

---

**THE EFFECT OF ORGANIZATIONAL CULTURE TOWARDS  
ORGANIZATIONAL PERFORMANCE  
CASE STUDY : DINAS PERINDUSTRIAN DAN PERDAGANGAN  
PROVINSI SULAWESI UTARA**

*PENGARUH BUDAYA ORGANISASI TERHADAP KINERJA ORGANISASI  
STUDY KASUS : DINAS PERINDUSTRIAN DAN PERDAGANGAN PROPINSI  
SULAWESI UTARA*

**Gerald Sengke**

*International Business Administration (IBA) Program, Management Program,  
Economics and Business Faculty, Sam Ratulangi University, Manado 95115, Indonesia  
Email: geraldengke1993@gmail.com*

**ABSTRACT**

*Culture have a big influence on organizations performance in the world-wide. Absolutly all the organizations have their own culture. The organizational culture like competitive culture, entrepreneurial culture, bureaucratic culture and consensual culture has an effect on organizational performance. The study aims to know the effect of the organizational culture towards organizational performance at Disperindag Sulut. 98 employees or the all the employees at Disperindag were surveyed as samples. The result show organizational culture has a great effect on organizational performance, consensual culture, competitive culture and bureaucratic culture have a significant effects on organizational performance. The employees on the Disperindag prefer to seek work environment that maximizes on their ability to be creative, innovative and work as a team with each other. While entrepreneurial culture is needs to be strengthened for the employee to become creative and innovative for the better performance.*

*Keywords: Organizational culture, Organizational performance*

**ABSTRAK**

*Budaya memiliki pengaruh besar terhadap kinerja organisasi secara luas. Semua organisasi pasti memiliki budaya masing-masing. Budaya organisasi seperti budaya kompetitif, budaya kewirausahaan, budaya birokrasi dan budaya konsensual memiliki pengaruh terhadap kinerja organisasi. Penelitian ini bertujuan untuk mengetahui pengaruh dari budaya organisasi terhadap kinerja organisasi di Disperindag Sulut. Metode penelitian yang digunakan dalam penelitian ini adalah analisis regresi berganda dengan menggunakan sampel jenuh dengan 98 sampel responden dari semua pegawai di Disperindag. Hasil dari penelitian menunjukkan bahwa budaya organisasi memiliki pengaruh yang besar terhadap kinerja organisasi. Budaya konsensual, budaya kompetitif dan budaya birokrasi memiliki pengaruh yang signifikan terhadap kinerja organisasi. Pegawai di Disperindag lebih suka memilih untuk mencari lingkungan kerja yang memaksimalkan kemampuan mereka untuk menjadi kreatif dan inovatif dan bekerja sebagai tim dengan satu sama lain. Sedangkan budaya kewirausahaan perlu diperkuat pada pegawai agar lebih kreatif dan inovatif untuk kinerja organisasi yang lebih baik.*

*Kata Kunci: Budaya Organisasi, Kinerja Organisasi*

## 1. INTRODUCTION

### Research Background

Human resource is a major asset in an organization. Human resource is one of resources that determine the organization success. Because of that, organizations are demanded to manage the organization well for the organization survival. With a support from a culture in the agency, an employee works confidently and increases productivity of the organization. Organizations must have its own characteristic, which are reflected in their organizational culture. Most organizations put more efforts on the focus of only intrinsic and extrinsic reward systems and give less concern on the traditional cultural activities. According to Kandula (2006) the key to good performance is a strong culture. He further maintains that due to difference in organizational culture, same strategies do not yield same results for two organizations in the same industry and in the same location. Measuring and analyzing organizational performance plays an important role in turning organizational goals to reality. Essential for a company to determine the relevant indicators, how they relate to the formulated company goals and how they depend on the performed activities.

