

The relationship of institutional culture and organizational performance in Pakistani Higher Education Institutions (HEIs)

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Abstract

In last few decades institutional culture and organizational performance are emerging concepts pertinent to the organization particularly higher education institutions HEIs. Organizational performance and institutional culture are considered as crucial factors of effectiveness for any organization. Researchers are keenly and constantly studying these factors from last five decades. The study of institutional culture continues to gain increasing eminence. Institutional culture gives such organizational performance that produces organizational effectiveness. The objective of current study was to investigate the effect of Institutional Culture on Organizational Performance. The universities were selected from one of the countries of South Asian developing region i.e. Pakistan. The study sampled 598 respondents which were selected from department of management and social of the HEIs of Rawalpindi and Islamabad. Data were obtained through a self-administered questionnaire on four dimensional factors of Organizational Performance. The result was obtained using statistical calculations through Pearson's correlation and regression analysis. Therefore, the study found a strong positive relationship between Institutional culture and Organizational Performance. The study offers significant recommendations for the concerned institutions.

Key word: *Institutional Culture, Organizational Performance, HEIs*

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Introduction

Nowadays, HEIs face increasing challenges posed by competitive and dynamic markets. This leads to disruptive changes that force organizations to change their strategy to survive. Expansion of the global economy, as well as, a global competition, new developments and innovations, rapid changes and new technologies, customer expectations, quality management, demographic changes, and demand for specific skills, pose a huge challenge to the flexibility of an organization that operates in this scenario. Organizations need to change and adopt new ways to remain competitive. As educational organizations endure to persist in today's competitive business world, it is required that they have the capable administrators, teachers, employees and employees, and they try to retain skilled workers and employees in the organizations. In addition to retention issues of employees, professional development of qualified managers relies on the emotional abilities alongwith the intellectual abilities. As Futurologist Albin Toffler (2012) argues that the society of the future will become a knowledge-based society, combining with symbolic creativity and imagination on the basis of emotion. Moreover, he claims that the problems that cannot be resolved systemically will become more frequent. Thus, emotions based on interactive bond elements including affection, belief, and hope must be understood well. Considering this, it is becoming farther essential to cope with the problems of emotion. Prevailing Academic Performance has recognized the shift to an age of Organizational Performance in the office and its ability to enhance the value of life and esteem for employees. "Organizational Performance" refers to the skill to recognize one's personal and others' emotions, to use emotion in order to facilitate the performance, to understand knowledge about the emotions, and to control one's personal and others' emotions. The concept of expressive intellect has a very important influence in the field of management. So in recent years, researchers in the field of organization have been progressively involved in the topic of Organizational Performance. Boyatzis, Goleman, and Rhee argued that "If you want to promote a more competitive of Organizational Performance, compatibility such as Institutional culture, structure, strategy and environmental factors of organization"(Boyatzis, Goleman, and Rhee 2000). Organizational Performance can be developed significantly through training and experience, although this process is not easy Thus, it is useful to aspect at the demographic variables of Organizational Performance and determine the way of maximizing effectiveness of OP through well-matched ecological features of an association. OP is an imperative factor in attaining high accomplishment in businesses, as shown in existing

research. Thus, this study aims to inspect the effects of Institutional culture on Organizational Performance.

2. Literature Review

This part of the present study throws light upon the earlier studies conducted in the interest of elaborating organizational performance and its link with all social settings of an individual. This portion also weaves the theoretical framework that strengthens this research work on the basis of originality and authenticity. Furthermore, it renders the conceptual framework of this study that provides it a strong and meaningful foundation bearing its whole skeleton.

The notion of OP related itself with the abilities of a person to comprehend his sentiments and emotions of others. In the modern era the term of “Organizational Performance” is very familiar for all researcher particularly emphasizing “Financial Performance and self-efficacy” so it has deep rooted with personality disciplines, sociology, psychology. Mayer, Salovey and Caruso (2003) elucidated the concept of OP that emerged from the related published studies identifying emotional disorders about paints, expressions and drawings where they (2003) analysed the feelings by reports. Consequently, Organizational Performance was considered in the group of oral, intellectual and societal intelligence. Later, relational and intrapersonal communications came into view as Organizational Performance. Hence, the idea of various aptitudes started considering other intellects with the exception of cognitive intelligence.

