

**T.C.  
ISTANBUL OKAN UNIVERSITY  
INSTITUTE OF GRADUATE SCIENCE**

**THESIS FOR THE DEGREE OF PhD OF BUSINESS  
ADMINISTRATION PROGRAM OF BUSINESS  
ADMINISTRATION**



**HIBA MEFLEH**

**"THE IMPACT OF ORGANIZATIONAL CULTURE ON ORGANIZATIONAL  
PERFORMANCE THROUGH TRUST:  
A STUDY IN THE ARAB REAL ESTATE COMPANIES IN ISTANBUL"**

**ADVISOR  
PROF. DR. UĞUR YOZGAT**

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companies in Istanbul"**

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Istanbul, 2024

# TABLE OF CONTENTS

|                                                              |           |
|--------------------------------------------------------------|-----------|
| <b>ABSTRACT .....</b>                                        | <b>i</b>  |
| <b>LIST OF ABBREVIATIONS .....</b>                           | <b>ii</b> |
| <b>LIST OF SYMBOLS .....</b>                                 | <b>iv</b> |
| <b>LIST OF FIGURES.....</b>                                  | <b>v</b>  |
| <b>LIST OF TABLES.....</b>                                   | <b>vi</b> |
| <b>Chapter One: Study Background and Its Importance.....</b> | <b>1</b>  |
| <b>1.1 Statement of the Problem and Questions.....</b>       | <b>3</b>  |
| <b>1.2 Objectives of the Study.....</b>                      | <b>4</b>  |
| <b>1.3 Aim of the Research.....</b>                          | <b>4</b>  |
| <b>1.4 Importance of the Research.....</b>                   | <b>5</b>  |
| <b>1.5 Research Hypothesis.....</b>                          | <b>6</b>  |
| <b>1.6 Research Methodology.....</b>                         | <b>8</b>  |
| <b>1.7 Research Model.....</b>                               | <b>8</b>  |
| <b>1.8 Operational Definitions of Term.....</b>              | <b>10</b> |
| 1.8.1    Organizational Culture.....                         | 10        |
| 1.8.2    Organizational Performance.....                     | 13        |
| 1.8.3    Organizational Trust.....                           | 13        |
| <b>Chapter Two: The Literature Review .....</b>              | <b>15</b> |
| <b>2.1 Organizational Culture.....</b>                       | <b>17</b> |
| 2.2.1    Definitions of Organizational Culture.....          | 18        |
| 2.2.2    Organizational Cultural Values Models.....          | 25        |
| 2.2.3    The elements of Organizational Culture.....         | 37        |
| 2.2.4    Forms of Organizational Culture.....                | 42        |

|                                                 |                                                                                  |           |
|-------------------------------------------------|----------------------------------------------------------------------------------|-----------|
| 2.2.5                                           | Types of organizational culture.....                                             | 46        |
| 2.2.6                                           | Approaches of organizational cultural measuring.....                             | 47        |
| 2.2.7                                           | Sources of Organizational culture.....                                           | 53        |
| <b>2.3</b>                                      | <b>Organizational Performance.....</b>                                           | <b>54</b> |
| 2.3.1                                           | Definitions of Organizational Performance.....                                   | 55        |
| 2.3.2                                           | Organizational Performance Measurements.....                                     | 58        |
| 2.3.3                                           | Strategic Performance System Measurement.....                                    | 63        |
| <b>2.4</b>                                      | <b>Organizational Trust.....</b>                                                 | <b>64</b> |
| 2.4.1                                           | The concept of Organizational Trust.....                                         | 65        |
| 2.4.2                                           | Importance of Trust.....                                                         | 70        |
| 2.4.3                                           | Trust Relationship.....                                                          | 70        |
| 2.4.4                                           | Dimensions and Components of Trust.....                                          | 72        |
| 2.4.5                                           | Stages of Trust.....                                                             | 73        |
| 2.4.6                                           | Sources of Trust.....                                                            | 73        |
| <b>2.5</b>                                      | <b>Hofstede’s Cultural Dimensions and Organizational trust.....</b>              | <b>75</b> |
| <b>2.6</b>                                      | <b>The Role of Organizational Culture on Organizational<br/>Performance.....</b> | <b>77</b> |
| <b>2.7</b>                                      | <b>Organizational Trust and Performance.....</b>                                 | <b>80</b> |
| <b>2.8</b>                                      | <b>Previous studies:.....</b>                                                    | <b>82</b> |
| <b>Chapter Three: Research Methodology.....</b> |                                                                                  | <b>91</b> |
| <b>3.1</b>                                      | <b>Aim of the Study.....</b>                                                     | <b>91</b> |
| <b>3.2</b>                                      | <b>Research Philosophy.....</b>                                                  | <b>92</b> |
| <b>3.3</b>                                      | <b>Research Approach.....</b>                                                    | <b>95</b> |
| <b>3.4</b>                                      | <b>Research Design:.....</b>                                                     | <b>96</b> |
| <b>3.5</b>                                      | <b>Study Population:.....</b>                                                    | <b>96</b> |

|                                                                                                                                        |            |
|----------------------------------------------------------------------------------------------------------------------------------------|------------|
| 3.6 Data Analysis:.....                                                                                                                | 97         |
| 3.8 Completion of the questionnaire and its various<br>divisions.....                                                                  | 99         |
| 3.9 Conceptual Model of the Study.....                                                                                                 | 102        |
| 3.10 Difficulties in completing the questionnaire:.....                                                                                | 103        |
| <b>Chapter Four: Result Analysis and Findings.....</b>                                                                                 | <b>110</b> |
| 4.1 Data Gathering.....                                                                                                                | 111        |
| 4.2 Screening of the Data.....                                                                                                         | 111        |
| 4.3 Missing Data (Cronbach's alfa).....                                                                                                | 111        |
| 4.4 Non-Response Bias.....                                                                                                             | 112        |
| 4.5 Demographic Analysis.....                                                                                                          | 112        |
| 4.6 Reliability and Validity and Explanatory Factor.....                                                                               | 118        |
| 4.7 Descriptive Analysis of the Study's Dimensions.....                                                                                | 128        |
| 4.8 The Relationship between Organizational Culture (PD, IND, COL,<br>FEM, MAS, UA), and Trust and Organizational Performance (OP).... | 147        |
| 4.9 Test of normality using Q-Q plot.....                                                                                              | 148        |
| 4.10 Structural Model.....                                                                                                             | 152        |
| 4.11 Testing the Mediator.....                                                                                                         | 159        |
| <b>Chapter 5: Discussion and Conclusion.....</b>                                                                                       | <b>165</b> |
| 5.1 Study Overview.....                                                                                                                | 165        |
| 5.2 Research Process.....                                                                                                              | 167        |
| 5.3 Discussion of the main results.....                                                                                                | 168        |
| 5.4 Conclusion.....                                                                                                                    | 173        |
| 5.5 Research Contribution.....                                                                                                         | 174        |
| 5.6 Limitations and Recommendations.....                                                                                               | 175        |
| <b>REFERENCES .....</b>                                                                                                                | <b>177</b> |

**Appendix A..... 197**



# Acknowledgment

I extend my deepest gratitude to my family, whose unwavering support has been the cornerstone of my academic journey. To my parents, Ahmad, Fatima and Farah, your unwavering belief in me and the dreams you instilled in me, especially my father's, have been the driving force behind my pursuit of knowledge. I am forever grateful for your sacrifices, encouragement, and love.

To my loving husband, Majdi, your unwavering support, patience, and understanding have been my rock throughout this challenging journey. Your belief in my abilities, even when I doubted myself, propelled me forward. Thank you for being my partner in every sense of the word.

To my precious daughter, Tulin, you are my inspiration and motivation. Your innocent smile and unwavering love reminded me of what truly matters, especially during the most trying times of this dissertation. Thank you for your understanding and for sharing this journey with me.

To my extended family and friends, your encouragement, support, and understanding have meant the world to me. Your belief in my dreams and capabilities gave me the strength to overcome obstacles and persevere.

Lastly, I express my heartfelt appreciation to all the professors, especially Prof. Dr. Ugur Yozgat, and colleagues who have guided and supported me along the way. Your wisdom, feedback, and encouragement have been invaluable in shaping this dissertation.

To everyone who has played a part, no matter how big or small, in making my academic aspirations a reality, I am profoundly grateful.

# ABSTRACT

One of the strongest predictors of employee performance among organizational factors is organizational culture. This study investigates the effects of the national cultural dimensions identified by Hofstede (1980) (Power Distance, Individualism, Collectivism, Femininity, Masculinity and Uncertainty Avoidance) on organizational performance.

Organizational trust is examined as the potential mediating effect between organizational culture and performance. Using a quantitative method, data were collected utilizing a survey distributed to 403 employees-managers working in Arabic real estate agencies in Istanbul. Regression analysis results indicates that Hofstede's national cultural dimensions, combined together, are positively related to organizational performance. Showing as well as their indirect effect on performance through organizational trust.

**Key Words:** Organizational culture, Hofstede's Cultural Dimensions, Organizational Trust, Organizational performance

# LIST OF ABBREVIATIONS

**OC:** Organizational Culture

**OP:** Organizational Performance

**PD:** Power Distance

**IND:** Individualism

**COL:** Collectivism

**FEM:** Femininity

**MAS:** Masculinity

**UA:** Uncertainty Avoidance

**SEM:** Structure Equation Modeling

**SRMS:** Standardized root squared residual

**AVE:** Average Variance extracted

**ANOVA:** Analysis of Variance

**SPSS:** Statistical Package for the Social Sciences

**CFA:** Confirmatory Factor Analysis

**CFI:** Comparative fit Index

**AMOS:** Analysis of Moment Structure

**TLI:** Tucker-Lewis fit Index

**RMSEA:** Root mean square error of approximation

**CR:** Composite Reliability

**SMC: Squared Multiple Correlation**



# LIST OF SYMBOLS

**H:** Hypothesis

**p:** Significance Level

**N:** Population Size

**n:** Sample size

**$\beta$ :** Beta (Regression Coefficient)

**$\alpha$ :** Crombach Alfa

**t:** Independent- Sample T test

**R<sup>2</sup>:** R-Squared

**X<sup>2</sup>:** Chi- square

**df:** Degree of Freedom

# LIST OF FIGURES

|                                                                                             |     |
|---------------------------------------------------------------------------------------------|-----|
| <b>Figure 1-1</b> Research Model.....                                                       | 9   |
| <b>Figure 2-1</b> Trompenaars and Hampden cultural model.....                               | 26  |
| <b>Figure 2-2</b> Schwartz Cultural Model.....                                              | 27  |
| <b>Figure 2-3</b> Hofstede’s Cultural Dimensions Model.....                                 | 32  |
| <b>Figure 3-1</b> Model Structure.....                                                      | 103 |
| <b>Figure 4-1</b> Q-Q Plot of Organizational Cultural Dimensions.....                       | 148 |
| <b>Figure 4-2</b> QQ-Plot of Trust.....                                                     | 149 |
| <b>Figure 4-3</b> QQ-Plot of Organizational Performance.....                                | 149 |
| <b>Figure 4-4</b> Path Diagram for the Structural Model.....                                | 151 |
| <b>Figure 4-5</b> Path Results of the final model.....                                      | 153 |
| <b>Figure 4-6</b> The Effect of Power Distance on Organizational Performance and Trust..... | 162 |
| <b>Figure 4-7</b> The Effect of Collectivism on Organizational Performance and Trust.....   | 164 |

## LIST OF TABLES

|                                                                                       |     |
|---------------------------------------------------------------------------------------|-----|
| <b>Table 2-1a</b> Definitions of Organizational Culture.....                          | 22  |
| <b>Table 2-2a</b> Hofstede's Cultural Dimensions.....                                 | 33  |
| <b>Table 2-3</b> Differences between Strong and Weak Culture.....                     | 45  |
| <b>Table 2-4</b> Definitions of Organizational Trust.....                             | 67  |
| <b>Table 3-1</b> Alternative Philosophical Paradigm Concepts.....                     | 93  |
| <b>Table 3-2a</b> Comparison between Positivist and Subjectivist Perspectives.....    | 94  |
| <b>Table 3-3</b> Fit Index and Cut-off Values Fi.....                                 | 98  |
| <b>Table 3-4a</b> Questionnaire Item's Sources (Organizational Culture Dimensions)... | 104 |
| <b>Table 3-5a</b> Questionnaire Item's Sources (Organizational Trust).....            | 107 |
| <b>Table 3-6a</b> Questionnaire Item's Sources (Organizational Performance).....      | 108 |
| <b>Table 4-1</b> Numbers of Questionnaires in Data Gathering Process .....            | 111 |
| <b>Table 4-2</b> Gender Demographic Characteristics of Respondents.....               | 113 |
| <b>Table 4-3</b> Age Demographic Characteristics of Respondents.....                  | 113 |
| <b>Table 4-4</b> Nationality Demographic Characteristics of Respondents.....          | 114 |
| <b>Table4-5</b> Educational Level Demographic Characteristics of Respondents.....     | 115 |
| <b>Table4-6</b> Job Title Demographic Characteristics of Respondents.....             | 116 |
| <b>Table4-7</b> Working Time Demographic Characteristics of Respondents.....          | 117 |

|                                                                                           |     |
|-------------------------------------------------------------------------------------------|-----|
| <b>Table4-8</b> Experience Demographic Characteristics of Respondents.....                | 117 |
| <b>Table 4-9</b> KMO Values.....                                                          | 119 |
| <b>Table 4-10a</b> Organizational Cultural Scale Validity and Reliability Analysis.....   | 120 |
| <b>Table4-11</b> Organizational Trust Scale Validity and Reliability Analysis.....        | 124 |
| <b>Table4-12a</b> Organizational Performance Scale Validity and Reliability Analysis..... | 125 |
| <b>Table4-13</b> Findings of the Descriptive Analysis of the Study's Dimensions.....      | 128 |
| <b>Table4-14</b> Descriptive Statistics related to Power Distance (PD).....               | 130 |
| <b>Table 4-15</b> Descriptive Statistics related to Individualism (IND).....              | 132 |
| <b>Table 4-16</b> Descriptive Statistics related to Collectivism (COL).....               | 134 |
| <b>Table4-17</b> Descriptive Statistics related to Femininity (FEM).....                  | 136 |
| <b>Table 4-18</b> Descriptive Statistics related to Masculinity (MAS).....                | 138 |
| <b>Table4-19</b> Descriptive Statistics related to Uncertainty Avoidance (UA).....        | 140 |
| <b>Table 4-20</b> Descriptive Statistics related to Trust.....                            | 142 |
| <b>Table4-21</b> Descriptive Statistics related to Organizational Performance (OP).....   | 144 |

|                   |                                                                                 |     |
|-------------------|---------------------------------------------------------------------------------|-----|
| <b>Table 4-22</b> | Correlation Analysis Organizational Culture and Organizational Performance..... | 147 |
| <b>Table 4-23</b> | Statistical Model Goodness of Fit.....                                          | 151 |
| <b>Table 4-24</b> | Results of Structural Model Fit.....                                            | 152 |
| <b>Table4-25a</b> | Results of Path Analysis.....                                                   | 154 |
| <b>Table 4-26</b> | Indirect Effects- Two Tailed Significance (BC).....                             | 161 |
| <b>Table 4.27</b> | Results of Path Analysis of Power Distance.....                                 | 162 |
| <b>Table 4-28</b> | Results of Path Analysis of Collectivism.....                                   | 163 |
| <b>Table 5-1</b>  | The Final Results of Hypotheses Test.....                                       | 171 |

# **Chapter One: Study Background and Its Importance**

The most important dynamics in today's economy are the consequences of globalization, advancements in information and communication technology, and an expansion in the diversity of products/services based on client expectations. Every company competes in this harsh environment using various methods, whether they are stated explicitly or not. In the competitive fight of each product/service market, some companies succeed in gaining a competitive advantage while others fail (Walker, 2009: 1). Superior economic performance in comparison to competitors reflects competitive advantage. Thus, one of the most important questions of why certain businesses in the same market have consistently outperformed others is one of the most fundamental topics in the field of strategic management (Crook et al., 2006; Teece, Pisano, and Shuen, 1997).

In today's context of rapid and ongoing environmental change and fierce competition, the contribution of the employees is a major factor in determining the success of the business. Businesses must put significant effort into how their workers perform at work and how they combine their personal objectives with corporate goals in order to develop the majority of the valuable, uncommon, unique, and non-replaceable qualities. The idea that businesses might have a culture that impacts employee performance began when sociology scientists responded to Max Weber's theory of bureaucracy (Nier, 2009). So, organizations understand that people, not machines, run enterprises, and that a company's culture connects its people together. This gave rise to the notion that in order to maximize an employee's performance in a company, policies, practices, and processes must be carried out in a way that satisfies the needs of the employee (Isa, Ugheoke & Noor, 2016).

Numerous studies on organizational culture and organizational performance have also been conducted; some of these studies have discovered a substantial positive relationship between organizational culture and performance. According to Durgadevi and Vasantha (2017), culture has been established as the primary aspect

to be considered in organizational life along with its favorable effects on the success of organizational performance.

The real estate industry in Turkey has consistently been the largest supporter and locomotive of the nation's economy on its own by providing employment and business volume to more than 250 subsectors. It has also made it possible to reduce both general and seasonal unemployment by providing a regular and permanent job opportunity for the lowest skilled labour force. Institutionalization of this sector, which performs such critical responsibilities, is a critical resource for developing dependable, long-term, and transparent business structures for Turkey's construction industry, which must deal with major risks, particularly earthquakes.

All around the world, real estate is a crucial instrument for investors. For all investors who plan to invest in this sector, the real estate in Turkey legislation has effect in more than 30 countries that draw investments and investors is a crucial tool (EPRA Global REIT Survey, 2016).

In addition, the physical location of Istanbul as a tourist destination demonstrates that Arabs are not only travelers but also top property buyers in Istanbul (Turkish Statistical Institute, 2014). This appears to be an economic reality, consistent with the positive socio-political relations between Arabs and Turks, and the outcome of government programs that target the Arabic market for real estate projects. Additionally, since 2003, the Arab world has seen a number of internal and foreign crises that have caused many residents to emigrate, with many of them choosing Istanbul for a variety of reasons.

As the corporate world becomes increasingly global, employees are more likely to experience situations requiring them to deal with people from other nations at some time in their careers, and firms may need to negotiate with companies from other countries. Many real estate agencies also rely on foreigners to handle their local operations. Employees can benefit from their differences in a positive way by looking at problems from different perspectives, which may improve their abilities to learn new skills.

Organizational performance can be affected differently by differences in organizational culture through the organizational trust. For instance, in some cultures, trust is regarded as the fundamental component of organizational success. It manifests itself through positive working relationships between employees and managers, or it shows through information sharing among all employees and employee involvement in significant decisions. There is therefore no one particular technique to handle managing trust and organizational success when employees come from different cultural backgrounds.

This is in line with Schneider, Ehrhart, and Macey's (2013) assertion that there is no specific methodology for examining organizational culture. It is highlighted that there is no one type of organizational culture that is superior to the others, and that several types of cultures work best for various workplaces, corporate ideologies, and business models (Schneider et al. 2013). As a result, it is preferable for a company to concentrate on the kind of culture that will lead to improved performance (Iliuta, 2014).

## **1.1 Statement of the Problem and Questions**

In the past decade, Turkey appeared on the global map of the real estate market, and the attention of investors and businessmen has directed to various Turkish cities. Due to increasing competition and high expectations for customers and quality.

The main problem that can be faced in establishing new business into a foreign country is the gap that will be based on the differences of cultures, values and norms.

One of the most important questions that can be asked in this context is the extent to which Arab employees are affected by the Turkish policies, rules and the management culture, on the other hand, the extent to which Turkish culture is affected by the presence of these Arab and foreigners' companies.

In other words, this research seeks to answer the following questions: 1) what impact does culture have on employee-manager performance? 2) What impact does culture

have on employee-manager trust? 3) What cultural dimensions are relevant in a study of organizational performance in a real estate agency in Istanbul? 4) What trust dimensions are relevant in a study of culture and performance in a real estate agency?

Employee performance-based values and beliefs support organizational association. The organizational culture aids in internalizing teamwork, which results in managing efficient organizational procedures. The strong correlation between culture and performance aids in enhancing organizational outcomes.

Strong organizational culture has a significant impact on organizational performance since it increases productivity. Workforce management is influenced by organizational conventions and values that are based on various cultures.

## **1.2 Objectives of the Study**

- To determine the effect of organizational cultural dimensions (PD, IND, COL, FEM, MAS, UA) on organizational performance.
- To determine the effect of organizational culture (PD, IND, COL, FEM, MAS, UA) on organizational trust.
- To determine the indirect effect of organizational culture (PD, IND, COL, FEM, MAS, UA) on organizational performance through organizational trust.

## **1.3 Aim of the Research**

The aim of this research is to offer a better understanding of the direct impact of organizational cultural dimensions based on Hofstede's dimensions (Power Distance, Individualism, Collectivism, Femininity, Masculinity and Uncertainty Avoidance) on organizational performance and its indirect effect on organizational performance through organizational trust.

## **1.4 Importance of the Research**

Choosing for Hofstede's cultural dimensions was not randomly. First and foremost, Hofstede's cultural aspects predominate and encompass the key notions of culture that were previously defined (Clark, 1990). Hofstede's national cultural component is therefore extensively acknowledged and, as of this writing, is the most widely used indicator of culture globally.

Second, the dimensions proposed by Hofstede (1980) were empirically developed. While a lot of other cultural ideas were still in the conceptual stage. As a result, Hofstede's framework of culture offers a helpful analysis of the impact of recognized cultural aspects. To be clear, Hofstede (1980) identified all of collectivism-individualism, power distance, uncertainty avoidance, and masculinity-femininity.

Third, virtually every study on culture cites and uses Hofstede's (1980) dimensions of culture. It has received widespread validation and has been applied by numerous academics at various levels of analysis, including the individual and national levels in cross-cultural studies. Triandis (2004) narrates a section to Hofstede in appreciation of the impact of Hofstede's dimensions on his work and to express his sincere appreciation for Hofstede's contributions to the field. Hofstede provides the foundation for the vast bulk of contemporary study on national cultures, according to Triandis (2004).

The study makes a significant contribution to the body of work on culture. To show how special it is to apply Hofstede's cultural elements in a place like Turkey. Hofstede excluded Turkey from the group of nations he researched in his study on the national cultural variations between nations. As a result, applying Hofstede's cultural aspects to a nation like Turkey will add to the significance of this study and the body of work on culture.

Moreover, this study significantly advances the body of literature that connects national culture to trust. As far, very few researches have examined the relationship between national culture and performance experimentally using more than two national culture variables. Hofstede's (1980) four cultural dimensions are being

experimentally examined in the current study to see how they affect performance. The combination of all four dimensions into one model will give comprehensive understanding of the phenomenon.

After the change in the regulation in 2012, Turkish Government has allowed all nationalities to buy properties in Turkey. Foreign demand and specially the Arabic one has increased over the last decade to invest in Turkey, and the number of foreign customers has doubled in recent times. Due to this huge focus on Turkish properties from foreigner's customers Turkish government has also pushed them to pay for a property more than 400.000\$ and get the Turkish Citizenship. Since the 1980s, the real estate sector has been one of the core sectors driving Turkey's economic growth. Turkey's 19.5% GDP contribution from the real estate industry makes it a lucrative market for both domestic and foreign investors.

Istanbul, which does not have a capital but connects two continents and has a population of 14 million, is one of the major cities in Europe. In Istanbul, the real estate sector also has the biggest share. It is important to know how the differences of culture in Arabic companies influence the working process as well if it introduces new management or administrative ways.

## **1.5 Research Hypothesis**

- Main Hypothesis:

H1: There is a significant impact of organizational culture (PD, IND, COL, FEM, MAS, UA) on organizational Trust.

H2: There is significant impact of Organizational Trust on Organizational Performance.

H3: There is significant impact of Organizational culture (PD, IND, COL, FEM, MAS AND UA) on Organizational Performance (OP).

H4: There is an indirect significant impact of Organizational culture (PD, IND, COL, FEM, MAS AND UA) on Organizational Performance through Organizational Trust.

- Secondary Hypothesis

H1<sub>a</sub>: There is a significant impact of Power Distance (PD) on Organizational Trust.

H1<sub>b</sub>: There is a negative significant impact of Individualism (IND) on Organizational Trust.

H1<sub>c</sub>: There is significant impact of Collectivism (COL) on Organizational Trust.

H1<sub>d</sub>: There is significant impact of Femininity (FEM) on Organizational Trust.

H1<sub>e</sub>: There is significant impact of Masculinity (MAS) on Organizational Trust.

H1<sub>f</sub>: There is significant impact of Uncertainty Avoidance (UA) on Organizational Trust.

H3<sub>a</sub>: There is significant impact of Power Distance (PD) on Organizational Performance (OP).

H3<sub>b</sub>: There is significant impact of Individualism (IND) on Organizational Performance (OP).

H3<sub>c</sub>: There is a significant impact of Collectivism (COL) on Organizational Performance (OP).

H3<sub>d</sub>: There is significant impact of Femininity (FEM) on Organizational Performance (OP).

H3<sub>e</sub>: There is significant impact of Masculinity (MAS) on Organizational Performance (OP).

H3<sub>f</sub>: There is significant impact of Uncertainty Avoidance (UA) on Organizational Performance (OP).

## **1.6 Research Methodology**

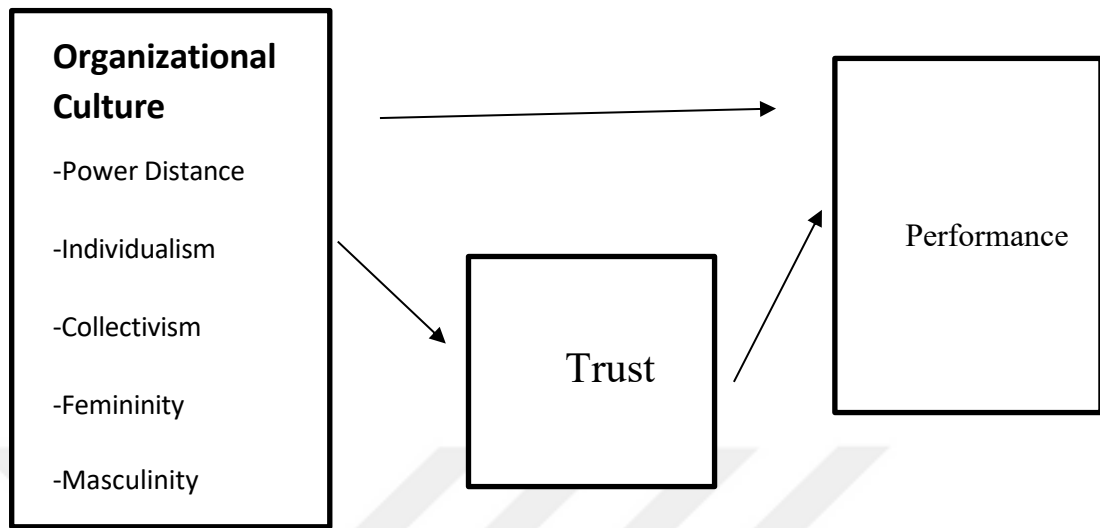
A quantitative research methodology is conducted in the research. The primary data were collected from a distributed questionnaire to Arabic and Turkish employees and managers working in Arabic real estate sector in Istanbul. Surveys were distributed through the snowball sampling method.

This method is a non-probability sampling method where the samples have uncommon characteristics is known as snowball sampling or chain-referral sampling. This sampling method uses recommendations from current participants to find the sample populations needed for a study. This is the case for real estate agencies in Istanbul, where it was difficult to state all the agencies working in this sector specially the Arabic ones, because some of them are not registered as legal agencies or others are working as freelancers. This sampling strategy entails a primary data source proposing additional prospective data sources that could take part in the investigations. With the snowball sampling method, a researcher can create a sample only through recommendations.

## **1.7 Research Model**

Denison (1984) examined 34 American cultural performances based on traits that contribute to performance improvement over time. Based on the perfect alignment of business processes, culture and performance have been linked to one another (Reichers and Schneider, 1990). The concept of culture that is built on operational complexity has its roots in various business processes. Economic and long-term performance have been examined in over 200 businesses (Kotter and Heskett, 1992). Numerous studies have been conducted to assess an organization's success in light of its efforts, as culture has been strongly associated.

Figure 1-1 Research Model



First, forceful management believed that culture and performance were interconnected. Second, based on theoretical point of view, the nature and extent of culture have been described more appropriately. In order to effectively develop culture, a high correlation between management practices, performance, and culture management has been established.

An organization can get a competitive advantage by building a strong culture and strong associations. In order to overcome performance assessment limitations, the organizational culture is helpful. (Rousseau, 1990).

Research approaches and outcomes demonstrate that culture and performance were thought to be interconnected (Lim, 1995). The superior and replicable interaction with rivals has been linked to the sustainable competitive advantage of organizational competencies. Garcia-Falcon and Saa- Pere (2002). With the help of academics and practitioners, the value of culture has been managed according to performance levels.

Understanding the connections between culture and trust is regarded as crucial since, in theory, it will improve relations between managers and staff and assist real estate agents in making decisions. For instance, knowing how culture affects

performance through the organizational trust between employees and managers in real estate companies may assist managers make inferences about how national culture and performance are related based on the findings of this study.

## **1.8 Operational Definitions of Term**

### **1.8.1 Organizational Culture**

The concept of culture is firstly emerged from study of ethnic and national distinctions in the many social science disciplines. According to some, one of the key elements needed for understanding organizations is organizational culture. As a result, management and organizational experts have studied organizational culture extensively over the past few decades. This curiosity has led to a large number of academic studies on organizational culture from various angles. It is difficult to have a unified and comprehensive definition of culture. The most notably definition was presented by Taylor in 1871; he said culture is that "whole complex that includes knowledge, beliefs, values, ethics, law, customs and any other capabilities required of a person as a member of society".

According to Mobley, Wang, and Fang (2005), organizational culture is a less obvious aspect besides quality, pricing, technology, customer service brand, etc. that defines the source of competition. All new employees are introduced the organizational culture, which helps them become familiar with the business and its operations (Fakhar, Zahid, and Muhammad 2012). Organizational culture, according to Alvesson (2002), is a set of behavioural norms that direct policies regarding how best to treat employees and customers. That is, the physical layout, the way people interact, and how employees conduct themselves all reflect the overall vibe that the organizational environment conveys. According to other authors organizational culture refers to the values, principles, customs, and attitudes that influence how members of a group behave. Scott et al. (2003) denoted that organizational culture refers to a wide range of social phenomena that contribute to the definition of norms, such as an organization's character and behaviour, customary

dress, language, beliefs, values, assumptions, symbols of status and authority, myths, ceremonies and rituals, and modes of deference and subversion.

Geert Hofstede (1980) defined culture as a cognitive accumulation of knowledge (intellectual or mental) that is organized for individuals, and in this sense, it does not mean the characteristics of individuals but rather includes a group of individuals who use the same culture and life experience, and this intellectual grouping differs from the other group of individuals. Meanwhile, Czinkota and Ronkainen (2007) see culture as it is an integrated system of learned model behaviours that characterizes the members of any society, and it includes everything that the members of the group think, say, do, or feel. It defines its elements in language, beliefs, values and attitudes, behaviours and customs, material elements, morals and social norms.

### Hofstede's Cultural Dimensions

Hofstede's theory of cultural dimensions is a framework for intercultural communication developed by Geert Hofstede in 1980. In it, he describes the influence of a community's culture on the values of its members, and how these values relate to human behavior, using a structure derived from factor analysis. Hofstede is considered from the first researchers who raise the issue of the possibility of identifying certain dimensions in a culture, through which administrative generalization and specific behavioral applications can be launched. His study showed that the national culture has a great impact on the values and attitudes of its members towards work and that it explains the difference between individuals coming from different cultures. Although there are several theories of understanding cultural differences, this theory is among the most influential. Hofstede developed his theory by studying more than 88,000 employees of International Business Machines Corporation (IBM) subsidiaries from 72 countries, and based it on differences in values and beliefs regarding business goals.

It is very successful because it provides important information between countries and how these differences are managed. Recent critical evaluations of studies and research have demonstrated the utility of Hofstede's theory for a wide range of

managerial activities such as: change management, conflict management, leadership, negotiation, and work-related trends. The different cultural dimensions are:

1. Power of Distance Index (PDI):

It is defined as "the extent to which members of business and social institutions accept how power is unequally distributed among their members". This evaluation is made up by the followers of this society or the lower classes of it. When the index rises in this dimension (+) it indicates that the followers believe and accept this classification, but when the index is lower (-), it indicates that the people doubt about the authority and try to distribute it among themselves.

2. Individualism Vs Collectivism (IDV)

Hofstede determined the degree to which people are integrated into each society. In some societies people are seen in an individual way, and in others, people are evaluated in a collective way. Individualism refers to the degree of interest of a society in the relationship of the individual to the group, while collectivism refers to the degree of interest of society in the relationship of the group as a whole.

3. Uncertainty Avoidance Index (UAI)

The uncertainty avoidance index is defined as "the extent to which a society accepts ambiguity". Each society's acceptance and rejection of uncertainty varies, as people adopt or avoid an event of something unexpected, unknown or far from the status quo. Societies that score high (+) choose a set of strict and clear principles, directives and laws, as they seek to know the absolute single truth that dictates everything to them. In contrast, when the index drops to a lesser degree (-), it emphasizes greater acceptance in some societies of hazy ideas. Society tends to impose fewer regulations, they become adapted to the ambiguity.

4. Masculinity Vs Femininity

In this dimension, masculinity is defined as "the preference in society for achievement, assertiveness and the material rewards for success". Femininity

represents a "preference for cooperation, modesty, caring for the vulnerable and quality of life". Corporations in societies with high masculinity depend on employees who are focused on work, so multinational companies should motivate their employees through wages and job security. In contrast, individual in societies with low masculinity (high femininity) tend to prefer enjoyable work and more comfortable time. Motivational policies in these societies are concerned with having a balance between work and rest times.

### **1.8.2 Organizational Performance**

Performance is the extent to which an employee achieves the company purpose while working (Cascio, 2006). Although different studies have varied perspectives on performance, most academics link it to the measuring of transactional efficacy and effectiveness towards organizational goals (Stannack, 1996; Barney, 1997). An employee's employment is based on how well they accomplish a certain goal or objective that establishes the limits of their performance (Cascio, 2006). Different performance-related thoughts, attitudes, and beliefs have been found by some researchers as they aid in the measuring of input and output efficiency metrics that result in transactional association. (Stannack, 1996).

### **1.8.3 Organizational Trust**

In recent years, researches on organizational trust have rapidly grown. All organizational relations are mainly based on mutual trust between employees and managers and between employees and customers. Trust is recognized as an important source of competitive advantage for organization and as an important factor to achieve long-term organization stability (Tan and Lim, 2009). Recent studies highlight the importance of trust in business environments because it reinforces and strengths inter-organizational and intra-organizational.