In Disperindag Sulut, maintain the performance of the organizations has been a concern for the organization itself. For example Disperindag must be prepared especially in facing Masyarakat Asean Economy Society (AES). Also Disperindag has to know about the culture in an organization for the better performance. Organizational culture is a norm or various types of regulations to improve and control the performance of employees in the agency, but in reality there are employees whose performance does not match the organizational culture in the institution enacted. Departed from the matter, this study are intended to answer the question whether organizational culture is closely linked to the performance of Disperindag. Nonetheless, a successful organization will be regarded as to effectively manage the external and internal conformity. The forces in the external environment may suggest the need of cultural change therefore the culture of the organization will be formed in accordance with the strategy and its environment. Strong organizational culture is also a powerful device for guiding behaviors that help employees do their jobs better.

Culture has a big effect on the performance of an organization. This is the practice that cannot just be assumed as it has both positive and negative effects as far as performance is concerned, since it is involve governmental organization. The specific objectives of the study were to establish the link between competitive culture and performance in governmental organizations, to explore the effect of entrepreneurial culture on performance in governmental organizations, to assess the level of bureaucratic culture and its influence on overall performance in governmental organizations, and to examine the influence of consensual culture on performance in governmental organizations. So it is reasonable for the researcher to follow up this interesting issue by conducting research with a title the effect of organizational culture towards organizational performance at Dinas Perindustrian dan Perdagangan (Disperindag) Provinsi Sulawesi Utara.

### Research Objectives

The objectives of this research are to know

1. The effect of competitive culture, entrepreneurial culture, bureaucratic culture, consensual culture on organizational performance at Disperindag Sulut simultaneously.
2. The effect of competitive culture on organizational performance at Disperindag Sulut partially.
3. The effect of entrepreneurial culture on organizational performance at Disperindag Sulut partially.

4. The effect of bureaucratic culture on organizational performance at Disperindag Sulut partially.
5. The effect of consensual culture on organizational performance at Disperindag Sulut partially.

## **Theoretical Framework**

### **Organizational Behavior**

Organizational behavior is the study of human behavior in organizations. It is a multidisciplinary field devoted to understanding individual and group behavior, interpersonal processes, and organizational dynamics. Learning about OB will help you develop a better work-related understanding about yourself and other people. It can also expand your potential for career success in the dynamic, shifting, complex, and challenging new workplaces of today-and tomorrow (Schermerhorn, Hunt, Osborn, 2005). While Robbins (2001) defined organizational behavior is the systematic study of the actions and attitudes that people exhibit within organizations. It is applied behavioral science and as a result is built upon contributions from several behavioral disciplines.

### **Organizational Culture**

Organizational culture is conceptualized as shared beliefs and values within the organization that helps to shape the behavior patterns of employees (Kotter and Heskett, 1992). Poku and Ansah (2013:p96) define organization culture as the drive that recognizes the efforts and contributions of the organizational members and provides holistic understanding of what and how is to be achieved, how goals are interrelated, and how each employee could attain goals. summarizes organization culture as collective process of the mind that differentiates the members of one group from the other one.

### **Competitive Culture**

Fombrun Conduct that Corporate culture and reputation are intangible assets organizations use to create a competitive strategic advantage to differentiate themselves from other firms to enhance firm performance. Numerous articles cite how corporate culture may be an important intangible predictor of reputation, but only a few researchers have empirically tested the relationship between culture and reputation. Culture not only enhances financial performance, but also is positively relates to reputation. Research on corporate reputation has identified antecedents and consequences of reputation to better explain how a firm may benefit and best strategically position itself through its reputation (Wanjiku, 2014). Competitive culture is not only intangible and illusive but can also be observed at multiple levels of an organisation. Indeed, organisational culture is reflected in values, norms, and practices. At the deepest level, organisational culture consists of values, which are embedded tacit preferences about what organisations should strive to attain and how they can achieve that (De Long and Fahey, 2000). At a more observable level, organisational culture also consists of norms and practices that are derived from underlying values (De Long and Fahey, 2000).

