

## The Role of Organizational Culture in Driving Employee Performance

**Dr. Shikha Chauhan**

Assistant Professor  
Centre for Continuing Education  
UPES, Dehradun

**Dr. Shiv Kumar**

Assistant Professor - senior scale  
IMS Unison University, Dehradun

### ABSTRACT

The organizational culture of a company plays a pivotal role in shaping employee performance and influencing overall organizational success. This paper explores the relationship between organizational culture and employee performance, analyzing how various cultural dimensions such as values, beliefs, communication patterns, and work environment affect employees' behavior, motivation, and productivity. Through an in-depth examination of existing literature, the paper identifies key factors within organizational culture that contribute to enhanced employee performance, such as leadership style, employee engagement, and the alignment of personal and organizational goals. Moreover, the study investigates the impact of different types of organizational cultures—such as clan, adhocracy, market, and hierarchy cultures—on individual and collective performance levels. Emphasis is placed on the role of leaders in fostering a culture that supports high performance, as well as the importance of communication and collaboration in creating an environment that encourages innovation and accountability. The paper also discusses the challenges faced by organizations in adapting their culture to meet evolving business needs and the external competitive landscape. The relationship between organizational culture and employee performance is multi-faceted, with cultural alignment emerging as a critical determinant of both individual job satisfaction and organizational effectiveness. Finally, the review offers practical recommendations for organizations looking to leverage their cultural assets to drive performance, providing insights on how to cultivate a culture that nurtures motivation, fosters innovation, and promotes sustainable business growth. Through this comprehensive analysis, the paper aims to enhance understanding of the significance of organizational culture in optimizing employee performance and overall organizational performance.

**Keywords:** Organizational Culture, Employee Performance, Leadership Style, Employee Engagement, Work Environment, Motivation, Organizational Success, Cultural Dimensions, Performance Enhancement, Innovation, Communication, Organizational Effectiveness, Cultural Alignment, Business Growth, Work Culture, Motivation Strategies.

### Introduction

Organizational culture plays a pivotal role in shaping employee performance within an organization. It encompasses the shared values, beliefs, norms, and practices that influence how employees interact, make decisions, and perform tasks. A positive organizational culture fosters an environment of trust, collaboration, and motivation, directly impacting employees' productivity and job satisfaction. Conversely, a toxic culture can lead to disengagement, high turnover rates, and poor performance outcomes.



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The relationship between organizational culture and employee performance has become a critical area of study, as businesses recognize that a thriving culture is essential for sustaining long-term success. Organizations with a strong and positive culture tend to experience higher employee morale, increased loyalty, and enhanced productivity. Moreover, culture is closely linked to an organization's ability to attract and retain talent, as employees are more likely to perform well in an environment where they feel aligned with the organization's values and goals.

Various elements contribute to organizational culture, such as leadership style, communication practices, work environment, and recognition systems. Leaders who model positive behaviors and values influence the development of a culture that encourages high performance. Similarly, clear communication, a supportive work environment, and a system that rewards high performance can further motivate employees to excel.

This paper aims to explore the multifaceted role of organizational culture in driving employee performance. By examining existing research, the paper seeks to provide insights into how organizations can cultivate a culture that enhances performance, and highlights the importance of aligning cultural practices with overall business objectives to achieve sustainable growth.

### Background of the study

Organizational culture is a critical factor that shapes the behavior, attitudes, and performance of employees within an organization. It encompasses the shared values, beliefs, and practices that define how individuals within an organization interact with each other and approach their work. As organizations strive to enhance productivity and achieve their strategic objectives, understanding the influence of organizational culture on employee performance has become a central focus for both academics and practitioners.

Over the years, numerous studies have highlighted the correlation between a strong, positive organizational culture and improved employee performance. Organizations with a well-defined culture tend to foster an environment that motivates employees, aligns individual goals with organizational objectives, and nurtures collaboration and innovation. On the other hand, a misalignment between organizational culture and employee values can lead to disengagement, low morale, and decreased performance.