There are a lot of definitions of trust especially in the discipline of philosophy, psychology and sociology and economics.

The popular definition of trust is defined by Mayers et al. (1995) as “the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other party will perform a particular action important to trustor, irrespective of the ability to monitor or control that other party.” Following the same idea, Tzafrir and Eitam-Meilik (2005) showed that “Trust is the willingness to increase the resources invested in another party, based on positive expectations resulting from past positive mutual interactions.”

So, it can be said that trust is a conviction on both sides of never acting in a way that harms the other side or exploit their weaknesses and take advantages of them. Based on this definition, it can also be highlighted that trust represents a belief that the other party will act in a fair and ethical manner.

## Chapter Two: The Literature Review

The ideas, traditions, aptitudes, arts, etc. of a certain people during a particular period are referred to as their culture. Managers with keen insight are aware that every organization has its unique corporate culture.

The business culture and performance have a good association, according to many academics. Profitability was emphasized by Stewart (2010) as an aim of every organization. Examining the workplace culture of the company is one of the finest locations to begin planning. The views and attitudes of the employees, according to him, are the most important aspect of the workplace culture. In other words, certain aspects of organizational development promote sustainability based on efficacy. Employee commitment increases as productivity rises because norms, values, and goals contribute to an organization's improved culture. Employee commitment increases as productivity rises because norms, values, and goals contribute to an organization's improved culture. The foundation of the organizational structure was the successful creation of a culture that supports a positive learning environment. The development of a solid organizational culture increases employee performance.

It is the people who make up the culture, Stewart (2010) stated. For example, if these cultural norms contain beliefs such as, "Around here, nobody dares make waves" or, "Do just enough to get by and people will leave you alone," the organization's performance will reflect those beliefs. Moreover, if the cultural belief system contains positive approaches, such as, "Winners are rewarded here" or, "People really care if you do a good job in this outfit," that will also be reflected in the effectiveness of the business.

As it effectively contributes to an organization's development, employee performance would be regarded as its backbone. Employee loyalty depends on understanding and being aware of the culture that enhances organizational behavior (Brooks, 2006). Administrative Science Quarterly published the first study to pinpoint organizational culture (Pettigrew, 1979). The management's identification of the standards and values of employees that aid in enhancing employee

performance. The improvement of organizational and personnel growth is aided by quality awareness.

The current globalization makes the workplace environment contains different cultures, and the difference of cultures brings many advantages, employees can benefit from their differences in a positive way, such as looking at problems from different perspectives, which may enhance their capabilities to acquiring various new skills which is called, the competence of intercultural interaction, that achieves the ability for successful communication between people of different cultures and the understanding of concepts of multiple cultures and related perceptions, ways of thinking, feelings and actions.

On the other hand, the differentiation of cultures may also cause many problems in the work environment. Some people think that problems in managing multicultural employees are caused by communication problems due to different languages, but in fact there are many other causes of problems such as having different concepts, ways of thinking and others.

For example, some people accept criticism openly, clearly and directly, and these individuals may become upset when their manager does not directly confront them, while there are some cultures that feel that frank and direct criticism is offensive and embarrassing which may affects their relationships with their managers.

Another good examples that can describe how differences of culture can be translated in having different concepts are related to the concept of trust. It can be found that some cultures consider trust is the basic element for the organizational success, they said that trust can be represented through the good and friendly relationship between employees and managers, while other culture consider that trust is reflected through sharing of information among all employees and accept their participation in making important decision. Other cultures consider that trust is not only one of the main elements of organizational success, they consider that ensuring the continuity of the company lies through improving the quality of products and services they provide to customers. So, when employees are coming from different cultural background, there is no one specific way to measure the

organizational performance, as cultures are so many and it is not possible to quantify all the differences and clarify how to deal with each of them. It can be said that working on managing the gap between different cultures within the same company is a good step to achieve organizational competitive advantage. In other words, as employees who feels receptive and acceptable to another will be more productive at work and will be easier to be motivated and retained, and an employee who feels that he/she has been properly identified and represented will be more devoted and committed to his/her work.

This chapter reviews the literature relevant to the organizational culture, organizational performance and organizational trust.

## **2.1 Organizational Culture**

It is through culture that societies maintain regularity and order, but it is very difficult to define this notion. For Schein (1992), culture is viewed as a phenomenon that surrounds us at all times, being constantly enacted and created by our interactions with others. He defines culture of a group as: “A pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems”. Hofstede distinguished culture from human nature on one side, and from individual’s personality on the other. For him, human nature is what all human beings have in common. In contrast, the personality of an individual is her unique personal set of mental programs. Therefore, culture as a collective programming of mind is placed between human nature and personality. Kroeber and Kluckhohn (1952) suggested a very comprehensive definition as: “culture consists of patterns, explicit and implicit of and for behavior acquired and transmitted by symbols, constituting the distinctive achievements of human groups, including their embodiment in artifacts; the essential core of culture consists of traditional ideas and especially their attached values”.

**Culture** “is the fundamental determinant of a person’s wants and behavior. Each culture consists of smaller subcultures that provide more specific identification and socialization for their members. Subcultures include nationalities, religions, racial groups, and geographic regions. When subcultures grow large and affluent enough, companies often design specialized marketing programs to serve them.” (Kotler and Keller, 2012; p.173).

**Culture** “is a society’s personality. It includes both abstract ideas, such as values and ethics, and material objects and services, such as the automobiles, clothing, food, art, and sports a society produces. Put another way, it’s the accumulation of shared meanings, rituals, norms, and traditions among the members of an organization or society.” and “Culture is not static. It evolves continuously as it synthesizes old ideas with new ones” (Solomon, 2013; p. 102).

Definitions of culture vary from the very inclusive (e.g., ‘culture is the human-made part of the environment’ (Herskovitz et.al, 1955) to highly focused (culture is a shared meaning system; Shweder and LeVine, 1984). Global Leadership and Organizational Behavioral Effectiveness (GLOBE) distinguished between cultural values and practices because of its view that national culture can be broadly defined as ‘values, beliefs, norms, and behavioral patterns of a national group’ (Leung et al., 2005). Hofstede (1984) defines culture as ‘the collective programming of the mind that distinguishes the members of one group or category of people from another’. He views values as the invisible part of culture manifested through cultural practices, consisting of symbols, heroes, and rituals. He visualizes the relationship between culture, values, and practices as the ‘Onion Diagram’.

### **2.2.1 Definitions of Organizational Culture**

The definition of organizational culture is seen by some as the outputs of the administrative apparatus, that is, the outcome of the education that the worker receives and practices to be able to implement the organization’s policies. There are those who know that the organization is the container of the administrative culture, and like humans it has a personality that may be solid or flexible, conservative or renewed, and that depends on its organizational culture of values, beliefs, feelings

and common behavior among its members. It has traditions and standards that distinguish it. Concerning the concept of organizational culture, there were many concepts that differed from one researcher to another. Through the review of literature and studies; it was noticed the large number of definitions for organizational culture. Some researchers reflected in their definitions the constituent's elements of organizational culture; while others defined it by focusing on the effect of the components on behavior, each according to the special perspective, or according to the purpose of their study and the environment in which the organizational was studied. As each organizational environment has a culture that distinguishes it from others; and through which it stands out.

Schein (1985) said that "Organizational culture is the pattern of basic assumptions that a given group has invented, discovered, or developed in learning to cope with its problems of external adaptation and internal integration, and that have worked well enough to be considered valid, and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems".

According to Ouchi (1985), it is: "The culture that includes the values that the organization's management adopts and that determines the pattern of activity, procedure and behavior. Managers explain that thinking pattern in employees through their behavior, as these ideas infiltrate to future generations of workers." It is also defined as: "The set of basic values and concepts that are found and developed within the work groups of the organization and teach it to the workers, to determine the way they think, perceive and feel towards the internal and external work environment and determine their behavior and affect their performance and productivity. (Abu Baker, 2000)

On behalf of Al-khalifa & Aspinwall (2000), they defined organizational culture as a set of common concepts of how workers think and act. This definition made it clear that these concepts are influenced and affected by many aspects and issues inside and outside the organization, including structure, role expectations, job characteristics, and who makes the decision in various situations. Kreitner (2001) defined it as a group of beliefs, values, rituals, stories, myths, and a common language that would create a social feeling among the members of the organization,

and this definition shows that although this culture is based mainly on a set of non-visible factors, but it has a great influence on behavior.

Kurt Lewin believes that it is a set of assumptions, beliefs, values, rules and standards that members of the organization share, and it is human environment in which employees perform their work. (Harim, 2004)

For Jacques (1952), he saw that the organizational culture is as the usual and traditional way of thinking and behavior, and that it is divided and shared among the members of the organization and gradually teaches to the new members in order to be accepted into the organization. Moreover, Al Qaryouti (2000) defined it as an organization of meanings, symbols, beliefs, rituals and practices that have developed over time and become a special trait in the organization, because it creates a general understanding among the members of the organization about what is the expected behaviors from them. Adding also to Attiyah (2003), who indicated that the organizational culture refers to a system of common meanings that members adhere to, and that distinguishes the organizational from other organizations.

Others said that the organizational culture is that systems that conveys the existing experience of individuals and the combined collective knowledge that is represented in the attitudes (beliefs), values and the norms prevalent among groups, myths, and the history of organizations and groups rituals. As for H elene Denis (1990), she said in her book "Business strategies and environmental uncertainties" that organizational culture is that group that binds all the ways of thinking, feeling, and movement in a standardized manner, as it is shared and distributed by the majority of individuals, and that these methods compose these individuals in a special and distinct cooperating group. Despite that there is a broad agreement on the general definition of organizational culture most academics choose to employ a variety of definitions that vary based on how they approach the issue. Therefore, it would be best to provide the most widely used definition of organizational culture in addition to the term that corresponds with the most recent research.

The concept of organizational culture contains four essential qualities, according to the literature on organizational behaviour. First, organizational culture is a

phenomenon that is experienced by all organizations (Schein, 1997; Wilson, 2001; Baumgartner, 2009). Second, there are apparent and less visible levels of organizational culture (Schein, 1997; Wilson, 2001; Baumgartner, 2009). Third, each new employee of the company picks up the culture through socializing in particular (Wilson, 2001; Baumgartner, 2009). Last but not least, culture—the collaborative structure created by employees of an organization who shared the same values, beliefs, and worked toward shared objectives—tends to alter gradually over time (Wilson, 2001; Baumgartner, 2009).

Parboteeah and Cullen (2003), defined culture as a set of common beliefs, standards and values that serve as a guide in everyday life and its most important components are:

- Cultural norms: Describe behavior and tell individual what he/she can or cannot do
- Cultural values: Define what is good, beautiful and perfect and what are the true goals of the life.
- Cultural beliefs: Represent the set of concepts of what is right

Culture can also be defined as the various means of life that people have reached since ancient times throughout its apparent history, which exist at a specific time as it works by guiding and educating individuals in organizations. The organizational culture may also be defined as the set of values, beliefs and patterns of behavior that constitute the identity of the organization in the trends, values, management style and problem-solving behaviors adopted by the members of the organization. It is seen by some as the outputs of the administrative apparatus, that is, the outcome of the education that the worker receives and practices to be able to implement the organization's policies.

Organizational culture is commonly used in anthropology, where anthropologists deal with a hundred years ago and despite the widespread use, but they differed in determining a specific meaning and this difference is due to the multiplicity of concepts of culture and diversity of different definitions. And therefore, it represents significant challenge for any organization and pops up this challenge

because they are not visible through but was aware of a constantly changing permanent movement, despite its relative stability, but it is characterized by plurality and diversity of sub-cultures formal organizations and informal.

From the previous definitions, the views can be gathered through the following general definition of organizational culture: It is the framework that governs, directs and explains the behavior of individuals in the organization, through a set of values, beliefs, basic assumptions standards and organizational norms that the member of the organization participate in that directly or indirectly which affect the behaviors of workers and how they perform to their work. The following table shows and summarizes the most prominent definitions formed by researchers and those interested in this field.

*Table 2-1a Definitions of Organizational Culture*

| <b>Researchers</b>                | <b>Definition of organizational culture</b>                                                                                                                                 |
|-----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>C. Geertz, 1979</b>            | Culture is a network of meanings hung by man. Studying it is not an experimental science that seeks rights, but an interpretive science that seeks meaning                  |
| <b>H.Schenplein, 1988</b>         | Values, standards and beliefs commonly accepted in an organization and constituting a system                                                                                |
| <b>Griffin &amp;Moorhead,1995</b> | It is the hypothetical model that gives the group the development and improvement of how to discover and confront problems of internal and external factors                 |
| <b>P.M. Blau, 2003</b>            | Specific, unwritten social “rules of the game” in an organization that allow participants of the social life to understand the organization and identify themselves with it |

*Table 2-1b Definitions of Organizational Culture*

| <b>Researchers</b>                      | <b>Definition of organizational culture</b>                                                                                                                                                                                                                                                                                     |
|-----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Jones, 2007</b>                      | A set of shared values and norms that govern the interactions of the members of the organization with each other, as well as with people outside the organization                                                                                                                                                               |
| <b>Mcshane &amp; Von Glinow, (2005)</b> | The basic pattern of the common assumptions, values and beliefs that govern the way workers think and act within the organization towards the existing problems and opportunities                                                                                                                                               |
| <b>Hegan, (1992)</b>                    | It is an expression of the values of influential individuals in an organization, these values in turn affect the tangible aspects of the organization, and the behavior of individuals, as well as determine the method that these individuals adopt in their decisions and management of their subordinates and organizations. |
| <b>Shabir, 2007</b>                     | The set of values and beliefs prevailing among workers in the organization, and govern their behavior, and affect the performance of employees, and thus affect the organization as a whole                                                                                                                                     |
| <b>Ali, 2005</b>                        | The system of values, beliefs, standards, trends, and customs that govern the behavior of individuals within the organization. Organizational culture is the overall result of how individuals think as working members of the organization.                                                                                    |
| <b>Omachonu &amp; Einspruch, 2010</b>   | It is “a bundle of knowledge repositories with storing and information processing capabilities”                                                                                                                                                                                                                                 |

As a brief conclusion and based on the previous definitions of organizational culture, it can be said that organizational culture shapes the way of thinking, and the way of

living of humans working within an organization. It is the results of what people do, feel, live and express themselves through it. It is made up of individuals which help them to create a certain and special languages or tool of expression between them. It is shared among all employees who agreed upon these values and beliefs. Towards a more comprehensive concept of organizational culture, there are some aspects of agreement, mainly:

- Organizational culture is at its core, a set of assumptions, values, standards, behavior and shared language.
- It is linked to the group in the organization, so the culture is not in an individual, but there must be a group linked to a culture.
- It is common, so the main thing in the culture is that it is common to most members of the organization.
- It distinguishes the organization from other organizations as it represents its distinctive organized personality.
- It is learned, it is related to the process of social adjustment.
- It is a phenomenon related to time, culture is not created, or exist in an instant, but is formed over a period of time periods as it is cumulative.
- It helps in the adaptation in the work environment.

Finally, an integrated concept of the organization's culture can be deduced that it is a system with a common meaning established by the members of the organization with the aim of distinguishing their organization from others. This system is defined as a set of values, beliefs, symbols, standards, behavior, common language, learning, knowledge, and the degree of distinction contact with the surrounding environment, and it has a set of characteristics, which the organization considers, and evaluates them from the other, to integrate with the external environment variables.

As a partial definition: Organizational culture is known as one of the components of the administrative organization represented in the totality of policies, procedures, behavioral patterns and organizational values.

### **2.2.2 Organizational Cultural Values Models**

By reviewing culture definitions, it is understood that culture is a multi-level, fuzzy and complex notion, difficult to be operationalized and studied. For overcoming these difficulties, a practical and popular approach among researchers is to identify only several of its major characteristics and analyze them. These characteristics are usually called culture orientations or dimensions. Cross-cultural literature provides different conceptual frameworks based on a few orientations/dimensions along which cultural differences can be studied (Kluckhohn and Strodtbeck, 1961; Hall, 1976; Hofstede, 1980; Trompenaars and Hampden-Turner, 1993; Schwartz, 1992). Hall (1959) identified three elements essential in understanding and studying cultures; context (high–low), space (private–public) and time (monochronic–polychronic). Trompenaars and Hampden-Turner (1993), proposed a model that consists of seven orientations: universalism vs particularism; individualism vs collectivism; neutral vs emotional; specific vs diffuses; achievement vs ascription; attitudes to time and attitudes to the environment.

The most employed model in organizational research is proposed by Hofstede (1980) who described national cultures in four dimensions; power distance, individualism vs collectivism, femininity vs masculinity, and uncertainty avoidance.

The next sections describe the most important cultural framework and models.

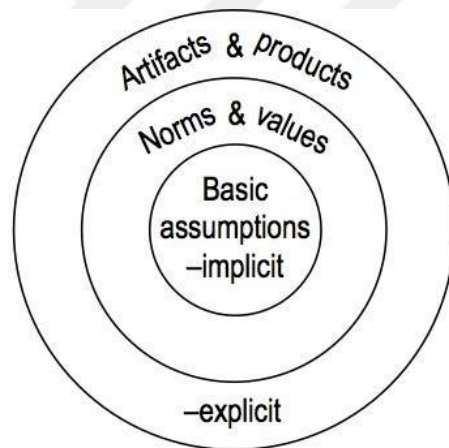
#### **- Trompenaars Model**

Trompenaars (Trompenaars, 1998 and Trompenaars and Hampden-Turner, 1993) presented a somewhat different model of culture based on his study of Shell and other managers over a ten- year period. His model is based on the early work of Harvard sociologists Parsons and Shils (1951) and focuses on variations in both values and personal relationships across cultures. It consists of seven dimensions,

which are: universalism vs particularism; individualism vs collectivism; neutral vs emotional; specific vs diffuses; achievement vs ascription; attitudes to time and attitudes to the environment.

The first five dimensions focus on relationships among people, while the last two focus on time management and society's relationship with nature. To minimize conflict between cultures, first analyses should be done - measure even - the differences between them. According to Trompenaars, "Culture is the manner in which these dilemmas are reconciled, since every nation seeks a different and winding path to its own ideals of integrity." Not only will conflict be reduced by this reconciliation, he argues, but businesses "will succeed to the extent that this reconciliation occurs." Trompenaars, F. (1996).

*Figure 2-1 Trompenaars and Hampden cultural model*



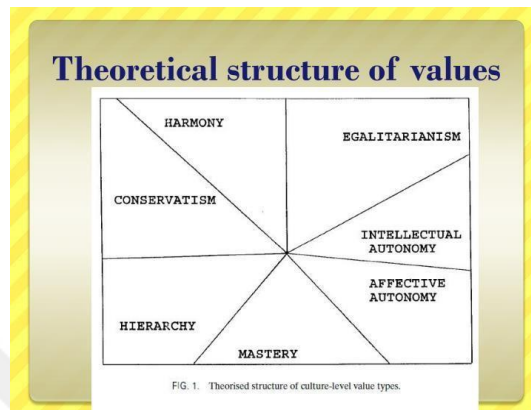
**Trompenaars and Hampden-Turner, 1998.**

- [Schwartz cultural model](#)

Hierarchy and Conservatism values relate positively because a view of the social actor (individual or group) as embedded in a collectivity of interdependent, mutually obligated others underlies them both. Egalitarianism and Autonomy values relate positively because a view of the social actor as an autonomous entity underlies them both. The Intellectual subset of values is more related to Egalitarianism than the Affective Autonomy subset. This is because it is critical to view social actors as autonomous decision makers who can choose to undertake social responsibilities if

one is to accept the nature of human relationships as contractual, the assumption implicit in Egalitarianism. Mastery values relate positively to Autonomy values, because both types presume the legitimacy of changing the status quo and they both emphasize stimulating activity.

*Figure 2-2 Schwartz Cultural Model*



Source: Theorized structure of culture-level value types. 1999

For an understanding of how cultural values influence the meanings that members of different societies attribute to work, culture-level value dimensions rather than individual-level dimensions are appropriate. Schwartz (1997) have explicated the difference between individual- and culture- level value dimensions. They defined values as conceptions of the desirable that guide the way social factors (e.g., organizational leaders, policy-makers, individual persons) select actions, evaluate people and events, and explain their actions and evaluations (Kluckhohn, 1951; Rokeach, 1973; Schwartz, 1992). Because cultural value priorities are shared, role incumbents in social institutions (e.g., leaders in governments, teachers in schools, executive officers of corporations) can draw on them to select socially appropriate behavior and to justify their behavioral choices to others (e.g., to go to war, to punish a child, to fire employees). These brief applications of the cultural values approach to the analysis of work centrality, societal norms about working, and work values, are only suggestive of the relevance of this approach for understanding aspects of work. These illustrations can, however, point the way towards utilizing what is known about national differences in cultural values for the study of national differences in work-related variables.

## - Hall's Model

Hall (1990), a noted American cultural anthropologist, has proposed a model of culture based on his ethnographic research in several societies, notably Germany, France, the US, and Japan. His research focuses primarily on how cultures vary in interpersonal communication, but also includes work on personal space and time. Many of the terms used today in the field of cross-cultural management (e.g., monochronic polychronic) are derived from his work.

Culture can be likened to a giant, extraordinary complex, subtle computer. Its programs guide the actions and responses of human beings in every walk of life. This process requires attention to everything people do to survive, advance in the world, and gain satisfaction from life. Cultural communications are deeper and more complex than spoken or written messages. The essence of effective cross-cultural communication has more to do with releasing the "right" responses than with sending the "right" messages. These conceptual tools can help to decipher the complex, unspoken rules of each culture. Personal space is another form of territory. Each person has around him an invisible bubble of space which expands and contracts depending on a number of things: the relationship to the people nearby, the person's emotional state, cultural background, and the activity being performed.

Cultural interfacing follows five basic principles:

1. The higher the context of either the culture or the industry, the more difficult the interface
2. The greater the complexity of the elements, the more difficult the interface;
3. The greater the cultural distance, the more difficult the interface;
4. The greater the number of levels in the system, the more difficult the interface;
5. Very simple, low-context, highly evolved, mechanical systems tend to produce fewer interface problems than multiple-level systems of great complexity that depend on human talent for their success.

Speed of messages, context, space, time, information flow, action chains, and interfacing are all involved in the creation of both national and corporate character. In organizations every management does communicates; when viewed in the cultural context, all acts, all events, all material things have meaning. Some organizations send strong, consistent messages that are readily grasped by employees and customers alike. Other organizations are less easy to interpret; they do not communicate clearly, or their messages are incongruent. Sometimes one part of the organization communicates one thing and another part communicates something else.

#### - Kluckhohn and Strodtbeck's Cultural Model

Based on the initial research by Kluckhohn (1952), cultural anthropologists Florence Kluckhohn and Fred Strodtbeck (1961) suggested one of the earliest models of culture that has served as a principal foundation for several later models. They proposed a theory of culture based on value orientations, arguing that there are a limited number of problems that are common to all human groups and for which there are a limited number of solutions. They further suggested that values in any given society are distributed in a way that creates a dominant value system. They used anthropological theories to identify five value orientations.

Each dimension from the five dimensions is represented on a three-point continuum. Initially, Hofstede asserted that cultures could be distinguished along four dimensions, but later added a fifth dimension based on his research with Michael Bond (1988).

The cultural orientations are straightforward and meaningful notions corresponding to hardcore of culture and are presumed to be found in all societies (Maznevski et al., 2002). The validity of these orientations has been tested by many researchers (Maznevski et al. 2002). Moreover, Kluckhohn and Strodtbeck's (1961) shaped and inspired later research; therefore, it is possible to find considerable similarities between these elements and models proposed by Hofstede (1980), Trompenaars and Hampden-Turner (1993) and Hall (1959, 1976). For example, "relationship orientations" are repeated in Hofstede's individualism and power distance concepts

(Hofstede, 1980) and Trompenaars' individualism-communitarianism, achievement-ascription and equality- hierarchy dimensions (Trompenaars and Hampden-Turner, 1993). Orientation of the organizational culture environment is determined by the values orientations prevailing in the organization. Focus on human relations, quality and personal development are of the greatest importance here. The framework itself had become neglected shortly after the evaluation of the project it was originally designed for as "interest in values in anthropology had waned" (Lamphere, 2002). However, it is still a frequently used model in standard anthropology textbooks (e.g., Gannon, 2004; Jandt, 2004) and there has been a recent resurgence of interest in the framework in various disciplines (Russo, 2000). Fundamentally, the framework rests on a phenomenological conceived concern with the intentional acts of consciousness that deal with being-in-the-world (Heidegger, 1962), transcending the traditional domains of anthropology, sociology and psychology. These intentional acts are grouped based on three basic assumptions. Firstly, that there are a limited number of common human problems for which all people must at all times find some solution. Secondly, that while there is variability in solutions of to all the problems, it is neither limitless nor random but is variable within a range of possible solutions. And thirdly, that all alternatives of all solutions are present in all societies at all times but are differentially preferred (Kluckhohn & Strodtbeck, 1961). Values are thus suggested to form around five basic types of problems to be solved by every society, and three alternative solutions to each: One, what is the relationship between humanity and its natural environment— 'mastery', 'submission' or 'harmony' (The nature of reality and nature). Two, on what aspect of time should people primarily focus— 'past', 'present' or 'future'? (The nature of time and space). Three, what is the nature of human nature— 'good', 'bad' or a 'mixture'? (The nature of human nature). Four, what is the prime motivation for behavior—to express one's self ('Being'), to grow ('Being-in- becoming'), or to achieve ('Doing')? (The nature of human activity). Five, how should individuals relate with others—hierarchically ('Lineal'), as equals ('Collateral'), or according to their individual merit ('Individualism')? (The nature of human relationships Kluckhohn & Strodtbeck, 1961).

## - Hofstede's Cultural Dimensions Model

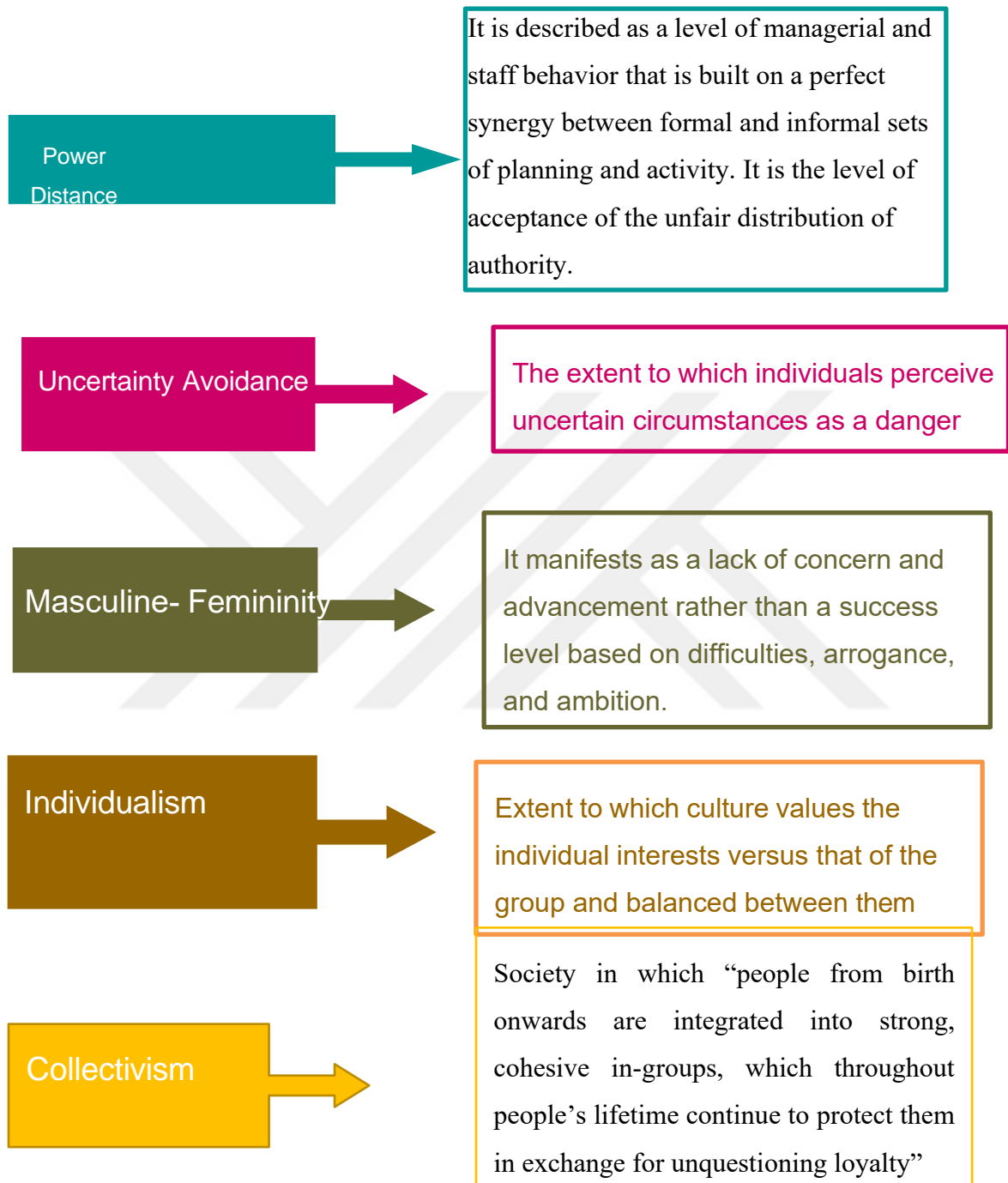
Geert Hofstede (1980) advanced the most widely used model of cultural differences in the organization's literature. His model was derived from a study of employees from various countries working for major Multinational Corporation and assumed that different cultures can be distinguished based on differences in what they value. That is, some cultures place a high value on equality among individuals, while others place a high value on hierarchies or power distances between people. Likewise, some cultures value certainty in everyday life and have difficulty coping with unanticipated events, while others have a greater tolerance for ambiguity and seem to relish change. Taken together, Hofstede argues that it is possible to gain considerable insight into organized behavior across cultures based on these value dimensions.

IBM personnel were gathered from more than 60 countries in order to elaborate findings and conduct a thorough analysis of organizational culture based on aspects. (Hofstede, 1980).

Hofstede's theory is more significant on two grounds. Firstly, it departs from verbal/non-verbal communication. Hofstede draws a framework of values, deep assumptions, and guiding morality that are difficult to see and very slow to change. Secondly, Hofstede conducted systematic research on these values and projected them on a 100-point scale of measurement. While with Hall's theory, one can only have observation and conclude that this culture is likely to be more monochronic than the other culture; whereas Hofstede's theory provides look at a wide range of cultures with a comparative perspective and attach a number to it. It must be noted that Hofstede does not deal with co-cultures.

The following figure shows the different cultural dimensions and definitions based on Hofstede.

Figure 2-3 Hofstede's Cultural Dimensions Model



The following table (2.2) shows the four national cultural values dimensions and the effects of each dimension on organizations.

Table 2-2a Hofstede's Cultural Dimensions

## Dimensions

| <b>1-The Power Distance Dimension</b>                                  |                                                                                   |
|------------------------------------------------------------------------|-----------------------------------------------------------------------------------|
| Low (Australia, Israel, Denmark, Sweden, Norway)                       | Low (Australia, Israel, Denmark, Sweden, Norway)                                  |
| Less centralized government                                            | Further centralization                                                            |
| Flatter organizational pyramids                                        | Organizations with tall pyramids                                                  |
| Smaller wage disparities                                               | Large wage gaps                                                                   |
| A system in which occupations for manual and office workers are equal. | Value system that places a higher priority on white-collar than blue-collar work. |
| <b>2- The Masculinity / femininity dimension</b>                       |                                                                                   |
| Low<br><br>(Sweden, Denmark, Thailand, Finland)                        | High<br><br>(Japan, Australia, Venezuela, Italy, Mexico)                          |
| Reduced of sexist roles.                                               | Sex roles are distinct from one another                                           |

Table 2-2b Hofstede's Cultural Dimensions

|                                                                      |                                                                    |
|----------------------------------------------------------------------|--------------------------------------------------------------------|
| Institutions don't meddle or interfere in people's personal affairs. | In order to safeguard their interests, organizations may intercede |
| More women in more highly skilled positions                          | There are fewer women in qualified positions.                      |
| Skills that are flexible and intuitive are praised                   | Justice, rivalry, and aggression are rewarded.                     |
| Reduced work stress                                                  | Increased work stress                                              |
| Social benefits are important                                        | People value their work as a major life interest                   |

**3- The Individualism/collectivism dimension**

| Low                                                                                                                            | High                                                                            |
|--------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|
| Involvement of people in organizations with a moral focus.                                                                     | Involvement of people in an organization that is mainly calculative.            |
| Employees want their employers to treat them like family, and they might become very apathetic if this expectation is not met. | Companies are not required to take care of their employees from birth to death. |

Table 2-2c Hofstede's Cultural Dimensions

|                                                                                                  |                                                                                   |
|--------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|
| The wellbeing of members is greatly influenced by the organization.                              | The wellbeing of members is moderately influenced by the organization.            |
| Employees anticipate that the company will protect their interests.                              | It is required of employees to protect their own interests.                       |
| Policies and procedures are built on loyalty, a sense of obligation, and involvement in a group. | Individual initiative should be supported by policies and procedures.             |
| Promotion comes internally.                                                                      | Promotion occurs both within and externally.                                      |
| Seniority determines promotion                                                                   | The basis for promotion is market value.                                          |
| Less attention is paid to trends in managerial concepts.                                         | In an effort to stay current, managers support cutting- edge management concepts. |
| Relationships have an impact on policies and behaviours.                                         |                                                                                   |
| <b>4) The uncertainty avoidance dimension</b>                                                    |                                                                                   |
| Low<br><br>(Denmark, Sweden, Great Britain, United States, India)                                | High<br><br>(Greece, Portugal, Japan, Peru, France)                               |

|                                                                                   |                                                                  |
|-----------------------------------------------------------------------------------|------------------------------------------------------------------|
| Managers participate more in strategy                                             | Less managers participate in strategy.                           |
| Managers are more adaptable in their styles and interpersonally focused.          | The styles of managers are more standardized and task- oriented. |
| Managers are more inclined to take personal risks and make independent judgments. | Managers are less inclined to take independent risks.            |
| High turnover rates                                                               | Lower turnover rates                                             |
| Lower ratings of satisfaction                                                     | Higher ratings of satisfaction                                   |
| Reduced power through the management of uncertainty.                              | Increasing power through managing uncertainty                    |
| Less structuring of activities                                                    | More structuring of activities.                                  |
| Fewer written rules                                                               | More written rules                                               |
| More generalists                                                                  | More specialists                                                 |
| Variability                                                                       | Standardization                                                  |
| Greater risk-taking capacity                                                      | Less risk-taking attitude                                        |
| Fewer ritualistic habits                                                          | Further ritualistic actions.                                     |

Source: Adopted from Hofstede (1991)

### 2.2.3 The elements of Organizational Culture

The identification of components of organizational culture began by Schein, P. Bate, A. Pettigrew and other authors in the 1970s. Organizational culture is a system that consists of a group of elements or forces that have a severe impact on employee's behaviors, and which constitute the overall outcome of the way in which individuals think and perceive as working members in the organization, and that affect the way of observing and interpreting things in the organization. As known, each organization has its own philosophy, work system, innovations and procedures so decision-making differ from one organization to another based on the presence of different components. The following are some of the main organizational culture's components:

#### - Values

Values are the ideas and beliefs shared by the members of the organization that guide their behaviors. The values are considered an important reason for organizational success, because they formulate the strategy, they form the basis for understanding the nature of assumptions and motives, and the relationships between interests and people (Abu Kohof, 2010). Values are something that individuals are keen to acquire and preserve and consider them as one of the reasons for happiness. Values play a role in the diversity of culture, so they are acquired through the society in which we live (Hamada, 2008). In other words, values are rules that enable the individuals to distinguish between wrong, right, desired and unwanted. Thus, it is seen as a guide and observer of human behavior because it provides an insight into the attitudes of individuals and the nature of the institution's culture. So, values conduct the behavior of workers within the different organizational conditions, from these values, there are for example, equality between workers, time management, concern for performance and respect of others.