### **Entrepreneurial Culture**

Entrepreneurial culture is considered important in explaining the differences in the economic success of nations (Leff, 1979). Literature in the field of regional science and economic geography also attributes the economic development of regions to non-economic elements of which the role of entrepreneurial culture is mentioned (Beugelsdijk, 2004). However, entrepreneurial culture remains an ill defined concept and sometimes misrepresented in an attempt by scholars to explain

regional economic success in terms of non-economic factors. Although entrepreneurial culture is essential for the development of entrepreneurship, the ability of the government to foster it and create an entrepreneurial society to reduce the problem of unemployment has been hindered due to a lack of conceptual clarity of entrepreneurial culture in entrepreneurship research. This lack of conceptual clarity emanates from the lack of distinction between entrepreneurial culture and organizational culture. For instance, while many studies on entrepreneurial culture have failed to explicitly define the term, the concept have been highly associated with established firms seen as part of an organizational culture and perceived as personality characteristics of entrepreneurs (Kuznetsov and Kuznetsova, 2005).

### **Bureaucratic Culture**

Bureaucracies play a central role in making public policy by applying program rules to individual cases (Lipsky, 1980). In so doing, they create the public policy that the public actually experiences. An understanding of public policy, therefore, requires an understanding of the determinants of bureaucratic behavior. While the dominant paradigm for understanding bureaucratic behavior focuses our attention on how the incentive structures elected officials create constrain bureaucratic behavior (principal-agent theory), scholars have recently argued that political scientists refocus their attention on the central bureaucratic task of information processing and return to the behavioral approach to understanding bureaucratic organizations (Jones 2003; Workman, Jones and Jochim, 2010). This approach draws from both early work in the behavioral tradition in public administration (March and Simon 1958; Simon 1947) and the work on social construction and issue definition in public policy (Rocheftort and Cobb, 1994; Stone, 1984).

### **Consensual Culture**

Tradition, loyalty, personal commitment, extensive socialization, teamwork, self management, and social influences are attributes of clan culture. Its members recognize an obligation beyond the simple exchange of labour for a salary. The members understand that their contributions to the organization may exceed any contractual agreements. The individual's long-term commitment to the organization is exchanged for the organization's long-term commitment to the individual. Individuals believe that the organization will treat them fairly in terms of salary increases, promotions, and other forms of recognition. Consequently, they hold themselves accountable to the organization for their actions. Deshpande and Farley (1999) aver that in the consensual culture, elements of tradition, loyalty, personal commitment, extensive socialization, teamwork, self-management, and social influence are important in the organizational values.

### **Organizational Performance**

The authors Lebars and Euske (2006) provide a set of definitions to illustrate the concept of organizational performance:

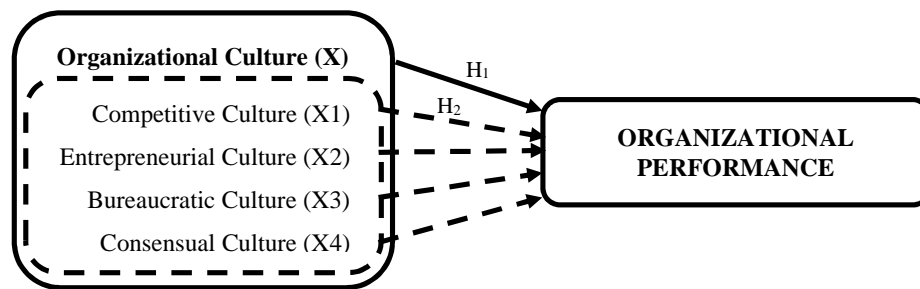
1. Performance is a set of financial and nonfinancial indicators which offer information on the degree of achievement of objectives and results.
2. Performance is dynamic, requiring judgment and interpretation.
3. Performance may be illustrated by using a causal model that describes how current actions may affect future results.
4. Performance may be understood differently depending on the person involved in the assessment of the organizational performance (e.g. performance can be understood differently from a person within the organization compared to one from outside).
5. To define the concept of performance is necessary to know its elements characteristic to each area of responsibility.