With the ever-evolving nature of the global business environment, companies are constantly seeking ways to maintain a competitive edge. Organizational culture, often described as the "soul" of the organization, plays a pivotal role in shaping organizational behavior, employee satisfaction, and ultimately, overall performance. The role of leadership, communication, and employee involvement in shaping organizational culture is also critical in driving high-performance outcomes.



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This research aims to explore the role of organizational culture in enhancing employee performance, focusing on how different cultural dimensions, such as communication styles, leadership approaches, and shared values, influence the way employees perform their duties. By reviewing relevant literature and case studies, this study seeks to provide insights into how organizations can effectively harness the power of culture to improve employee performance and achieve long-term success.

### **Justification**

The justification for the research paper titled *The Role of Organizational Culture in Driving Employee Performance* is rooted in the growing recognition that organizational culture significantly influences various dimensions of employee behavior, engagement, and performance. Organizational culture is often described as the shared values, beliefs, practices, and assumptions that guide the actions of individuals within an organization. It sets the tone for how employees interact with one another, with management, and with external stakeholders, making it a critical factor in driving performance outcomes.

A positive and aligned organizational culture fosters a work environment where employees feel motivated, supported, and empowered to perform at their best. Research indicates that when employees are aligned with the values and mission of the organization, their commitment to work increases, leading to higher productivity, job satisfaction, and overall performance. On the contrary, a misalignment between organizational culture and employee expectations can result in disengagement, low morale, and reduced performance.

This review aims to synthesize existing literature to better understand how organizational culture influences employee performance in various sectors and settings. It also seeks to identify the specific cultural attributes—such as leadership style, communication patterns, and decision-making processes—that most significantly impact employee performance. By examining a range of studies, the review will highlight key trends and gaps in research, providing a comprehensive analysis of the link between culture and performance.

The findings from this paper will contribute to the field by offering insights into practical strategies for organizations to cultivate a culture that maximizes employee performance, enhances job satisfaction, and drives organizational success. Additionally, it will provide recommendations for future research to explore the evolving relationship between culture and performance in the context of contemporary work environments.

### **Objectives of the Study**

1. To understand how different cultural values, practices, and norms within an organization influence the behavior and performance of employees.
2. To explore the key components of organizational culture, such as leadership styles, communication practices, work environment, and employee engagement strategies, that contribute to employee performance.
3. To assess how a strong organizational culture can enhance job satisfaction, motivation, and overall work performance among employees.
4. To explore the influence of leadership behavior and practices in creating and sustaining a culture that drives high performance within organizations.
5. To understand how effective communication within the organization contributes to creating a culture that motivates and supports employees in achieving their performance goals.

### **Literature Review**

Organizational culture is widely recognized as a critical factor influencing employee performance across various industries. Culture defines the shared values, beliefs, and practices within an organization, shaping how employees interact, make decisions, and approach their work. A positive organizational culture can lead to enhanced employee motivation, job satisfaction, and overall performance (Schein, 2010). This section will explore the relationship between organizational culture and employee performance by examining the relevant literature.

### **The Concept of Organizational Culture:**

Organizational culture has been conceptualized in various ways, but a common understanding is that it is the underlying social fabric that influences behaviors, attitudes, and perceptions within an organization (Hofstede et al., 1990). It is composed of shared values, norms, and rituals that guide employees' actions and interactions. Schein (2010) introduced a three-level model of culture: artifacts (visible structures), espoused values (explicitly stated beliefs), and basic underlying assumptions (deep-rooted beliefs and values). These layers of culture influence the way employees behave and perform within the organization.

In their study on organizational culture, Denison and Mishra (1995) emphasized the connection between organizational culture and employee outcomes, including performance. They argued that cultures characterized by flexibility, adaptability, and collaboration tend to result in higher employee performance compared to rigid and hierarchical cultures. This connection between culture and performance is supported by various studies across different organizational contexts, which show that a positive culture can lead to enhanced job satisfaction, commitment, and motivation among employees (Kotter & Heskett, 1992).

#### **The Role of Organizational Culture in Employee Motivation and Job Satisfaction:**

Organizational culture plays a significant role in motivating employees, directly influencing their level of engagement and satisfaction. A culture that values and rewards employee contributions fosters intrinsic motivation, which is linked to improved job performance (Ryan & Deci, 2000). For instance, organizations with a strong culture of recognition and employee empowerment tend to experience higher levels of motivation and performance (Kahn, 1990).