#### - Ideologies

They are common ideas about the nature of work and social life in the work environment and the way in which business and organizational tasks are

accomplished. According to Wilson et. al (1973), "An ideology is a set of beliefs about the social world and how it operates, containing statements about the rightness of certain social arrangements and what action would be undertaken in the light of those statements." In other words, people know what they are supposed to do, say, believe or even to wear. These actions are never expressed in writing; it is all about what is passed by the words of mouth or habitual behaviors. So, people's behaviors are also controlled based on the ways that others react to them.

#### - Norms and expectations

Norms mean those perceived and intangible standards that workers adhere to within the organization. As for organizational expectations, it means what the individual expects from the organization and what the organization expect from the individual during the working period. For example, the expectations relationships can be what supervisors expect from subordinates, or what subordinates expect from superiors, and even what individual expect from their colleagues. Manager expect that employees tend to get job done effectively and efficiently. On the other hand, employees expect that their manager compensate them or promote them and others.

#### - Symbols

Symbols are distinct signs such as logos, which are the symbolic image of the organization. They express a certain thing, Cohen (1974), said that "Symbols are objects, acts, relationships, or linguistic formations that stand ambiguously for a multiplicity of meanings, evoke emotions, and impel men to action". Organizations rely a lot on symbols which are things that contain meaning and can also be expressed in the style of dress and architectural style (the shape of buildings and their environment), as well as ways of managing time and the language used in the organization. (Bressy & Konkoyt, 1998)

#### - Taboo

It is what the organization want to hide and reject, it means topics that should not be discussed, or dealt with. Taboos are actions that must be avoided within the organization because it could cause disturbance in the image of workers within the

organization as well as its external image and it may negatively affect employees and organizational performance. Taboos are considered as results of tragic experience that the organization went through, such as commercial failure.

#### - Myths

A myth is considered as a novel represented by fictional people, and it can be defined as beliefs that are saturated or loaded with values and principles that people live by and each society is linked to a system of myths. They are past events with the aim to convey or consolidate some values for the workers in the organization. It also translates the ideal pictures and achievement of unspecified people who have previously achieved satisfactory results in the organization. Those people to whom myths are attributed are called the heroes of the organization. (Bressy & Konkoyt, 1998).

#### - Rituals

They are set of activities held from time to time to deepen the values and beliefs and confirm them in employees' attitudes, which emphasize the existence of a common base of values. Bocoock (1974), defines ritual as "the symbolic use of bodily movement and gesture in a social situation to express and articulate meaning". Moreover, collective rituals are known as: "the repeated expression of myths through organized and programmed activities" (Laurant & Bouard, 1991) from the rituals that can be related to daily activities are for example; language, annual celebrations, etc,

#### - Customs

They are repetitive activities that reinforce the main values in the organization and focus areas especially in relation to objectives, and individuals (Al-Morsi, 2006)

#### - Heroes

They are people either real or imagined, alive or dead, who were working in the organization and they caused the success of the organization. Heroes are those who performed in a way that is ideal and unique to the organization, they are considered

one of the best members through their efficiency and harmony with the rules and regulations. In other words, they are the characters who left imprints in the organization and instilled some of the values and norms that contributed to the organizational development.

#### - Stereotypes

Rumors are unfounded news, in the form of fictional scenarios that provide a kind of recreation, and remove anxiety and uncertainty among the workers of the organization. They are considered as a kind of myth circulating daily in the organization.

#### - Languages

Also called "system of vocal signs". It refers to spoken words, it is a tool for renewing identity and is also represented by the degree of formality that is followed in dealing. Mill (1972) said that "A vocabulary is not merely a string of words; immanent within it are societal textures - institutional and political coordinates. Back of a vocabulary lie sets of collective action".

Other researchers saw that the organizational culture consists of the values and shared assumptions within an organization. It clarifies what is important, right and wrong. It sequentially directs people in the organization to do the right things and avoid the bad ones. (Williams, Dobson, Walters, 1989 and Schein, 1992). Some researchers said that the main components of organizational culture depend mainly on shared values, shared assumptions and artifacts. Meglino and Ravlin (1998), as well as Agle and Caldwell (1999) considered that values are the main conductive tools that direct individual's preferences and actions. It is also called shared values because it is common to all employees working within the same organization (Ashkanasy, 2003). Organizational culture is also based on shared assumptions which are deeper components that some specialists believe is that the essence of company culture, they are nonconscious perceptions or ideas which thought that they are the correct way to think and act towards problems. Shared assumptions are so deeply that no one can simply discover it by surveying employees. It needs

observations of employee's behaviors, analyzing their decisions, which push the assumptions to rise to surface.

Many researchers compare the organizational culture components to an ice-berg which is divided into two parts; surface level and deep levels.

The first part can be observed and based on the surface level. This part includes the observable artifacts such as languages, ceremonies and rituals. They are clear to everyone and translate the man actions and way of living for employees.

Concerning the second part, it is the deep level of components, which are not observable and cannot be easily detected. It is translated by the beliefs, assumptions and values of individuals. It expresses implicit models and behaviors.

Back to Hofstede in briefly explanation of the organizational cultural elements, from his point of view, he said that cultural differences can be described using terms to describe the manifestations of cultures. He considered that cultural elements are based on four concepts which are: Symbols, heroes, rituals and values. These concepts were pictured as the skin of onions called "Manifestations of culture at different levels of depth"

- Languages or jargon belongs to the category of symbols that is mainly related to pictures, objects or words which a particular meaning recognized by only who share the culture.
- Symbols which can be copied by other from different shared culture, that's why Hofstede considered symbols as superficial layer.

Hofstede explained the importance of organizational cultural elements through an example. He imagined that a group of people gathered with unknown others on an Islands. The other passengers are from different parts of the worlds. He said that the first task will be focusing on developing a common language and shared rules of behaviors, cooperation and leadership. Through this example, Hofstede showed that no group can ignore the culture, those unknown people can together create a new culture including their special rules even verbally, and values to ensure the survival

of a group. Once the culture is set, and supposing children are born in the group, Hofstede said that culture will repeat itself. This example can suit the large multinational companies which include employees from different nationalities with their different languages, rules beliefs and values.

#### **2.2.4 Forms of Organizational Culture**

There are several forms of organizational culture, but there is almost agreement on two basic forms: the strong organizational culture and the weak organizational culture, in addition to two other types which are the idea culture and the adaptive culture (Deal and Kennedy, 1982 and Al- Al Qaryouti (2000).

The type of culture adopted by an organization is depending on the organizational components and outcomes. Maseko (2017) said that the types of organizational culture depend also on the extent to which individuals adapt to that culture.

##### **- Strong organization culture**

A strong organizational culture is known as "the limit that makes members follow what the management dictates to them". Karlsen (2011) states that "culture where employees' goals are aligned to the organization's goals are often though as successful cultures". According to Owoyemi and Ekwoaba (2014) strong culture is a "two-edged sword that can affect both management and employees". In the opinion of Saffold (1988), "Strong culture has a powerful influence in improving the contribution made by each employee, either working independently or as a member of a team". Strong culture enhances self-confidence and commitment of employees and reduces job stress and improves the ethical behaviour of employees (as cited by Shazad and Luqman, 2012)

In other words, strong culture is that one trusted and accepted by all the members of organization, and they share a homogenous set of values, beliefs, traditions and standards. It exists when individuals follow the agreed pattern of behaviour in the whole organization, which is compatible with the goals of the organization, affects the strategic directions and contributes to the effectiveness and development of the organization. (Abu Baker, 2000)

Robbins (2011) said that the more employees are adherent and committed to the values of the institution, the more powerful the culture is, and thus the behaviour of the workers is described as good and effective. The strong culture determines and affects the method followed by managers in planning, organizing, controlling and leading.

He also said that strong culture depends on:

- The element of intensity, which symbolizes the strength of the organization member's adherence to the prevailing values and beliefs.
- The element of acceptance and participation for the same organizational culture prevalent by individuals, which depends on identifying individuals with the prevailing values in the organization and the rewards and incentives they receive as a result of their commitment.

In addition to some of the characteristics of a strong culture, such as

- Encouraging and motivating employees, with an emphasis on independence and proactivity and encouraging employees to take risks.
- It stems for the nature of the organization's mission and it must focus its efforts on its good work and establishing close relationships with clients as a meant to improve and enhance its competitive position by focusing on the values of consumer orientation.
- Establishing an organizational design that would motivate employees to do their best in order to maximize productivity through them, and that respect for the individuals is the primary means through which the company can create the right environment for productive behaviour.

And many studies talked about the organization with a strong culture where its employees are more loyal that other organization with weak organizational culture.

#### - Weak organizational culture

The weak organizational culture is the culture that is not strongly embraced by the members and does not enjoy the trust and wide acceptance of most of them. The organization in this case lacks common adherence among its members to values and beliefs and here the members of the organization will find it difficult to agree and unite with the organizational goals and values (Abu Baker, 2000). In the case of weak culture, workers need directions, a great concern is attached to the laws, regulations and official written documents. It is also embodied in autocratic management systems and the family and political style of management, in which productivity decreases as well as job satisfaction decreases. In other words, Ashipaoloye (2014) said that in weak organizational culture, values and beliefs are not strongly and widely shared within the organization. According to Maseko (2017), he said that employees in weak organizations adhere to rules and regulations because of fear of the results of their inactions and not because they are satisfied from their jobs.

#### - Differences between strong and weak organizational culture

Many researchers differed between strong and weak organizational culture and compared them to each other based on different dimensions. Maseko (2017) said "strong organizational culture are more successful than weak organizational culture in achieving organizational goals due to the perceived correlation between organizational culture and employee motivation. This is because organizations with strong cultures have more unity among employees as they hold common beliefs and values. Maseko differs between the types of organizational culture based on the relationships between organizational culture and employee's motivation dimensions. While Robbins and Judge (2011) used different dimensions to compare strong and weak organizational culture, they said "A strong culture will exert more influence on an employee than a weak culture. Therefore, if the culture is strong and support high ethical standard it will have a very powerful and positive influence on employee behaviour. On the other hand, a strong culture that encourages pushing the limits can be a powerful force in shaping unethical behaviour." Onyango (2014) states that bureaucratic managers are mainly founded and associated with weak

organizational culture, where as in strong organizational culture, employees participate together and share certain beliefs and values within each other. A high-performing and highly effective organization has a strong culture among its members. A strong culture, has led to non-dependence on regulations, instructions, or rules. People know what to do, while in weak culture, individuals walk in vague and unclear ways. They receive contradictory instructions and thus fail to make decisions that are appropriate to the values and attitudes of the employees.

The following table shows the most important differences between a strong culture and weak culture.

*Table 2-3 Differences between Strong and Weak Culture*

| <b>Strong Culture</b>                                                      | <b>Weak Culture</b>                                                                                   |
|----------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|
| Sharing the same values is high among all employees                        | Sharing the same values is limited among employees or for a small group, usually in senior management |
| Sending important things in an orderly manner                              | Conflicting sending important things                                                                  |
| Most of the employees tell stories about the history of their organization | Employees know very little about the history of their organization                                    |
| The employees strongly belong to the organization                          | The employees are less affiliated with the organization                                               |
| Strong correlation between shared values and behaviours                    | Weak correlation between shared values and behaviours                                                 |

## 2.2.5 Types of organizational culture

There are different classifications of organizational cultural types. It differs from one place to another according to the division that is used and they also differ from one organization to another, and from one sector to another the following is a presentation of the most prominent types:

### - Clan Culture:

It is also known as cooperative culture. This culture is characterized by informality and decentralization (Miller, 2004). It is dominated by cohesion, participation and work with a team spirit, it is similar to a large family (Ouchi, 1979). People have a lot of common. There is a friendly working environment, the style of leadership is facilitator, mentor and team builder, sometimes leaders are seen as fathers. In this culture the relationships are characterized by sincerity, loyalty and traditions. The main strategic focus is towards developing human resources (Quinn and Rohrbaugh, 1981). The methods of communication within this culture are horizontal. As for decision-making, employees are allowed to participate in the process (Denison and Spreitzer, 1991). Within this type of culture, success is defined by the extent to which client's needs are met and people are cared.

### - Adhocracy Culture

As for the culture of creativity, innovative and entrepreneurial culture, it is characterized by informality and decentralization as well. The organizational focus is towards the outside issues rather than stability and control, and its strength is the speed of change and adaptation, it is characterized by dynamism, flexibility, creativity and risk-taking (Miller, 2004). Growth, motivation and diversity are the factors that adopt creative culture. (Denison and Spreitzer, 1991). In this culture, commitment to experimentation is like the glue that binds working individuals together. The dominant leadership style is the innovator, entrepreneur and visionary (Brooks, 2007). Success is translated by the availability of new products or services (Evanschitzky et.al, 2012).

## - Market Culture

With regard to market culture or competitive culture, its main orientations are towards goals achievement, external environment and competition and maximum efficiency. (Parker and Bradley, 2000). It is results-based organization that its focus is towards profit making, finishing work and getting things done. As for the leadership style, it is rigid, hard driver, competitors and producer (Brooks, 2007). The methods of communication in this culture are educational, achievement oriented and result- oriented. The success in such organization is reflected by the market penetration and stock. (Denison and Spreitzer, 1991).

## - Bureaucratic Culture

Also known as hierarchy culture or ideal culture. Waterman, Ouchi and Drucker see the necessity of a bureaucratic and single culture is that it characterizes the best successful organizations. They said that this culture must be possessed by all organization wishing to successes. The hierarchical culture is characterized by formalism, centralization and its organizational orientation to achieve internal balance and control. Its main orientation focus is on rules, orders, policies, regulations and competence, the leadership style within this type is coordinator monitor and organizer (Miller, 2004)

The methods of communication within this culture are organized and vertical in orientation, while decision-making process are characterized by centralization (Denison and Spreitzer, 1991). In other words, people within these organization are not allowed to participate, as well as they are directed and managed based on the procedures and rules. Success for managers is to focus on efficiency, by having stable goals and results, smooth planning, lowering costs, uniformity, control, conformity and predictability (Desphandé and Farly, 2004)

### **2.2.6 Approaches of organizational cultural measuring**

In order to study the aspects of organizational culture and its relationships with some organizational variables, researchers tried to identify and measure various types of them, and that any attempt to measure organizational culture can be

evaluated as incomplete because culture is rather a complex and intangible construct (Newstrom and Davis, 1993).

The question of how to measure organizational culture has been at the heart of scientific debate between scientists for a long time (Kaiser and Keiner, 2007). Although there is a great interest on the topic of organizational culture, the issue of measuring and comparing this concept is difficult (Newstrom and Davis, 1993). In other words, there is no one model with specific dimension that is suitable for all organizations, so through the theoretical literature and previous studies. It is found that there are many models for measuring organizational culture, and what suits one organization does not necessary fit another, so the dimension of measurements vary, depending on the type of organization, its specificity, its size, or type of its common activity.

The following are the most important models used to measure organizational culture;

- [Ouchi Model](#)

Moorhead and Griffin (1995) referred to the findings of William Ouchi, an American researcher has conducted a number of researchers and studies in the United States of America and Japan to find out the secret behind the success and distinction of the Japanese administration as well as its organizational culture. He mainly talks about the Z organizations which refer to American companies that have developed the Japanese approach of management to fit with American cultural values.

This model includes the following organizational dimensions:

- a- Commitment to employees

The method used in Japanese companies is life-long employment as well as it is the same in the Z organization, while in traditional American companies it is short-term employment.

b- Employee's evaluation

It is slow and specific in Japanese companies; it is the same in Z model but fast and quantitative in traditional American companies.

c- Career path

It refers to the group of jobs that an individual occupies during his/her working life in the organization. Usually, it is broad in Japanese organization, narrow in traditional American organization and middle/moderate in the Z organizational model

d- Control

It is implicit and informal in Japanese organization, and Z organization, while it is clear and formal in traditional American organizations.

e- Decision- Making

The Japanese model and Z organizations have the collective style, while the traditional American models have the individualism style.

f- Responsibility

It is collective in the Japanese model, and individualized in both traditional American style and Z organizations.

g- Concern for people

A great interest in all workers and their families' members in the Japanese model and Z organization, while there is a high interest and focus towards working and the job in the traditional American organizations.

- [Daft Model](#)

Daft (2005), developed his model based on four dimensions:

a- Adaptability

It is the culture that is characterized by the company's ability to deal with environmental influences, and converting them into behaviors within the organization.

b- Achievement

It is a results-oriented culture that improve competition, personal initiative and achievement.

c- Involvement

It is the culture that gives great value to satisfying the needs of workers, and the evaluation of cooperation and equality.

d- Consistency

It is the culture that evaluates and rewards workers, it follows systematic and rational ways of doing business.

These dimensions are measured based on two factors which are the focus on strategies and the needs of the environment.

- [Mschane and Glinow Model](#)

This model divides organizational culture into four dimensions;

a- Control Culture

It is the culture that aims to bring all employees under culture, and gives value to the special role that the old and senior managers play in the organizations.

b- Relationship Culture

It is the culture that gives a high attention to the values of education, goodness, happiness and well- being, and focuses on open communications, justice, teamwork and everyone's participations in life within the organization.

c- Performance Culture

This culture evaluates individual and organizational performance striving for efficiency and effectiveness.

d- Responsive Culture

This culture gives a great importance to coexistence and harmony with the external environment, and this include staying as a strong competitor in the market, and checking for new opportunities.

- Reilly and Chatman

Many studies have suggested seven main dimensions for measuring organizational culture, the following are the main dimensions developed by Reilly and Chatman (1991):

a- Innovation and Risk taking

The extent to which employees encourage creativity innovation and risk taking.

b- Attention to detail

The degree to which workers are expected to pay attention to details, no matter how accurate, such as detailed data and decisions.

c- Outcome orientation

The degree to which management focuses on results or outputs only, and not the mechanisms and processes used to achieve these results.

d- People orientation

The extent to which managers care about the impact that the management has on the individuals working within the organization.

e- Team orientation

It means the extent to which management is directed towards developing team spirit and trying to eliminate individualism so that it focuses on letting everyone works within a team.

- Aggressiveness

It is the extent to which individuals compete each other's, with the absence of the ease and friendliness of dealing with them.

f- Stability

It is the organization's end over towards preserving the current state, and not towards growth or change.

- Al-Zahrani Model

Al-Zahrani (2007) measured the organizational culture within three main dimensions, which are the organizational dimension, the leadership dimensions, and the human dimensions. He defined these dimensions as the following;

a- Organizational dimensions

It is the field that is concerned with studying the behaviour of workers and their opinions in organizations, the impact of formal and informal organizations on workers' perceptions, feelings and opinions, and the effect of the environment on the organizations, its human strengths and goals, and the influence of workers on the organization and its efficiency.

b- Leadership dimensions

It is individual or group behaviour related to management, administrative activity and managerial expectation. In short, it is the activity and behaviour of people in their workplace.

c- Human dimensions

It is the effect of organizational culture within the organization in influencing the human side in terms of relations, whether between the manager, employees or with the public, in addition to the customs and traditions as a cultural component and human indicator.

It is normally that the organizational culture differs from one organization to another, and within the same organization from time to time. As for the difference in culture between organizations, it means that the culture is characterized by a high degree of specificity, even if there are common characteristics between the culture of an organization and the characteristics of the rest of organization. For example, it is possible for many cultures to affirm the values of teamwork, quality

and excellence in performance but these values may differ between organizations among themselves (Zayed, 2006)

## **2.2.7 Sources of Organizational culture**

The organization derives its culture from a group of sources that interact with each other and leave their distinctive imprints on its management patterns, work rules and appropriate behaviors to achieve all the goals. Therefore, researchers have been interested in studying these sources, and it has been agreed that they are represented by four main sources:

- **Society's Culture:**

Culture is represented by the values, trends and concepts prevailing in the society in which the organization is located, and it is transferred from society to the organization by workers, which contributes later on to the information of an organizational culture, and this culture is affected by a number of social forces such as political system, economic system, international environment and globalization. The organization operates within this general framework of society's culture, as it affects the organization's strategy, objectives, standards and practices. In order for the organization to gain acceptance and legitimacy, it must have its strategies and products compatible with the culture of the society in which it operates.

- **Activity Culture or nature of work**

There is a similarity in the culture within the same activity or industry, the values and beliefs of an organization are embraced at the same time by most organizations working in the same activity (Industry), which could form a certain pattern within the industry that have, for example, impact on the decision-making, member's life style, types of clothing, etc....

- **The internal culture of the organization**

By tracing the issue of the origin of culture, it is noted that there is complete agreement and unified opinions that the origin of the organization's culture belongs to the founders, as the culture of the organization is reflected in its vision and

philosophy through the fingerprint that its owner puts, and we mean by the owner here the founder or the influential group or elite.

Schein (1984), approved this as he saw that most of the organization's culture has its origins in its founders, and he also noted that half of values in the new organizations reflect the values of the founder or the executive directors, and that the remaining half develops in response to the environment in which the organizations operated in a manner that suits the needs of workers. Others also emphasized that many organizations take their culture from their first founder, as his/her assumptions for success and achievement from the basis of the organization's culture.

#### - **The culture of position**

The professional culture component is represented in those cultural characteristics that an individual acquires as a result of the position or job he/she performs within the organization, the position of the individual in the hierarchy and the degree of influence and authority he/she possesses can be sources of power for the emergence of special cultural patterns that distinguish between individuals from one job level to another in the organization. This is due to the fact that individuals of different organizational levels face many changes and are exposed to various types of pressures, which leads them to form a set of values and habits that govern their behaviors or protect their presence in the organization. This leads to the formation of sub-culture at the various administrative and organizational level within the departments and divisions of the organization itself.

## **2.3 Organizational Performance**

The main important key topic that was always discussed in business is why some organizations succeeded while others failed. The best answer that was always used to evaluate the success of organization is organizational performance. It was so important for all managers to know the factors that influence on performance, these factors help managers to make effective and efficient decisions. Researchers have

different opinions of definition and measurement of organizational performance. (Barney, 1997).

### **2.3.1 Definitions of Organizational Performance**

Performance is still a contentious subject matter among researchers. They nonetheless range in defining and measuring it in companies (Barney, 1997). For example, for Perotti and Javier (2002), performance is associated with the famous 3Es (economy, efficiency, and effectiveness) of a specific program. While, for Daft (2000), organizational performance is equal to organization's ability to obtain its goals via the good judgment use of its resources. Organizational performance had constantly face problems not only in finding on common and mutual definitions, however additionally confronted conceptual and measuring issues. Heffernan and Flood (2000) stated that even in current management, organizational performance suffered from the issues of the uncertainty of the definition in some of areas.

The term performance was sometimes confused with productivity. Although different studies have varied perspectives on performance, most academics link it to the measuring of transactional efficacy and effectiveness towards organizational goals (Stannack, 1996; Barney, 1997). According to Richard et.al (2001), there has been a distinction among performance and productivity, in which he took into consideration that productivity is one of the elements which can measure organizational performance. He additionally said that performance's measures may be primarily based on result-orientated behaviors, similarly to training and education, in addition to management improvement and leadership training which have been taken into consideration as essential capabilities of performance management. Hence, primarily based at the above definitions, performance have to be broader based on effectiveness, economy, and quality. In other words, performance is the extent to which an employee achieves the company purpose while working (Cascio, 2006). A worker's employment is based on how well they accomplish a specific goal or objective that establishes the limits of their performance (Cascio, 2006). Different performance- related thoughts, attitudes, and beliefs have been noted by certain researchers because they support the evaluation

of input and output efficiency indicators that result in transactional linkage (Stannack, 1996).

Organizational performance is likewise known as the degree by which the company meets its very own desires and the desires of stakeholders to live on and grow (Pandey & Dutta, 2013). It is the ability of the company to access and take care of diverse organizational assets so that it can gain its desires and objectives (Sangiorgi & Siboni, 2017). It involves the using of resources wisely to avoid wastage. Given by the interaction between organizations and environment, it follows that performance relates to how an organization reacts, understands and influences to certain environment changes. Derek (1998) defined performance as the willingness of an individual to carry out the goals and objectives of an organization. It is however, described as a collection of humans that come collectively and are inclined to perform desires and goal and deliberate or strategize. Organization performance is the ability of people to attain positive of unique objectives. According to Mathis and Jackson (2011), an employee's performance is both what they have done and have not done. Performance is a record of the outcomes from the specific job duties for a given period of time of the individual (Bernadin and Russell, 1993). The subsequent trouble that turned into constantly requested approximately organizational performance was what elements determine organizational performance. According to Hansen and Wernerfelt (1989) in the business policy literature, there had been foremost streams of studies at the determinants of organizational performance. One was primarily based on financial tradition, emphasizing the significance of outside market elements in figuring out organizational performance. The different line of studies was constructed based at the behavioral and sociological paradigm and noticed organizational elements and their 'fit' with the surroundings because the foremost determinant of success.

The economic model of organizational performance provided a range of major determinants of organizational profit which included:

- Characteristics of the industry wherein the company competed.
- The organization's position and function relative to its competitors.

- The quality of the firm's resources.

Organizational model of firm performance targeted on organizational elements consisting of human resources policies, organizational culture, and organizational climate and leadership styles. Another study by Chien (2004) found that there were five major factors determining organizational performance, such as:

- Leadership styles and environment
- Organizational culture
- Job design
- Model of motive
- Human resource policies.

In general, organizational factors were found to determine performance to a greater extent than economic factors indicated by Trovik and McGivern (1997).

Five variables make up the dimensions of performance, according to Dessler (2012).

- 1) A job's ability to demonstrate the level of wants and wishes that an individual expects is known as the quality of the work.
- 2) The quantity of work is the total amount of work successfully accomplished within a given time frame by the employee in accordance with the job description.
- 3) Supervision is the practice of assigning tasks or jobs to subordinates who lack the necessary knowledge and abilities.
- 4) Presence is the percentage of employees who are present at work.
- 5) Creation is the mindset or action of maintaining, allocating, and protecting something.

Moreover, according to Bernadin and Russell (1993), the following are the components of performance

- 1- Quality, which demonstrates the standard of the work process or the output of a job.
- 2- Quantity, which is the monetary value of the amount of product produced, the number of production units, or the total number of activity cycles.
- 3- Timelines, or the rate at which a task was accomplished within a given period of time.
- 4- Cost-Effectiveness, or making the best use of the available resources to complete a task.
- 5- Supervision, namely the degree to which a worker can execute the task without supervision and control.
- 6- Interpersonal influence, which refers to the conditions that enable individuals to foster a welcoming environment at work and collaborate well with coworkers.

The main focus of business researchers and management academics is determining the most important definition of organizational performance. Performance has become a widespread phenomenon in management studies. Furthermore, as was already said, Anitha (2014) defined performance as the financial or non-financial outcome of the employee that has a direct correlation with both the success and performance of the firm.

### **2.3.2 Organizational Performance Measurements**

In the literature review it is taken into consideration that “traditionally most of the managerial performance measures were primarily based on a number of measurements such input efficient, output efficiency and in a few cases transactional performance (Stannack, 1996). According to Doyle (1994), there has been no single measure or best one for organizational performance. Hamel and

Prahalad (1989) and Doyle (1994), however, argued that profitability was the most common dimension used for organizational performance in commercial enterprise organizations. This view is supported through Nash (1993) who harassed that profitability changed into the best indicator to discover whether or not a company met its goals or not. The definition of performance measurements has covered both efficiency-associated measures, which relate to the input/output relationship, and effectiveness associated measures, which cope with problems like business growth and worker satisfaction. Additionally, performance has additionally been conceptualized the usage of financial and nonfinancial measures from both each goal and perceptual sources.

It is referred that “these measures consist of return on assets (ROA), return on equity (ROE), and return on income (ROI)” (Mishra and Mohanty, 2014). On the alternative hand, Nicholas et.al (1998) argued that many corporations no longer give a balanced picture of organizational performance. There was an over-emphasis on economic criteria, with pre-occupation with past performance. Zou and Stan (1998) proposed seven classes of financial and non-financial measures of organizational performance, and composite scales to measure export performance primarily based on a evaluate of the empirical literature among 1987 and 1997. The financial measures are income measures, profit measures and growth measures, while the non-financial measures are perceived success, satisfaction and goal achievement. In different words, there has been inconsistent measurement of organizational performance- despite the fact that most researchers (Kotter & Heskett, 1992; Marcoulides & Heck, 1992; Denison & Maishra, 1995; Lee, 2005) measured organizational performance via the usage of quantitative facts like return on investments, return on income and so forth.

In this context, it is necessary to mention the following aspects:

- Operational signs consist on recognition of the key determinants of success that would cause financial performance (Venkatraman and Ramanujam, 1986; Richter et al., 2017)

- Effectiveness' measures consist of reputation, survival, success of goals, performance with regards to competitors, etc. (Venkatraman and Ramanujam, 1986; Richter et al., 2017)
- Operational effectiveness, organizational effectiveness and financial performance (indicators) are interrelated (Richter et al., 2017)
- Organizational effectiveness performance is meant to be reflected in higher financial performance with inside the medium or long term, due to the fact performance development is at the heart of strategic management and organization theory (Venkatraman and Ramanujam, 1986; Ginsberg and Venkatraman, 1985; Richter et al., 2017)
- Financial performance impacts groups and operational and organizational performance (Richter et al., 2017).

There is a settlement amongst researchers that a performance measurement system is critical for organizations as it presents statistics at the best in their operations inside organizations, it facilitates with inside the improvement of strategic plans, and it evaluates the success of organizational goals (Alrowwad, Obeidat, Tarhini, & Aqqad, 2017).

According to Griffin (2003), organizational performance is defined as the extent to which the employer is capable of meet the needs of its stakeholders and its very own needs for survival. Hence, performance needs to be thoroughly equated with positive earnings margin, excessive market share, or having the exceptional products, despite the fact that they'll be the end result from absolutely attaining the outline of performance. To Griffin (2003), organizational performance is prompted through multitude elements which can be mixed in particular approaches and unique ways to both enhance and detract performance.

The performance measurement method aids in enhancing company associations to successfully accomplish goals and objectives. (Larcker and Ittner, 1998). The strategic planning process, which is centered on the creation of goals and objectives, aids organizations in concentrating their non- financial or intangible assets. Quality,

performance, and services related to clients have a financial component, according to Kaplan and Norton (2001).

According to Burns and McKinnon (1993), organizations use a variety of performance indicators based on both financial and non-financial metrics to depict unpredictable events. The organization's measurement method aids in presenting positive associations between products and services. The measuring and assessment of performance measurement system enables the financial and non-financial reward management systems.

In a more detailed and expanded way, it can be said that organizational performance could be categorized under two categories: financial and nonfinancial.

#### - Financial Performance

Firm's performance is extensively measured via the financial development of the company. Financial stress for most income-orientated corporations may be assessed each in terms of "top-line" (e.g., sales) as properly as "bottom-line" (e.g., profitability) measures (Davis et al., 2000). The profitability of a company is a critical financial indicator to reflect the performance of the company and the owners/managers capacity to growth sales even as maintaining the variable expenses down (Davis et al., 2000). Profit margin, return on assets, return on equity, return on investment, and return on income are taken into consideration to be the common and best measures of financial profitability (Robinson, 1982; Galbraith & Schendel, 1983).

#### - Non-Financial Performance

A company's fulfillment can be reflected by a variety of industry-specific measures of effectiveness in addition to financial indicators, which are used to evaluate a firm's performance in any industry. Job satisfaction, organizational commitment, and staff turnover are the main components of these measurements (Mowday, Porter, & Steers, 1982; Mayer & Schoorman, 1992; Hosmer, 1995; Rich, 1997; Zulkifli & Jamaluddin, 2000). According to Rich (1997), job satisfaction is characterized as a pleasurable or pleasant emotional state that results from an

evaluation of one's work or professional experiences. According to Robbins (2003), job satisfaction is defined as a preferred attitude toward one's employment; the variety of benefits received must at least be equal to those anticipated. The five core dimensions of skill variety, task identity, task significance, autonomy, and feedback from the process itself, according to Hackman and Oldham (1975), are what lead to satisfaction with supervision, satisfaction with colleagues, satisfaction with work, satisfaction with pay, and satisfaction with promotion. Because job satisfaction is an attitude rather than a behavior, it has a significant impact on employees' physical and mental fitness, which may have an impact on a company's performance. Therefore, in the majority of studies on organizational behavior, work satisfaction serves as a key indicator of the relationship between performance components and value preferences (Hackman & Oldham, 1975; Hansen, Morrow & Batista, 2002; Robbins, 2003). On the other hand, there are several ways to describe organizational commitment.

The readiness to put forth effort in support of an organization's goals and objectives as well as a preference to maintain membership in that organization are examples of organizational commitment (Mowday et al., 1982; Reichers, 1985; Nyhan, 2000; Robbins, 2003). The nature and quality of the relationship between a worker and management are shown by the affective measurement of organizational commitment (Oliver, 1990). Thus, intrinsic rewards can be used to promote organizational commitment. The retention of great employees depends on an increase in affective organizational commitment (Nyhan, 2000). Employee turnover is in fact correlated with both organizational commitment and job satisfaction. Low job satisfaction and organizational commitment among employees are often accompanied by low morale and a lack of motivation. The turnover rate may increase as a result of these employees' propensity to quit their jobs (Hackman & Oldham, 1975; Reichers, 1985; Sulaiman, 1989 & 1993; Nyhan, 2000; Robbins, 2003).