6. To report an organization's performance level, it is necessary to be able to quantify the results.

**Previous Research**

Effect of Organizational Culture on Employee Performance in Non Governmental Organizations, Wanjiku (2014) from the study it can be concluded that organization culture has a great influence on performance as it dictates how things are done, organization’s philosophy, work environment, performance targets and organizations stability. Impact of Organizational Culture on Employee Performance and Productivity: A Case Study of Telecommunication Sector in Bangladesh, Uddin (2013) the analysis explained that organizational culture significantly influences employee performance and productivity in the dynamic emerging context. Impact of Organizational Culture on Employee Performance, Awadh (2013) In this study, The different values and beliefs based upon employee performance helps in organization association. The organization culture helps in internalizing joint relationship that leads to manage effective organization processes. Effects of Organizational Culture on Employee Performance (Case Study of Wartsila-Kipevu li Power Plant) , Wambugu (2014)

**Conceptual Framework**



**Figure 1. Conceptual Framework**  
 Source: Data Processed 2015

**Research Hypothesis**

- H<sub>1</sub>: Competitive Culture, Entrepreneurial Culture, Bureaucratic Culture, Consensual Culture have effect on organizational performance at Disperindag simultaneously.
- H<sub>2</sub>: Competitive Culture have effect on organizational performance at Disperindag partially.
- H<sub>3</sub>: Entrepreneurial Culture have effect on organizational performance at Disperindag partially.
- H<sub>4</sub>: Bureaucratic Culture have effect on organizational performance at Disperindag partially.
- H<sub>5</sub>: Consensual Culture have effect on organizational performance at Disperindag partially.

**2. RESEARCH METHOD**

**Type of Research**

This research is causal type of research where it will investigate the effect of organizational culture towards organizational performance.

**Place and Time of Research**

This research is conducted in Manado, North Sulawesi, Indonesia. This research will be held during October-December 2015.

**Population and Sample**

The research population is employees at Disperindag Provinsi Sulut. The sample of this research is 98 employees (all employees of Disperindag Sulut).

**Data Collection Method**

The source of data can be from primary and secondary sources. Primary data is data originated by the researcher specifically to address the research problem (Sekaran and Boogie, 2009). The researcher obtains primary data from results of survey and questionnaires.

**Operational Definition and Measurement of Research Variables**

1. Competitive culture is the tangible assets for the organization to create a competitive strategic advantage to differentiate themselves from other agency in Provinsi Sulut.
2. Entrepreneurial culture is the effectiveness to providing new and unique strategy and rapid growth to support Disperindag Sulut.
3. Bureaucratic culture is the highly value standardized goods and customer service on Disperindag Sulut.
4. Consensual culture is to seek work environment that maximizes on the employee ability to work as a team for Disperindag Sulut.
5. Organizational performance is the degree of achievement to accomplish the mission at Disperindag Sulut.

**Data Analysis Method****Validity and Reliability Test**

Validity is evidence that the instrument, technique, or process used to measure a concept does indeed measure the intended concept (Sekaran and Bougie, 2009) to analyze the validity of questionnaire, Pearson Product Moment is used. An instrument measure is valid if the instrument measure what should be measured. Reliability is a test to the consistency and stability of the measuring instrument (Sekaran and Bogie, 2009). The higher of the coefficient prove the better of measuring instrument.

**Multiple Regression Analysis Model**

Sekaran and Bougie, (2009), stated that multiple regression is a statistical technique that simultaneously develops a mathematical relationship between two or more independent variables and an interval - scaled dependent variable. Once gathered the data from the field, the next step to analysis the data and solving the problem using Multiple Regression Method, it also to test the hypotheses that have been stated. The data then inserted into the statistical tools SPSS 22. This method has been chosen to measure the effect of organizational culture towards organizational performance at Dinas Perindustrian dan Perdagangan Provinsi Sulawesi Utara.

