Study participants noted that how employees in the corporate group access senior managers directly or through their representative. GM14 stated that the corporate group leadership provides an opportunity for employees to choose and organize their representatives (labor union). General Managers and the labor union representatives signed a collective agreement to secure the employees benefit and to develop common ground between the management and employees. VP01 noted that the corporate leadership developed a positive relationship with labor unions, and named as one of the best employers in Ethiopia by the nation's labor union confederation. Developing a positive relationship with employees is important to maintaining the effective organizational culture and to improving performance in the organization through employees' commitment (Han, 2012; Murphy et al., 2013).

Employee-focused leadership encourages continuous improvement and empowering employees for better performance. GM08 noted that the corporate leadership provided training, conferences, seminars, and workshops to employees because the leadership believed that education and training are essential to the improvement of performance in the corporate group. VP03 also reported that the management engaged in coaching and mentoring potential employees to prepare for the leadership positions, and they filled most of the general manager vacancies with young and homegrown managers. Engelen, et al. (2014) noted that employee-focused leadership provides training and exposes employees to new responsibilities. Motivated and competent employees are essential in maintaining an effective organizational culture and improving performance in the organization (Eaton & Kilby, 2015).

The study participants mentioned how the corporate leadership cares about their employees. For example, GM10 stated that the CEO believed that employees are the most valuable resources in the corporate group and continuously invested on them because the corporate group success lies in the employees. GM13 noted that the CEO recognized and awarded best employees, and promoted balanced life by providing sufficient time to employees for their personal development, and family time. VP03 similarly noted that the management provided job security, safe and friendly work environment, better salary, and an attractive benefits packages (compared to the market), which enabled the corporate group to have happy and satisfied employees (see Table 4). The benefits package included (a) medical expenses coverage, (b) tuition fee reimbursement, (c) provident fund, (d) generous vacation time and various type of leaves,

(e) access to sports fields and facilities, and (f) daycare services for the children of employees. Study participants agreed that employee-focused leadership is an important strategy to maintain the effective organizational culture and improve performance in the corporate group.

Table 4

Frequency of Themes for Employee-Focused Leadership

Theme	<i>n</i>	Percentage of frequency of occurrence
Attractive salary and benefit package	54	20.22%
The CEO and the leadership	47	17.60%
Empowerment and training	43	16.10%
Safe and friendly work environment	39	14.61%
Sense of belongingness and ownership	31	11.61%
Teamwork and cooperation	28	10.49%
Positive relationship	14	5.24%
Award and recognition	11	4.12%

Note. *n*= frequency

The employee-focused leadership theme aligns with the body of literature and relates to the conceptual framework of this study. The conceptual framework of this study, the Denison organizational culture model includes employee-focused leadership and involvement. Employee-focused leadership promotes teamwork, participation, and involvement, which is essential to motivate and engage employees (Han, 2012).

Motivated and engaged employees are important for organizational growth and performance (Gozukara & Simsek, 2016).

Employee-focused leadership strengthens the body of knowledge in the existing business practice by indicating some strategies that business managers use to promote safe and friendly work environment (Schein, 2010). Safe and friendly work environments lead to performance improvement in the organization (Fusch & Gillespie, 2012). People-focused leadership and involvement of employees in decision-making processes are important to establishing an effective organizational culture to improving performance in the organization (Sinha, Garg, Dhingra, & Dhall, 2016).

Previous and new research findings apply to the employee-focused leadership theme. In previous research, Denison (1990) noted that people-focused leadership includes a sense of ownership and responsibility, which motivates employees for better performance and productivity. The new research findings show the importance of employee-focused leadership to organizational culture effectiveness. For example, Sinha et al. (2016) confirmed that employee-focused leadership promotes effective organizational culture, which drives higher performance in the organization.

Theme 4: Consistency

The consistency theme related to the conceptual framework of the Denison organizational culture model. The body of historical and new literature aligned with the consistency theme. Denison (1990) identified consistency as a key internal element to develop an effective organizational culture in the organization. The existence of consistency in the organization is a reflection of effective organizational culture (Givens,

2012). The study participants from both groups (vice presidents and general managers) indicated consistency as a best strategy used to established effective organizational culture and improved performance in the corporate group.