### **2.3.3 Strategic Performance System Measurement**

Performance assessment systems are used by all organizations- either governmental or private- to evaluate their plans and human resources. They help them develop and grow in today's competitive environment. Efficient organizations collect and analyze data and use these data to achieve their mission and strategies. Most of the time, these systems are used to manage the data collected. Some organizations conceived the limitations of traditional accounting systems in performance assessment and created new systems to measure intangible assets (Ahn, 2001).

Ittner & Larcker (1998) noted that a good performance measurement system plays a crucial role in the development of an organization's strategic plans and the evaluation of organizational objectives adjustments. In the past years, the traditional performance measurement system was based on the traditional management (cost accounting system). Critics of the system have pointed out that traditional system is no longer suitable in today's environment due to its dependence on financial data and other short-term factors. They also stated that it should focus on intangible activities such as creating value instead of focusing on short-term measures (Johnson and Kaplan, 1987). Kaplan and Norton (2001) have argued that many agencies in recent times cognizance on dealing with intangible property (for example, customer relationships, revolutionary merchandise and services, extraordinary and responsive running processes), which can be non-financial in nature, in place of dealing with tangible property (along with constant property/ assets and inventory), which can be financial in nature. Therefore, the converting nature of cost advent complicates the overall performance dimension method while the overall performance dimension structures aren't stored abreast with this present-day phenomenon. Ghalayini and Noble (1996) highlighted that old performance measures are previous and lagging metrics which can be an end result of beyond decision, now no longer associated with company strategy not related to corporate strategy, not relevant to practice and difficult to understand by the factory shop-floor people, struggle with non- stop improvement, lack of ability to fulfill customer requirements, and emphasis an excessive amount of on value discount efforts.

Traditional approaches of measuring organizational performance have improved recent overall performance size systems, referred to as strategic performance measurement systems (SPMS). Chenhall (2005) mentioned a wonderful function of those SPMS, which may be expressed in phrases of mixture among monetary and non-monetary measures that cover distinct perspectives. This combination and mixture offer a manner of translating method right into a coherent set of overall performance measures. In a comparable vein, Burns and McKinnon (1993) argued that the usage of a couple of overall performance measures comprising monetary and nonfinancial is typically equally fair to both management and the owner for control, they have got the delivered gain of imparting stronger safety towards the results of uncontrollable outdoor events. Further, Chenhall (2005) argued that it's far the integrative nature of SPMS that offer them with the ability to decorate an organization's strategic competitiveness.

In fact, previous researches have proven how non-financial overall performance measures may be quality mixed with financial overall performance measures to attain the best measurement of overall performance within a competitive and aggressive environment (Hemmer, 1996; Shields, 1997; Hoque & James, 2000). One of the well-known SPMS is the balanced scorecard (BSC), organized by Kaplan and Norton in 1992. The previous performance measurement is challenged because it emphasizes on monetary measures to meet the regulatory and accounting reporting requirements. Therefore, trying to overcome the shortcomings of the use of conventional overall performance measurement system, Kaplan and Norton (1992, 1996, 2001) have added the balanced scorecard, widely recognized as (BSC), providing a mixture of each both financial and non- financial performance measures. The Balanced Scorecard (BSC) started as an idea for measuring whether or not the smaller-scale operational activities of a company are aligned with its larger- scale goals in terms of vision and strategy and strategy.

## **2.4 Organizational Trust**

Since the mid-1990s, trust became an important source of competitive advantage for organizations and considered as the focal point for the quality of interpersonal

relationships (Tan & Lim, 2009). The importance of trust within relationships in organizations has been very important for decades (McCauley & Kuhnert, 1992). Trust is considered now as the main factor and ingredient for achieving long-term stability of the organization and for the benefit of its employees. (Cook & Wall, 1980). Zhang, Tsui, Song, Li, and Jia (2008) said that positivity and productivity in social process are strongly related to organizational trust.

Mayer & Gavin, (2005), Katsikeas, Skarmeas, & Bello, (2009); Gaur, Mukherjee, Gaur, & Schmid, (2011) requiring further in-depth studies (Mayer & Gavin, 2005; Dyer & Chu, 2011; Gaur et al., 2011). Because of this, some authors have suggested the need to introduce certain variables giving better understanding of the relationship (Patzelt & Shepherd, 2008; Dyer & Chu, 2011; Gaur et al., 2011).

#### **2.4.1 The concept of Organizational Trust**

Trust derived from different approaches and point of views. Some authors said that trust is derived from psychological state such as Rousseau et.al (1998), while other saw that trust derived from cognitive approach such as Coleman (1991) and Tyler (1996). Other authors defined trust based on different ways, there was no universal definition of trust. That's why it can be said that trust derived from different explanations, for example some authors stated that vulnerability is the crucial key for building trust while others like Fukuyama doesn't focus on this idea too much.

Like Lewicki, McAllister, Bies (1998) said: "Confident positive expectations regarding another's conduct in a context of risk". In other word, whenever employees feel comfortable within an organization, they will have the willingness to take risk in their work without fearing from anything. They will be motivated to achieve organizational goals and objectives.

Trust creation is built on many factors or drivers such as:

- Trust can be either created or deteriorated based on reputations. (Tyler and Kramer 1996; Kenning 2002).

- Trust can be built or based on the interaction of third parties. (Busco et al. 2006; Bachmann 2001)
- Trust is highly related to past experiences between parties. (Luhman 2000; Sprenger 2007a; Kenning 2002; Doney and Cannon 1997).
- Trustor has highly ability and potential to create trust if the cost of trust is not material. (Coleman 1991; Moorman et al. 1992).
- Trust can be built based on common characteristics shared between trustor and trustee; these common points indicate a positive potential for confidence. (Tyler and Kramer 1996; Zucker 1986; Osterloh and Weibel 2006; Saunders et al. 2010). In other words, Cook & Wall (1980), previously defined trust as “an acknowledgment favors received by employees from their organization which, in turns, leads to a perceived assurance of agreeable expectations in future.” The principal reciprocity is the process of forming mutual expectation and satisfaction; for this reason, positive or negative reciprocity plays an important role in ensuring balance in social systems and organizations.

The following is derived from the previous definitions of trust in the literature:

- Trust is generally expressed as an optimistic expectation about a person's behavior.
- Trust generally occurs in a state of vulnerability to one's interests.
- Trust depends on the behavior of others.
- Trust is generally related to co-operation of will, not compulsion, and the benefits arising from that cooperation;

In addition to this, it is also mentioned that trust is a significant variable that is useful for organization identification, identity, communication, performance employee’s satisfaction, and empowerment. It facilitates the changing plans in any organization and can remove all the major barriers of change plans, it allows a free and secure share of information. Climate of trust increases team work, leadership,

attaining goals easily and commitment. Trust among employees creates an ambiance of harmony and commitment as well as push them to be more creative and bring new ideas.

The following table shows the different definitions of organizational trust.

*Table 2-4a Definitions of Organizational Trust*

| Authors                  | Definitions                                                                                                                                                                                                                    |
|--------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Rousseau et al. (1998)   | “Trust is a psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behavior of another”                                                                    |
| Barney and Hansen (1994) | “Trust is the mutual confidence that no party to an exchange will exploit the vulnerability of another”                                                                                                                        |
| Luhman (2000)            | “Trust is a way to reduce social complexities”                                                                                                                                                                                 |
| Fukuyama (1995)          | “Trust is the expectation that arises within a community of regular, honest and cooperative behavior, based on commonly shared norms, on the part of other members of that community”                                          |
| Creed and Miles (1996)   | “Trust is both the specific expectation that an other’s actions will be beneficial rather than detrimental and the generalized ability to take for granted, to take under trust, a vast array of features of the social order” |

Table 2-4b Definitions of Organizational Trust

| Authors                 | Definitions                                                                                                                                                                                                                                                                       |
|-------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Gambetta (1988)         | “When we say we trust someone or that someone is trustworthy, we implicitly mean that the probability that he will perform an action that is beneficial or at least not detrimental to us is high enough for us to consider engaging in some form of cooperation with him or her” |
| Coleman (1991)          | “An incorporation of risk into the decision of whether or not to engage in the action by acting based on estimates of the likely future behaviors of others”                                                                                                                      |
| Tyler and Kramer (1996) | "Trust (embedded predisposition to trust, characteristic similarity, experience of reciprocity)"                                                                                                                                                                                  |
| Zhou et al. (2005)      | “It is a state in society. It generally means a binary relation between two entities: one entities confidence, belief and expectation that another entity will act or intent to act beneficially”                                                                                 |
| Boon and Holmes (1991)  | “A state involving confident positive expectations about another’s motives with respect to oneself in situations entailing risk”                                                                                                                                                  |

Table 2-4c Definitions of Organizational Trust

| Authors                                     | Definitions                                                                                                                                                                                                                                                                                                                 |
|---------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Mishra, (1996)                              | Trust is one party's willingness to be vulnerable to another party based on the belief that the latter party is a) competent, b) open, c) concerned and d) reliable                                                                                                                                                         |
| Shockley-Zalabak, Ellis, & Winograd, (2000) | "The organization's willingness, based on its culture and communication behaviors in relationships and transactions, to be appropriately vulnerable if it believes that another individual, group or organization is competent, open, and honest, concerned, reliable, and identified with common goals, norms and values." |
| Cook and Wall (1980)                        | "The extent to which one is willing to ascribe good intentions to and have confidence in the words and actions of other people."                                                                                                                                                                                            |
| Mayer, Davis, and Schoorman (1995)          | "The willingness of one party to be vulnerable to the actions of another party based on the expectation that the other party will perform a particular action important to the trustor, irrespective of the ability to monitor or control that other party"                                                                 |

## **2.4.2 Importance of Trust**

The study of organizational trust has become an important and interesting topic over the last few years. This importance is reflected in the recent researches and reviews, majority of scientists and researchers focus on the importance of trust within the organization (e.g., Tan & Lim, 2009; Cook & Schilke, 2010; Kramer & Lewicki, 2010).

The influence of trust on organizational learning has frequently been noted (Davenport & Prusak, 1998; Dymock, 2003; Hoe, 2007). According to Hoe (2007), when there is a lack of confidence, people prefer to defend their decisions since every decision must be supported by factual data, which prevents the organization from learning (Costigan, Ilter, & Berman, 1998). Interpersonal trust is crucial for the achievement of organizational learning, according to Hoe (2007). According to Song, Kim, and Kolb (2009), a high degree of interpersonal trust encourages knowledge sharing and the motivation to engage in cooperative practices. As a result, the organizational continuous learning process might become richer. Finally, Lagrosen (2012) draws the conclusion that building trust is a prerequisite for effective organizational learning. Trust can be characterized as the desire to be vulnerable toward the other party when that person cannot be controlled or monitored, according to Mayer, Davis, and Schoorman (1995). Due to the inherent risk involved in exposing oneself to vulnerability, this definition openly acknowledges the connection between trust and risk (Mayer, Davis, & Schoorman, 1995; Mayer & Gavin, 2005). Therefore, trust has been linked to specific risky behaviors or actions (Mayer, Davis, & Schoorman, 1995; Dirks & Ferrin, 2001), and it appears implicit in learning, especially generative learning (Chiva, Grandi'ó, & Alegre, 2010)

## **2.4.3 Trust Relationship**

Trust occurs at least between two parts or participants. These two parts are normally called as sender or grantor and receiver or grantee. Other authors called them as trustor -the grant of trust- and the trustee – the grantee of trust- (Coleman 1991; Sprenger 2007a; Dietz and Hartog 2006; Peters 2008; Zhou et al. 2005). Both trustor

and trustee can either be people, groups, organizations or animals. (Osterloh and Weibel 2006; Nooteboom and Six 2003; Kenning 2002; Klaus 2002; Peters 2008; Zhou et al. 2005). The trustor or grantor provide and send trust to trustee or grantee with the expectation of certain behavior from the trustee.

On the other side the trustee can either accept positively the action of the trustor or reject it. The reaction of the trustee indicates if trust will occur within the parts or no. In other words, whenever trustee follows the anticipate behavior of trustor, and go within the line that the grantor expect, trust is confirmed and can be honored and rewarded. (Kramer and Cook 2004; Peters 2008). However, when trustee's reaction does not follow the line of trustor's expectations, the trust is not confirmed and normally it will not be honored. (Currall and Judge 1990; Klaus 2002; Peters 2008).

The interaction between trustee and trustors is known as trust relationship. (Boon and Holmes 1991; Osterloh and Weibel 2006; Nooteboom and Six 2003; Zhou et al. 2005; Saunders et al. 2010). Trust relationship can occur one time between grantor and grantee, as well as, it can be repeated many times between same participants, in different situations and scenarios. So, trust relationship can be extended and developed within different place, time and changing the roles of participants. (Sprenger 2007a; Osterloh and Weibel 2006; Peters 2008).

Generally, trust relationship is difficult and rarely showed as one-off project in organizations and companies. It is usually showed as continuous and repetitive actions with increasing the expectations from both sides overtime (Tomkins 2001). It is also important to mention that even if the trustee responds to trustor with untrustworthy behavior, the trust relationship will not be immediately ended but often disappoint trustor's expectations. This means that there is another chance to rebuild the trust relationship. (Klaus 2002; Nooteboom and Six 2003).

It is built when trustor voluntary transfer resources such as physical, or intellectual to trustee without a real commitment or confirmation.

#### **2.4.4 Dimensions and Components of Trust**

Specific organizational trust dimensions can be classified between many dimensional variables, which are lateral and vertical. (Fox, 1974; McCauley & Kuhnert, 1992; Costigan, Ilter, & Berman, 1998). McCauley and Kuhnert (1992) said that lateral trust refers to the trust between employees in the whole organization or colleagues sharing equal positions (between co-workers). While for vertical dimensions of organizational trust, from its name, it refers to trust between employees and their subordinates, managers, and other colleagues sharing higher positions within the same organization (McCauley & Kuhnert, 1992). Thus, organizational trust can be easily found in an organization within its both dimensions and sides, which create a mix of dimensions within the same organization.

In addition to this, organizational trust can have also different kinds such as inter-organizational trust (Davenport, Davies, & Grimes, 1999; Bell, Oppenheimer, & Bastien, 2002). The three main components or factors that constitute the components of organizational trust are, ability, benevolence, and integrity, described as the following:

- Ability, which corresponds to the "cognitive trust" and it shows the competence that trustee can possess in a certain domain to build trust.
- Benevolence, which refers to the degree to which the trustee is able to do good for the trustor.
- Integrity, refers to the trustor's recognition whether the trustee follows a core set of standards that correctly guide behaviors. (Mayers et.al, 1995)

Many researchers also agreed that trust involved three principles components using different terms: Vulnerability (Currall & Judge, 1995), Reciprocity (Zand, 1972) and Expectation (Lewicki & Burker, 1996). In addition to Young-Ybarra & Wiersema (1999), they talked about the three main components of trust which are: Dependability (expectation that the partner will act in the best of the alliance),

predictability (consistency of actions), and faith (the partner will not act opportunistic).

#### **2.4.5 Stages of Trust**

Stages of trust have been always a very attractive topic to lots of authors and scientists. Lewicki and Bunker (1995) were the pioneers in this domain as they designed a theory describing the way in which a new relationship is created between individuals. The first stage of building trust relationship is that people will act in certain way in which their actions will be based on future expectations and future consequences. It can be said that people will be afraid from later punishments if they don't belong to specific actions. Lewicki and Bunker (1995) linked this stage to the following stage which called calculus-based trust. In this stage, people's action showed that they are not only afraid from punishment, but also the probability of losing rewards of being trustworthy. Being trusted is considered as an important asset that everyone tends to possess it. Trust is still uncertain, incomplete and may be ended by one single- behavior slip that cause a certain damage. The following stage of trust is based on knowledge. Where people increase and improve their knowledge about their parties through meeting, communication, collecting data and recording the behaviors of them. In this stage, trust is considered stronger and people are able to forgive others in case of trust destruction. Scientists argued that there are several dimensions within this stage. These dimensions belong to the information collected about the person expected to be trusted, and to the information predicted to the expected behavior. The final stage of trust is based on identification. Within this stage individuals understand more each other, it becomes like a kind of mutual understanding to the needs of each other's, in other words, one individual can fully trust the other party and try to act as agent and protect his/her interests and rights. In this stage, expectations become much clearer for both sides.

#### **2.4.6 Sources of Trust**

By reviewing the literature that addressed the topic of sources of trust reveals that McAllister in Das & Teng (2001) identified two primary sources that are frequently cited. He claimed that the basis of trust is either cognitive or emotive. The

cognitive-based trust is associated with plotting and a method of predicting other people's actions. It comes from the assumption that the other party is trustworthy, dependable, capable, and responsible (Lewis & Weigert, 1985; McAllister, 1995). One party is more likely to cooperate and participate, which lessens control, if she or he believes that the other side is competent, intelligent, professional, and will behave responsibly. As a result, fostering trust within organizations can encourage actions that would enhance organizational learning capacity. According to the researchers (Lewis & Wiegert, 1985), who concur with him, trust depends on knowledge in terms of our decision-making. The degree of knowledge required for trust is somewhere between total knowledge and total ignorance (Simmell, 1964). While affect-based trust is built on a person's willingness to take responsibility and demonstrate goodwill (Das & Teng 2001). It entails reciprocated interpersonal concern and care for another person (Rempel, Holmes, and Zanna, 1985; Pennings and Woiceshyn, 1987), subjective feelings of safety from being taken advantage of, and the consolation and confidence that another person is looking out for one's best interests (Mittal, 1996; Massey & Kyriazis, 2007). As a result, affect-based trust improves collaboration, makes it easier to share information honestly and openly, and encourages the expression of ideas and openness (Fryxell, Dooley, & Vryza, 2002; Chowdhury, 2005). This is because the parties can feel secure knowing that their interests will be upheld. To put it another way, trust is based on the emotional connections that people make with one another. As people invest their emotions in relationships of trust, they experience genuine care and concern for their partners and have faith in the positive effects that these relationships and the sharing of these emotions will have on them internally. (Pennings and Wolceshyn, 1987). Therefore, trust facilitates information transfer across organizational borders. When the recipient of the knowledge is someone, they can trust, employees are more inclined to share their knowledge (Connelly & Kelloway, 2002). Employees are more likely to take risks and share knowledge or experience if they believe their superiors, coworkers, managers, or the company as a whole are trustworthy. In order to promote knowledge exchange, trust is a complex construct with a variety of bases and determinants that function at different levels inside the organization. Knowledge sharing is positively impacted by affective and cognitively based trust

(Chowdhury, 2005; Mooradian, Renzl, & Matzler, 2006; Wu, Hsu, & Yeh, 2007). Affect-based trust makes the trusting parties approachable to one another and permits the trustor to communicate sensitive thoughts, knowledge, and personal information. As an alternative, cognition-based trust is based on the competency and dependability of coworkers. The ability to actively participate in collaborative work and seek knowledge from individuals one trusts would be made possible by a high level of cognition-based trust (Chowdhury, 2005). As a result, trust that is founded on both affect and cognition promotes knowledge sharing.

## **2.5 Hofstede's Cultural Dimensions and Organizational trust**

In the present study, the impact of Hofstede's cultural dimension on organizational trust is tested. Most specifically, the impact of masculinity-femininity, power distance, collectivism- individualism, and uncertainty avoidance on trust will be tested.

### **- Collectivism vs Individualism and Trust**

The degree of interdependence between people is referred to as the collectivism dimension. It has to do with how people perceive themselves in terms of "I" or "We" in relation to other people. According to the idea (Triandis, 1995; Chen et al., 1998; Hofstede, 1980), collectivists are more interdependent and foster connections with care than individualists.

According to a common theme among scientists studying the connection between collectivism and trust, trust is high in collectivist cultures that are interdependent and carefully cultivate relationships (Triandis, 1995; Chen et al. 1998; Hofstede, 1980). This suggests that collectivism and trust have a positive relationship, meaning that the more collectivism there is, the more likely it is that trust will exist.

To demonstrate how collectivism as a cultural value is related to a group of trust-building processes given in the literature, Doney et al. (1998) provided several propositions in the relationship between Hofstede's collectivism dimension and

trust. Doney et al. claim that transference (i.e., based on third party or proof sources from which trust is transferred to a target) and prediction (i.e., based on confidence that the target behavior can be predicted) are more important factors in determining trust than intentionality (i.e., based on an assessment of the target's motives).

#### - Power Distance and Trust

Power distance is a component of Hofstede's cultural framework. The propensity to accept hierarchy in a relationship is described by this dimension. According to literature, people in high power distance societies accept hierarchy in their interpersonal interactions and the fact that inequalities in status would result from power (Hofstede, 1980).

Previous studies on management trust have discovered that it has long been linked to supervisory supportiveness (Roberts et al., 1974 b), communication (Roberts et al., 1974 a, b), autonomy (Hart et al., 1986), feedback (Ilgen et al., 1979), and empowerment (McCauly et al., 1992). Low power distance organizations might exhibit these qualities.

Doney et al. (1998) suggested that trust is more likely to develop in high power distance cultures through calculative (based on the costs versus rewards of a target acting in an untrustworthy manner), predictive (based on confidence that the target behavior can be predicted), and capability (based on an assessment of the target's ability) means. Ji et al. (2015) used a large sample of subordinates and supervisors working in various types of firms, including telecommunications, electronics, real estate, manufacturing, and service, to empirically investigate the relationship between power distance and two types of trust, namely cognitive based trust and affective based trust. The findings showed that cognitive-based trust and affect-based trust are adversely correlated with power distance orientation.

#### - Uncertainty Avoidance and Trust

The dimension of uncertainty avoidance makes up Hofstede's third dimension of culture. This factor measures how uncomfortable people feel around unconventional ideas, which creates an uneasy state of uncertainty.

Doney et al. (1998) suggested that people in high uncertainty avoidance cultures are more likely to develop trust through the use of the prediction process (i.e., based on confidence that the target behavior can be predicted), intentionality process (i.e., based on an assessment of the target's motives), capability process (i.e., based on an assessment of the target's ability), and transference process (i.e., based on third party). Results of the data analysis showed that uncertainty avoidance effects the ability and kindness components of trust in a favorable manner.

#### - Masculinity vs Femininity and Trust

Masculinity vs. Femininity are components in Hofstede's theory of culture. Male cultures value achievement, success, and rigidity, claims Hofstede (2001). As a result, a "performance society" is linked to masculinity. For instance, Schoorman et al. (2007) stated in their model that culture can influence how people perceive ability, goodness, and integrity as well as how much weight is placed on each of these traits. For instance, according to their argument, "more action-oriented, competitive, performance-oriented cultures—what Hofstede has called "masculine" cultures— tend to place a higher value on the ability component of trust" (Schoorman et al., 2007).

Additionally, Ferrin et al. (2010) investigated how trust varied among national cultures and discovered several prepositions in the literature relating masculinity and trust. To prove their point, researchers suggested that people in high masculine societies trust one another based on calculative processes (i.e., based on perception of rewards vs. costs of a target actor) and on capability processes (i.e., based on the assessment of the target's ability) (Doney et al., 1998).

## **2.6 The Role of Organizational Culture on Organizational Performance**

Businesses must always offer a portfolio of cutting-edge goods and services in the modern economy. Despite the crucial role that portfolio innovativeness plays in corporate performance, firms differ in how much attention they place on fostering innovation outcomes and developing their innovation capabilities (Hambrick, 2007;

Hambrick and Mason, 1984). Over the past two decades, there has been a significant growth in research on the relationship between organizational culture and performance (Lim, 1995). According to Fusch and Gillespie (2012), improving workplace culture results in better performance throughout the organization. According to O'Reilly et al. (2014), organizational culture plays a significant role in determining how well an organization performs. The existence of a significant link between organizational culture and performance was established by Uddin et al. (2013). Additionally, Childress (2013) stated that an organizational culture has an impact on its performance, either favorably or unfavorably.

According to Unger et al. (2014), corporate culture and financial performance have a positive association. In a different empirical study, Flamholtz and Randle (2012) discovered that organizational culture effectiveness affected 46% of corporate earnings. Berg and Wilderom (1998), on the other hand, asserted that organizational culture may influence performance, if the change is a longer time period indicating the effects of culture on financial performance.

Some researchers had 'obsessions' with the Strong Theory in the 1980s, which involved looking for strong shared values in an organization in order to improve performance. According to Peters and Waterman (1982), 'strong culture' and certain cultural characteristics allowed high performance organizations to be recognized from low performance firms.

Similar to this, Deal and Kennedy (1982) proposed that strong shared values can improve organizational effectiveness. Carroll (1982), and Saffold (1988) disputed their recommendations, saying that "a simple model" linking organizational culture to performance no longer holds true and that a more in-depth understanding of the connection between culture and performance must be created.

Denison (1991), Gordon and DiTomaso (1992), Kotter and Heskett (1992), and Lee (2006) all engaged in the "obsession" of testing the Theory of Adaptability in the 1990s, although their findings on the relationship between organizational performance and culture strengths were mixed. The Strong Culture Theory and Denison and Mishra (1995) have once more come under fire from various

academics. For instance, Wilderom and Berg (1998) proposed that rather than aiming for a strong culture, researchers should try to narrow the difference between employees' preferences for organizational behaviors. The empirical evidence supporting the impact of organizational performance employing organizational culture practices is still a useful foundation for more refined organizational culture. Hofstede (1990), House et al. (2004), Pfeffer (1997), and Wilderom (1998) all endorsed the use of cultural practice to evaluate corporate culture. Even though some of these studies, including Gordon and DiTomaso (1992), Kotter and Heskett (1992), and Denison and Mishra (1995), employed nearly the same organization, researchers used other organizational aspects to measure organizational culture. Different organizational culture components were created in the investigations of other researchers, including Rousseau (1990), Calori and Sarnin (1991), Marcoulides and Heck (1992), Petty et al. (1995), and Koene (1996).

Only managers or executives were used in the samples used by Denison and Mishra (1995), Gordon and DiTomaso (1992), and Kotter & Heskett (1992) to evaluate organizational culture. A few academics have harshly denounced this. For instance, Ashkanasy et.al (2000) suggested that it was crucial for academics to look into all organizational levels in order to analyze organizational culture. Since the majority of research link values to performance (Lee, 2006; Salzainna, 2004; Jaundi, 2000; Zila, 2001; Kasa & Pihie, 1997; Denison & Mishra, 1995), it was necessary to apply organizational culture practice to explore the relationship between organizational culture and performance. Organizational performance is a phrase used by business managers to describe an activity carried out within an organization and a result that demonstrates organizational performance that represents outputs. Organizational performance is the capacity of an organization's members to carry out duties inside it (Uddin et al., 2013) when business managers utilize it to convey action. Action performance can be measured by managers using high, medium, or low scales. Organizational performance, which includes productivity, profitability, and growth, is what business managers refer to when they use it to describe an outcome (Carter & Greer, 2013). Market culture and business success are closely associated, according to more than 60 research studies conducted between 1990 and 2007 that included 7619 enterprises and small business units across 26 nations. More than 35

performance indicators, including return on investment, revenue growth, customer retention, market share, new product sales, and employee satisfaction, show a positive correlation between these factors. This correlation gives executives an empirical justification for embracing a strong market culture as a way to give their companies a competitive advantage and the superior business performance that follows. The result could be evaluated in relation to its intended goals and objectives. Berg and Wilderom (1998) developed five variables to measure how organizational culture affects productivity. Employee empowerment is one of the elements, along with external attention, departmental collaboration, human resource orientation, and the propensity for performance improvement. These elements are crucial for measuring how organizational culture affects performance (Unger et al., 2014).

## **2.7 Organizational Trust and Performance**

The majority of the literature appears to agree that organizational trust has critical advantages for businesses, implying that it promotes organizational success (e.g., Argyris, 1964; Zand, 1972; Scott, 1981; Gambetta, 1988). A corporation's capacity to stay aggressive and competitive in an increasing number of worldwide and turbulent marketplace can also additionally hinge on its capacity to construct trusting relationships (Huff & Kelley, 2003), since advantages accrue to organizations that foster an internal climate of trust (Shockley-Zalabak, Ellis, & Winograd, 2000). Organizational trust is frequently looked as if it would be as the 'lubrication' that makes it feasible for businesses to work (Bennis & Nanus, 1985), an integrative mechanism developing and maintaining social systems (Blau, 1967; Barber, 1983), and the source of improved performance and effectiveness (Zand, 1972; Golembiewski & McConkie, 1975; Culbert & McDonough, 1986). In addition, a climate of distrust in the corporation results in decrease service or product quality, satisfaction, and loyalty (Johnson & Auh, 1998). Trust in organizational settings results in more positive attitudes (Dirks & Ferrin, 2001) such as organizational commitment and job satisfaction (Nyhan & Marlowe, 1997). Generally, positive employee attitudes toward work also positively affect customer satisfaction (Morrison, 1995; Rucci, Kirn, & Quinn, 1997; Backhaus & Tikoo,

2004). Heskett, Sasser, and Schlesinger (1997) found that employees' attitudes toward their company and their jobs lead to positive employee behaviors toward customers. They call this phenomenon the service profit chain, proposing that worker capability, job satisfaction, and commitment are linked to customers' perceptions of value. That value perception would lead to customer satisfaction and loyalty (Koys, 2001). Although the literature appears to recognize that trust is a positive variable affecting organizational performance (Zaheer, McEvily, & Perrone, 1998; Davis, Schoorman, Mayer, & Tan, 2000; Mayer & Gavin, 2005; Salamon & Robinson, 2008; Gilbert, Halliday, Heavey, & Murphy, 2011), the empirical evidence that has analyzed the effect of trust on organizational performance has generated contradictory results (Mayer & Gavin, 2005; Katsikeas, Skarmeas, & Bello, 2009; Gaur et al., 2011). Moreover, organizational performance has been proven to be positively impacted by organizational learning capability and the elements that support it (e.g., Jerez-Gomez, Ce'spedes- Lorente, & Valle-Cabrera, 2005; Prieto & Revilla, 2006). From another positive point of view for organizational trust, some researchers said that organizational trust is seen as an opportunity to allow employees to take risks and improve themselves, it strongly correlates relationships between employees and allow them to trust each other and help each other for the benefit of themselves and the benefit of the organization itself. (Johnson-George & Swap, 1982; Shockley-Zalabak, Ellis, & Winograd, 2000; La'msa" & Pucetaite, 2006; Schoorman, Mayer, & Davis, 2007). Indeed, despite the diversity of approaches used to study trust, and the fact that practically all the studies emphasize the benefits of trust for the parties involved, some researchers have also referred to the possible damaging effects of trust. For example, Dirks and Ferrin (2001) point out that trust can generate negative, as well as positive effects. Similarly, Nooteboom, Berger, and Noorderhaven (1997) state that trust also involves the risk of being betrayed. Gargiulo and Ertug (2006) also suggest that, although trust-driven behaviors are generally beneficial, extreme levels of these same behaviors can have negative effects on organizational performance. Therefore, merely having a high level of organizational trust may not necessarily improve firm productivity or profitability. The idea that high-trust relations might improve economic performance has been widely theorized, but relatively little empirical

evidence has been found to support it. Although for decades researchers have suggested that trust increases performance, there has been little empirical evidence to prove this statement. Gaur et al. (2011) state that organizational trust can be a double-edged sword, with potential to improve performance under certain conditions but with potential to reduce performance under others. Because of all this, it seems necessary to explore the routes along which this relationship operates.

Organizational trust itself may not hold the answer to enhanced performance, but rather it must be combined with other firm capabilities to produce positive effects. It is therefore expected that the impact of organizational trust on organizational performance cannot be measured directly, but can only be quantified by examining the indirect effect on some intervening firm capability (e.g., organizational learning).

## **2.8 Previous studies:**

In order to enrich this research, the researcher made comparisons between this study and many foreign studies as follows:

[A study by AbuIyada, Ozdemir and Sengun titled “The impact of Hofstede’s National Cultural Dimensions on Trust: A research in Gaza Strip Secondary Schools in Palestine”, 2023.](#)

This study investigates the effects of Hofstede's (1980) four national cultural dimensions (collectivism, power distance, uncertainty avoidance, and masculinity) on the level of trust between teachers and principals in secondary schools in the Gaza Strip, Palestine, using quantitative and qualitative methods. The study's target audience is all of the English teachers employed by the state-run secondary schools in the Gaza Strip, Palestine. Around 730 of these teachers currently work in 149 secondary schools throughout Gaza. The list of all English teachers who are currently employed at public secondary schools throughout Gaza serves as the sampling frame. The list is arranged according to the locations of the schools in Gaza's seven districts. They define interpersonal trust and derive a model of Hofstede's national cultural dimensions on interpersonal trust between school

teachers and their principals in Gaza Strip, Palestine. According to the results of a regression analysis, collectivism, uncertainty avoidance, and masculinity are three aspects of national culture identified by Hofstede that are favorably correlated with trust, whereas power distance is inversely correlated with trust between teachers and principals.

[A study conducted by Nwakoby, Okoye, and Anugwu "Effect of Organizational culture on Employee Performance in Selected Deposit Money Banks in Enugu State", 2019](#)

The purpose of this study is to ascertain how organizational culture affects worker performance in deposit money institutions in Enugu State, Nigeria. The study's specific goals are to identify the degree to which bureaucratic culture has a major impact on deposit money bank workers' performance and to ascertain whether creative culture has a substantial impact. For this investigation, a survey was created. The survey was given to 127 employees working in Nigeria's five banks. Regression analysis was used to examine the hypotheses.

In this study, the performance of Nigerian deposit money banks was compared to organizational culture. According to the study, both bureaucratic and innovative cultures have a good impact on employees' performance. The study discussed that there are particular organizational culture types that encourage employee dedication to achieving organizational performance. The results of this study show that organizational culture overall is the most successful in all aspects. Although employee motivation must be a top organizational priority and can even be strengthened by effective communication between management and employees, the level of motivation has the biggest impact on employee performance.

[A paper written by Taghizadeh, Rahman, Hossain, and Haque " Characteristics of organizational culture in stimulating service innovation and performance", 2019](#)

In order to understand how radical and incremental types of service innovations, which result in new service market performance (NSMP), are influenced by four

organizational culture traits— consistency, cooperation, effectiveness, and innovativeness—this research had a look at these four characteristics.

A cross-sectional survey of 171 bank managers in Bangladesh was used to gather the data, which was then analyzed using structural equation modeling and the SmartPLS program. Consistency, cooperation, effectiveness, and innovativeness—four organizational culture traits—have been divided into two categories in this study: the organization's internal/external orientation and its flexibility/control resource. This study's conclusions include the fact that external and flexibility-oriented cultures have significantly more influence over radical innovation than internal and control-oriented cultures. The findings demonstrated that both radical and gradual innovations had favorable effects on business performance. The findings may aid organizations in strengthening their potential to create radical and gradual innovations that are more successful.