### 3. RESULT AND DISCUSSION

#### Validity and Reliability

The value of Corrected Item - Total Correlation with SPSS 22 of the indicators are all above the acceptance limit 0.5, therefore the research instrument is valid. The Reliability test is done by looking at the *Cronbach Alfa* value, in this research the value of Cronbach Alfa for competitive culture is 0.746, entrepreneurial culture is 0.702, bureaucratic culture is 0.698, consensual culture is 0.606 and organizational performance is 0.601 which is above the acceptance limit of 0.6, therefore the research instrument is reliable.

#### Multiple Regression Analysis Model

Multiple Regression Analysis is a statistical technique that simultaneously develops a mathematical relationship between two or more independent variables and an interval - scaled dependent variable.

#### Classical Assumption Test

Table 1. Multicollinearity

	Coefficients <sup>a</sup> Model	
	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Competitive Culture	.929	1.076
Entrepreneurial Culture	.959	1.043
Bureaucratic Culture	.950	1.053
Consensual Culture	.913	1.095

a. Dependent Variable: Orgnizational Performance

Source: Data Processed, 2015

The tolerance value of competitive culture is 0.929, entrepreneurial culture is 0.959, bureaucratic culture is 0.950, and consensual culture is 0.913, which are more than 0.1. The VIF value of competitive culture is 1.076, entrepreneurial culture is 1.043, bureaucratic culture is 1.053 and consensual culture is 1.095, which are less than 10 show that the model concluded to be free from multicollinearity.

#### Heteroscedasticity

Heteroscedasticity occurs of the dots form certain patterns. In this research the dots spreading above and below of zero point in ordinate. This is proved that there is no heteroscedasticity in this regression.

#### Normality

Normality test can be identifying by using graph of P-P Plot. The data will distribute normally if the value of P-P Plot is near diagonal line of the graph. The dots are spreading near the diagonal line and follow the direction of the diagonal line. Therefore the normality test is completed.

**Multiple Regression Analysis**

**Table 2. Multiple Regression Result**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1,223	,399		3,067	,003
Competitive Culture (X1)	,287	,055	,373	5,201	,000
Entrepreneurial Culture (X2)	-,209	,061	-,241	-3,414	,001
Bureaucratic Culture (X3)	,213	,051	,297	4,181	,000
Consensual Culture (X4)	,416	,065	,464	6,416	,000

Source: Data Processed, 2015

The value of R is 0.748 indicating a substantial positive association between independent and dependent variable. The value of R<sup>2</sup> is 0.560, meaning that competitive culture (X<sub>1</sub>), entrepreneurial culture (X<sub>2</sub>), bureaucratic culture (X<sub>3</sub>), and consensual culture (X<sub>4</sub>) as independent variables have very strong positive association and influence organizational performance (Y) as much as 56% while the rest 44% other factor is not included in this research.

**Hypothesis Testing**

**Table 3. F – Test Result**

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	6,440	4	1,610	29,224	,000 <sup>b</sup>
Residual	5,065	92	,055		
Total	11,505	96			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Consensual Culture, Entrepreneurial Culture, Bureaucratic Culture, Competitive Culture

Source: Data Processed, 2015

The F-test results on Table 3, F<sub>count</sub> = 29.224 with a significance level of 0.000. In this research, F<sub>count</sub> > F<sub>table</sub> (F<sub>count</sub> is greater than F<sub>table</sub>), then the regression model of F-Test can be 44.634 > 2.70 that means H<sub>0</sub> is rejected and H<sub>1</sub> is accepted. The regression model can be used to declare that the independent variable of X<sub>1</sub> (Competitive Culture), X<sub>2</sub> (Entrepreneurial Culture), X<sub>3</sub> (Bureaucratic Culture) and X<sub>4</sub> (Consensual Culture) simultaneously affects the dependent variable Y (Organizational Performance).