Study participants noted how consistency was the best strategy to establish an effective organizational culture and to unify highly diversified companies under the corporate group. For example, VP04 noted that the corporate group leadership developed an effective organizational culture to manage the highly diversified companies consistently in the group. The companies under the corporate group engaged in diversified business sectors. The diversification includes (a) agriculture, (b) manufacturing, (c) mining, (d) higher education, (e) retail and wholesales, (f) tourism, (g) aviation and transport, (h) construction and real-estate, and (i) various kind of services. Effective organizational culture is important to manage and unify diversified company cultures (Lee & Gaur, 2013; Neffke & Henning, 2013).

As Table 5 shows, managers in the corporate group used policy and procedures to ensure decisions remain consistent and align with the core corporate values. GM12 noted that the corporate group leadership provided policies, procedures, and directives that created consistent internal governance, based on integrated and consensual support from employees and their managers. VP04 similarly responded that the corporate leadership established independent professional audit team to control and verify the consistent implementation of policy and procedures in the corporate group. Consistency is essential to create an effective organizational culture and improve performance in the organization (Givens, 2012).

Study participants noted how the corporate group leadership created best and dynamic organization structures by following the consistency strategy. For example, VP02 noted that the corporate group leadership established consistent organizational structure in all 24 companies under the group, which is a key strategy used to coordinate the workforce interchangeably. GM08 also stated that the organization structure has two major branches, the service branch and the operation branch, which was key consistently manage routines in the corporate group. The service branch of all companies shares similar responsibilities and functions like human resources, finance, and materials management, which also governed by similar policies. The operation side of the organization structure differs from company to company, because each company operation is different but consistently share the same mission, vision, and values, relevant to establish consistency and similar organizational culture in the group.

Consistency is an important strategy to maintain coordination and consistent control system within a corporate group (Lee & Gaur, 2013). The study participants mentioned how the corporate leadership implemented performance-based salary raise systems consistently for all employees in the corporate group. VP01 noted that the corporate leadership set and approved the salary raise rate every year using the cumulative scale from each employee performance appraisal score and company review. GM12 also responded that the supervisors evaluated and rated their employees on a biannual basis. The main purpose of the appraisal system is (a) to motivate employees for better performance, (b) to assist and provide special attention to low performer employees, and (c) to establish consistent merit-based compensation system. Similarly,

the corporate leadership reviewed and rated each company performance on an annual basis using predefined criteria and budget. A performance-based appraisal is a tool that establishes employees' trust and loyalties for the organization, which is also necessary to maintain an effective organizational culture and to improve organizational performance (Cravens, Oliver, Oishi, & Stewart, 2015).

The consistency strategy is essential to coordinating and integrating departmental functions (finance, human resources, marketing, and materials management) of all companies in the group. For example, GM11 noted that all human resource managers from all companies regularly attended a meeting in the corporate office and used the opportunity to discuss, share, learn about each other, on various issues raised at the meeting. Similar to human resource department, other department managers (marketing, finance, and materials management) also attend a meeting on a monthly basis to discuss, share and exchange experience relevant to various business issues. GM06 similarly stated the corporate office regularly scheduled a meeting on a monthly basis to coordinate and integrate similar activities together, which created synergy, effective organizational culture, and enhanced cross-utilization of the workforce in the corporate group. Consistency strategy is important to promote integration, to maintain an effective organizational culture, and to improve performance in the organization (Nongo & Ikyanyon, 2012).

Table 5

Frequency of Themes for Consistency

Theme	<i>n</i>	Percentage of frequency of occurrence
Policy, directives, and procedures	95	41.48%
Synergy	22	9.61%
Organization structure	21	9.17%
Formal meeting	20	8.73%
Company performance review	19	8.30%
Performance based salary raise rate	19	8.30%
Budget	18	7.86%
Coordination and integration	15	6.55%

Note. *n*= frequency

The consistency theme aligns with the body of literature and relates to the Denison organizational culture model, which was the conceptual framework of the study. Consistency strategy is one of the four elements in the Denison organizational culture model, which is an important element to establish and maintain effective organizational culture (Denison, 1990). In an effective organization culture, managers use consistency strategy to integrate, coordinate, and control the overall activity of the organization through consensual support with employees (Schein, 2010).