[An article written by Ul Mujeeb Ehtesham, Tahir Masood Muhammad, and Shakil Ahmad Muhammad "Relationship between Organizational Culture and Performance Management Practices: A Case of University in Pakistan", 2011](#)

The purpose of this study is to increase the body of knowledge and conduct an empirical investigation into the relationship between performance management techniques and the four pillars of organizational culture—involvement, consistency, adaptability, and mission. The study used an exploratory research methodology to examine the effects. In this research a questionnaire that was given to 60 personnel at the COMSATS Institute of Information Technology, including a mixture of faculty, staff, section heads, and department heads, was used to collect primary data. 42 useful answers were given back. Faculty members of both sexes (male and female) are included in the sample. The statistical methods of regression and correlation analysis were applied. Microsoft Excel and SPSS version 16 were used to examine the data. According to the findings of the statistical research, consistency and adaptability are strongly connected with involvement. Similar to this, there is a strong positive correlation between organizational cultures's other dimensions and performance management approaches. Overall, there is a solid consensus in the literature that better organizational culture improves performance.

[Study conducted by Olu Ojo "Organizational Culture and Corporate Performance: Empirical Evidence from Nigeria", 2010](#)

This research article's goal is to investigate numerous organizational culture concepts in order to determine the significance of the connection between corporate performance and organizational culture in a business setting. The research design used in the study was survey. Senior workers, directors, and managers of Nigerian banks made up the study population of this research project. The chosen respondents were given a questionnaire to complete, and a total of 80 people were included in the sample size. Version 15 of the Statistical Package for Social Sciences (SPSS) was used to analyze the data gathered. Tests were conducted on the two hypotheses, and pertinent suggestions were presented. The study's conclusion is that organizational culture has a significant impact on an organization's overall success. This study adds to the literature on organizational culture by demonstrating that when employees accept the cultural norms of the business, organizational performance rises and they become dedicated to and actively involved in accomplishing corporate goals. This study demonstrates a strong link between company success and organizational culture. In order to understand why certain organizations do better than others, this research has been able to describe and assess the effects of different organizational culture aspects.

[Study Conducted by Janis Strautmanis "Employees' values orientation in the context of corporate social responsibility", 2008](#)

The aim of this paper is to explore if there are any statistically significant values orientations that determine the organizational culture environment and ascertain the factors that affect the values orientation structures differences. This study investigates the relationship between organizational values and sensitivity to corporate social responsibility among current employees and business students in Latvia. Using a questionnaire on value orientation, survey data were collected from a sample of 718 employees, 125 first year business students, and 27 MBA students.

The research has contributed to the development of assessment instrument for organizational culture environment values orientation – nine scales representing

values orientation typical of organizational culture. These scales were updated, analyzed by context and tested by application of statistical methods.

Results of the research point out the necessity of social responsibility facilitating ethics studies in entrepreneur training programs in universities and colleges. Universities and colleges have important tasks in preparing the prospective managers. The time that has been spent studying is an important stage in the personal development in the early adult age. A structural model of nine values orientations describing organizational culture environment has been developed. Results of the research identified significant factors determining differences in values orientation: the gender and the type of the place of employment.

Study Conducted by Linzi J. Kemp and Fang Zhao “Influences of cultural orientations on Emirati women’s careers”, 2016

The purpose of this paper is to explore how cultural orientations influence Emirati women’s career development. Drawing on the cultural theories of Hofstede (1980, 2001) and House et al. (2004), the authors investigated the cultural orientations of a sample of 19 women in the United Arab Emirates. In-depth interviews were conducted to collect life history data about women’s early lives, education and employment.

The findings identify three themes that influenced the participant’s careers: family influence on careers, individual-level attitudes toward education for careers, and workplace career development. Limited by the small sample of 19 female national participants that implies further international study is required to extend this research.

The business application is that social values, beliefs and norms can be leveraged for women’s career success. Policymakers are guided on key factors that influence Emirati women’s careers from a cultural perspective.

There were similarities and differences discovered when compared to existing theories on cultural orientations. The previous cultural indexes, developed by Hofstede (2001) and House et al. (2004), indicated cultural orientations of a society

regardless of gender. Whereas, based on the empirical findings of this study, it is argued that gender is a valuable and significant differentiating factor for study of national culture. The study makes a unique theoretical contribution in a model that shows: cultural dimensions are interrelated, cultural values and practices are interdependent, and cultural orientations vary between women and men.

[Study Conducted by Hamid Yeganeh and Zhan Su “Comprehending core cultural orientations of Iranian managers”, 2007](#)

The purpose of this paper is to shed light on key features of Iranian managerial culture by discussing underlying social and organizational consequences. The paper has been organized in two major parts: conceptualization and discussion. First, the notions of culture and cultural orientations are treated and then, based on the framework proposed by Kluckhohn and Strodtbeck, cultural orientations of Iranian managers are investigated. The findings suggest that Iranian managerial culture is characterized by traditional values such as collectivism, past orientation, high hierarchical distance and evil orientation expressed in terms of mistrust and conspiracy.

The findings of this research are limited in terms of scope, cultural orientations and sample size. Further studies may incorporate more cultures and consider the effects of existing sub-cultures to present a more enlightening picture.

The findings of this study might be useful for MNEs, NGOs, international negotiators, businessmen/women, expatriate managers and those who are concerned directly or indirectly with this part of the world.

While most cultural research in the area of organizational science has been based on severely narrow, ahistorical and linguistically naive concepts, this study considers not only explicit manifestations of culture, but also implicit and semiotic ones which need to be comprehended. Therefore, the paper is of potential significance at both the theoretical and the practical level.

[Study Conducted by Md. Emaj Uddin “Cross-Cultural Value Orientations among the Muslim, Hindu, Santal and Oraon Communities in Rural Bangladesh”, 2009](#)

Value orientations toward natural and social universe are the universal patterns of human behavior in time and space. This study compares value orientation patterns (VOPs) and its relationship among Muslim, Hindu, Santal, and Oraon communities in rural Bangladesh.

In so doing, it is assumed that VOPs not only vary but also have significant associations among the communities. For these 585 samples (Muslim=150, and per 145 for Hindu, Santal and Oraon) selected by cluster sampling from Bangladeshi northwestern villages were intensively interviewed with semi-structural open-ended questionnaire.

The results of Pearson chi-square test reveal that there were significant differences in VOPs ( $p < 0.01$ ) among the communities' respondents selected. In addition, Spearman bivariate correlation coefficients also suggest that VOPs were significantly related to each other ( $p < 0.01$ ). Further cross-cultural research should conduct on why VOPs vary among or other ethnic communities in Bangladesh.

Value orientation patterns all over the world are the most fundamental existential principles to adapt to the environment. The purpose of this study was to explore and compare value orientation patterns (VOPs) and its interrelationships among the Muslim, Hindu, Santal, and Oraon communities in rural Bangladesh. For this purpose, the study proposed several assumptions: The VOPs were not only significantly different among the communities but also had significant interrelationships between the VOPs followed and preferred by the communities in their cultural and social life in rural Bangladesh.

[Study Conducted by Arnoud Weustink “Measurement of culture; are regional and national level culture any different? India as a case study.” 2014](#)

This report elaborates on the research with the research question: to what extent is a regional culture level representative for a whole country? To answer this question in-depth research has been done comparing studies on value dimensions on national and regional level to see if similar methods can be used to research on regional and

national cultural levels. Next to that research has been done in India to investigate regional cultural differences in this specific country.

To find the most accurate way to measure culture research has been done on six studies on value dimension in mainstream literature on a national level (Fink et al, 2005). The VSM framework of Hofstede (1980, 2001) is argued to be most user-friendly, cultural dimension focused and based on the refutation of critique for more than 30 years, the easy application of the framework in everyday situations (Dahl, 2002). Next to that the framework is widely used, his work is most often cited (Dahl, 2002; Brewer & Venaik, 2010) and last but not least; the framework is validated (Taras, 2010).

The national level of measurement is most commonly used first of all because the nationality of a person can easily be established in form of governmental registration. Second of all there is support for the notion that people who are coming from one country will be shaped by largely the same values and norms as their co-patriots (Hofstede, 1991; Smith & Bond, 1998). Thirdly because culture is not the only factor influencing human behavior, an individual will be formed by culture but is not a 'slave of culture' (Dahl, 2002).

The national level measurement is not always most accurate. Out of the results of the studies using Hofstede's VSM method, IsHak and Moore (1988) pointed out that four nations – Canada, Belgium, Malaysia and the United States – are composed of more than one culture. Linguistic, regional, tribal, ethnic, religious and caste cleavages within nations may make the data non-representative for the whole of the nation (Bosland, 1985). Taking these cultural terms as similar variables means that regulative mechanisms governments can use as rules and laws to impose certain practices or values systems on their citizens are not considered (Peterson & Smith, 2008). Therefore, taking nation-state as primary research unit is being potentially misleading (Huo & Randall, 1991; Tung, 2008).

Multiple studies on regional cultural differences concluded that within some countries it is better to measure regional cultural differences to measure culture accurately. They have given results in line with Bosland's (1985) arguments. For

example, China (Huo & Randall, 1991; Kwon, 2010) and Brazil (Hofstede et al, 2008) confirmed the contentment of Bosland (1985): Brazil as an internally homogeneous country does not have significant differences among regions within the country, where China – as internally heterogeneous country – has regional cultural differences within the country.

This research in India brought to light that India is an internally heterogeneous country. Previous research had concluded that India could be internally heterogeneous (Huo & Randall, 1991) and this research confirms that theory. On one hand the right direction was set by an ethnographic study what later on confirmed the statement from literature: the more economically develop a region, the more Individualism (Huo and Randall, 1991).

[Study Conducted by Zeynep Aycan “Cultural Orientations and Preference for HRM Policies and Practices: The case of Oman”, 2006](#)

This study empirically examines the influence of cultural orientations on employee preferences of human resource management (HRM) policies and practices in Oman. Data were collected from 712 employees working in six large Omani organizations. The findings indicate that there are a number of differences among Omani employees regarding value orientations due especially to age, education and work experience. The findings show a strong orientation towards mastery, harmony, thinking and doing, and a weak orientation towards hierarchy, collectivism, subjugation, and human nature-as-evil. The results demonstrate a clear link between value orientations and preferences for particular HRM policies and practices. Group-oriented HRM practices are preferred by those who scored high on collectivism and being orientations, and those who scored low on thinking and doing orientations. Hierarchy-oriented HRM practices are preferred by those scoring high on hierarchy, subjugation and human nature-as-bad orientations, and those scoring low on thinking and mastery orientations. Finally, preference for loose and informal HRM practices was positively associated with being, and negatively associated with thinking, doing, and harmony orientations. The theoretical and practical implications of these findings are discussed in detail.

## **Chapter Three: Research Methodology**

The methodology is the style or approach that researchers use to conduct their research in order to address the research topic. Depending on the nature of the research, researchers frequently choose their own research approach. Every investigation has its own distinct features and qualities (Kothari, 2006). The basic purpose of the research is to learn about the world as you see it. Research produces new knowledge based on judgments of what is known and how it is known (Johnston, 2014). They propose a simple description of study, characterizing it as what people undertake to learn more about challenges in a disciplined manner.

This chapter starts with the importance of the study and an overview of the research philosophy adopted in the current research. And then follows with a representation of the specific methods undertaken for data collection and analysis. The chapter then looks at the detailed characteristics of the selected population, sampling, types of research design; questions, instrumentation and how it is discussed as well as the collection of the data. Moreover, it identifies the validity, reliability, and generalizability of the results.

In the theoretical aspect of this research, it is discussed how organizational culture differ from one real estate agency to another based on its different dimensions such as (power distance, individualism vs collectivism, masculinity vs femininity, uncertainty avoidance), and how this change is moderated by organizational trust and its impact on organizational performance in general. Questionnaire was chosen for the field due to the ease of data collection and note of the study.

### **3.1 Aim of the Study**

The field study aims at identifying the direct impact of organizational culture on organizational performance and the indirect impact of organizational culture on organizational performance through organizational trust among employees and managers working in Arab real estate agencies in Istanbul.

### **3.2 Research Philosophy.**

Methodology is concerned with overall research process from the theoretical underpinning to the collection and analysis of the data (Collis and Hussey, 2009). Research philosophy is an over- arching term relating to the development of knowledge and the nature of that knowledge (Saunders et al, 2009). It deals with the extent to which a researcher understands the main parts or phases of a research and how these fit together. Each research contains important assumptions about how the phenomenon is perceived and how the best come to understand it. These assumptions shape all aspects of a research projects. The perception of reality is attained through following the scientific philosophy for the research process (Gummesson, 2000). Research assumptions can be shown as a continuum with objectivism at one and subjectivism at the other (Johnson and Clark, 2006).

Objectivism and subjectivism have been described as continuum's polar opposites with varying philosophical aligned between them. The objectivist approach embraces realism, it incorporates the assumptions of social and natural science. An objectivist believes that there is only one true social reality experienced by all social actors. On the other hand, subjectivism approach incorporates assumptions of the arts and humanities: social reality is made from the perceptions and consequent actions of social actors. In other word, realty is constructed through social interactions in which social actors create partially shared meanings and realities. Table (3-1) presents the synonyms used for these tow concepts. For instance, Easterby-Smith et al., (2008) entitled them as positivism and phenomenology. Hughes and Sharrock (1997) described them as positivism and interpretive.

Table 3-1 Alternative Philosophical Paradigm Concepts

| <b>Objectivist</b>     | <b>Subjectivist</b> |
|------------------------|---------------------|
| <b>Quantitative</b>    | Qualitative         |
| <b>Positivist</b>      | Interpretivist      |
| <b>Scientific</b>      | Humanistic          |
| <b>Experimentalist</b> | Phenomenological    |
| <b>Traditionalist</b>  | Naturalist          |
| <b>Functionalist</b>   | Constructionists    |

Source: Adapted from Hussey and Hussey (1997)

Objectivists perceive that their studies can be done independently of what is being observed and that their interest, values, beliefs, etc. will have no influence on what they study or what methods they use. They argue strongly that research choice and methodological choice are made objectively, that is, the researcher is able to set aside their own set of interest, values, skills, etc.

Objectivists believe that they are “independent of and neither affects nor is affected by the subject of the research” (Remenyi et al. 1998); any other contention implies that “social scientists are prone to employ warped logic and improper treatment of empirical data in order to support views they held prior to the investigation” (Gordon 1991). Table (3-2) provide a comprehensive comparison between positivist subjectivist perspectives.

Table 3-2a Comparison between Positivist and Subjectivist Perspectives

| Perspective                 | Positivist                                                                                                                                                                   | Subjectivist                                                                                                                                         |
|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Independence</b>         | The observer is independent of what is being observed.                                                                                                                       | The observer is interacting with subject being observed.                                                                                             |
| <b>Value-freedom</b>        | The choice of what to study, and how to study it, can be determined by objective criteria rather than by human beliefs and interests.                                        | Inherent biasness in the choice of what to study, and how to study it as researchers are driven by their own interests, beliefs, skills, and values. |
| <b>Causality</b>            | The aim of social science should be to identify causal explanations and fundamental laws that explain regularities in human social behavior.                                 | Develop ideas through induction from evidence; mutual simultaneous shaping of factors.                                                               |
| <b>Hypothetic-deductive</b> | Science proceeds through a process of hypothesizing fundamental laws and then deducing what kinds of observations will demonstrate the truth or falsity of these hypotheses. | Develop ideas through induction from evidence; mutual simultaneous shaping of factors.                                                               |
| <b>Operationalization</b>   | Concept need to be operationalized in a way which enables facts to be measured quantitatively; static design-categories isolated before study.                               | Qualitative methods-small samples investigated in depth or over time; emerging design-categories identified during research process.                 |

Table 3-2b Comparison between Positivist and Subjectivist Perspectives

| Perspective              | Positivist                                                                                                                                                                                            | Subjectivist                                                                             |
|--------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|
| <b>Reductionism</b>      | Problems as a whole are better understood if they are reduced into the simplest possible elements.                                                                                                    | Problems as a whole are better understood if the totality of the situation is looked at. |
| <b>Generalization</b>    | In order to be able to generalize about regularities in human and social behavior it is necessary to select samples of sufficient size; aim of generalizations is to lead to prediction, explanation. | Everything is contextual; patterns identified-theories then developed for understanding. |
| <b>Research language</b> | Formal, based on set definitions; impersonal voice; use of accepted quantitative words.                                                                                                               | Informal, evolving decisions; personal voice; use of accepted qualitative words.         |

### 3.3 Research Approach.

The research approach allows the researcher to match philosophy, methodology, and the research problem (Remnyi et al., 1998). The knowledge claims that strategies and methods all contribute to a research approach that tends to be more quantitative methods refer to the way a researcher chooses to treat and analyze the selected data (Sekaran, 2003).

Quantitative approach is one in which the research primarily uses post positivist claims for developing knowledge (cause and effect thinking, reduction to specific variables, hypotheses, and questions, use of instrument and observation, the test of theories). It employs strategies for inquiry such as experiments and survey, and collects data on predetermined instrument that yield statistical data (Creswell, 2003).

### **3.4 Research Design:**

There are numerous options for social science research methods; nevertheless, to investigate the concept of organizational culture, both qualitative and quantitative methods are appropriate. Qualitative approaches based on observations and interviews may be an appropriate approach for gaining in-depth insights into the phenomena of organizational culture and organizational performance. However, quantitative methods are better suited to taking a picture at a certain point in time (Attewell & Rule, 1991; Barki & Hartwick, 1994; Gable, 1994).

According to the literature, the construct of organizational performance, as well as other constructs, have primarily been examined using quantitative approaches. Understanding the links between organizational culture, organizational trust and organizational performance is facilitated by the quantitative technique. As a result, the current investigation will employ a quantitative approach to comprehend the aforementioned relationships. Furthermore, the study will explore the tight relationship with similar research.

Survey is a research technique in which responses are collected through structured instrument from a sample in some forms (Sekaran, 2003). Generally, surveys are linked with deductive logic and considered regular methods of collecting data in management research. This attained by employing a questionnaire that collect the desired data from a sample then statically analyze them for the aim of generalizing the findings (Saunders et al.2009). Furthermore, it has become accepted as a scientific and accurate way of collecting data to quantify the gathered information, even though some aspects of the survey might be qualitative (Creswell, 2003). As been mentioned before, the survey method is most suitable for this study to measure the direct impact of organizational culture on organizational performance, as well as its indirect effect on organizational performance through the organizational trust.

### **3.5 Study Population:**

Target population is the entire group of people, elements under study, events or things of interest that the researcher wishes to investigate (Sekaran, 2003).

In this research, employees and managers working specially in Arabic real estate agencies in Istanbul were the main population

### **3.6 Data Analysis:**

Once data collected from respondents, they screened for missing values to determine how to deal with them. Then data checked for accuracy before implementing the data analysis. The data analyzed through the Statistical Package for Social Sciences (SPSS), according to the following four phases:

- **Phase 1: Preliminary Data Analysis**

The univariate analysis performed for all the variables in the study. In order to check for observed variable distribution, descriptive statistics that are means, standard deviations, skewness, and kurtosis values analyzed. Skewness and kurtosis values checked to test if they existed in the acceptable range of normality. Besides, this phase included a graphical normality test using a Q- Q plot for each dimension, and the overall variable. Furthermore, frequencies of demographic characteristic examined to investigate the demographic profile of respondents.

- **Phase 2: One-Way Analysis of Variance**

For investigating the differences for demographic characteristics of respondents, One-way Analysis of Variance (ANOVA) is used in this study. One-way analysis of variance conducted to test whether there is a difference for variables of interest regarding demographic characteristics of employees including gender, age, marital status, income, education level, and region.

- **Phase 3: Two-step SEM process**

A statistical method called structural equation modeling (SEM) uses a confirmatory strategy to analyze a structural theory that underlies a phenomenon. This theory typically involves a "causal" procedure that uses a number of structural equations to gather data and present an explicit model (Byrne, 2010).

AMOS 20's "Analysis of Moment Structure" program was used to examine the data. The two-step SEM method was applied in this study. First, the measurement model fit and concept validity were evaluated using confirmatory factor analysis (CFA) (Hair, Black, Babin, & Anderson, 2014). In the context of SEM, the confirmatory factor analysis (CFA) provides an illustration of the measurement model, the relationship between the factors, and their measured variables (Byrne, 2010).

Additionally, the study used stand-alone fit indices including Chi-Square (2), RMSEA (Root mean square error of approximation), and SRMR (Standardized root mean square residual) to evaluate the general model's goodness of fit. Additionally, incremental fit indices such the TLI (Tucker-Lewis index) and CFI (Comparative fit index) are used. The cut-off values for the fit indices utilized in this investigation, as recommended by Hu & Bentler (1999), are shown in Table (3.3).

*Table 3-3 Fit Index and Cut-off Values Fit*

| <b>Fit Index</b>                                          | <b>Cut-off Criteria</b> |
|-----------------------------------------------------------|-------------------------|
| <b><math>\chi^2</math>(Chi-square goodness of fit)</b>    | <b>p &gt; 0.05</b>      |
| <b>CFI (Comparative Fit Index)</b>                        | <b>CFI&gt;0.95</b>      |
| <b>TLI (Tucker-Lewis Fit Index)</b>                       | <b>TLI&gt;0.95</b>      |
| <b>RMSEA (Root Mean Square Error of Approximation)</b>    | <b>RMSEA&lt;0.06</b>    |
| <b>SRMR (Standardized Root Mean Residual Incremental)</b> | <b>SRMR&lt;0.08</b>     |

Note.  $\chi^2$  = chi-square; df = degree of freedom; CFI = comparative fit index; TLI = Tucker-Lewis fit index; RMSEA = root mean square error of approximation; SRMR = standardized root mean residual  
Source: Hu & Bentler (1999)

Then, convergent validity examined followed by assessing reliability through measuring the internal consistency and evaluating the discriminant validity. The second step in this phase is to test the structural model and evaluating the

significance of the relationships (Hair et al., 2014). After analyzing the structural model fit, the hypotheses tested and the path diagram used for estimation of the relationships.

#### - Phase 4: Testing Mediation

The two methodologies were used in this study to test the mediating trust. The causal steps strategy is the first. According to McQuillin & Fairchild (2010), a variable's indirect effect occurred when a mediator shifted an antecedent variable's causal effect to the dependent variable. However, Kline (2011) argued that the indirect impact of a causal step's strategy variable is not statistically quantified. To evaluate the mediational model as an alternative, direct effects between variables should be examined. In order to test the role of organizational trust as a mediator, the direct impact of organizational culture on organizational performance was evaluated, and the difference between the direct and total effects was compared in order to determine the mediator effect.

However, other studies indicate that since the causal steps technique cannot directly predict the mediator impact, it is necessary to execute.

### **3.8 Completion of the questionnaire and its various divisions**

The objective data for the quantitative investigation came from a survey tool that used Likert scales (Black, 2009; Samuel & Chipunza, 2009). Surveys were used in quantitative research to (a) collect data from a large number of participants, (b) be generalizable, (c) synthesize responses, and (d) have external validity (Field, 2009; Vogt, 2007). In this research, the survey tool was used, which it was considered to be more common, suitable and relevant to the research topic, both in terms of control of study conditions and time.

Questionnaire is a well-known and widely used technique by researchers in order to collect data that forms the bases of information that they intend to gather about the study, which indicates the connection to the study hypothesis. It is a set of questions

addressed to a sample. However, there are many types of questionnaires as some are open-ended, closed, or mixed and the questions must be interrelated and harmonious in a way that leads us to the desired information from the data collection process.

The researcher helped his colleagues explain the questionnaire and clarify its conditions, ethical standards have been adhered to, including the following:

- 1- Privacy of those taking part in the research.
- 2- Voluntary nature of participation and right to withdraw.
- 3- Informed consent of those taking part.
- 4- Ensuring confidentiality of data and maintenance of anonymity of those taking part.

The steps below were used to prepare the questionnaire in the most realistic and scientific methods.

#### - Questionnaire design

Sample is a true representative of the population, it belongs and sampling is the process of selecting sample scientifically (Sekaran, 2003). It is impossible for research to reach every employee in order that will be collected. This research used snowballing sampling technique. It is characterized as a non-probability sampling technique in which the samples possess uncommon characteristics. This is a sampling approach in which existing individuals refer new subjects to be recruited for a research study.

This sampling strategy entails a primary data source designating additional possible data sources who will be able to participate in the research investigations. The snowball sampling approach is entirely based on referrals, which is how a researcher generates a sample. As a result, this method is also known as the chain-referral sampling method. Snowball sampling is a popular business research technique. This approach is often employed when a population is unknown or rare, and it is difficult to select persons to assemble as research samples.

Both the Arabic and English versions of the questionnaire are designed in the same manner. The questionnaires were distributed to regular employees, team leaders and freelancers working in Arabic real estate agencies in Istanbul. The total number of distributed questionnaires were delivered to (520), the total number of respondents were (443). While the number of valid questionnaires was (403).

The questionnaire was prepared through the Google form, and distributed as a broadcast WhatsApp messages.

- **The questionnaire contents**

The questions were formulated for each factor based on the scientific information obtained from the theoretical side of the research. A questionnaire has been prepared for distribution to the sample members. The questionnaire contains 35 questions divided according to the previous factors; it consists of organizational cultural dimensions, organizational trust and organizational performance dimensions. The questionnaire was divided into nine sectors as the following setup:

- The First Sector: it includes the personal data of the studied sample, it contained 8 questions starting from the name (which was optional), age, nationality, level of education, job title, working time, and years of experience.
- The Second Sector: Titled as Power Distance index, it contained 4 questions.
- The Third Sector: Titled as Individualism index, it contained 4 questions.
- The Fourth Sector: Titled as Collectivism index, it contained 4 questions.
- The Fifth Sector: Titled as Femininity index, it contained 4 questions.
- The Sixth Sector: Titled as Masculinity index, it contained 4 questions.

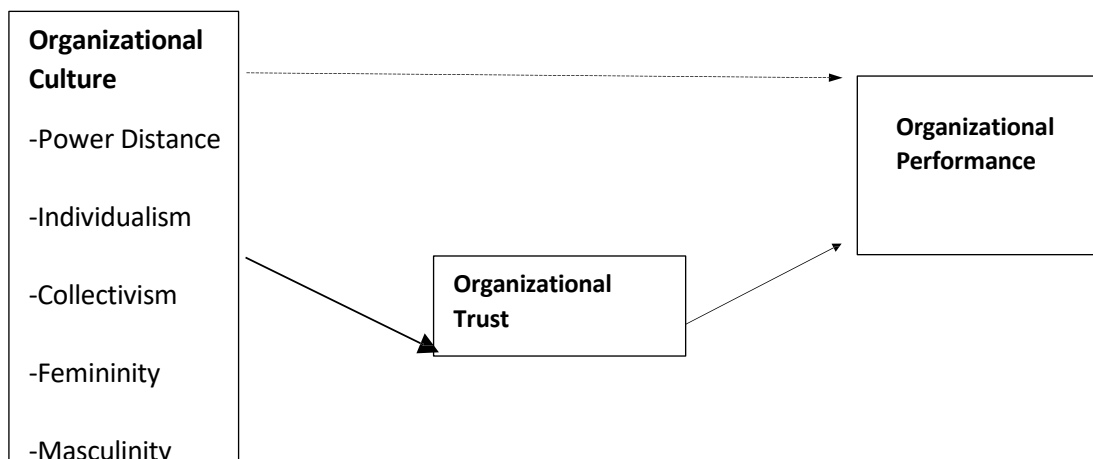
- The Seventh Sector: Titled as Uncertainty Avoidance index, it contained 4 questions.
- The Eight Sector: Titled as Organizational Trust, it included 4 questions.
- The Ninth Sector: Titled as Organizational Performance, it included 7 questions.

All above sections were measured using a 5-point scale from 1 being the least important value to 5 being the most important value. Respondents were given a question using a 5 points scale, and were asked about their degree of attitude toward western elite brands (1= strongly disagree, 5= strongly agree).

### **3.9 Conceptual Model of the Study**

This study is based on a model developed in many ways after the analytical review of previous studies on the subject. It consists of a set of independent variables include cultural variables namely, power distance, individualism, collectivism, femininity, masculinity, uncertainty avoidance and organizational trust. The study explores that organizational culture has direct and indirect effect- through organizational trust- on organizational performance.

The following figure (3.1) showed a Conceptual model of influencing factors the impact of organizational culture factors and trust toward organizational performance among employees and managers working in Arabic real estate agencies in Istanbul.



*Figure 3-1 Model Structure*

### 3.10 Difficulties in completing the questionnaire:

The completion of this study has many obstacles and difficulties mentioned below:

- The lack of seriousness of some members of the sample to declare and answer the questions in the questionnaire.
- Some individuals question the scientific purposes of the study and lack confidence in its seriousness and effectiveness.
- Some questionnaires have not been retrieved.
- Some of the administrative obstacles that it was faced in the distribution of questionnaires in some real estate agencies because the laws require several approvals and more than one hand to allow the distribution of questionnaires.

Table 3-4a Questionnaire Item's Sources (Organizational Culture Dimensions)

| <b>Section one: Power Distance Index</b>                                                                                                                                                                                           |                                             |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|
| <b>Item</b>                                                                                                                                                                                                                        | <b>Source</b>                               |
| My supervisor usually makes decisions on his/her own but before going ahead he/she explains the reasons for the decisions and answers any questions.                                                                               | Hofstede, 1984 and Vasque and Taylor, 1999  |
| In this organization, subordinates are afraid to express disagreement with their superior.                                                                                                                                         | Hofstede, 1984 and Vasque and Taylor, 1999  |
| My supervisor usually makes decisions on his/her own and then expects the decisions to be carried out loyally and without raising difficulties                                                                                     | Hofstede, 1984 and Vasque and Taylor, 1999  |
| I prefer to work for any type of supervisor expect for one who asks me for advice and then announces his/her decision and expects me to loyally implement the decision whether or not it was in accordance with the advice I gave. | Hofstede, 1984 and Vasquez and Taylor, 1999 |
| <b>Section Two: Individualism Index</b>                                                                                                                                                                                            |                                             |
| Having sufficient time left for my personal or family is important                                                                                                                                                                 | Hofstede, 1984 and Vasquez and Taylor, 1999 |
| Having challenging tasks to do, from which I can get a personal sense of accomplishment is important.                                                                                                                              | Hofstede, 1984 and Vasquez and Taylor, 1999 |

Table 3-4b Questionnaire Item's Sources (Organizational Culture Dimensions)

| <b>Section Two: Individualism Index</b>                                    |                                             |
|----------------------------------------------------------------------------|---------------------------------------------|
| <b>Item</b>                                                                | <b>Source</b>                               |
| Fully use my skills and abilities on the job is important.                 | Hofstede, 1984 and Vasquez and Taylor, 1999 |
| Working in a large and prestigious organization is important.              | Hofstede, 1984 and Vasquez and Taylor, 1999 |
| <b>Section Three: Collectivism Index</b>                                   |                                             |
| Making a real contribution to the success of my organization is important. | Hofstede, 1984 and Vasquez and Taylor, 1999 |
| Serving my country is important.                                           | Hofstede, 1984 and Vasquez and Taylor, 1999 |
| Working in a smaller, but desirable organization is important.             | Hofstede, 1984 and Vasquez and Taylor, 1999 |
| Having an opportunity for helping other people is important.               | Hofstede, 1984 and Vasquez and Taylor, 1999 |
| <b>Section Four: Femininity Index</b>                                      |                                             |
| Having a good working relationship with my direct supervisor.              | Hofstede, 1984 and Vasquez and Taylor, 1999 |

Table 3-4c Questionnaire Item's Sources (Organizational Culture Dimensions)

| <b>Section Four: Femininity Index</b>                                      |                                             |
|----------------------------------------------------------------------------|---------------------------------------------|
| <b>Item</b>                                                                | <b>Source</b>                               |
| Working with people who cooperate well with one another is important       | Hofstede, 1984 and Vasquez and Taylor, 1999 |
| Working in a friendly atmosphere is important.                             | Hofstede, 1984 and Vasquez and Taylor, 1999 |
| Having good physical working conditions is important.                      | Hofstede, 1984 and Vasquez and Taylor, 1999 |
| <b>Section Five: Masculinity Index</b>                                     |                                             |
| Having training opportunities to improve or learn new skills is important. | Hofstede, 1984 and Vasquez and Taylor, 1999 |
| Working in a modern, up-to-date company is important.                      | Hofstede, 1984 and Vasquez and Taylor, 1999 |
| Having an opportunity for high earning is important.                       | Hofstede, 1984 and Vasquez and Taylor, 1999 |
| Having an opportunity for advancement to higher level jobs is important.   | Hofstede, 1984 and Vasquez and Taylor, 1999 |

Table 3-4d Questionnaire Item's Sources (Organizational Culture Dimensions)

| <b>Section Six: Uncertainty Avoidance Index</b>                                                                                |                                             |
|--------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|
| <b>Item</b>                                                                                                                    | <b>Source</b>                               |
| It is important to follow the organizational rules even if I think it is in the organization's interests if I break the rules. | Hofstede, 1984 and Vasquez and Taylor, 1999 |
| It is important for me to work in a well-designed job situation where the responsibilities and requirements are clear.         | Hofstede, 1984 and Vasquez and Taylor, 1999 |
| It is very important for me to have little tension and stress on the job.                                                      | Hofstede, 1984 and Vasquez and Taylor, 1999 |
| It is important for me to have long-term security of employment.                                                               | Hofstede, 1984 and Vasquez and Taylor, 1999 |

Table 3-5a Questionnaire Item's Sources (Organizational Trust)

| <b>Section one: Organizational Trust</b>                     |               |
|--------------------------------------------------------------|---------------|
| <b>Item</b>                                                  | <b>Source</b> |
| Employees here feel you can't trust this organization.       | Scott, 1981   |
| People in this organization will do things behind your back. | Scott, 1981   |

Table 3-5b Questionnaire Item's Sources (Organizational Trust)

| <b>Section one: Organizational Trust</b>                                           |               |
|------------------------------------------------------------------------------------|---------------|
| <b>Item</b>                                                                        | <b>Source</b> |
| The level of trust among people I work with on regular basis is very high.         | Scott, 1981   |
| The degree to which we can depend on each other in this organization is very high. | Scott, 1981   |

Table 3-6a Questionnaire Item's Sources (Organizational Performance)

| <b>Section One: Organizational Performance</b>                                                       |                             |
|------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>Item</b>                                                                                          | <b>Source</b>               |
| Our company evaluates organizational performance based on profits and market share.                  | Tseng, Y.F., Lee, T.Z. 2009 |
| Our company accepts that turnover influences organizational performance.                             | Tseng, Y.F., Lee, T.Z. 2009 |
| Our company accepts that the achievements of good employees will influence organization performance. | Tseng, Y.F., Lee, T.Z. 2009 |
| Managers in our company maintain good relations with employees.                                      | Tseng, Y.F., Lee, T.Z. 2009 |
| Our company evaluates organizational performance based on employee innovation.                       | Tseng, Y.F., Lee, T.Z. 2009 |

Table 3-6b Questionnaire Item's Sources (Organizational Performance)

| <b>Item</b>                                                                       | <b>Source</b>               |
|-----------------------------------------------------------------------------------|-----------------------------|
| Our company accepts that high productivity influences organizational Performance. | Tseng, Y.F., Lee, T.Z. 2009 |
| Our company evaluates organizational performance based on financial performance.  | Tseng, Y.F., Lee, T.Z. 2009 |



## Chapter Four: Result Analysis and Findings

This chapter largely provides analyses and data interpretation in response to the preceding section's theoretical and research technique, which served as a basis for the survey's creation. This includes gathering, analyzing, and evaluating research data. It also embraces a detailed analysis of demographic characteristics.