**Table 4. T test**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1,223	,399		3,067	,003
Competitive Culture (X1)	,287	,055	,373	5,201	,000
Entrepreneurial Culture (X2)	-,209	,061	-,241	-3,414	,001
Bureaucratic Culture (X3)	,213	,051	,297	4,181	,000
Consensual Culture (X4)	,416	,065	,464	6,416	,000

Source: Data Processed, 2015



Competitive culture ( $X_1$ ), entrepreneurial culture ( $X_2$ ), bureaucratic culture ( $X_3$ ), and consensual culture ( $X_4$ ) affects organizational performance ( $Y$ ) simultaneously which means  $H_1$  is accepted. Competitive culture ( $X_1$ ) affect employee's productivity ( $Y$ ) partially which means  $H_2$  is accepted. Entrepreneurial Culture ( $X_2$ ) does not effect organizational performance ( $Y$ ) partially which means  $H_3$  is rejected. Bureaucratic culture ( $X_3$ ) affect organizational performance ( $Y$ ) partially which means  $H_4$  is accepted. Consensual culture ( $X_4$ ) affect organizational performance ( $Y$ ) partially which means  $H_5$  is accepted.

## Discussion

Competitive culture affect organizational performance significantly. Based on the result, the employees at Disperindag agreed that competitive culture effect the organizational performance. The context of competitive culture in this research is a need that the agencies should have its own a competitive strategic that will be an intangible assets to differentiate themselves from other agencies in North Sulawesi. Entrepreneurial culture does not effect organizational performance significantly. Based on the result, the employees at Disperindag did not agree that entrepreneurial culture effect the organizational performance. The context of entrepreneurial culture in this research need to the effectiveness to providing new and unique strategy and rapid growth. Bureaucratic culture affect organizational performance significantly. Based on the result, the employees agreed that bureaucratic culture effect the organizational performance. The context of bureaucratic culture in this research is need to highly value standardized goods and costumer service. Consensual culture affect organizational performance significantly. Based on the result, the employees agreed that consensual culture effect the organizational performance. The context of consensual culture in this research is the degree of an achievement to accomplish the mission. This result supports the previous research conducted by Wanjiku (2014) ) that found out that on competitive culture, World Vision Kenya needs to help its employees set performance goals that are easily achievable. They can do this by ensuring Managers have one to one's with staff they manage to discuss and formulate practical work goals as well as best practice to achieve these goals. On entrepreneurial culture, it is recommended that the Managers here must empower employees by delegating more to enhance the confidence of its employees which results in more creativity and innovation; delegate tasks that are challenging rather than mundane. The organization needs to set out rules that are viewed as fair and practical by employees to promote a bureaucratic culture. This can be achieved by having open lines for feedback for example having a suggestion box as a tool for airing views and feedback concerning rules set out by Management. The findings indicated that World Vision Kenya is more inclined towards a consensual culture; however, it can improve more by having team building initiatives to help enhance team spirit within the organization.

## 4. CONCLUSION AND RECOMMENDATION

### Conclusion

1. All the organizational culture (Competitive Culture, Entrepreneurial Culture, Bureaucratic Culture, Consensual Culture) simultaneously have significant effects on organizational performance.
2. Competitive culture partially has significantly effect organizational performance on Disperindag Sulut.
3. Entrepreneurial culture partially has not significantly effect organizational performance on Disperindag Sulut.
4. Bureaucratic culture partially has significantly effect organizational performance on Disperindag Sulut.

5. Consensual culture partially has significantly effect organizational performance on Disperindag Sulut.

### Recommendation

For the agency, the result of this research consensual culture on organizational culture has the most significant effect the organizational performance in Disperindag Sulut. It is recommended to keep enhancing the competitive culture, bureaucratic culture and consensual culture, because the three variable are significant affect on organizational performance. The entrepreneurial culture needs to be strengthened, because the employee need to be innovative within their role, encouraged to think 'outside the box', work independently and produce the best result they could. It is recommended too that the head of department here must empower employees by delegating more to enhance the confidence of its employees which results in more creativity and innovation, delegate tasks that are challenging rather than mundane for the better performance.