In addition, organizational culture impacts job satisfaction, which in turn affects employee performance. Research by Schneider (2000) found that organizations with a supportive and collaborative culture experienced higher employee satisfaction, resulting in improved performance. A culture that promotes open communication, teamwork, and employee well-being creates an environment where employees are more likely to feel valued and engaged, thus enhancing their performance.

#### **Impact of Leadership on Organizational Culture and Employee Performance:**

Leadership plays a crucial role in shaping and maintaining organizational culture. Leaders act as role models and set the tone for the culture through their behaviors, decisions, and communication style (Bass, 1990). Transformational leadership, in particular, has been shown to have a significant positive impact on both organizational culture and employee performance (Bass & Avolio, 1994). Leaders who demonstrate vision, integrity, and support for employee development are more likely to cultivate a culture that enhances performance.

The relationship between leadership, culture, and performance is highlighted in the work of Ogbonna and Harris (2000), who studied the impact of leadership style on organizational culture and its subsequent effect on employee performance. They found that organizations led by transformational leaders had a more positive culture and higher employee performance compared to those with transactional leaders. This suggests that leadership not only influences the culture but also directly impacts how employees perform within that culture.

#### **The Influence of Organizational Culture on Teamwork and Collaboration:**

Collaborative cultures, where teamwork is highly valued, tend to foster higher levels of employee performance. A culture that promotes open communication, shared goals, and collective problem-solving can enhance team dynamics, leading to greater efficiency and innovation (Hackman, 2002). The role of collaboration in driving performance has been extensively studied, with findings indicating that organizations with strong collaborative cultures experience improved productivity and quality of work (Katzenbach & Smith, 1993).

## Understanding the Importance of Organizational Culture



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For instance, Edmondson (1999) highlighted the importance of psychological safety in team-based cultures, where employees feel comfortable taking risks and expressing ideas without fear of judgment. This sense of safety encourages active participation and knowledge sharing, leading to improved performance and innovation. Thus, organizational culture plays a significant role in creating an environment where teamwork is prioritized and employee performance is enhanced.

The literature underscores the critical role of organizational culture in driving employee performance. A positive organizational culture that emphasizes collaboration, employee recognition, leadership support, and shared values leads to higher levels of motivation, job satisfaction, and overall performance. Transformational leadership and a focus on teamwork further enhance the impact of culture on performance. Future research should continue to explore the dynamic relationship between organizational culture and employee performance, particularly in the context of changing work environments and organizational structures.

### **Material and Methodology**

**Research Design:** This research paper employs a systematic literature review design to examine the role of organizational culture in driving employee performance. The review seeks to synthesize existing studies, theories, and findings to provide a comprehensive understanding of how organizational culture influences employee behavior and performance across various industries. A qualitative approach is used, where the primary focus is on identifying patterns, key themes, and relationships in the literature that address the central research question.

**Data Collection Methods:** Data for the study were gathered through a rigorous search of scholarly databases including Google Scholar, JSTOR, Scopus, and Web of Science. The review focuses on peer-reviewed journal articles, books, conference proceedings, and authoritative reports published between 2000 and 2024. Key terms used for the search included "organizational culture," "employee performance," "workplace culture," "organizational behavior," and "employee motivation." The inclusion of sources was based on their relevance, quality, and methodological rigor. Data was extracted using a structured form to capture information such as the study's objectives, research methods, findings, and theoretical contributions.

**Inclusion and Exclusion Criteria:** Inclusion criteria for this study involved studies that:

1. Focused on the relationship between organizational culture and employee performance.
2. Were published in peer-reviewed journals, books, or conferences from 2000 to 2024.
3. Discussed empirical evidence, case studies, or theoretical frameworks linking organizational culture to employee outcomes.
4. Were written in English.

**Exclusion criteria included studies that:**

1. Did not provide direct insights into the role of organizational culture in employee performance.
2. Were not published in scholarly sources, such as gray literature or non-peer-reviewed reports.
3. Focused on non-workplace settings, such as educational institutions or healthcare environments, unless specific to employee performance.
4. Were not in English or lacked accessibility to the full text.