The data was checked to ensure that it was appropriate and generally acceptable. The validity and reliability of the research questions, as well as the general fit of the study model, were assessed using statistical techniques.

This chapter discusses the research findings concerning the impact of organizational culture on organizational performance via organizational trust. It includes a descriptive analysis of the study's eight dimensions which are Power Distance (PD), Collectivism (COL), Individualism (IND), Femininity (FEM), Masculinity (MAS), Uncertainty Avoidance (UA), Organizational Trust (OT) and Organizational Performance (OP).

The statistical methods that were used in the research:

- 1- Frequencies and percentages of the demographic features in order to know the characteristics of research sample.
- 2- Descriptive frequencies, percentage, standard deviations, mean, average, and correlation, are drawn using Statistical Package for Social Sciences SPSS.
- 3- One-way analysis of variance (ANOVA) was used to determine whether there are statistically significant differences between mean estimates of the respondents.
- 4- Hypotheses of the research were explained as structure analysis, and then they were test in simple regression and multiple regressions using SPSS-Amos.

## 4.1 Data Gathering

After collecting the questionnaires from the employees and managers, data was checked for accuracy, missing data, and normal distribution of responses. From the total of (520) distributed questionnaires, (443) questionnaires were received. However, only (403) questionnaires were considered valid and usable for further analysis, as a result of response bias, non-response bias, and missing data (see Table 4.1)

A regression test of the Structural Model was also performed in order to test the hypothesized association between the latent variables. As a result, the findings of descriptive analysis using the Statistical Package for the Social Sciences (SPSS) are presented in this chapter, along with full descriptions.

*Table 4-1 Numbers of Questionnaires in Data Gathering Process*

|              | Distributed Questionnaire | Received Questionnaire | Valid Questionnaire |
|--------------|---------------------------|------------------------|---------------------|
| <b>Total</b> | 520                       | 443                    | 403                 |

## 4.2 Screening of the Data

As part of the preliminary data analysis, the data were screened to identify missing values, valid sample size, non-response bias, and any outliers in order to assess the data's suitability. In addition, the data's normality was evaluated to validate that the statistical program was suitable for data analysis.

## 4.3 Missing Data (Cronbach's alfa)

Data purification is the first stage in the process of removing incomplete responses from a study's data. Based on this, this analysis ensures that there are no significant missing data points. The valid questionnaires were then coded in SPSS.

#### **4.4 Non-Response Bias**

According to Samani (2016), this type of bias occurs when survey respondents' responses differ from those of individuals who were unable to complete the survey. The author underlined that this bias could be caused by participants who choose not to participate, skim over questions, or stop responding to the survey. No questionnaire utilized in this study was found to fall into this category. As a result, "non-response bias" is not an issue in this study, which is consistent with Mao and Palvia's (2008) position.

#### **4.5 Demographic Analysis**

Furthermore, additional analysis was processed to check the demographic characteristics of respondents including gender, age, nationality, educational level, job title, working time, and years of experience.

- Gender

Table 4-2 Gender Demographic Characteristics of Respondents

| Demographic Characteristic | Number     | Percent      |
|----------------------------|------------|--------------|
| <i>Gender</i>              |            |              |
| Male                       | 312        | 77.4         |
| Female                     | 91         | 22.6         |
| <b>Total</b>               | <b>403</b> | <b>100.0</b> |

Table (4.2) shows that the study sample was distributed as per (77.4%) male and (22.6%) the female and also the results in the table. A possible interpretation of the result is that for easier communication with males than females.

- Age

Table 4-3 Age Demographic Characteristics of Respondents

According to Table (4.3), the results regarding the age of respondents show that age of employees and managers is between 18 years old and 40 years old and above, after the calculation and analysis, the average age of the sample shows that age is around 29 years old. Which mean that majority of employees and managers are around 29 years old.

| Demographic Characteristic | Number | Mean | Percent |
|----------------------------|--------|------|---------|
| <i>Age</i>                 |        | 29   |         |

- Nationality

Table 4-4a Nationality Demographic Characteristics of Respondents

| Demographic Characteristic | Number | Percent |
|----------------------------|--------|---------|
| <i>Nationality</i>         |        |         |
| JORDANIAN                  | 32     | 7.9     |
| SYRIAN                     | 133    | 33.0    |
| PALESTINIAN                | 40     | 9.9     |
| ERITREAN                   | 4      | 1.0     |
| EGYPTIAN                   | 37     | 9.2     |
| IRAQIAN                    | 27     | 6.7     |
| YEMENIAN                   | 11     | 2.7     |
| SUDANIAN                   | 7      | 1.7     |
| LEBANESE                   | 21     | 5.2     |
| MOROCCIAN                  | 21     | 5.2     |
| TURKISH                    | 70     | 17.4    |
| <b>Total</b>               | 403    | 100.0   |

Table (4.4) shows the results of the study sample analysis by Nationality. The results showed the Syrian people occupied the highest percentage of the total sample size (33%). The rest of respondents are distributed between the other Arabic nationalities. As an interpretation of the result, it can be said that it is an expected result because of the immigration of Syrian people and politics reasons.

- Educational level

Table 4-5 Educational Level Demographic Characteristics of Respondents

| Demographic Characteristic | Number | Percent |
|----------------------------|--------|---------|
| <i>Educational Level</i>   |        |         |
| PREPARATORY                | 4      | 1.0     |
| SECONDARY                  | 35     | 8.7     |
| UNIVERSITY                 | 364    | 90.3    |
| Total                      | 403    | 100.0   |

The study sample distribution of the different categories according to their level of education was as follows, accounted for the highest percentage of holding the first University certificate by (90.3%). The lowest percentage was represented and divided regularly between preparatory (1%) and secondary (8.7%).

- Job Title

Table 4-6 Job Title Demographic Characteristics of Respondents

| Demographic<br>Characteristic | Number | Percent |
|-------------------------------|--------|---------|
| <i>Job Title</i>              |        |         |
| CALL CENTER                   | 166    | 41.2    |
| SALES                         | 111    | 27.5    |
| TEAM LEADER                   | 61     | 15.1    |
| MANAGER                       | 42     | 10.4    |
| FREELANCER                    | 23     | 5.7     |
| Total                         | 403    | 100.0   |

It is noted that the study sample was distributed as: The call center represents (41.2%) of the sample size. The sales persons represent (27.5%). The sample size includes the Team Leader and Managers which represent respectively (15.1%) and (10.4%). The sample size also represents the Freelancer which occupy (5.7%) of the total sample. The results are expected because most of employees are working either as call centers or sales persons especially in the real estate sector.

- Working Time

Table 4-7 Working Time Demographic Characteristics of Respondents

| Demographic Characteristic | Number | Percent |
|----------------------------|--------|---------|
| <i>Working Time</i>        |        |         |
| <i>Full Time</i>           | 345    | 85.6    |
| <i>Part Time</i>           | 35     | 8.7     |
| <i>Freelancer</i>          | 23     | 5.7     |
| <i>Total</i>               | 403    | 100.0   |

The sample size showed that majority of employees have full time as working time. It occupies (85.6%) of the sample. While for the part time or freelancer, it represents the smallest percentage of the sample, (8.7%) and (5.7%) respectively. As interpretation, most employees working in different sectors in Turkey have full time working hours.

- Experience

Table 4-8 Experience Demographic Characteristics of Respondents

| Demographic Characteristic | Number | Mean   | Percent |
|----------------------------|--------|--------|---------|
| <i>Experience</i>          |        | 3.1340 |         |

The results for the year of experience showed that employees working in real estate sector in Istanbul have higher levels and years of experience; it shows that, the average years of experience that most of employees and managers have is above 3 years of experience.

#### **4.6 Reliability and Validity and Explanatory Factor**

The next step after consent the overall model goodness of fit was to analyze the variables for their reliability and validity. According to Hair et al., (2014) the reliability describes the range of consistency between variable(s). On the other hand, validity designates the level of accuracy for variables in representing the concept of the study (Hair et al., 2014). Thus, convergent validity was examined to ensure that the items of the study's structure are converging a high proportion of variance in common.

##### **- Convergent Validity (Standardized Loadings, Composite Reliability, Average Variance- Extracted)**

Moreover, (0.5) or higher value of standardized loading estimates, and ideally (0.7) or a higher value, refers to a high value of convergent validity (Hair et al., 2014). According to Tables (4-10, 4-11, 4-12), the standardized loading estimates for each indicator are higher than 0.5 and exceeding 0.7 for most of them. Furthermore, reliability also assessed including the composite reliability (CR) and the average variance extracted (AVE) (Hair et al., 2014). According to Fornell & Larcker (1981), an AVE of (.5) or higher and a CR of 0.7 or higher has recommended. According to Table 4.20, for each variable, composite reliability (CR) result exceeds (0.7), and average variance extracted (AVE) result exceeds (0.5).

##### **- Factor Analysis (Kaiser-Meyer-Olkin (KMO))**

Factor analysis is the foremost vital stages to work out the number of factors of things. Factor analysis should require the Barlett test in order to be completed. Furthermore, according to Dziuban and Shirkey (1974), the Kaiser-Meyer-Olkin (KMO) coefficient should be greater than 0.60. In other words, KMO factor

analysis is used to find new conceptually less significant parameters by bringing together many parameters that are related. Despite this, in order to clarify psychological dimensions and offer details regarding their contents. While the primary goals are to eliminate the dependency structure, reduce the set of variables to one dimension, and extract a small number of variables from a big set of variables.

For factor analysis to be convenient, it is required that the Kaiser Mayer Olkin (KMO) value be more than 60%. Actually, the better the data set's fit for factor analysis, the greater this ratio is. Researchers regard a KMO value of 0.7 and above to be satisfactory (Coşkun et al., 2017). The following Table (4-19) shows KMO value grading over the taken value. (Sharma, 1996).

*Table 4-9 KMO Values*

**KMO VALUE SAMPLE ADEQUACY**

|                    |                     |
|--------------------|---------------------|
| <b>0,00 - 0,49</b> | <b>Unacceptable</b> |
| <b>0,49 - 0,59</b> | Poor                |
| <b>0,60 - 0,69</b> | Medium              |
| <b>0,70 - 0,79</b> | Good                |
| <b>0,80 - 0,89</b> | Very Good           |
| <b>0,90 - 1,00</b> | Excellent           |

Table 4-10a Organizational Cultural Scale Validity and Reliability Analysis

Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO)

.958

| Bartlett's Test of Sphericity |                                                                                                                                                                                                                                    | Approx. Square | Chi- |      | 6650.782 |          |
|-------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|------|------|----------|----------|
| df                            | 276                                                                                                                                                                                                                                |                |      |      |          |          |
| sig                           | 0.00                                                                                                                                                                                                                               |                |      |      |          |          |
| Latent                        | Indicator                                                                                                                                                                                                                          | St. Loadings   | SM C | CR   | AVE      | $\alpha$ |
| Power Distance                |                                                                                                                                                                                                                                    |                |      | .802 | .505     | .792     |
| PD1                           | My supervisor usually makes decisions on his/her own but before going ahead he/she explains the reasons for the decisions and answers any questions                                                                                | .705           | .497 |      |          |          |
| PD2                           | In this organization, subordinates are afraid to express disagreement with their superior                                                                                                                                          | .711           | .505 |      |          |          |
| PD3                           | My supervisor usually makes decisions on his/her own and then expects the decisions to be carried out loyally and without raising difficulties                                                                                     | .669           | .447 |      |          |          |
| PD4                           | I prefer to work for any type of supervisor expect for one who asks me for advice and then announces his/her decision and expects me to loyally implement the decision whether or not it was in accordance with the advice I gave. | .755           | .570 |      |          |          |

Table 4-10b Organizational Cultural Scale Validity and Reliability Analysis

| Latent               | Indicator                                                                                             | St. Loadings | SMC  | CR   | AVE  | $\alpha$    |
|----------------------|-------------------------------------------------------------------------------------------------------|--------------|------|------|------|-------------|
| <b>Individualism</b> |                                                                                                       |              |      | .800 | .501 | <b>.833</b> |
| <b>IND1</b>          | Having sufficient time left for my personal or family is important                                    | .695         | .483 |      |      |             |
| <b>IND2</b>          | Having challenging tasks to do, from which I can get a personal sense of accomplishment is important. | .769         | .591 |      |      |             |
| <b>IND3</b>          | Fully use my skills and abilities on the job is important                                             | .712         | .506 |      |      |             |
| <b>IND4</b>          | Working in a large and prestigious organization is important                                          | .652         | .425 |      |      |             |
| <b>Collectivism</b>  |                                                                                                       |              |      | .851 | .589 | <b>.856</b> |
| <b>COL1</b>          | Making a real contribution to the success of my organization is important                             | .754         | .568 |      |      |             |
| <b>COL2</b>          | Serving my country is important                                                                       | .738         | .544 |      |      |             |
| <b>COL3</b>          | Working in a smaller, but desirable organization is important                                         | .787         | .619 |      |      |             |
| <b>COL4</b>          | Having an opportunity for helping other people is important                                           | .791         | .625 |      |      |             |

Table 4-10c Organizational Cultural Scale Validity and Reliability Analysis

| Latent             | Indicator                                                                 | St. Loadings | SMC  | CR   | AVE  | $\alpha$    |
|--------------------|---------------------------------------------------------------------------|--------------|------|------|------|-------------|
| <b>Femininity</b>  |                                                                           |              |      | .813 | .521 | <b>.806</b> |
| FEM1               | Having a good working relationship with my direct supervisor              | .728         | .529 |      |      |             |
| FEM2               | Working with people who cooperate well with one another is important      | .709         | .502 |      |      |             |
| FEM3               | Working in a friendly atmosphere is important                             | .748         | .559 |      |      |             |
| FEM4               | Having good physical working conditions is important                      | .704         | .494 |      |      |             |
| <b>Masculinity</b> |                                                                           |              |      | .815 | .526 | <b>.810</b> |
| MAS1               | Having training opportunities to improve or learn new skills is important | .738         | .544 |      |      |             |
| MAS2               | Working in a modern, up-to-date company is important                      | .674         | .454 |      |      |             |
| MAS3               | Having an opportunity for high earning is important                       | .745         | .555 |      |      |             |
| MAS4               | Having an opportunity for advancement to higher level jobs is important   | .742         | .550 |      |      |             |

Table 4-10d Organizational Cultural Scale Validity and Reliability Analysis

| Latent                       | Indicator                                                                                                                     | St. Loadings | SM C | CR   | AVE  | $\alpha$ |
|------------------------------|-------------------------------------------------------------------------------------------------------------------------------|--------------|------|------|------|----------|
| <b>Uncertainty Avoidance</b> |                                                                                                                               |              |      | .804 | .508 | .771     |
| <b>UA1</b>                   | It is important to follow the organizational rules even if I think it is in the organization's interests if I break the rules | .743         | .552 |      |      |          |
| <b>UA2</b>                   | It is important for me to work in a well-designed job situation where the responsibilities and requirements are clear.        | .628         | .394 |      |      |          |
| <b>UA3</b>                   | It is very important for me to have little tension and stress on the job                                                      | .759         | .576 |      |      |          |
| <b>UA4</b>                   | It is important for me to have long-term security of employment                                                               | .715         | .511 |      |      |          |

Table 4-11 Organizational Trust Scale Validity and Reliability Analysis

**Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO)**

**.676**

| Bartlett's Test of Sphericity |                                                                                   | Approx. Chi-Square |             |      | 500.619 |             |
|-------------------------------|-----------------------------------------------------------------------------------|--------------------|-------------|------|---------|-------------|
| df                            | 6                                                                                 |                    |             |      |         |             |
| sig                           | 0.00                                                                              |                    |             |      |         |             |
| Latent                        | Indicator                                                                         | St. Loadings       | SMC         | CR   | AVE     | $\alpha$    |
| Trust                         |                                                                                   |                    |             | .807 | .519    | <b>.765</b> |
| Trust1                        | Employees here feel you can't trust this organization                             | .802               | .643        |      |         |             |
| Trust2                        | People in this organization will do things behind your back                       | .851               | .724        |      |         |             |
| Trust3                        | The level of trust among people I work with on regular basis is very high         | .53                | .280        |      |         |             |
| Trust4                        | The degree to which we can depend on each other in this organization is very high | <b>.654</b>        | <b>.427</b> |      |         |             |

Table 4-12a Organizational Performance Scale Validity and Reliability Analysis

**Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO)**

**.765**

| <b>Bartlett's Test of Sphericity</b> |                                                                                                     | <b>Approx. Chi-Square</b> |             |           | <b>784.367</b> |                            |
|--------------------------------------|-----------------------------------------------------------------------------------------------------|---------------------------|-------------|-----------|----------------|----------------------------|
| <b>df</b>                            | 21                                                                                                  |                           |             |           |                |                            |
| <b>sig</b>                           | <b>0.00</b>                                                                                         |                           |             |           |                |                            |
| <b>Latent</b>                        | <b>Indicator</b>                                                                                    | <b>St. Loadings</b>       | <b>SMC</b>  | <b>CR</b> | <b>AVE</b>     | <b><math>\alpha</math></b> |
| <b>Organizational Performance</b>    |                                                                                                     |                           |             | .887      | .532           | <b>.792</b>                |
| <b>OP1</b>                           | Our company evaluates organizational performance based on profits and market share                  | .715                      | .511        |           |                |                            |
| <b>OP2</b>                           | Our company accepts that turnover influences organizational performance                             | .625                      | .390        |           |                |                            |
| <b>OP3</b>                           | Our company accepts that the achievements of good employees will influence organization performance | <b>.659</b>               | <b>.434</b> |           |                |                            |

Table 4-12b Organizational Performance Scale Validity and Reliability Analysis

| Latent | Indicator                                                                        | St. Loadings | SMC  | CR | AVE | $\alpha$ |
|--------|----------------------------------------------------------------------------------|--------------|------|----|-----|----------|
| OP4    | Managers in our company maintain good relations with employees                   | .785         | .616 |    |     |          |
| OP5    | Our company evaluates organizational performance based on employee innovation    | .678         | .459 |    |     |          |
| OP6    | Our company accepts that high productivity influences organizational performance | .771         | .594 |    |     |          |
| OP7    | Our company evaluates organizational performance based on financial performance  | .851         | .724 |    |     |          |

Note. SMC: Squared Multiple Correlation, AVE: Average Variance Extracted; CR: Composite Reliability;  $\alpha$ : Cronbach Alpha

The Cronbach's Alpha value of the Organizational Culture Variables presented in table (4-10), was found to be reliable. As can be seen in detail in Table above, the values were found to be .792 in the Power distance, .833 in the Individualism dimension, and .856 in the Collectivism dimension, .810 for Masculinity Dimension, .806 in the Femininity Dimension, and .771 in the Uncertainty Avoidance Dimension. The Cronbach's Alpha value of the scale was found to be at a similar level as 0.764. Furthermore, the Cronbach's Alpha value of the Organizational Trust presented in table (4-11), was found to be reliable as 0.765. Same result is for Organizational Performance where the Cronbach's Alpha value tested showed that it is reliable as .792 (Table 4.12)

The results of the analyses in the previous 3 tables indicated that no items needed to be removed because the item-total correlations were comparable to those of the initial study (Arıkan, 2021). Strong associations between items in a collection are indicated by a high Cronbach's alpha. This indicates that the collection can be relied upon. This internal consistency measure is known by its acronym. This element is regarded as a gauge for the scale's dependability. The measure does not need to be unidimensional in order to be valid, even if the alpha value is "high." It may decide to conduct additional research to bolster your claim if the objective is to prove that the scale in question is one-dimensional in addition to evaluating the scale's level of internal consistency. Among the methods for studying dimensionality is exploratory factor analysis. Cronbach's alpha, often known as a coefficient of reliability, is a reliability metric rather than a statistical test. Karl Cronbach, a German statistician, developed Cronbach's alpha. The internal consistency of items for each review element and the overall consistency across all items of the review instrument were measured using the Cronbach's alpha test.

After analyzing the Convergent validity, the discriminant validity also assessed., it has been determined that the KMO and Bartlett test values (KMO value above 0.60 and Bartlett's Test result  $< 0.05$ ) of dependent variables (organizational cultural dimensions,  $KMO=.958$ ), mediator (trust,  $KMO=.676$ ) and independent variable (organizational performance,  $KMO=.765$ ) for which factor analysis was performed were at a very good level. The discriminant validity examines the deviation of measurement for an independent assessment in different traits (Byrne, 2010). According to Hair et al. (2014), discriminant validity supported the two-construct model is significantly different compared to the one construct model. In order to confirm discriminant validity, the average variance-extracted values for every two constructs should be higher from the square of the correlation estimate between these two constructs. This higher value means that the latent construct explains more of the variance in its item measures that it shares with another construct. Moreover, Tables 4.10, 4.11 and 4.12 above, show that for each pair of constructs the average of (AVE) value exceeds (0.5), and for all items, it exceeds the value of the Squared Multiple Correlation; which supports good evidence of discriminant validity in the model.

## 4.7 Descriptive Analysis of the Study's Dimensions

After providing a preliminary data analysis for the measurement scale items, the second step in this phase is delivering data description for the study's dimensions including the mean, standard deviation (or Std.), skewness, kurtosis, and confidence interval for the mean of data. In the current study, the collected data are presented using descriptive statistical tools as shown below in (Table 4.9)

*Table 4-13 Findings of the Descriptive Analysis of the Study's Dimensions*

|                              |     |        |        |          |          | CI 95% for mean |             |
|------------------------------|-----|--------|--------|----------|----------|-----------------|-------------|
| Dimensions                   | N   | Mean   | Std.   | Skewness | Kurtosis | Lower bound     | Upper bound |
| <b>OC</b>                    | 403 | 3.9308 | .68866 | -1.312   | .429     | 3.8634          | 3.9983      |
| <b>Power Distance</b>        | 403 | 3.9467 | .77243 | -.889    | .672     | 3.8094          | 3.9775      |
| <b>Individualism</b>         | 403 | 3.9764 | .72453 | -.929    | .329     | 3.8311          | 3.9848      |
| <b>Collectivism</b>          | 403 | 3.9541 | .77432 | -.985    | .660     | 3.7864          | 3.9448      |
| <b>Femininity</b>            | 403 | 3.8697 | .77091 | -.779    | .360     | 3.8149          | 3.9793      |
| <b>Masculinity</b>           | 403 | 3.9373 | .76393 | -.684    | -.187    | 3.8509          | 4.0014      |
| <b>Uncertainty Avoidance</b> | 403 | 3.9007 | .74422 | -.616    | -.481    | 3.8513          | 4.0131      |
| <b>Trust</b>                 | 403 | 4.1117 | .63525 | -.743    | .375     | 3.9048          | 4.0589      |

|                                   |     |        |        |       |      |        |        |
|-----------------------------------|-----|--------|--------|-------|------|--------|--------|
| <b>Organizational Performance</b> | 403 | 4.1131 | .59700 | -.922 | .829 | 3.9408 | 4.1004 |
|-----------------------------------|-----|--------|--------|-------|------|--------|--------|

In the table above, the mean score obtained from the respondents for the dimension of ‘Organizational Performance’ is (4.113) with Std. Equal to (.597), which is the highest mean comparing to the other eight dimensions. The lowest mean value found to be for ‘Femininity’ as it is (3.869) with Std. Equal to (.770). While the mid-score of the 5-point Likert scale is three (3), it is essential to note that all the dimensions have a mean value higher than three (3) including the ‘Femininity’.

Moreover, Table 4.13 includes the results of data skewness and kurtosis. Skewness measures the symmetry, or more precisely, it measures the lack of symmetry. Also, the kurtosis parameter describes the tail-heaviness of the distribution. A perfectly symmetrical data set has a skewness equal to 0. However, if the skewness is between -1 and 1, and the kurtosis is between -2 and +2 then the data locates in the acceptable range of normality. According to Table 4.4, for both skewness and kurtosis results, all the dimensions are located in the acceptable range of normality. However, with a (95%) confidence interval for estimating the population means, the outlier locates in the acceptable range of error occurrence area.

Table 4-14 Descriptive Statistics related to Power Distance (PD)

| Items of Power Distance | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Mean   | Std. Deviation |
|-------------------------|-------------------|----------|---------|-------|----------------|--------|----------------|
| <b>PD1</b>              | 2%                | 5.7%     | 20.3%   | 39.5% | 32.5%          | 3.9479 | 0.9670         |
|                         | 8                 | 23       | 82      | 159   | 131            |        |                |
| <b>PD2</b>              | 2%                | 4.5%     | 23.6%   | 38.2% | 31.8%          | 3.9330 | 0.9531         |
|                         | 8                 | 18       | 95      | 154   | 128            |        |                |
| <b>PD3</b>              | 2%                | 5%       | 17.9%   | 41.7% | 33.5%          | 3.9975 | 0.9450         |
|                         | 8                 | 20       | 72      | 168   | 135            |        |                |
| <b>PD4</b>              | 1.5%              | 4.7%     | 22.1%   | 39.2% | 32.5%          | 3.9653 | 0.9324         |
|                         | 6                 | 19       | 89      | 158   | 131            |        |                |

**\*PD:**  
**Power**  
**Distance**

**PD1:** ‘My supervisor usually makes decisions on his/her own but before going ahead he/she explains the reasons for the decisions and answers any questions’

Table 4.14 shows that the majority of respondents about 39.5% (159 out of 403) and 32.5% (131 out of 403) respectively agreed and strongly agreed with (PD1). While only 2% and 5.7% of the respondents strongly disagreed and disagreed respectively with that same statement. Besides, 20.3% of respondents (82 out of 403) selected the ‘neutral ‘option. This table also illustrates that the mean score and

standard deviation of the responses towards this statement are 3.9479 and 0.9670 respectively. Therefore, the result indicates that making decisions and explaining the reasons of the decisions with employees play a significant role in Power Distance dimension values.

**PD2:** 'In this organization, subordinates are afraid to express disagreement with their superior'

Table 4.14 shows that 38.2% and 31.8% (154 and 128 out of 403) of respondents agreed and strongly agreed respectively with the second statement (PD2). Whereas only 2% and 4.5% (8 and 18 out of 403) of respondents strongly disagreed and disagreed respectively. Also, 23.6% (95 out of 403) of respondents selected the 'neutral' option. The mean score of the responses toward this statement is 3.9330 with standard deviation is 0.9531; this statement had the lowest mean value compared to the other statements

**PD3:** 'My supervisor usually makes decisions on his/her own and then expects the decisions to be carried out loyally and without raising difficulties'

In the third statement (PD3) the majority of respondents, about 41.7% agreed and 33.5% strongly agreed with the statement (168 and 135 out of 403 respectively). While only 2% of respondents strongly disagreed, 5% of respondents disagreed with the statement (8 and 20 out of 403 respectively), and 17.9% of respondents selected the 'neutral' option (72 out of 403). The mean score of responses toward this statement is 3.9975, and the standard deviation is 0.9450. It is important to note that this statement obtains the highest overall mean value between all the statements of Power Distance (PD) section. However, it is notable that the mean score of the responses is higher than 3.0 (The mid-score of the 5-point scale), which means that the majority of respondents agreed with it.

**PD4:** 'I prefer to work for any type of supervisor expect for one who asks me for advice and then announces his/her decision and expects me to loyally implement the decision whether or not it was in accordance with the advice I gave.'

Regarding the fourth statement (PD4), 39.2% (158 out of 403) of respondents agreed, and 32.5% strongly agreed with the statement (131 out of 403). Whereas only 1.5% and 4.7% of respondents strongly disagreed and disagreed respectively with it (6 and 19 out of 403 respectively). In this sentence, 22.1% of respondents selected the 'neutral' option. Also, (Table 4.14) shows that the mean score of responses toward this statement is 3.9653 with a standard deviation of 0.9324

*Table 4-15 Descriptive Statistics related to Individualism (IND)*

| Items of Individualism | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Mean   | Std. Deviation |
|------------------------|-------------------|----------|---------|-------|----------------|--------|----------------|
| <b>IND1</b>            | 1%                | 3.5%     | 22.1%   | 47.9% | 25.6%          | 3.9355 | 0.8380         |
|                        | 4                 | 14       | 89      | 193   | 103            |        |                |
| <b>IND2</b>            | 1.7%              | 5.5%     | 17.4%   | 48.4% | 27%            | 3.9355 | 0.9037         |
|                        | 7                 | 22       | 70      | 195   | 109            |        |                |
| <b>IND3</b>            | 1%                | 7.4%     | 15.9%   | 45.7% | 30%            | 3.9628 | 0.9202         |
|                        | 4                 | 30       | 64      | 184   | 121            |        |                |
| <b>IND4</b>            | 0                 | 7.2%     | 14.1%   | 42.9% | 35.7%          | 4.0720 | 0.8850         |
|                        | 0                 | 29       | 57      | 173   | 144            |        |                |

**\*IND:**  
**Individualism**

**IND 1:** ' Having sufficient time left for my personal or family is important'

Table 4.15 shows that the majority of respondents about 47.9% (193 out of 403) and 25.6% (103 out of 403) respectively agreed and strongly agreed with (IND 1). While only 1% and 3.5% of the respondents strongly disagreed and disagreed respectively with that same statement (4 and 14 out of 403 respectively). Besides, 22.1% of respondents (89 out of 403) selected the 'neutral' option. This table also illustrates that the mean score and standard deviation of the responses towards this statement are 3.9355 and 0.838 respectively. Therefore, the result indicates that providing sufficient time for employee's personal life and family play a significant role in Individualism dimension values. However, this statement and the second statement had the lowest mean value compared to the other statements.

**IND 2:** 'Having challenging tasks to do, from which I can get a personal sense of accomplishment is important.'

Table 4.15 also shows that 27% and 48.4% of respondents strongly agreed and agreed respectively with the second statement (109 and 195 out of 403 respectively). Whereas only 5.5% and 1.7% of respondents strongly disagreed and disagreed respectively (22 and 7 out of 403 respectively). Also, 17.4% (70 out of 403) of respondents selected the 'neutral' option. The mean score of the responses toward this statement is 3.9355 with standard deviation is 0.9037; It is notable that the mean score of the responses is higher than 3.0 (The mid-score of the 5-point scale), which means that the majority of respondents agreed with it.

**IND 3:** 'Fully use my skills and abilities on the job is important.'

In the third statement (IND 3) the majority of respondents, about 45.7% (184 out of 403) agreed and 30% (121 out of 403) strongly agreed with the statement. While only 1% (4 out of 403) of respondents strongly disagreed, 7.4% (30 out of 403) of respondents disagreed with the statement, and 15.9% (64 out of 403) of respondents selected the 'neutral' option. The mean score of responses toward this statement is 3.9628, and the standard deviation is 0.9202. It is interesting to note that the mean score of the responses refers to the respondent support to the statement.

**IND 4:** 'Working in a large and prestigious organization is important.'

Regarding the fourth statement (IND 4), 42.9% (173 out of 403) of respondents agreed, and 35.7% (144 out of 403) strongly agreed with the statement. Whereas only 7.2% of respondents disagreed (29 out of 403). It is noticed that none of respondents strongly disagreed with this statement. In this sentence, 14.1% of respondents (57 out of 403) selected the ‘neutral ‘option. Also, (Table 4.15) shows that the mean score of responses toward this statement is 4.072 with a standard deviation of 0.885. It is important to note that this statement obtained the highest overall mean value between all the statements of Individualism (IND) section.

*Table 4-16 Descriptive Statistics related to Collectivism (COL)*

| Items of Collectivism | Strongly Disagree | Disagree   | Neutral     | Agree        | Strongly Agree | Mean   | Std. Deviation |
|-----------------------|-------------------|------------|-------------|--------------|----------------|--------|----------------|
| <b>COL1</b>           | 1.2%<br>5         | 6.2%<br>25 | 16.4%<br>66 | 46.2%<br>186 | 30%<br>121     | 3.9752 | 0.9084         |
| <b>COL2</b>           | 2.2%<br>9         | 6%<br>24   | 18.1%<br>73 | 43.7%<br>176 | 30%<br>121     | 3.9330 | 0.9583         |
| <b>COL3</b>           | 1%<br>4           | 4.5%<br>18 | 21.3%<br>86 | 41.9%<br>169 | 31.3%<br>126   | 3.9801 | 0.8919         |
| <b>COL4</b>           | 2.2%<br>9         | 5.5%<br>22 | 18.9%<br>76 | 44.2%<br>178 | 29.3%<br>118   | 3.9280 | 0.9475         |

**\*COL:**  
**Collectivism**

**COL 1:** 'Making a real contribution to the success of my organization is important.'

Table 4.16 shows that the majority of respondents about 46.2% (186 out of 403) and 30% (121 out of 403) respectively agreed and strongly agreed with (COL1). While only 1.2% and 6.2% of the respondents strongly disagreed and disagreed respectively with that same statement (5 and 25 out of 403). Besides, 16.4% of respondents (66 out of 403) selected the 'neutral 'option. This table also illustrates that the mean score and standard deviation of the responses towards this statement are 3.9752 and 0.9084 respectively. It is interesting to note that the mean score of the responses refers to the respondent support to the statement.

**COL 2:** 'Serving my country is important.'

Table 4.16 also shows that 43.7% and 30% of respondents agreed and strongly agreed respectively with the second statement (COL 2) (176 and 12 out of 403 respectively). Whereas only 2.2% and 6% of respondents strongly disagreed and disagreed respectively (9 and 24 out of 403 respectively). Also, 18.1% (73 out of 403) of respondents selected the 'neutral 'option. The mean score of the responses toward this statement is 3.9330 with standard deviation is 0.9583; It is notable that the mean score of the responses is higher than 3.0 (The mid-score of the 5-point scale), which means that the majority of respondents agreed with it.

**COL 3:** 'Working in a smaller, but desirable organization is important.'

In the third statement (COL 3) the majority of respondents, about 41.9% agreed (169 out of 403) and 31.3% strongly agreed with the statement (126 out of 403). While only 1% and 4.5% of respondents strongly disagreed and disagreed (4 and 18 out of 403 respectively), and 21.3% of respondents selected the 'neutral option (86 out of 403). The mean score of responses toward this statement is 3.9801, and the standard deviation is 0.891. It is important to note that this statement obtained the highest overall mean value between all the statements Collectivism dimension (COL) section.