## REFERENCES

### *Paper in Journals*

- [1]Awadh, A., Saad, A., (2013). Impact of Organizational Culture on Employee Performance. *International Review of Management and Business Research* Vol.2 Issue.1 [www.irmbrjournal.com](http://www.irmbrjournal.com).
- [1]Deshpande, R., Farley, J. (1999). Executive insights: corporate culture and market orientation: comparing Indian and Japanese firms. *Journal of International Marketing*, 7, 111-27.
- [1] Jones, B. D. (2003). "Bounded Rationality and Political Science: Lessons from Public Administration and Public Policy." *Journal of Public Administration Research and Theory* 13(4): 395-412.
- [1] Leff, N. H. (1979). Entrepreneurship and Economic development: the problem revisited, *Journal of Economic literature XVII*, 46-64.
- [1] Poku, M., Ansah, W., (2013). Organizational Culture and Organizational Performance: Empirical Evidence from the Banking Industry in Ghana. *International Journal of Business, Humanities and Technology* Vol.3 No.1; January 2013.
- [1] Uddin, M., Luva,R., Hossian, S., (2013). Impact of Organizational Culture on Employee Performance and Productivity: A Case Study of Telecommunication Sector in Bangladesh. *International Journal of Business and Management*; Vol. 8, No. 2; 2013.
- [1] Wambugu, L., (2014). Effects of Organizational Culture on Employee Performance (Case Study of Wartsila – kipevu Ii Power Plant). *European Journal of Business and Management* Vol.6, No.23, 2014.
- [1] Wanjiku, N., Agusioma, N. (2014). Effect of Organizational Culture Performance in Non Governmental Organizations. *International Journal of Scientific and Research Publications*, Volume 4, Issue 11, November 2014.
- [1] Rochefort, David A. and Roger W. Cobb. (1994). *The Politics of Problem Definition: Shaping the Policy Agenda*. Lawrence, KS: University Press of Kansas.
- [1] Lebars, M., Euske, K. (2006), "A conceptual and operational delineation of performance", *Business Performance Measurement*, Cambridge University Press.

### *Books*

- [1] Robbins, S. P., (2001). *Organizational Behavior 9th ed*. Upper Saddle River. Prentice Hall, New York.
- [1] Sekaran, U. and Bougie, R., (2009). *Research Method for Business: A skill Building Approach Fifth Edition*. John Wiley and Sons: Danvers, Great Britain.
- [1] Sekaran, U., (2003). *Research Method for Business: A skill Building Approach*, Fourth Edition. John Wiley and Sons: Danvers.

- [1] Schermerhorn., Hunt., Osborn., (2005). *Organizational Behavior*. Ninth Edition. Wiley.
- [1] Kotter, J. P. and Heskett, J. L. (1992). *Corporate culture and performance*. New York: Free Press.
- [1] Beugelsdijk, S., (2004). 'Entrepreneurial Culture, Regional Innovativeness and Economic Growth' ERSA conference paper sersa 04 p210, European Regional Science Association.<http://ideas.repec.org/p/wiw/wiwrsa/ersa04p210.html>, Accessed 17/03/2010, <http://www.sre.wu.wien.ac.at/ersa/ersaconfs/ersa04/PDF/210.pdf>, Accessed 17/03/2010.
- [1] Kuznetsov., A. and Kuznetsova., O. (2005). 'Business Culture in Modern Russia: Deterrents and Influences' *Problems and Perspectives in Management*, 2005 Issue 2, p25.
- [1] Lipsky, Michael. (1980). *Street Level Bureaucrats: Dilemmas of the Individual in Public Services*. New York: Russell Sage Foundation.