Consistency findings add to the body of knowledge in the existing business practice, consistent with strategies that business managers use to establish consistent

decision-making process in the organization (Givens, 2012). Mousavi et al. (2015) indicated that managers used a consistency strategy to establish an effective organizational culture and to improve performance. Consistency strategy applies to teamwork, collaboration, standardization, and synergy (Rao, 2016).

The consistency finding aligns with the findings of previous and new studies. In previous research, Givens (2012) described the existence of consistency in the organization as a reflection of the organizational culture effectiveness. When business managers show consistent decision-making processes in the organization, employees develop trust and understand how the work they do influences the organization (Miguel, 2015). Mousavi et al. (2015) found that consistency strategy is one of the primary factors to create an effective organizational culture and improve performance in the organization.

Applications to Professional Practice

The study findings are significant to professional business practices in the corporate group, contributing an understanding of best strategies, knowledge, and experience related to organizational culture and performance. The results of the study reflect the views of senior managers in the corporate group about the best strategies that company managers use to establish an effective organizational culture to improve performance in the corporate group. Business managers who wish to improve corporate group performance require the information about the strategies on how effective organizational culture affects their corporate group performance.

Effective organizational culture is an essential element required to unify various company cultures in the corporate group structure (Kenny, 2012). Establishing an

effective organizational culture in the corporate group is an important strategy to advance performance in the organization (Idris et al., 2015). The study findings demonstrated how senior managers use an effective organizational culture to improve performance in the corporate group. Eaton and Kilby (2015) noted that managers in the corporate group seek a successful strategy to establish an effective organizational culture and to improve performance. The responsibility for improving performance in the organization by managers requires comprehensive knowledge about the impact of organizational culture on corporate performance (Bolboli & Reiche, 2013; Uddin et al., 2013). The study results may contribute to managerial effectiveness by providing relevant information on how the organizational culture affects the corporate performance in the corporate group.

The study results may provide business managers with more foundational knowledge to evaluate their existing organizational culture effectiveness. Business managers need to have the knowledge of effective organizational culture to enhance performance in the organization (Viegas-Pires, 2013). The findings of the study are relevant for business managers in the corporate group who face the challenges of improving performance and productivity. The study results may positively affect business managers by providing successful strategies, which are essential to improve performance in the corporate group. According to Childress (2013), effective organizational culture is a reflection of a successful business strategy. Effective organizational culture is an essential element to improve and advance performance in the corporate group (Lee & Gaur, 2013).

The study results contribute to the body of knowledge about organizational culture effectiveness. These important strategies may support business managers in their attempts to advance performance in the corporate group. Schneider et al. (2013) noted that how the knowledge of effective organizational culture is crucial for business managers who aim to understand the impact of organizational culture on corporate performance. The study finding represents successful strategies contributed by senior managers in the corporate group, which are also important to fill the gap in the literature and to advance the knowledge of business managers.

Establishing an effective organizational culture in the corporate group is an important strategy to improve organizational performance (Eaton & Kilby, 2015). Managers in the corporate group may seek the strategies that are relevant to improve performance in the organization (Gajewski, 2013). Business managers can use the strategies found in this study, which include (a) well-defined mission and vision, (b) core corporate values, (c) employee-focused leadership, and (d) consistency. Publishing the findings of this study may indicate successful strategies that business managers use to establish an effective organizational culture and to improve performance in the corporate group.

Implications for Social Change

The effective organizational culture elements relate to social values, which includes motivated employees, customer satisfaction, and corporate social responsibility (Sharma & Good, 2013). Employees, managers, and customers are part of the society; any change that affects them also affects the society (Whalen, 2014). In this study, I

found strategies that are essential to establishing an effective organizational culture and improving performance in the corporate group, which are also necessary for the implication of social change. These strategies include core corporate values and employee-focused leadership.

The core corporate values include (a) customer satisfaction, (b) engaged employees and empowerment, (c) balanced life and performance, (d) respect and trust, and (e) quality and excellence. These values are essential to establishing an effective organizational culture in the corporate group and are necessary to change the society. For example, findings from this study showed that the corporate leadership provides fair and attractive compensation to employees to motivate and retain competent employees in the corporate group. Equitable and attractive compensation for employees benefits the society positively by changing the life standard of the employees and the community members (Neugebauer, et al., 2014). As identified from the study findings, the corporate group leadership promotes customer satisfaction through social values including respect, trust, integrity, ethics, quality, and excellence. These social values affect the society positively because these customers are part of the community (Whalen, 2014).