**COL 4:** ' Having an opportunity for helping other people is important.'

Regarding the fourth statement (COL 4), 44.2% (178 out of 403) of respondents agreed, and 29.3% strongly agreed with the statement (118 out of 403). Whereas only 2.2% and 5.5% of respondents strongly disagreed and disagreed respectively with it (9 and 22 out of 403 respectively). In this sentence, 18.9% of respondents selected the ‘neutral ‘option (76 out of 403). Also, (Table 4.16) shows that the mean score of responses toward this statement is 3.928 with a standard deviation of 0.947. However, this statement had the lowest mean value compared to the other statements in this section.

*Table 4-17 Descriptive Statistics related to Femininity (FEM)*

| Items of Femininity | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Mean   | Std. Deviation |
|---------------------|-------------------|----------|---------|-------|----------------|--------|----------------|
| <b>FEM1</b>         | 3.2%              | 3.2%     | 28.5%   | 34.5% | 30.5%          | 3.8586 | 0.9961         |
|                     | 13                | 13       | 115     | 139   | 123            |        |                |
| <b>FEM2</b>         | 2.5%              | 4.7%     | 23.6%   | 40.4% | 28.8%          | 3.8834 | 0.9613         |
|                     | 10                | 19       | 95      | 163   | 116            |        |                |
| <b>FEM3</b>         | 1%                | 5%       | 27.3%   | 35.7  | 31%            | 3.9082 | 0.9298         |
|                     | 4                 | 20       | 110     | 144   | 125            |        |                |
| <b>FEM4</b>         | 2.5%              | 5.7%     | 26.8%   | 36.5% | 28.5%          | 3.8288 | 0.9889         |
|                     | 10                | 23       | 108     | 147   | 115            |        |                |

**\*FEM:**  
**Femininity**

**FEM 1:** ‘Having a good working relationship with my direct supervisor.’

Table 4.17 shows that the majority of respondents about 34.5% (139 out of 403) and 30.5% (123 out of 403) respectively agreed and strongly agreed with (FEM 1). While equal responses for strongly disagreed and disagreed with that same statement 3.2 (26 out of 403 equally). Besides, 28.5% of respondents (9115 out of 403) selected the 'neutral ' option. This table also illustrates that the mean score and standard deviation of the responses towards this statement are 3.858 and .996 respectively. It is interesting to note that the mean score of the responses refers to the respondent support to the statement.

**FEM 2: 'Working with people who cooperate well with one another is important'**

Table 4.17 also shows that 40.4% and 28.8% of respondents agreed and strongly agreed respectively (163 and 116 out of 403 respectively) with the second statement (FEM 2). Whereas only 2.5% and 4.7% of respondents strongly disagreed and disagreed respectively (10 and 19 out of 403 respectively). Also, 23.6% (95 out of 403) of respondents selected the 'neutral ' option. The mean score of the responses toward this statement is 3.883 with standard deviation is 0.961; Therefore, the result indicates that cooperation between employees play a significant role in Femininity dimension.

**FEM 3: 'Working in a friendly atmosphere is important.'**

In the third statement (FEM3) the majority of respondents, about 35.7% agreed and 31% strongly agreed with the statement (144 and 125 out of 403 respectively). While only 1% of respondents strongly disagreed (4 out of 403), 5% of respondents disagreed with the statement (20 out of 403), and 27.3% of respondents selected the 'neutral option (110 out of 403). The mean score of responses toward this statement is 3.908, and the standard deviation is 0.929. It is important to note that this statement obtained the highest overall mean value between all the statements of Femininity dimension (FEM) section.

**FEM 4: 'Having good physical working conditions is important.'**

Regarding the fourth statement (FEM 4), 36.5% (147 out of 403) of respondents agreed, and 28.5% strongly agreed with the statement (115 out of 403). Whereas

only 2.5% and 5.7% of respondents strongly disagreed and disagreed respectively with it (10 and 23 out of 403 respectively). In this sentence, 26.8% of respondents selected the ‘neutral ‘option (108 out of 403). Also, (Table 4.17) shows that the mean score of responses toward this statement is 3.828 with a standard deviation of 0.988. However, this statement obtained the lowest overall mean value between all the statements of Femininity dimension (FEM) section.

*Table 4-18 Descriptive Statistics related to Masculinity (MAS)*

| Items of Masculinity | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Mean   | Std. Deviation |
|----------------------|-------------------|----------|---------|-------|----------------|--------|----------------|
| <b>MAS1</b>          | 2.2%              | 4.5      | 23.1%   | 37.2% | 33%            | 3.9429 | 0.9692         |
|                      | 9                 | 18       | 93      | 150   | 133            |        |                |
| <b>MAS2</b>          | 2.2%              | 3.2%     | 22.8%   | 37.5% | 34.2%          | 3.9826 | 0.9501         |
|                      | 9                 | 13       | 92      | 151   | 138            |        |                |
| <b>MAS3</b>          | 1.7%              | 3.7%     | 28%     | 33.7% | 32.8%          | 3.9206 | 0.9534         |
|                      | 7                 | 15       | 113     | 136   | 132            |        |                |
| <b>MAS4</b>          | 2.5%              | 5%       | 21.1%   | 42.7% | 28.8%          | 3.9032 | .9557          |
|                      | 10                | 20       | 85      | 172   | 116            |        |                |

\*MAS:  
Masculinity

**MAS1:** ‘Having training opportunities to improve or learn new skills is important

Table 4.18 shows that the majority of respondents about 37.2% (150 out of 403) and 33% (133 out of 403) respectively agreed and strongly agreed with (MAS 1). While 2.2% and 4.5% of the both respondents strongly disagreed and disagreed respectively with that same statement (9 and 18 out of 403 respectively). Besides, 23.1% of respondents (93 out of 403) selected the ‘neutral ‘option. This table also illustrates that the mean score and standard deviation of the responses towards this statement are 3.942 and 0.969 respectively. It is important to note that training and improving new skills play a significant role in Masculinity dimension. It is interesting to note that the mean score of the responses refers to the respondent support to the statement.

**MAS 2:** ‘Working in a modern, up-to-date company is important.’

Table 4.18 shows that 37.5% and 34.2% of respondents agreed and strongly agreed respectively with the second statement (MAS2) (151 and 138 out of 403 respectively). Whereas only 2.2% and 3.2% of respondents strongly disagreed and disagreed respectively (9 and 13 out of 403 respectively). Also, 22.8% (92 out of 403) of respondents selected the ‘neutral ‘option. The mean score of the responses toward this statement is 3.982 with standard deviation is 0.950. It is important to note that this statement obtained the highest overall mean value between all the statements of Masculinity dimension (MAS) section.

**MAS 3:** ‘Having an opportunity for high earning is important.’

In the third statement (MAS 3) the majority of respondents, about 33.7% agreed (136 out of 403) and 32.8% strongly agreed with the statement (132 out of 403). While only 1.7% and 3.7% of respondents strongly disagreed and disagreed (7 and 15 out of 403 respectively). 28% of respondents selected the ‘neutral option (113 out of 403). The mean score of responses toward this statement is 3.920, and the standard deviation is 0.953. It is notable that the mean score of the responses is higher than 3.0 (The mid-score of the 5-point scale), which means that the majority of respondents agreed with it.

**MAS 4:** 'Having an opportunity for advancement to higher level jobs is important'

Regarding the fourth statement (MAS 4), 42.7% (172 out of 403) of respondents agreed, and 28.8% strongly agreed with the statement (116 out of 403). Whereas only 2.5% and 5% of respondents strongly disagreed and disagreed respectively with it (10 and 20 out of 403 respectively). In this sentence, 21.1% of respondents selected the 'neutral' option (85 out of 403). Also, (Table 4.18) shows that the mean score of responses toward this statement is 3.903 with a standard deviation of 0.955. It is important to note that this statement obtained the highest overall mean value between all the statements of Masculinity dimension (MAS) section.

*Table 4-19 Descriptive Statistics related to Uncertainty Avoidance (UA)*

| Items of<br>Uncertainty<br>Avoidance | Strongly<br>Disagree | Disagree | Neutral | Agree | Strongly<br>Agree | Mean   | Std.<br>Deviation |
|--------------------------------------|----------------------|----------|---------|-------|-------------------|--------|-------------------|
| <b>UA1</b>                           | 2.7%                 | 6.5%     | 19.1%   | 41.4% | 30.3%             | 3.9007 | 0.9950            |
|                                      | 11                   | 26       | 77      | 167   | 122               |        |                   |
| <b>UA2</b>                           | 2.2%                 | 6%       | 19.6%   | 42.2% | 30%               | 3.9181 | 0.9649            |
|                                      | 9                    | 24       | 79      | 170   | 121               |        |                   |
| <b>UA3</b>                           | 1.7%                 | 2.7%     | 28.3%   | 36%   | 31.3%             | 3.9231 | 0.9258            |
|                                      | 7                    | 11       | 114     | 145   | 126               |        |                   |
| <b>UA4</b>                           | 2.7%                 | 5.7%     | 22.1%   | 41.7% | 27.8%             | 3.8610 | 0.9776            |
|                                      | 11                   | 23       | 89      | 168   | 112               |        |                   |

\* UA:  
Uncertainty  
Avoidance

**UA1:** ‘It is important to follow the organizational rules even if I think it is in the organization's interests if I break the rules.’

Table 4.19 shows that the majority of respondents about 41.4% (167 out of 403) and 30.4% (122 out of 403) respectively agreed and strongly agreed with first statement (UA1). While only 2.7% and 6.5% of the respondents strongly disagreed and disagreed respectively with that same statement (11 and 26 out of 403 respectively). Besides, 19.1% of respondents (77 out of 403) selected the ‘neutral’ option. This table also illustrates that the mean score and standard deviation of the responses towards this statement are 3.90 and 0.99 respectively. However, this statement has the lowest mean value compared to the other statements.

**UA2:** ‘It is important for me to work in a well-designed job situation where the responsibilities and requirements are clear.’

Table 4.19 also shows that 42.2% and 30% of respondents agreed and strongly agreed respectively with the second statement (UA2) (170 and 121 out of 403 respectively). Whereas only 2.2% and 6% of respondents strongly disagreed and disagreed respectively. Also, 19.6% (79 out of 403) of respondents selected the ‘neutral’ option. The mean score of the responses toward this statement is 3.918 with standard deviation is 0.964.

**UA3:** ‘It is very important for me to have little tension and stress on the job.’

In the third statement (UA3) the majority of respondents, about 36% agreed (145 out of 403) and 31.3% strongly agreed with the statement (126 out of 403). While only 1.7% of respondents strongly disagreed (7 out of 403), 2.7% of respondents disagreed with the statement (11 out of 403), and 28.3% of respondents selected the ‘neutral’ option (114 out of 403). The mean score of responses toward this statement is 3.923, and the standard deviation is 0.925; is notable that the mean score of the responses is higher than 3.0 (The mid-score of the 5-point scale), which means that the majority of respondents agreed with it. It is interesting to note that the mean score of the responses refers to the respondent support to the statement.

**UA4:** ‘It is important for me to have long-term security of employment.’

Regarding the fourth statement (UA4), 41.7% (168 out of 403) of respondents agreed and 27.8% (112 out of 403) strongly agreed with the statement. Whereas only 2.7% and 5.7% of respondents strongly disagreed and disagreed respectively with it (11 and 23 out of 403 respectively). In this sentence, 22.1% of respondents selected the ‘neutral ‘option (89 out of 403). Also, (Table 4.19) shows that the mean score of responses toward this statement is 3.861 with a standard deviation of 0.977. It is important to note that this statement obtained the highest overall mean value between all the statements of Uncertainty Avoidance dimension section

Table 4-20 Descriptive Statistics related to Trust

| Items of Trust | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Mean   | Std. Deviation |
|----------------|-------------------|----------|---------|-------|----------------|--------|----------------|
| <b>Trust1</b>  | 0                 | 2.2%     | 16.9%   | 44.2% | 36.7%          | 4.1538 | 0.7766         |
|                | 0                 | 9        | 68      | 178   | 148            |        |                |
| <b>Trust2</b>  | 0.5%              | 2.2%     | 12.4%   | 50.1% | 34.7%          | 4.1638 | 0.7616         |
|                | 2                 | 9        | 50      | 202   | 140            |        |                |
| <b>Trust3</b>  | 1.2%              | 4.2%     | 13.9%   | 44.4% | 36.2%          | 4.1017 | 0.8793         |
|                | 5                 | 17       | 56      | 179   | 146            |        |                |
| <b>Trust4</b>  | 2%                | 4.2%     | 13.9%   | 48.9% | 31%            | 4.0273 | 0.8931         |
|                | 8                 | 17       | 56      | 197   | 125            |        |                |
| <b>*TRUS</b>   |                   |          |         |       |                |        |                |
| <b>T</b>       |                   |          |         |       |                |        |                |

**Trust 1:** ‘Employees here feel you can't trust this organization’

Regarding this statement (Trust), 44.2% (178 out of 403) of respondents agreed and 36.7% (148 out of 403) strongly agreed with the statement. Whereas only 2.2% (9 out of 403) of respondents disagreed with it. In this sentence. None of respondents strongly disagreed with this statement. 16.9% of respondents selected the 'neutral' option (68 out of 403). Also, (Table 4.20) shows that the mean score of responses toward this statement is 4.153 with a standard deviation of 0.776.

**Trust 2:** 'People in this organization will do things behind your back.'

For the second statement (Trust 4), 50.1% (202 out of 403) of respondents agreed and 34.7% (140 out of 403) strongly agreed with the statement. Whereas only 0.5% and 2.2% of respondents strongly disagreed and disagreed respectively with it (2 and 9 out of 403 respectively). In this sentence, 12.4% of respondents selected the 'neutral' option (50 out of 403). Also, (Table 4-20) shows that the mean score of responses toward this statement is 4.163 with a standard deviation of 0.761.

**Trust 3:** 'The level of trust among people I work with on regular basis is very high.'

The Table 4.18 shows that 44.4% (179 out of 403) of respondents agreed and 36.2% (146 out of 403) strongly agreed with the statement. Whereas only 1.2% and 4.2% of respondents strongly disagreed and disagreed respectively with it. In this statement, 13.9% of respondents selected the 'neutral' option (56 out of 403). Also, (Table 4-20) shows that the mean score of responses toward this statement is 4.1011 with a standard deviation of 0.879.

**Trust 4:** 'The degree to which we can depend on each other in this organization is very high'.

The results in Table (4-20) showed that, 48.9% (197 out of 403) of respondents agreed and 31% (125 out of 403) strongly agreed with the statement. Whereas only 2% and 4.2% of respondents strongly disagreed and disagreed respectively with it. 13.9% of respondents selected the 'neutral' option (56 out of 403). Also, Table (4.18) shows that the mean score of responses toward this statement is 4.027 with a standard deviation of 0.893. However, this statement had the lowest mean value compared to the other statements.

Table 4-21 Descriptive Statistics related to Organizational Performance (OP)

| Items of Organizational Performance | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Mean   | Std. Deviation |
|-------------------------------------|-------------------|----------|---------|-------|----------------|--------|----------------|
| <b>OP1</b>                          | 3.2%              | 3.2%     | 13.9%   | 41.2% | 38.5%          | 4.0844 | 0.9685         |
|                                     | 13                | 13       | 56      | 166   | 155            |        |                |
| <b>OP2</b>                          | 2.2%              | 1.5%     | 17.9%   | 38.5% | 40%            | 4.1241 | 0.9085         |
|                                     | 9                 | 6        | 72      | 155   | 161            |        |                |
| <b>OP3</b>                          | 1%                | 3%       | 24.3%   | 36%   | 35.7%          | 4.0248 | 0.9001         |
|                                     | 4                 | 12       | 98      | 145   | 144            |        |                |
| <b>OP4</b>                          | 0.5%              | 3.5%     | 17.9%   | 39%   | 39.2%          | 4.1290 | 0.8599         |
|                                     | 2                 | 14       | 72      | 157   | 158            |        |                |
| <b>OP5</b>                          | 0.5%              | 3.7%     | 13.4%   | 42.9% | 39.5%          | 4.1712 | 0.8333         |
|                                     | 2                 | 15       | 54      | 173   | 159            |        |                |
| <b>OP6</b>                          | 1%                | 5%       | 12.2%   | 42.4% | 39.5%          | 4.1439 | 0.8861         |
|                                     | 4                 | 20       | 49      | 171   | 159            |        |                |
| <b>OP7</b>                          | 1.2%              | 4.7%     | 14.4%   | 40.7% | 39%            | 4.1141 | 0.9070         |
|                                     | 5                 | 19       | 58      | 164   | 157            |        |                |

\* OP: Organizational Performance

**OP1:** 'Our company evaluates organizational performance based on profits and market share.'

Table 4-21 shows that the majority of respondents about 41.2% (166 out of 403) and 38.5% (155 out of 403) respectively agreed and strongly agreed with (OP 1). While 3.2% of responses was equal between strongly disagreed and disagreed. Besides, 13.9% of respondents (56 out of 403) selected the 'neutral' option. This table also illustrates that the mean score and standard deviation of the responses towards this statement are 4.084 and 0.968 respectively.

**OP2:** 'Our company accepts that turnover influences organizational performance.'

Regarding the second statement (OP2), 38.5% (155 out of 403) of respondents agreed and 40% (161 out of 403) strongly agreed with the statement. Whereas only 2.2% and 1.5% of respondents strongly disagreed and disagreed respectively with it. In this sentence, 17.9% of respondents selected the 'neutral' option (72 out of 403). Also, Table 4-21 shows that the mean score of responses toward this statement is 4.124 with a standard deviation of 0.908.

**OP3:** 'Our company accepts that the achievements of good employees will influence organization performance.'

Table 4-21 shows that the majority of respondents about 36% (145 out of 403) and 35.7% (144 out of 403) respectively agreed and strongly agreed with (OP 3). While 1% and 3% of respondents strongly disagreed and disagreed respectively (4 and 12 out of 403 respectively). Besides, 24.3% of respondents (98 out of 403) selected the 'neutral' option. This table also illustrates that the mean score and standard deviation of the responses towards this statement are 4.024 and 0.900 respectively. However, this statement had the lowest mean value compared to the other statements.

**OP4:** 'Managers in our company maintain good relations with employees.'

Regarding the fourth statement (OP 4), 39% (157 out of 403) of respondents agreed and 39.2% (158 out of 403) strongly agreed with the statement. Whereas only 0.5% and 3.5% of respondents strongly disagreed and disagreed respectively with it (2

and 14 out of 403 respectively). In this sentence, 17.9% of respondents selected the 'neutral 'option (72 out of 403). Also, (Table 4-21) shows that the mean score of responses toward this statement is 4.129 with a standard deviation of 0.859.

**OP 5:** 'Our company evaluates organizational performance based on employee innovation.'

The table 4-21 shows that 42.9% (173 out of 403) of respondents agreed and 39.5% (159 out of 403) strongly agreed with the statement. Whereas only 0.5% and 3.7% of respondents strongly disagreed and disagreed respectively with it (2 and 14 out of 403 respectively). In this sentence, 13.4% of respondents selected the 'neutral 'option (54 out of 403). Also, this table shows that the mean score of responses toward this statement is 4.171 with a standard deviation of 0.833. It is important to note that this statement obtained the highest overall mean value between all the statements of Organizational Performance dimension section.

**OP6:** 'Our company accepts that high productivity influences organizational performance.'

Regarding the sixth statement (OP 6), 42.4% (171 out of 403) of respondents agreed and 39.5% (159 out of 403) strongly agreed with the statement. Whereas only 1% and 5% of respondents strongly disagreed and disagreed respectively with it (4 and 20 out of 403). In this sentence, 12.2% of respondents selected the 'neutral 'option (49 out of 403). Also, (Table 4-21) shows that the mean score of responses toward this statement is 4.143 with a standard deviation of 0.886.

**OP 7:** 'Our company evaluates organizational performance based on financial performance.'

The table 4-21 shows that 40.7% (164 out of 403) of respondents agreed and 39% (157 out of 403) strongly agreed with the statement. Whereas only 1.2% and 4.7% of respondents strongly disagreed and disagreed respectively with it (5 and 19 out of 403 respectively). In this sentence, 14.4% of respondents selected the 'neutral 'option (58 out of 403). Also, table 4-21 shows that the mean score of responses toward this statement is 4.114 with a standard deviation of 0.907.

## 4.8 The Relationship between Organizational Culture (PD, IND, COL, FEM, MAS, UA), and Trust and Organizational Performance (OP)

Correlation analysis was conducted to analyze the relationship between dimensions of organizational culture, trust and organizational performance, and the results are presented in Table (4-22).

Table 4-22 Correlation Analysis Organizational Culture and Organizational Performance

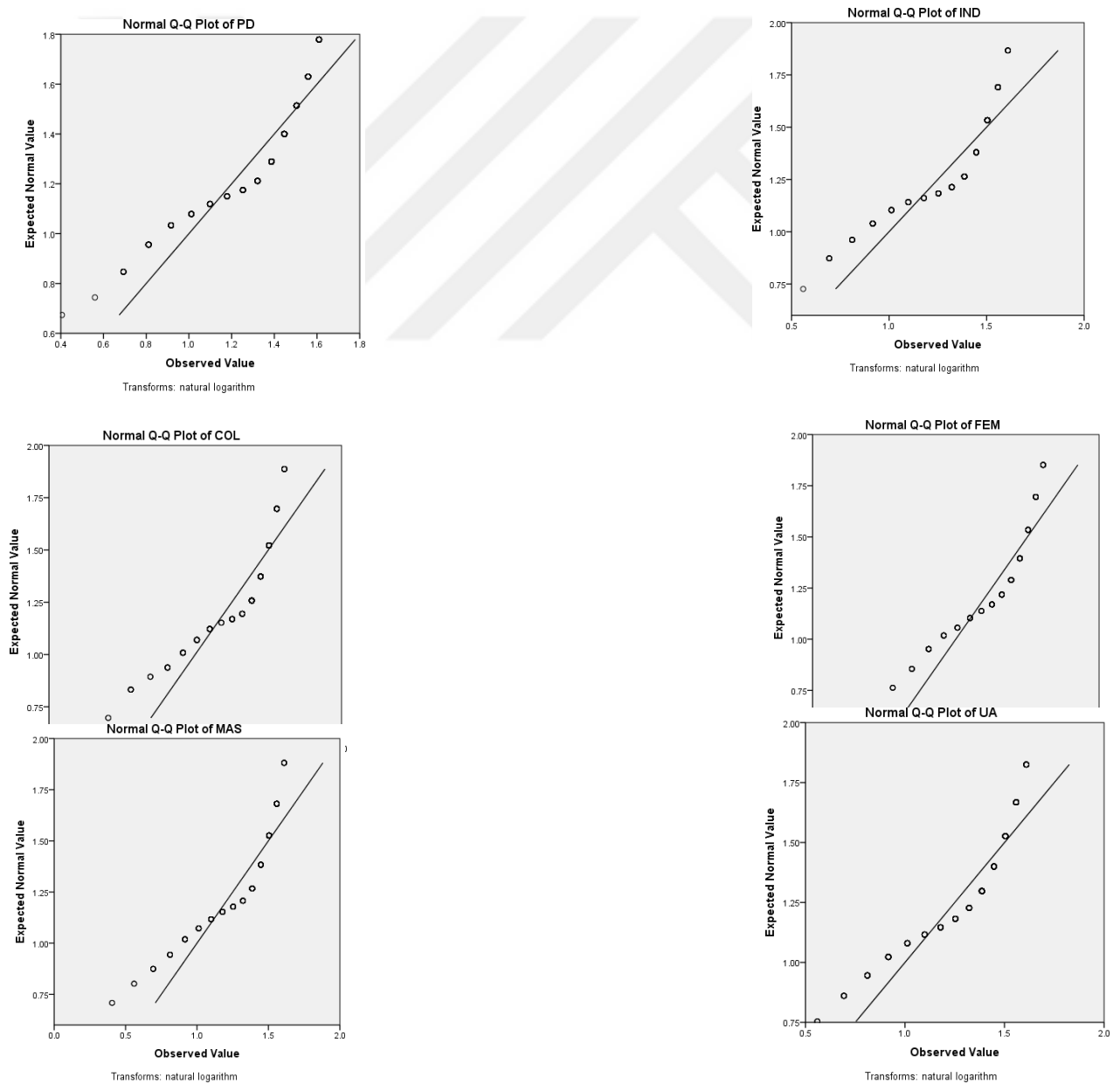
|              | 1      | 2      | 3      | 4      | 5      | 6      | 7      | 8 |
|--------------|--------|--------|--------|--------|--------|--------|--------|---|
| <b>PD</b>    | 1      |        |        |        |        |        |        |   |
| <b>IND</b>   | .759** | 1      |        |        |        |        |        |   |
| <b>COL</b>   | .783** | .788** | 1      |        |        |        |        |   |
| <b>FEM</b>   | .766** | .758** | .817** | 1      |        |        |        |   |
| <b>MAS</b>   | .748** | .757** | .821** | .865** | 1      |        |        |   |
| <b>UA</b>    | .722** | .727** | .847** | .832** | .845** | 1      |        |   |
| <b>OC</b>    | .878** | .877** | .928** | .926** | .925** | .912** | 1      |   |
| <b>TRUST</b> | .207** | .202** | .206** | .171** | .177** | .171** |        | 1 |
| <b>OP</b>    | .307** | .283** | .334** | .223** | .234** | .271** | .334** | 1 |

Based on the results of the model presented above, the observed factors have no correlation between variables and it's accepted for data analysis.

## 4.9 Test of normality using Q-Q plot

Further tests conducted using a graphical normality test for each dimension and the overall variable, by having a Q-Q plot. The following Figure 4.8 illustrates a standard Q-Q plot for Organizational Cultural components

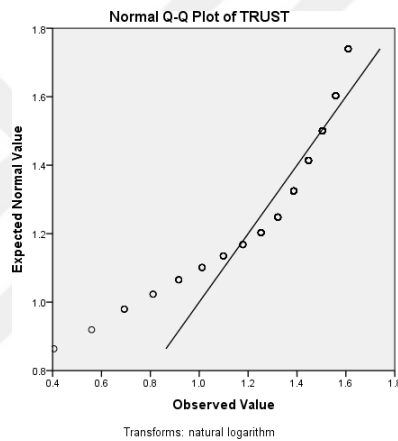
Figure 4.1 Q-Q Plot of Organizational Cultural Dimensions



In the figure above Figure 4. 1, all the dimensions of organizational culture locate in a top-left position and most of the points laid on or placed near the straight line. Thus, organizational cultural dimensions result approximately had a normal distribution. Similarly, the reliability dimension result approximately followed a normal distribution. Also, the bottom plot on left panel shows responsiveness, assurance and empathy dimension results with a normal distribution and. Moreover, a bottom-right panel shows that the overall dimensions of organizational culture result which correspondingly had a normal distribution.

normal distribution.

Figure 4.2 *QQ-Plot of Trust*



In the figure above Figure 4.2, the organizational Trust Dimension locates in a top-left position and most of the points laid on or placed near the straight line. Thus, Trust dimension results approximately had a normal distribution. Similarly, the Trust dimension result approximately followed a normal distribution.

Figure 4.3 *QQ-Plot of Organizational Performance*

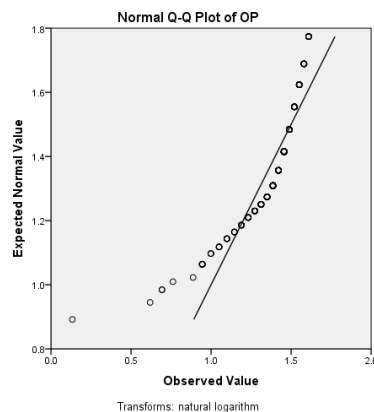


Figure 4.3 above in the top-left panel shows that most of the points existed near or arranged on the straight line. Thus, the “Organizational Performance” (OP) and variable considered as normally distributed. Measurement Model (Confirmatory Factor Analysis and Structural Equation Modeling)

In this phase, a Structural Equation Method (SEM) conducted to understand the causal process of the variables, by demonstrating a series of structural relations that can be modeled graphically to explicitly recognize the conceptualization theory of this study (Byrne, 2010).

Firstly, a measurement model illustrated to understand the links between the latent variables with their observed measures, by employing a Confirmatory Factor Analysis (CFA). Then, a structural model prepared to investigate the links between the latent variables.

Moreover, the “Analysis of Moment Structure” (AMOS) program used to conduct the CFA model by estimating the measurement model. The CFA used (35) items in order to measure the Power Distance (PD) (4 items), Individualism (IND) (4 items), Collectivism (COL) (4 items), Femininity (FEM) (4 items), Masculinity (MAS) (4 items), Uncertainty Avoidance (UA) (4 items), Trust (4 items), and Organizational Performance (OP) (7 items).

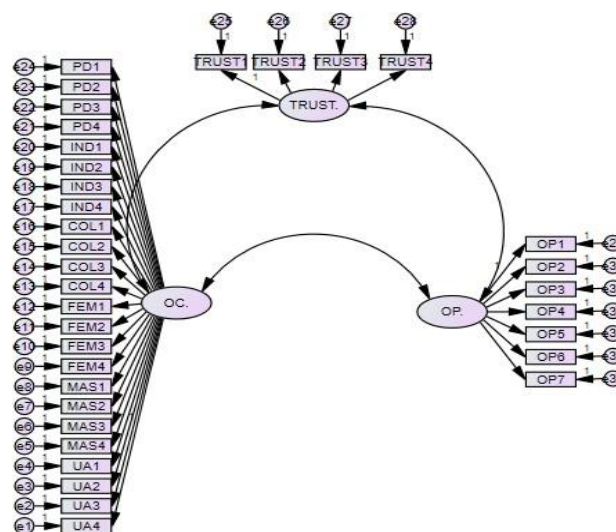
Initially, it is vital to assess the overall model goodness of fit (West, Taylor, & Wu, 2012), which represents the ability of an over-identified model to reproduce the correlation or covariance matrix of variables. There are many kinds of fit indices to assess the validity of a research model. In this study, Stand-alone fit indices used to include While Chi-Square ( $\chi^2$ ), RMSEA (Root mean square error of approximation), and SRMR (Standardized root mean square residual). Also, incremental fit indices used to include CFI (Comparative fit index), and TLI (Tucker-Lewis index).

Table 4-23 Statistical Model Goodness of Fit

| Fit Index            | Measurement Model (CFA) | Cut-off Criteria |
|----------------------|-------------------------|------------------|
| <b>X<sup>2</sup></b> | 1477.999 (0.000)        | p > 0.05         |
| <b>Df</b>            | 557                     |                  |
| <b>CFI</b>           | .952                    | CFI > 0.95       |
| <b>TLI</b>           | .967                    | TLI > 0.95       |
| <b>RMSEA</b>         | .053                    | RMSEA < 0.06     |
| <b>SRMR</b>          | <b>.068</b>             | SRMR < 0.08      |

Note.  $\chi^2$  = chi-square; df = degree of freedom; CFI = comparative fit index; TLI = Tucker-Lewis fit index; RMSEA = root mean square error of approximation; SRMR = standardized root mean residual

Figure 4.4 Path Diagram for the Structural Model



## 4.10 Structural Model

After assessing the measurement model fit and establishing adequate measurement, convergent validity, internal consistency, and discriminant validity using CFA, the next step is testing the structural model and assessing the significance of relationships.

The Table 4.24 below presents the results of the structural model fit. The results are as following:  $\chi^2= 2.669(0.000)$ ,  $df=19$ , comparative fit index (CFI) = .967; Tucker-Lewis fit index (TLI) = .952; root mean square error of approximation (RMSEA) = .680; standardized root mean residual (SRMR) = 0.0251. As a result, all fit indices meet the cutoff criteria and show a strong structural model fit.

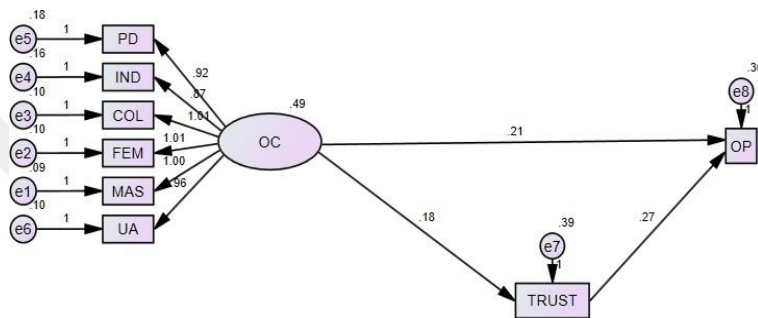
*Table 4-24 Results of Structural Model Fit*

| Fit Index            | Measurement Model (CFA)  | Cut-off Criteria |
|----------------------|--------------------------|------------------|
| <b>X<sup>2</sup></b> | 2.669 <sub>(0.000)</sub> | p > 0.05         |
| <b>Df</b>            | 19                       |                  |
| <b>CFI</b>           | .967                     | CFI>0.95         |
| <b>TLI</b>           | .952                     | TLI>0.95         |
| <b>RMSEA</b>         | .48                      | RMSEA<0.06       |
| <b>SRMR</b>          | .024                     | SRMR<0.08        |

Note.  $\chi^2$  = chi-square; df = degree of freedom; CFI = comparative fit index; TLI = Tucker-Lewis fit index; RMSEA= root mean square error of approximation; SRMR = standardized root mean residual

After analyzing the structural model fit, the hypotheses tested and the path diagram used for estimating the relationships. Figure 4.5 below displays the hypothesized model, and Figure 4.5 shows the path results of the final model.

Figure 4.5 Path Results of the final model



(Organizational Culture Dimensions), PD (Power Distance), IND (Individualism), COL (Collectivism), FEM (Femininity), MAS (Masculinity), UA (Uncertainty Avoidance), Trust, OP (Organizational Performance).