The scholars of the most recent past concluded that emotional stability secures a successful life. Thus, it enables a person to cope with his/her domestic or professional problems successfully. Consequently, the significance of Organizational Performance rises as humans proceed ahead in their life. Organizational Performance is a mandatory part of our life because nobody is emotionless (Katyal & Awasthi, 2005). Similarly, literature is evident that emotional behaviour plays important role in adapting societal and emotive capabilities. (Mayer, Salovey & Caruso, 2003)

So, OP leads personal and social skills which improve the performance in workplace. improvement in performance at workplace it create creativity in people toward better result. (Lopes, 2004). Lope also illustrated the construct of OP is not only deals their own emotions but in the light of OP management it also develops the relationship of others (lope 2004), as

parents with siblings, as friends with friendship relations. Lope support the Goleman(1995) that, recognition of emotions of others direct a person toward the precise and timely determinations that end at achievement. In nutshell, a person who is emotionally intelligent can generate a society of achievement and coherence that decreases anxiety amongst individuals.

Cummings-Hypolite (2011) concluded that self-control in a tutorial room improves the presentation of pupils. This discipline springs out from the emotional solidity because it demolishes the opportunities of employees' disorderly conduct that also lies under the umbrella of the Organizational Performance. So, emotionally stable employees want to stay at peace and harmony with the learning activities. OP play very important role in educational settings,Rees, Lewis,& Bleakley (2005) focused on the utility of OP in educational sector to attain successful achievement. They believe that emotions convey and render the real inner of a person. Thus, they are are a vital source of gathering information about him/her. In this way, numerous educational problems can be solved on the basis of that information.

Kulkarni, Janakiram and Kumar (2009) elucidate Organizational Performance taking support from “Goleman's Model” of OP rendered in 1995. So, Organizational Performance has various methods and patterns in routine. This model depicts the following sub-scales strengthening the concept of Organizational Performance on a broader viewpoint.

H1: Institutional Culture with dimensions (involvement, consistency, adaptability, and mission) has significant effect on Organizational Performance (Financial Performance, Market Performance, Operational Performance and Academic Performance) of HEIs.

2.3. Theoretical framework

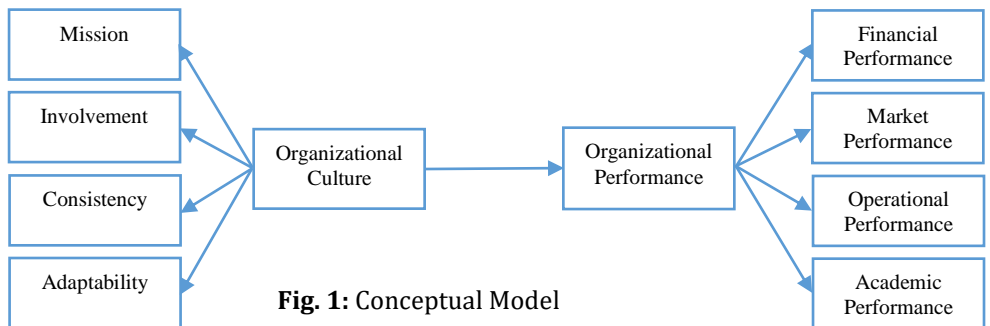


Fig. 1: Conceptual Model

Many theories have discussed the institutional culture phenomena and argued how IC influence on efficacy of groups. In this research study researcher used framework of “Denison model of organizational culture” to assess institutional culture of university. He developed a model over the past twenty years after a strenuous struggle to understand the IC as a phenomenon. Hence, Denison Model comprises of four elements, i.e., mission, adaptability, consistency and involvement, and two aspects; i.e., inner emphasis and exterior emphasis; hence, the former is amongst the participation and constancy implying that a positive group may have whole emphasis on interior structures to make them consistent and to familiarize vicissitudes of the market while the latter is amid flexibility and assignment that implies that a positive group may pay consideration to the modification happening in the civilization and mold the job of the group consequently. Another theory used in this research is Goleman (1995) that is known as best theory of Goleman to assess the Organizational Performance. The notion of OP related itself with the abilities of an idiosyncratic to comprehend his personal emotions and feelings of others. This model categorizes OP and IC in 04 characteristics each as depicted in the above model.