Establishing an effective organizational culture in the organization improves organizational performance and productivity (Eaton & Kilby, 2015). The profitable and productive organization invests in social initiatives that benefit the society by providing job opportunity and improving the standard of life for the members of the community (Melo, 2012). As identified in this study, the corporate group leadership involves in corporate social responsibility activities by donating money for the community needs and

by constructing schools and other socially relevant infrastructures for the community. Sharma and Good (2013) noted that effective organizational culture elements include promoting social values and unconditional social improvement through and within the organization.

Employee-focused leadership strategy values the employees' personal development (Melo, 2012). Findings from this study showed that the corporate group leadership provides time and resources to advance the employees' knowledge and skill, which is important to improving performance through the application of the knowledge and skills of employees in the organization. Education and training enhance the flow of knowledge, stimulate shared ideas, and lead innovation in the organization that positively change the society (Lund-Thomsen, Lindgreen, & Vanhamme, 2016). As identified in this study, the corporate group leadership promotes a safe and friendly work environment for employees and their families, which is important to motivating employees for better performance. Safe and friendly work environments are also important to create and promote quality of life, health, and well-being of the society (Westermann-Behaylo, Rehbein, & Fort, 2015).

Recommendations for Action

Business managers may assess their organizational culture effectiveness against the main strategies found in this study. The strategies include well-defined mission and vision, core corporate values, employee-focused leadership, and consistency. If these strategies do not exist within the company, business managers may develop an effective organizational culture for their company using these strategies. As the findings revealed,

establishing an effective organizational culture in the organization improves performance. Business managers may enhance their company performance by establishing effective organizational culture using these strategies.

Business managers from similar industries may need to give attention to the results of this study because insufficient knowledge of effective organizational culture in the corporate group affects performance. Establishing an effective organization culture in the organization includes embracing the broad knowledge of the strategies of organizational culture effectiveness (Monzavia et al., 2013). Findings from this study are important to business managers in the corporate business. Business managers may develop their knowledge of organizational culture using results from the data that led to the findings of this study.

The study participants shared their best experiences and knowledge regarding how effective organizational culture established and improved their corporate group performance. Business managers in the same industry may learn from this experience, because the lack of effective organizational culture in the corporate group is a primary factor affecting performance (Eaton & Kilby, 2015). As the study findings revealed, business managers in the same industry must advance their knowledge to understand and improve their company performance through effective organizational culture.

Findings from the study are important for business managers in the corporate group. The following four main strategies identified in this study and recommended for action to business managers:

- (a) Identifying well-defined mission and vision statements and sharing them with employees, customers, and other stakeholders.
- (b) Establishing core corporate values consistently throughout the organization.
- (c) Having employee-focused leadership who understands the importance of the most valuable resources of employees.
- (d) Establishing consistency in the organization system using inclusive and practical policies and procedures.

The strategies identified in this study aligned with the conceptual framework and the body of literature in the field of organizational culture. In previous research, Childress (2013), Denison (1990), and Kotrba et al. (2012) found these four strategies as essential tools to establish an effective organizational culture and to improve performance in the organization. The results of this study will disseminate through conferences, scholarly journals, and open access papers. Furthermore, in coordination with other professionals, I will arrange a power point presentation and training sessions to distribute the findings of this study to business managers in the corporate group.

Recommendations for Further Study

The purpose of this study was to explore successful strategies that senior company managers use to establish an effective organizational culture to improve performance in the corporate group. I noticed several study limitations and key areas for further research in the field of organizational culture and corporate performance for further study. The limitations of the study were (a) limited scope of the study (b) time constraints to conduct the study, (c) interview time limit, and (c) limited researcher expertise. The scope of the

study was specific to explore the impact of organizational culture on corporate performance within one corporate group perspective. I recommend further study to explore the impact of effective organizational culture on corporate performance using data from more than one corporate group.