Moreover, Table 4-25 shows the path coefficients and the t-values for all of the hypothesized paths, the result of each path is as follows:

Table 4-25a Results of Path Analysis

| <i>Path to</i>              | <i>Path from</i>       | <i>H<sub>a</sub></i>            | <i>StdCoeff</i> | <i>t-value</i> | <i>P-value</i> |
|-----------------------------|------------------------|---------------------------------|-----------------|----------------|----------------|
| <i>Direct Effects</i>       |                        |                                 |                 |                |                |
| <i>Organizational Trust</i> | Organizational Culture | H1: Supported                   | .188            | 3.829          | .000           |
|                             | Power Distance         | H1 <sub>a</sub> : Supported     | .214            | 2.454          | .015           |
|                             | Individualism          | H1 <sub>b</sub> : Supported     | -.301           | -3.447         | .001           |
|                             | Collectivism           | H1 <sub>c</sub> : Supported     | .242            | 2.191          | .029           |
|                             | Femininity             | H1 <sub>d</sub> : Not Supported | .004            | .038           | .970           |
|                             | Masculinity            | H1 <sub>e</sub> : Not Supported | .069            | .620           | .536           |
|                             | Uncertainty Avoidance  | H1 <sub>f</sub> : Not Supported | -.030           | -.283          | .777           |
|                             | Organizational Trust   | H2: Supported                   | .334            | 7.100          | .000           |

Table 4-25a Results of Path Analysis

| <i>Path to</i>                    | Path from                         | Ha                 | StdCoef f. | t-value | <i>P-value</i> |
|-----------------------------------|-----------------------------------|--------------------|------------|---------|----------------|
| <i>Organizational Performance</i> | Organizational Culture            | H3: Supported      | .303       | 6.370   | .000           |
|                                   | Power Distance                    | H3a: Supported     | .179       | 2.126   | .034           |
|                                   | Individualism                     | H3b: Not Supported | .069       | .810    | .419           |
|                                   | Collectivism                      | H3c: Supported     | .342       | 3.205   | .001           |
|                                   | Femininity                        | H3d: Not Supported | -.203      | -1.899  | .058           |
|                                   | Masculinity                       | H3e: Not Supported | -.114      | -1.051  | .294           |
|                                   | Uncertainty Avoidance             | H3f: Not Supported | .067       | .645    | .520           |
| <i>Indirect Effects</i>           |                                   |                    |            |         |                |
| <i>Path to</i>                    | Path through Organizational Trust |                    |            |         |                |

|                                       |                           |               |      |  |      |
|---------------------------------------|---------------------------|---------------|------|--|------|
| <i>Organizational<br/>Performance</i> | Organizational<br>Culture | H4: Supported | .056 |  | .007 |
|---------------------------------------|---------------------------|---------------|------|--|------|

**H1: There is significant impact of Organizational culture (PD, IND, COL, FEM, MAS AND UA) on Organizational Trust.**

The results show that Organizational Culture (PD, IND, COL, FEM, MAS, and UA) have a significant positive effect on Organizational Trust as (Std. Coeff. = 0.188, t-value= 3.829, P<0.05). Therefore, any increase in the Organizational Culture will positively affect the organizational trust.

**H1a: There is significant impact of Power Distance on Organizational Trust.**

The results show that Power Distance (PD) dimension show that there is a positive significant effect on Organizational Trust as (Std. Coeff. = 0.214, t-value=2.454, p<0.05). Therefore, as Power Distance (PD) dimension increase Organizational Trust also will increase.

**H1b: There is negative significant impact of Individualism (IND) on Organizational Trust.**

The results of analyzing the impact of Individualism (IND) on Organizational Trust show that there is a negative significant impact of Individualism (IND) on Organizational Trust. Results are as following: (Std. Coeff. = -0.301, t-value= -3.447, p<0.05). Therefore, as Individualism (IND) dimension increase Organizational Trust will decrease.

**H1c: There is significant impact of Collectivism (COL) on Organizational Trust.**

The results for testing affect Collectivism (COL) dimension on Organizational Trust show that Collectivism (COL) has a positive significant effect on

Organizational Trust as (Std. Coef. = 0.242, t-value= 2.191,  $p < 0.05$ ). Therefore, as Collectivism (COL) dimension increase Organizational Trust also will increase.

**H1d: There is significant impact of Femininity (FEM) on Organizational Trust.**

The results for testing effect of Femininity (FEM) on Organizational Trust show that Femininity (FEM) dimension has no significant direct effect on Organizational Trust as (Std. Coef. = 0.04, t-value=0.038, p value= 0.970, ( $p > 0.05$ )).

**H1e: There is significant impact of Masculinity (MAS) on Organizational Trust.**

The results show that Masculinity (MAS) dimension has no significant direct effect on Organizational Trust as (Std. Coef. = 0.069, t-value=0.038, p-value= 0.536 ( $p > 0.05$ )).

**H1f: There is significant impact of Uncertainty Avoidance (UA) on Organizational Trust.**

The results for testing effect of Uncertainty Avoidance (UA) on Organizational Trust show that Uncertainty Avoidance (UA) dimension has no significant direct effect on Organizational Trust as (Std. Coef. = -0.03, t-value=0.28, p-value= 0.777 ( $p > 0.05$ )).

**H2: There is significant impact of Organizational Trust on Organizational Performance.**

The results for testing the effect of Organizational Trust on Organizational Performance (OP) show that there is significant direct effect (Std. Coef. = 0.334, t-value= 7.100,  $p < 0.05$ ). Therefore, any increase in the Organizational trust will positively affect the Organizational Performance (OP).

**H3: There is significant impact of Organizational culture (PD, IND, COL, FEM, MAS AND UA) on Organizational Performance.**

The results of analyzing the impact of Organizational Culture on Organizational Performance (OP) show a significant positive effect of Organizational Culture (PD, IND, COL, FEM, MAS, and UA) on Organizational Performance (OP). Results are as following: (Std. Coeff. = 0.303, t-value= 6.370,  $p < 0.05$ ). Therefore, any increase in the Organizational Culture will positively affect the Organizational Performance (OP).

**H3a: There is significant impact of Power Distance (PD) on Organizational Performance (OP).**

The results for the effect of Power Distance (PD) on Organizational Performance (OP) show a significant direct effect between the two variables. The results show that (Std. Coef. = 0.179, t-value= 2.216, p-value= 0.034 ( $p < 0.05$ )). Therefore, any increase in the Power Distance (DP) will positively affect the Organizational Performance (OP).

**H3b: There is significant impact of Individualism (IND) on Organizational Performance (OP).**

The results for testing effect of Individualism (IND) on Organizational Performance show that Individualism (IND) dimension has no significant direct effect on Organizational Performance as (Std. Coeff. = 0.069, t-value=0.810, p-value=0.419 ( $p > 0.05$ )).

**H3c: There is a significant impact of Collectivism (COL) on Organizational Performance (OP).**

The results for the effect of Collectivism (COL) on Organizational Performance (OP) show a significant direct effect between the two variables. The results show that (Std. Coef. = 0.342, t-value= 3.205, p-value= 0.001 ( $p < 0.05$ )). Therefore, any increase in the Collectivism (COL) will positively affect the Organizational Performance (OP).

**H3d: There is significant impact of Femininity (FEM) on Organizational Performance (OP).**

The results for testing effect of Femininity (FEM) on Organizational Performance show that Femininity (FEM) dimension has no significant direct effect on Organizational Performance as (Std. Coeff. = -0.203, t-value= -1.899, p-value= 0.058 ( $p>0.05$ )).

**H3e: There is significant impact of Masculinity (MAS) on Organizational Performance (OP).**

The results for testing effect of Masculinity (MAS) on Organizational Performance show that Masculinity (MAS) dimension has no significant direct effect on Organizational Performance as (Std. Coeff. = -0.114, t-value= -1.051, p-value= 0.294 ( $p>0.05$ )).

**H3f: There is significant impact of Uncertainty Avoidance (UA) on Organizational Performance (OP).**

The results show that Masculinity (MAS) dimension has no significant direct effect on Organizational Performance as (Std. Coeff. = 0.67, t-value= 0.645, p-value= 0.520 ( $p>0.05$ )).

**H4: There is an indirect significant impact of Organizational culture (PD, IND, COL, FEM, MAS AND UA) on Organizational Performance through Organizational Trust.**

The results for testing the impact of Organizational Culture on Organizational Performance (OP) show that Organizational Culture (PD, IND, COL, FEM, MAS, and UA) has positive significant indirect effect on Organizational Performance (OP) through Organizational Trust as (Std. Coef. = 0.056, p-value= 0.007 ( $p<0.05$ )). Therefore, any increase in the Organizational Culture will positively affect the Organizational Performance (OP).

## **4.11 Testing the Mediator**

### **The Causal Steps Strategy**

When a mediator transmits the causative influence of an antecedent variable on a dependent variable, this is known as mediation. An additional understanding of the relationships between variables is thus suggested by a mediating variable (McQuillin & Fairchild, 2010; Preacher, Rucker, & Hayes, 2007).

According to Kline's study from 2011, mediation cannot be statistically identified. Therefore, a recommended mediational model can also be evaluated using direct effects between variables as a substitute. Additionally, the pure mediator exists by foreseeing a negligible direct effect between two variables.

A regression equation should be computed to regress the mediator impact on the dependent variable, according to Baron & Kenny (1986). The impact of the independent variable on the dependent variable should then be regressed using a different equation. The influence of the independent variable on the mediator and the dependent variable was degraded by a third equation. It is crucial to remember that every equation uses a different coefficient.

In addition, for a variable to be called a mediator, all three of the following requirements must be satisfied. First, the independent variable must have an impact on the mediator variable. The independent variable should, secondly, have an impact on the dependent variable. Finally, the mediator has to have an impact on the dependent variable. The influence of the independent variable on the dependent variable must be greater in the second equation compared to the third one if all of the aforementioned circumstances occurred in the direction predicted. When the mediator is in charge, the ideal mediation occurs when the independent variable has no direct impact on the dependent variable. According to Table 4.23, three of six dimensions organizational culture (the independent variables) which are (Power Distance, Individualism and Collectivism), they had a significant direct effect on Organizational Trust (the mediator). Meanwhile, two of the six dimensions independent variables of Organizational Culture (Power Distance, Collectivism (the independent variables) had significant direct effect on Organizational Performance (the dependent variable). Moreover, the Organizational Trust (the mediator) had a significant direct effect on Organizational Performance (the dependent variable).

On the other hand, according to Table 4.23, there is also a significant indirect effect for overall Organizational Culture (the independent variables) on Organizational Performance (the dependent variable). As a result, Organizational trust (the mediator) fully mediates the relationship between overall Organizational Culture (the independent variable) and Organizational Performance (the dependent variable).

*Table 4-26 Indirect Effects- Two Tailed Significance (BC)*

|              | OC          | Trust |
|--------------|-------------|-------|
| <b>Trust</b> | ...         | ...   |
| <b>OP</b>    | <b>.007</b> | ...   |
| <b>UA</b>    | ...         | ...   |
| <b>PD</b>    | ...         | ...   |
| <b>IND</b>   | ...         | ...   |
| <b>COL</b>   | ...         | ...   |
| <b>FEM</b>   | ...         | ...   |
| <b>MAS</b>   | ...         | ...   |

After testing all the hypothesis, it was found that two dependent variables (Power distance and Collectivism) had both direct significant effect on organizational performance and indirect significant effect on organizational performance through the organizational trust

- The Effect of Power Distance on Organizational Performance and Trust

It is important to mention that Power Distance dimension, when tested individually and separately from all other organizational cultural variables, it shows a direct significant effect on organizational performance. This significant effect shows higher value compared to the effect of power distance dimension combined with other dimensions of organizational culture, as shown in Table 4-27. Furthermore, Power distance dimension showed an indirect significant effect on organizational performance through organizational trust.

Table 4-27 Results of Path Analysis of Power Distance

| Path to                    | Path from                         | Std. Coeff | t-value | P-value |
|----------------------------|-----------------------------------|------------|---------|---------|
| Direct effect              |                                   |            |         |         |
| Organizational Trust       | Power distance                    | .170       | 4.423   | 0.00    |
| Organizational Performance | Power Distance                    | .192       | 5.345   | 0.00    |
| Organizational Performance | Organizational Trust              | .266       | 6.091   | 0.00    |
| Indirect Effect            |                                   |            |         |         |
| Path to                    | Path through Organizational Trust |            |         |         |
| Organizational Performance | Power Distance                    | 0.059      |         | 0.023   |

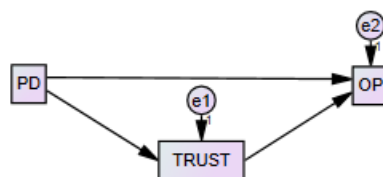
Figure 4.6 The Effect of Power Distance on Organizational Performance and Trust

- The Effect of Collectivism on Organizational Performance and Trust

It is important to mention that Collectivism dimension, when tested individually and separately from all other organizational cultural variables, it shows a direct significant effect on organizational performance. This significant effect shows higher value compared to the effect of power distance dimension combined with other dimensions of organizational culture, as shown in Table 4-28. Furthermore, Collectivism dimension showed an indirect significant effect on organizational performance through organizational trust.

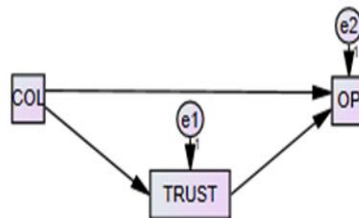
Table 4-28 Results of Path Analysis of Collectivism

| Path to              | Path from    | Std. Coeff | t-value | P-value |
|----------------------|--------------|------------|---------|---------|
| Direct effect        |              |            |         |         |
| Organizational Trust | Collectivism | .169       | 4.223   | 0.00    |



|                            |                                   |       |       |       |
|----------------------------|-----------------------------------|-------|-------|-------|
| Organizational Performance | Collectivism                      | .213  | 6.016 | 0.00  |
| Organizational Performance | Organizational Trust              | .260  | 6.023 | 0.00  |
| Indirect Effect            |                                   |       |       |       |
| Path to                    | Path through Organizational Trust |       |       |       |
| Organizational Performance | Collectivism                      | 0.057 |       | 0.026 |

Figure 4.7 The Effect of Collectivism on Organizational Performance and Trust



## **Chapter 5: Discussion and Conclusion**

This section, which also includes an overview of the research, a summary and discussion of the findings, and a conclusion, looks closely at the results that were published in Chapter 4 of the thesis. The study's overview is presented in Section 5.1, the research process is summarized in Section 5.2, and the key findings are discussed in Section 5.3. The study's conclusion was examined in Section 5.4, and its limits and contributions were offered in Section 5.5. The recommendations were examined in Section 5.6.

### **5.1 Study Overview**

It is very well known that organizational culture practice will determine an organization's success. Therefore, the study of organizational culture should focus on the variations that set one organizational culture apart from another. The current study adopts Hofstede's cultural dimensions.

In the Arabic real estate industries, organizational culture is crucial for the successful implementation of connections, interactions, and communication between employees and managers. The level of organizational attitude, value, and behavior that agents believe to exist in their firms may be related to that level of culture. The relationship between the organizational culture of the agents and organizational trust and performance was looked at in this context. According to the results of the research, organizational cultural dimensions (PD, IND, COL, FEM, MAS, UA) are positively correlated with the organizational performance.

Organizational culture and trust have been suggested to be incompatible with management systems and organizational performance. The findings of this study doubt on this viewpoint and instead offer the suggestion that putting organizational culture in place may help build confidence within a company. Organizational culture may improve worker performance both directly and indirectly by increasing trust. This shows that the relationship between trust and organizational culture systems is delicate and connected to how behavior is governed.

Along these lines, various studies show the existence of a positive relationship between trust and performance (e.g., Rich, 1997; Davis, Schoorman, Mayer, & Tan, 2000; Mayer & Gavin, 2005). However, other studies show no significant relationships (Zaheer, McEvily, & Perrone, 1998; Dirks, 1999) and even a negative relationship (McEvily, Perrone, & Zaheer, 2003; Krishnan, Martin, & Noorderhaven, 2006). So, it can be said that the study of organizational trust on organizational performance led to an opposite and contradictory results and opinions. Over the past two decades, there has been a significant growth in research on the relationship between organizational culture and performance (Lim, 1995). Researchers had 'obsessions' with the Strong Theory in the 1980s, which involved looking for strong shared values in an organization in order to improve performance. According to Perters and Waterman (1982), 'strong culture' and certain cultural characteristics allowed high performance organizations to be recognized from low performance firms.

According to Wilderom and Berg (1998), researchers should try to close the gap between employees preferred organizational culture behaviors and how they view those activities as a whole. Although the empirical evidence regarding the impact of organizational culture practices on organizational performance was still sparse, Wilderom and Berg (1998) noted that it provided a solid foundation for future organizational culture-performance research. Hofstede (1990), House et al. (2004), Pfeffer (1997), and Wilderom (1998) all endorsed the use of organizational cultural practice to evaluate organizational culture. Although some of these studies, including Gordon and DiTomaso (1992), Kotter and Heskett (1992), and Denison and Mishra (1995), used nearly identical organizational cultural dimensions, researchers used a variety of organizational dimensions to measure organizational culture. Different organizational culture components were created in the investigations of other researchers, including Rouse (1990), Calori and Sarnin (1991), Marcoulides and Heck (1992), Petty et al. (1995), and Koene (1996). Their findings on the relationship between organizational culture and performance were likewise contradictory (Calori & Sarnin, 1991; Petty et al. (1995); Koene (1996).

## 5.2 Research Process

This chapter presents an answer to the main research question, which is the impact of organizational culture (PD, IND, COL, FEM, MAS and UA) on organizational performance (OP) through organizational trust within the Arabic real estate agencies in Istanbul.

In other words, this study gives background information on each organizational cultural dimension (PD, IND, COL, FEM, MAS and UA) as well as other dimensions like organizational trust and organizational performance. Consequently, this study investigated the role of organizational trust as a mediator variable between organizational culture and organizational performance. The results of the study indicate that there is a positive effect among all organizational cultural variables combined together on organizational performance. This research uses six dimensions for organizational culture which are; Power distance, Individualism, Collectivism, Femininity, Masculinity and Uncertainty Avoidance, and organizational trust as a moderator and the dependent variable which is organizational performance.

- Power Distance describes the degree to which citizens of a nation accept and expect that power is allocated unequally and represents the range of remedies to the universal problem of human inequality.
- Individualism and Collectivism Index are related to the universal job of people to incorporate themselves into fundamental groupings. Members of individualist societies like loosely knit social structures, whilst those of collectivist societies prefer tight woven ones.
- The Masculinity/Femininity Index indicates whether the predominant character qualities in a country are those that are normally associated with men or women. Male and female characteristics are contrasted more starkly in masculine societies than in feminine ones, with men displaying a greater sense of competition and achievement-oriented behavior while women exhibit a greater sense of tenderness and social orientation.

- The Uncertainty Avoidance Index reveals how a culture deals with the future's uncertainty. The stronger the members of the particular country's intention are to prevent ambiguity, the higher the score.

Chapter Two is a review of several related ideas contributes to a fuller knowledge of the study's background, particularly in terms of the capacity to spot various holes in the literature that this study seeks to close, which forms the basis of this thesis. This analysis showed that organizational cultural dimensions differently affect organizational performance. In other words, it can be said that each organizational cultural dimension has its own significant impact of organizational performance, some of them don't show any significant impact on organizational performance, and the reasons for all this are still up for debate. However, research has demonstrated that there's a significant impact of all dimensions combined together on organizational performance.

The research technique and design were reviewed in Chapter 3 following section in light of the data that were available. As a result, it was decided that a quantitative research technique using the survey method was appropriate and implemented. Following that, a structured questionnaire was given to a representative group of employees and managers working in Arabic real estate agencies, asking them about their perspectives on organizational culture, organizational trust and organizational performance within their agencies. The questionnaire covered a number of topics, including demographics information on the respondents, six dimensions of organizational culture, organizational trust, and aspects of organizational performance. A lot of real estate agents and assistants helped with the distribution of the questionnaire and the target population's consent was obtained by written letter for their participation in the survey. Finally, the procedure for data analysis was explained in order to test the hypotheses put forth in chapter four of this study.

### **5.3 Discussion of the main results**

In this part, a brief description of the statistics will be discussed. Starting by the descriptive analysis of respondents. According to the respondent's sex distribution, the bulk of respondents or 77% were men working in the real estate sector. The

average age of the majority was 29 years old. Most of respondents were Syrian with 33% as percentage. The respondents' educational level appears to be biased toward those with University's degree, who make up roughly 90.3% of respondents. The average years of experience that most of respondents had was 5 years and above. Last but not least, the employees' title job of the descriptive statistics demonstrates that majority of employees are working as sales with 27.5%, with a full-time working hour, about 85.6% of total respondents.

The construct correlations in Model 1 show positive relationships (see Table 4.22).

The model has six elements, Power Distance (PD), Individualism (IND), Collectivism (COL), Masculinity (MAS), Femininity (FEM) and Uncertainty Avoidance (UA). Additionally, a mediating element called organizational trust was added to the model and organizational performance for dependent variable.

In Model 2, a higher-order construct was created, and there are 3 key variables in the model (organizational culture, organizational trust and organizational performance). The following hypotheses were used to guide the AMOS-SPSS analysis of the route relationship between the constructs:

**H1: There is a significant impact of organizational culture (PD, IND, COL, FEM, MAS, UA) on organizational Trust.**

H1<sub>a</sub>: There is a significant impact of Power Distance (PD) on Organizational Trust.

H1<sub>b</sub>: There is a negative significant impact of Individualism (IND) on Organizational Trust. H1<sub>c</sub>: There is significant impact of Collectivism (COL) on Organizational Trust.

H1<sub>d</sub>: There is significant impact of Femininity (FEM) on Organizational Trust. H1<sub>e</sub>: There is significant impact of Masculinity (MAS) on Organizational Trust.

H1<sub>f</sub>: There is negative significant impact of Uncertainty Avoidance (UA) on Organizational Trust.

**H2: There is significant impact of Organizational Trust on Organizational Performance.**

**H3: There is significant impact of Organizational culture (PD, IND, COL, FEM, MAS AND UA) on Organizational Performance (OP).**

H3<sub>a</sub>: There is significant impact of Power Distance (PD) on Organizational Performance (OP). H3<sub>b</sub>: There is significant impact of Individualism (IND) on Organizational Performance (OP). H3<sub>c</sub>: There is a significant impact of Collectivism (COL) on Organizational Performance (OP). H3<sub>d</sub>: There is significant impact of Femininity (FEM) on Organizational Performance (OP).

H3<sub>e</sub>: There is significant impact of Masculinity (MAS) on Organizational Performance (OP). H3<sub>f</sub>: There is significant impact of Uncertainty Avoidance (UA) on Organizational Performance (OP).

**H4: There is an indirect significant impact of Organizational culture (PD, IND, COL, FEM, MAS AND UA) on Organizational Performance through Organizational Trust.**

Table 5-1a The Final Results of Hypotheses Test

| Hypothesis                                                                          | Type        | Result        |
|-------------------------------------------------------------------------------------|-------------|---------------|
| <b>H1: Organizational Cultural factors positively affect organizational trust.</b>  | Alternative | Supported     |
| H1 <sub>a</sub> : Power distance (PD) positively affect organizational trust.       | Alternative | Supported     |
| H1 <sub>b</sub> : Individualism (IND) negatively affect organizational trust.       | Alternative | Supported     |
| H1 <sub>c</sub> : Collectivism (COL) positively affect organizational trust.        | Alternative | Supported     |
| H1 <sub>d</sub> : Femininity (FEM) positively affect organizational trust           | Alternative | Not Supported |
| H1 <sub>e</sub> : Masculinity (MAS) positively affect organizational trust.         | Alternative | Not Supported |
| H1 <sub>f</sub> : Uncertainty avoidance negatively (UA) affect organizational trust | Alternative | Not Supported |

Table 5-1b The Final Results of Hypotheses Test

| Hypothesis                                                                              | Type        | Result        |
|-----------------------------------------------------------------------------------------|-------------|---------------|
| <b>H2: Organizational trust positively affects organizational performance (OP)</b>      | Alternative | Supported     |
| <b>H3: Organizational culture positively affects organizational performance (OP)</b>    | Alternative | Not Supported |
| H3 <sub>a</sub> : Power Distance (PD) positively affect organizational performance (OP) | Alternative | Supported     |
| H3 <sub>b</sub> : Individualism (IND) positively affect organizational performance      | Alternative | Not Supported |
| H3 <sub>c</sub> : Collectivism (COL) positively affect organizational performance (OP)  | Alternative | Supported     |
| H3 <sub>d</sub> : Femininity (FEM) negatively affect organizational performance (OP)    | Alternative | Not Supported |
| H3 <sub>e</sub> : Masculinity (MAS) negatively affect organizational performance (OP)   | Alternative | Not Supported |

*Table 5-1c The Final Results of Hypotheses Test*

| <b>Hypothesis</b>                                                                                                           | <b>Type</b> | <b>Result</b> |
|-----------------------------------------------------------------------------------------------------------------------------|-------------|---------------|
| H3r: Uncertainty avoidance (UA) positively affect organizational performance (OP)                                           | Alternative | Not Supported |
| <b>H4: Organizational culture indirectly positively affects organizational performance(OP) through organizational trust</b> | Alternative | Supported     |

The literature review recommends elements including organizational culture, organizational trust and organizational performance, among others, in response to the first goal of this thesis, which is to test the direct effect of organizational culture on organizational performance, as well as its indirect effect through the organizational trust. Meanwhile, the AMOS-SPSS analysis findings (table 5-1) show all hypothesis result clearly.

## **5.4 Conclusion**

The main purpose of conducting this study is to measure the impact of organizational cultural dimensions in Arabic real estate agencies in Istanbul on organizational performance through organizational trust. Many similar studies have been conducted in different setting but not combined between organizational culture dimensions and organizational performance and trust. Studies examining the impact of organizational culture on organizational performance with the moderating role of organizational trust are scarce or nonexistent in the Arabic culture that exist in Istanbul. The theoretical and practical contributions of this study have made to the literature of international management studies clear indications of its results. The development of a model that experimentally analyzed the effects of organizational performance change as antecedents of aspects of Hofstede's cultural dimensions is where this thesis first

advances the boundaries of knowledge in management studies. Second, by adding organizational trust as the model's mediating component, the contribution to the expansion of the antecedents of organizational culture is clear. Thirdly, it is one of the few studies conducted in Middle Eastern nations. Finally, the study simultaneously provided some helpful information to help employees and managers in Turkey especially in Istanbul navigate the obstacles posed by the dimensions and factors of culture. This study observed prior literature and established a base for examining the impact of organizational cultural dimensions (PD, IND, COL, FEM, MAS and UA) and trust. The hypotheses presented in this study are tested and findings are presented. The presented findings revealed that independent variables such as Power Distance, Individualism and Collectivism have a significant impact on organizational trust, while there is no impact for Femininity, Masculinity and Uncertainty Avoidance on organizational trust. In another hand, there is a direct impact for all independent variables Power Distance, Individualism, Collectivism, Femininity, Masculinity and Uncertainty Avoidance on organizational performance.

The presented findings revealed that there is indirect impact between organizational culture and trust on organizational performance.

## **5.5 Research Contribution**

The significance of this study can be summarized as the following:

- This study enriches the scientific body of knowledge in the field of culture as well as in knowledge gap and desired performance in real estate agencies.
- This study is the only study that measuring organizational culture factors and trust in Arabic real estate agencies in Istanbul destination.
- Arabic real estate agencies should intensify interaction between cultural factors and trust to increase performance.

- According to the researcher's knowledge, this research is the only research used this structural model to measure the impact of culture on organizational performance in real estate agencies.
- The research results and findings provide a theoretical simultaneously that could be used for further analyzing for culture, trust and organizational performance.
- Arabic real estate agencies should implement effective feedback system to make sure that they meet their expected goals of organizational performance.

## **5.6 Limitations and Recommendations**

The limitations of the research act as a scope or opportunity for the researchers in the future. The limitations of the research are the grey areas of research which required more work on them. The limitations of this study also create ground for future success. It is recommended to them that:

- Qualitative analysis has not been conducted. Qualitative analysis is used in the financial industry to measure a company's performance, help organizations make crucial decisions, and assist investors on whether or not to invest. The most common use within finance, helping an investor make big decisions, is started by getting to know the management system extensively. Therefore, using the mixed approach will be a better choice for conducting such type of study in the future.
- To cover up the limitation of the small sample size it is expected that upcoming scholars will expand the size of the sample for such type of topic. The larger the study sample size, the smaller the margin of error. Larger sample sizes allow researchers to control the risk of reporting false-negative or false-positive findings. So, the sample size should be extended to 500 in the future study conducted by the scholars.

- There is also a guideline for future scholars that the scope of the study can be extended in the future. The scope of the study is limited to only the Arabic real estate sector. It is expected from future writers that with the growing importance of organizational cultural factors and performance they will explore the topic of this study in other sectors and other countries.
- The need to give Arabic real estate managers more about how different dimensions of culture can affect the performance strategies of companies.

The need for managers and employees to use their intuition, reflection, and creativity more in order to help them come up with different organizational culture, must be done in a way that makes sure they fit with the needs of the environment. This is because employees are the most sensitive to the differences of cultures and they are better able to make the organization adapt to these changes and accept it.

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# Appendix A

## Questionnaire of the Research

In the last decade, we noticed the increase number of foreign real estate companies in Turkey, especially the Arabic ones. We want to know how differences in cultural dimensions between different countries can affect the trust within the company as well as its performance.

This questionnaire aims to measure the difference in the cultural dimensions, trust and the performance of various Arab real estate companies in Istanbul.

Thank you for taking the time to answer these questions. It should take about ten minutes of your time. Your responses are voluntary and will be confidential. Responses will not be identified by individual. All responses will be compiled together and analyzed as a group.

### **Personal Information**

Employee's Name (Optional): \_\_\_\_\_

Gender:       Female                       Male

Nationality: \_\_\_\_\_

Education:  Secondary  
 Bachelor degree  
 Master's degree  
 Other

Job Title:  Call Center

Sales representative

Team Leader

Manager

Other

Age: \_\_\_\_\_

Work Time:  Full Time

Part Time

Freelancer

Years of experience: \_\_\_\_\_

## Cultural Dimensions

### Power Distance Index

|                                                                                                                                 | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---------------------------------------------------------------------------------------------------------------------------------|-------------------|----------|---------|-------|----------------|
| 1-My supervisor usually makes decisions on his/her own but before going ahead he/she explains the reasons for the decisions and |                   |          |         |       |                |

|                                                                                                                                                         |  |  |  |  |  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|
| <p>answers any questions</p>                                                                                                                            |  |  |  |  |  |
| <p>2-In this organization, subordinates are afraid to express disagreement with their superior</p>                                                      |  |  |  |  |  |
| <p>3-My supervisor usually makes decisions on his/her own and then expects the decisions to be carried out loyally and without raising difficulties</p> |  |  |  |  |  |
| <p>4- I prefer to work for any type of supervisor expect for one who asks me for advice and then announces his/her decision and expects me to</p>       |  |  |  |  |  |

|                                                                                            |  |  |  |  |  |
|--------------------------------------------------------------------------------------------|--|--|--|--|--|
| loyally implement the decision whether or not it was in accordance with the advice I gave. |  |  |  |  |  |
|--------------------------------------------------------------------------------------------|--|--|--|--|--|

**Individualism**

|                                                                                                         | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---------------------------------------------------------------------------------------------------------|-------------------|----------|---------|-------|----------------|
| 1-Having sufficient time left for my personal or family is important                                    |                   |          |         |       |                |
| 2-Having challenging tasks to do, from which I can get a personal sense of accomplishment is important. |                   |          |         |       |                |
| 3-Fully use my skills and abilities on the                                                              |                   |          |         |       |                |

|                                                                 |  |  |  |  |  |
|-----------------------------------------------------------------|--|--|--|--|--|
| job is important.                                               |  |  |  |  |  |
| 4-Working in a large and prestigious organization is important. |  |  |  |  |  |

**Collectivism**

Strongly Disagree      Disagree      Neutral      Agree      Strongly Agree

|                                                                             |  |  |  |  |  |
|-----------------------------------------------------------------------------|--|--|--|--|--|
| 1-Making a real contribution to the success of my organization is important |  |  |  |  |  |
| 2-Serving my country is important                                           |  |  |  |  |  |
| 3-Working in a smaller, but desirable organization is important             |  |  |  |  |  |
| 4-Having an opportunity for helping                                         |  |  |  |  |  |

|                            |  |  |  |  |  |
|----------------------------|--|--|--|--|--|
| other people is important. |  |  |  |  |  |
|----------------------------|--|--|--|--|--|

**Femininity**

|                                                                        | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|------------------------------------------------------------------------|-------------------|----------|---------|-------|----------------|
| 1-Having a good working relationship with my direct supervisor.        |                   |          |         |       |                |
| 2-Working with people who cooperate well with one another is important |                   |          |         |       |                |
| 3-Working in a friendly atmosphere is important.                       |                   |          |         |       |                |
| 4-Having good physical working conditions is important.                |                   |          |         |       |                |

## Masculinity

|                                                                             | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|-----------------------------------------------------------------------------|-------------------|----------|---------|-------|----------------|
| 1-Having training opportunities to improve or learn new skills is important |                   |          |         |       |                |
| 2-Working in a modern, up-to-date company is important.                     |                   |          |         |       |                |
| 3-Having an opportunity for high earning is important.                      |                   |          |         |       |                |
| 4-Having an opportunity for advancement to higher level jobs is important   |                   |          |         |       |                |

## Uncertainty Avoidance

|                                                                                                                                 | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---------------------------------------------------------------------------------------------------------------------------------|-------------------|----------|---------|-------|----------------|
| 1-It is important to follow the organizational rules even if I think it is in the organization's interests if I break the rules |                   |          |         |       |                |
| 2-It is important for me to work in a well-designed job situation where the responsibilities and requirements are clear.        |                   |          |         |       |                |
| 3-It is very important for me to have little tension and stress on the job.                                                     |                   |          |         |       |                |
| 4-It is important for me to have long-term                                                                                      |                   |          |         |       |                |

|                        |  |  |  |  |  |
|------------------------|--|--|--|--|--|
| security of employment |  |  |  |  |  |
|------------------------|--|--|--|--|--|

**Trust**

Strongly Disagree      Disagree      Neutral      Agree      Strongly Agree

|                                                                             |  |  |  |  |  |
|-----------------------------------------------------------------------------|--|--|--|--|--|
| 1-Employees here feel you can't trust this organization                     |  |  |  |  |  |
| 2-People in this organization will do things behind your back               |  |  |  |  |  |
| 3-The level of trust among people I work with on regular basis is very high |  |  |  |  |  |
| 4-The degree to which we can depend on each other in this                   |  |  |  |  |  |

|                              |  |  |  |  |  |
|------------------------------|--|--|--|--|--|
| organization<br>is very high |  |  |  |  |  |
|------------------------------|--|--|--|--|--|

### Organizational Performance

|                                                                                                        | Strongly<br>Disagree | Disagree | Neutral | Agree | Strongly<br>Agree |
|--------------------------------------------------------------------------------------------------------|----------------------|----------|---------|-------|-------------------|
| 1-Our company evaluates organizational performance based on profits and market share                   |                      |          |         |       |                   |
| 2- Our company accepts that turnover influences organizational performance                             |                      |          |         |       |                   |
| 3- Our company accepts that the achievements of good employees will influence organization performance |                      |          |         |       |                   |
| 4- Managers in our company maintain good relations with employees                                      |                      |          |         |       |                   |

|                                                                                           |  |  |  |  |  |
|-------------------------------------------------------------------------------------------|--|--|--|--|--|
| <p>5- Our company evaluates organizational performance based on employee innovation</p>   |  |  |  |  |  |
| <p>6-Our company accepts that high productivity influences organizational performance</p> |  |  |  |  |  |
| <p>7-Our company evaluates organizational performance based on financial performance</p>  |  |  |  |  |  |