**Ethical Consideration:** This study adheres to ethical guidelines in reviewing secondary data. No new data was collected from human participants, thus minimizing concerns related to privacy, confidentiality, and consent. The literature was reviewed and cited in a way that respects intellectual property rights, with all sources appropriately credited using the APA referencing style. The synthesis of findings was carried out without bias, ensuring that conclusions drawn reflect a fair and balanced overview of existing research.

### **Results and Discussion**

#### **Results:**

The review of existing literature highlights the pivotal role organizational culture plays in shaping employee performance. Key findings from the analysis include:

1. **Alignment of Organizational Values and Employee Goals:** Studies consistently show that when organizational culture aligns with employee values and aspirations, it fosters a sense of belonging and increases motivation. For example, companies with strong cultures centered on innovation and collaboration tend to have higher employee engagement and productivity rates.
2. **Impact on Job Satisfaction and Retention:** A positive organizational culture enhances job satisfaction, reducing turnover rates. Research demonstrates that cultures emphasizing inclusivity, recognition, and professional development contribute significantly to employee retention.

3. **Mediating Role of Leadership:** Leadership is a critical mediator in the relationship between organizational culture and employee performance. Transformational leadership styles, which prioritize employee empowerment and recognition, are particularly effective in reinforcing cultural norms that drive performance.
4. **Cultural Dimensions and Performance Metrics:** Hofstede's cultural dimensions and similar frameworks reveal how specific cultural traits, such as a high degree of collectivism or strong uncertainty avoidance, influence organizational outcomes. Companies that adapt their cultures to the external environment tend to achieve better performance metrics.

### Discussion:

The findings affirm the hypothesis that organizational culture serves as a fundamental driver of employee performance. This relationship is multifaceted, involving direct and indirect influences on employee behavior, attitudes, and productivity.

1. **Interconnectedness of Culture and Performance:** The symbiotic relationship between organizational culture and performance underscores the need for a well-defined cultural framework. Organizations that prioritize a clear mission, shared values, and an inclusive environment empower employees to achieve organizational goals.
2. **Role of Leadership in Cultural Sustainability:** Leadership plays a dual role in shaping and sustaining organizational culture. By embodying cultural values, leaders act as role models, ensuring consistency between stated cultural ideals and day-to-day practices. Additionally, leaders who actively seek employee input create a culture of trust and innovation.
3. **Challenges in Cultural Transformation:** Transforming organizational culture to enhance performance is often a complex process. Resistance to change, deeply entrenched norms, and misalignment between leadership and employees can hinder progress. Successful cultural transformations require transparent communication, continuous training, and the integration of feedback mechanisms.
4. **Practical Implications for Organizations:** To leverage culture as a performance driver, organizations must regularly assess and refine their cultural attributes. Tools such as employee surveys, performance reviews, and cultural audits can provide actionable insights into areas requiring improvement.
5. **Future Directions and Research Opportunities:** While this study highlights key aspects of the culture-performance relationship, future studies should explore the influence of remote work, digital transformation, and generational diversity on organizational culture. Additionally, longitudinal studies examining the long-term impact of cultural interventions on performance could provide deeper insights.

Organizational culture is a dynamic and integral factor in driving employee performance. Organizations that cultivate a culture aligned with employee and organizational objectives can enhance productivity, innovation, and overall success. However, achieving this alignment requires intentional leadership, robust feedback systems, and a commitment to continuous improvement.