The population of the study included senior managers of the corporate group, which included vice presidents and general managers. I selected both vice presidents and general managers as participants because they represented a holistic sample to shared experiences and provided various perspectives on the impact of organizational culture on corporate group context. I recommend further study to explore the role of organizational culture on corporate performance from employees, customers, and other stakeholders' perspective.

The geographical location of the study was in Ethiopia and limited to one of the developing countries in Africa. To support the study, I reviewed various research materials in the area of organizational culture from Western countries. I noticed several study limitations in the field of organizational culture from the developing country context. I recommend further study to explore successful strategies that senior company managers use to establish an effective organizational culture from the developing countries geographical location perspective.

Reflections

At Walden University, I learned how to conduct a doctoral level study using applied research method. The Walden administration's research process requirement and the faculty members' expectations were high and challenging, which encouraged reading

and investigating more about different approaches of the research process. The faculty members' support from the residency program was important to learning and understanding the detail requirements of the research process. The overall research process was impressive, leading to improving the writing skills at the doctoral level and expansion of the knowledge of organizational culture and corporate performance. I felt grateful and amazed with the great support from the corporate group CEO, the doctoral committee chair, and the university faculty, which were critical to accomplishing this study in a timely manner.

During the interview session, I learned from the study participants regarding their vast experiences and best practices regarding the role of effective organizational culture in the corporate group. The study participants' outstanding work experiences and leadership knowledge were inspiring and led to an understanding of the impacts of organizational culture on corporate performance from the corporate group point of view. The study participants were passionate in their expressions of the best strategies used to establish an effective organizational culture and to improve performance in the corporate group. I found these strategies were necessary to affect positively business managers in their attempts at improving their company's performance. The findings add new insights to the body of literature.

Summary and Study Conclusions

Since the 1950s, business managers used an organizational culture as the best strategy to maintain a company identity, integrity, profitability, and productivity (Childress, 2013). Maintaining effective organizational culture in the organization is

important to improve performance and productivity (Eaton & Kilby, 2015). Establishing an effective organizational culture in the corporate group is harder than in a single company because of the diversified business nature of the corporate group (Lee & Gaur, 2013). The purpose of the study was to explore successful strategies that senior company managers use to establish an effective organizational culture and to improve performance in the corporate group.

The study process included choosing the appropriate participants for the study from the corporate group and conducting interviews with the study participants. I used semistructured interview questions to gather best practices and relevant data from the study participants regarding the impact of organizational culture on corporate performance. The interview questions aligned with the conceptual framework and the central research question of the study. I used the Denison organizational culture model as a conceptual framework for the study. The central research question: What successful strategies do senior company managers use to establish an effective organizational culture to improve performance? The study participants' experiences and best practice were necessary to gather reliable data to address the central research question.

The study participants of 20 senior managers carefully selected from the leading and biggest corporate group in Ethiopia. The corporate group included 24 multi-sectoral companies under the leadership of the CEO. The sample size of 20 allowed me to reach the data saturation level in the study and to draw the conclusions based on sufficient data. The study included multiple stages of validity and credibility analysis to avoid personal biases. The credibility of the study stemmed from data triangulation using multiple data

sources in the corporate group. The study findings were consistent with the historical and new literature, based on a critical analysis and synthesis of literature related to the conceptual framework of an organizational culture theory.

The results of this study could be useful for business managers and the society. The study results represent important knowledge and relevant information for business managers regarding the impact of organizational culture on corporate performance. Business managers must understand the importance of effective organizational culture because an organizational culture has the potential to affect the corporate performance (Schneider et al., 2013). The society may benefit from the study results through improved employment opportunity, job security, and reliable customer service, which are essential to improve the life standard of the employees and the members of the community.

The main emerging themes from the study directly related to the Denison organizational culture model, the conceptual framework of the study. The Denison (1990) organizational culture elements include (a) involvement, (b) consistency, (c) adaptability, and (d) mission. Denison noted that these four elements are essential for maintaining organizational culture effectiveness in the organization. The main emerging themes from the study included (a) well-defined mission and vision, (b) core corporate values, (c) employee-focused leadership and (d) consistency. The study participants contributed data that led to the identification of these four main themes as important strategies to establish an effective organizational culture and to improve performance in the corporate group. The corporate group policies and manuals included these strategies, which are also

important to motivate employees, promote transparency, encourage teamwork, and enhance performance.