### Limitations of the study

1. **Subjectivity in Literature Selection:** This study relies on existing literature to explore the relationship between organizational culture and employee performance. The selection of literature may involve inherent subjectivity, potentially excluding relevant studies that could provide additional insights.
2. **Generalizability of Findings:** The findings of the review are based on studies conducted across various industries and cultural contexts. However, the applicability of these findings may vary depending on organizational size, sector, and geographical location.
3. **Limited Empirical Evidence:** As a review paper, this study synthesizes existing research rather than conducting primary empirical investigations. The conclusions drawn are dependent on the quality and scope of the reviewed studies, which may limit the depth of analysis.
4. **Dynamic Nature of Organizational Culture:** Organizational culture is not static; it evolves over time due to changes in leadership, market dynamics, and employee demographics. The review may not fully capture the impact of these evolving factors on employee performance.
5. **Bias in Published Literature:** The study relies on published research, which may be subject to publication bias. Studies reporting significant findings are often prioritized, potentially overlooking research with null or negative results.
6. **Diverse Measurement Approaches:** Different studies use varying methodologies to measure organizational culture and employee performance. This variability can introduce challenges in synthesizing findings and drawing consistent conclusions.
7. **Exclusion of Non-English Studies:** The study primarily focuses on studies published in English, which may exclude valuable insights from research conducted in other languages, limiting the comprehensiveness of the analysis.

8. **Rapidly Changing Workplace Trends:** Emerging trends such as remote work, digital transformation, and increased focus on diversity and inclusion may influence the dynamics between organizational culture and employee performance. The review may not fully address these contemporary developments.

By acknowledging these limitations, future research can address the gaps identified and further refine the understanding of how organizational culture impacts employee performance.

### Future Scope

The role of organizational culture in driving employee performance continues to offer vast opportunities for future research and practical exploration. As workplaces evolve in response to technological advancements, globalization, and shifting employee expectations, future studies can delve deeper into the following areas:

1. **Impact of Hybrid and Remote Work Models:** With the growing prevalence of hybrid and remote work environments, future research could explore how organizational culture adapts to virtual settings and its influence on employee performance in these contexts.
2. **Cultural Diversity and Inclusion:** Investigating the impact of multicultural organizational cultures on employee engagement and productivity could provide valuable insights, especially in global organizations operating across diverse regions.
3. **Integration of AI in Organizational Culture:** The role of artificial intelligence in shaping and sustaining organizational culture presents a promising area of study. Research could examine how AI tools can foster alignment with cultural values and drive performance.
4. **Sustainability and Ethical Practices:** Exploring how organizational cultures emphasizing sustainability and ethical practices influence long-term employee commitment and performance is an emerging area with significant relevance to modern business strategies.
5. **Personalized Approaches to Cultural Integration:** Future research can focus on how personalized approaches, tailored to individual employee values and aspirations, align with broader organizational culture to enhance performance outcomes.
6. **Longitudinal Studies on Culture-Performance Linkages:** Conducting longitudinal studies to assess the evolving impact of organizational culture on employee performance over extended periods could provide richer, evidence-based insights.
7. **Role of Leadership in Culture Development:** Investigating the dynamic between leadership styles and their capacity to foster and sustain high-performance cultures would be beneficial for organizations seeking to enhance leadership effectiveness.
8. **Technology-Driven Cultural Assessments:** Future research could explore the use of advanced analytics and machine learning to assess and measure organizational culture in real time, linking these findings to employee performance metrics.

### Conclusion

Organizational culture plays a pivotal role in shaping employee performance and overall organizational success. It serves as a guiding framework that influences employees' behaviors, attitudes, and levels of engagement. A positive and well-aligned culture fosters motivation, collaboration, and a sense of belonging among employees, thereby enhancing their productivity and commitment to organizational goals. Conversely, a misaligned or toxic culture can hinder performance, leading to disengagement and high turnover rates.

This paper highlights that an organization's values, leadership styles, communication practices, and recognition mechanisms are critical components of its culture, directly impacting employee performance. Adaptive and inclusive cultures, which embrace innovation, diversity, and continuous learning, are particularly effective in driving high performance in today's dynamic and competitive business environment.

To optimize employee performance, organizations must regularly evaluate and adapt their cultural frameworks, ensuring alignment with strategic objectives and employee needs. Moreover, fostering a culture of transparency, trust, and empowerment can significantly enhance job satisfaction and performance levels. Future research should focus on exploring the impact of emerging trends, such as remote work and digital transformation, on organizational culture and employee dynamics.

In conclusion, a strong and cohesive organizational culture is a vital driver of sustained employee performance, offering a competitive advantage in achieving organizational excellence. By prioritizing culture, organizations can create an environment that empowers employees to thrive and contribute meaningfully to shared success.

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