As the study findings reflected, the corporate group leadership established and shared well-defined mission and vision statements throughout the 24 companies in the group. The study participants identified a well-defined mission and vision as a successful strategy to establish an effective organizational culture and to improve performance in the corporate group. In previous research, Givens (2012) found that a well-defined mission and vision strategy is necessary to develop shared understanding of managers, employees, customers, and other stakeholders in the organization.

The findings from this study showed that the core corporate values strategy is essential to the success of the corporate group. The core corporate values mainly included customer satisfaction, employees' empowerment, teamwork, corporate identity, integrity, quality, and excellence. The study participants identified core corporate values as an important strategy to maintain the effective organizational culture and to improve performance in the corporate group.

The study participants identified that employee-focused leadership as a key strategy to establish an effective organizational culture and to improve performance in the corporate group. The corporate group CEO recognized that employees are the most valuable resources for the corporate group. As the study results revealed, the corporate group leadership continuously trained, coached, and empowered employees to promote the most effective, performance oriented, and transparent leadership system in the corporate group.

I found the consistency theme an essential strategy to maintain effective organizational culture throughout the 24 diversified companies in the corporate group. The company human resource, finance, materials management, and marketing policies served as a necessary tool to help managers in the corporate group to maintain consistency. As the study findings revealed, the corporate group CEO's sharp perception, responsiveness to the group's needs, and his exemplary leadership were important factors to establish an effective organizational culture and maintain a consistency strategy in the corporate group. The corporate group leadership used the consistency strategy to establish an effective organizational culture and to improve performance in the corporate group.

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Appendix A: An Invitation Letter

December 15, 2015

Dear,

Addis Ababa, Ethiopia:

This letter is an invitation to consider participating in the study. I am conducting research as part of my Doctoral degree in Business Administration at Walden University under the supervision of Dr. Charles Needham. I would like to provide you with more information regarding the study and the nature of your participation if you decide to participate.

Business managers use an effective organizational culture to maintain a positive work environment and to develop ethical behaviors at individual and group levels. Effective organization culture includes healthy customer service, employee-oriented management, and strong interpersonal relationship. Maintaining an effective organizational culture by management helps to motivate employees and to increase performance in the organization.

The purpose of the study is to explore successful strategies that senior company managers use to establish an effective organizational culture to improve performance in the corporate group. The study result may provide relevant information for business managers in understanding the role of organizational culture. The organization community and the public may benefit from the existence of profitable organizations in the community because the profitable company provides job security for employees and employment opportunity for the public.

The study will include senior managers from the corporate group in Ethiopia. Therefore, I would like to include you and your company in my study. You are best suited to speak to the various issues of the study. Attached to this letter is the consent form to participate in this study. The consent form explains the study in more detail. I very much look forward to speaking with you and thank you in advance for your assistance in this research.

Sincerely,

Tewodros B. Tedla

Appendix B: Consent Form

The researcher is inviting senior managers who are working in the corporate group in Addis Ababa, Ethiopia to take part in research concerning the role of an effective organization culture in the corporate group. This form is part of a process called “informed consent.” The process is to allow the participants the opportunity to understand the proposed study before deciding whether to take part.

A researcher named Tewodros Bayeh Tedla, who is a doctoral student at Walden University, is conducting this study.

Background Information: The purpose of this research is to explore successful strategies that senior company managers use to establish an effective organizational culture to improve performance in the corporate group. The researcher will interview senior managers in one of the corporate group in Addis Ababa, Ethiopia to gain an understanding of how an effective organizational culture improves performance in the corporate group.

Procedures: If you agree to participate in the study, you will be asked to participate in audio-recorded interviews, each lasting 30-60 minutes duration. The interview processes include: (a) the initial in-depth interview will consist of nine open-ended questions, (b) the follow-up interview may contain any additional question that needs to be addressed after the initial interview, (c) Member-checking interview will include your interview (data) interpretation for your accuracy checks, feedback, and validation. A majority of interview questions will focus towards your business. The remaining questions will be about the role of an effective organizational culture to improve performance in your

business. With your permission, I will record the interviews conversation. You will not be asked to state your name on the recording.

Here are some sample questions:

1. How did you create and maintain an effective organizational culture in your organization?
2. How did you use your corporate office culture to provide guidance and direction in improving performance and productivity in the corporate group?
3. What are the main challenges and common elements to create and align effective organizational culture between the corporate office and each company's culture in the corporate group?

Criteria for eligibility to participate in the study: (a) participants must be 21 years and older, (b) they must have a senior manager position in the organization, and (c) they must have more than 5 years of experience in the study company.

Time required: The interview will take approximately 30-60 minutes.

Voluntary Nature of the Study: Participation in the study is on a voluntary basis.

Everyone will respect your decision of whether or not you choose to be in the proposed study. I will not treat you differently if you decide not to participate in the study. If you decide to participate in the study now, you may change your mind at any time to stop participating in the study.

Risks: The risk of participating in the study is minimal because no confidential information or trade secrets will be asked.

Benefits: This is a chance for you to tell your story about your experiences concerning the role of organizational culture in improving performance and productivity in your business.

Compensation: Those who choose to participate in this study will not receive any monetary compensations or gifts.

Privacy: Your responses to interview questions are kept confidential. At no time will your actual identity be revealed. I will assign a random numerical code to protect your privacy. I will make sure not use your personal information for any purposes outside of this research project. In addition, the researcher will not include your name or anything else that could identify you in the study reports. Data is secure by computer. For at least 5 years, as required by the University, the data is stored securely.

Contacts and Questions: You may ask any questions you have now. However, you may contact the researcher via email Tewodros.tedla@waldenu.edu or via telephone +1-818-675-6971 if you have questions later. If you want to discuss privately your rights as a research participant, you may call the Walden University's Research Participants Advocate on +1-612-312-1210 or email irb@waldenu.edu. Walden University's approval number for this study is 11-19-15-0455261, and it expires on November 18, 2016. The researcher, Tewodros Bayeh Tedla, will provide you a copy of this form for your records.

Statement of Consent: The nature and purpose of this research sufficiently explained, and I agree to participate in this study. I understand that I am free to withdraw at any time without incurring any penalty. You can also agree to participate in this research by sending your consent via email to tewodros.tedla@waldenu.edu with the term "I

Consent” to participate in the email. Please keep a copy of this consent form for your records.

Participant’s Signature

Date of consent

Researcher’s Signature

Appendix C: Interview Questions

1. How did you create and maintain an effective organizational culture in your organization?
2. How did you use your corporate office culture to provide guidance and direction in improving performance and productivity in the corporate group?
3. What are the strategies and activities used in your organization to align the corporate office culture to each company culture in the group?
4. What are the main challenges and common elements to create and align effective organizational culture between the corporate office and each company's culture in the corporate group?
5. What are the strategies and activities implemented in your organization that leads to higher productivity and performance without affecting the diversified business strategy?
6. What have employees accomplished using their organizational culture to enhance performance and productivity?
7. What other successful strategies have you used in improving performance and productivity in the corporate group?
8. What examples would you like to provide on how organizational culture influences the performance and productivity of the corporate group?
9. What information would you like to add about the role of organizational culture?

Appendix D: Letter of Cooperation

August 31, 2015

Dear Tewodros Bayeh Tedla,

Based on my review of your research proposal, I give permission for you to conduct the study entitled The Impact of Organizational Culture on Corporate Performance within the _____ Group. As part of this study, I authorize you to collect data and interview senior executives and general managers of _____ Group companies.

Individuals' participation will be voluntary and at their own discretion.

We understand that our organization's responsibilities include giving permission for interview participants to use company time, office, and data for the purpose of this research. We reserve the right to withdraw from the study at any time if our circumstances change.

I confirm that I am authorized to approve research in this setting and that this plan complies with the organization's policies.

I understand that the data collected will remain entirely confidential and may not be provided to anyone outside of the student's supervising faculty/staff without permission from the Walden University IRB.

Sincerely,

CEO, _____ Group

Contact Information:

Appendix E: Protecting Human Research Participant Training Certificate



Appendix F: Summary of References

	Published Within 5 Years of Expected Publication Date	Older than 5 Years	Percentage of Overall Sources
Publications			
Books	5	6	7.69%
Dissertations	2	0	1.40%
Peer-reviewed articles	127	3	90.91%
Total	134	9	
Total %	93.71%	6.29%	100%
Total Sources: 143			