3. Methodology

The current study adopted positivist philosophy as it was of quantitative nature. To examine the relationship of two variables survey method was opted as the study was of descriptive nature. The universities were selected from one of the countries of South Asian developing region i.e. Pakistan. Population of the present study was all masters’ level employees of Public Sector Universities of Rawalpindi and Islamabad. By applying Stratified random sampling technique two major faculties of management sciences and social sciences were divided into strata and sample 600 employees. There were 6 public sector universities. The demographics variables including age, gender, faculty and department were used to collect basic data.

4. Data analysis

4.1 Reliability of scale

Before using the data collection tools the scale reliability was tested through the coefficient of Cronbach’s Alpha. As depicted in the table 4.1, the results of reliability analysis in terms of Cronbach’s Alpha are with in acceptable range i.e. $>.70$. So, the Alpha value of OC is 0.81 and OP is 0.80.

Table 4.1. Reliability Analysis

Item-Total Statistics		
Variable	No. of Items	Cronbach's Alpha

Institutional Culture	56	0.811
Organizational Performance	60	0.801

n=598

Table 4.2. Scale Reliability dimension wise

Measure	N	Reliability (Alpha)
Institutional Culture		0.911
Involvement	50	0.80
Consistency	50	0.98
Adaptability	50	0.88
Mission	50	0.80
Organizational Performance		0.901
Financial Performance	50	0.93
Self Management	50	0.88
Operational Performance	50	0.89
Academic Performance	50	0.91

In above tables reliability of scale is checked. Reliability Analysis is normally used to create reliable measurement scales, they are conducted to progress the current scales, and to assess the dependability of scales that are previously in use. Precisely, Reliability Analysis then supports in the strategy and appraisal of some scales. A person can calculate plentiful measurements that permit a researcher to construct and gauge scales ensuing the ostensible traditional testing theory. No variable was dropped due to low Cronbach Alpha value because all variables of the study have reliability (α) well above than the cut off value (0.70) recommended by (Hair et al., 2009).

4.2. Descriptive Statistics

Larger sets of quantitative information as means and standard deviations deliver the view of data in descriptive statistics. Detail are given below in table 4.4:

Table 4.4. Descriptive Statistics

Variable	Mean	Std. Deviation
Institutional Culture	3.6383	.69224
Organizational Performance	3.7681	.75950

A questionnaire designed on likert scale measured variables with n=598 as shown in Table 4.10. The table shows means and values of standard deviations. It shows that OP has high M=3.76 and SD= 0.75, OC shows M=3.63 and SD=0.69.

4.4 Correlation Analysis

The Pearson correlation coefficient was determined to measure the level of association among the variables of IC and OP. The correlation coefficient is always between +1 and -1. The value near to +1 or -1 indicate a negative and positive association among variables and the value closer to zero indicate the weak relationship. Correlation determines the strength of the relationship and direction of the relationship. The correlation coefficient is designated by (r) and the path of the association among the variable is determined by the sign of the correlation coefficient (Hair et al., 2010; Pallant, 2010). The results of Pearson correlation analysis between dimensions of institutional culture and Organizational Performance are shown in Table 4.5:

Table 4.5. Correlation Analysis

	Institutional Culture	Organizational Performance
Institutional Culture	1	
Organizational Performance	.826**	1

** . Correlation is significant at the 0.01 level (2-tailed).

Table 4.6. Correlations among dimensions of Institutional Culture and Organizational Performance

	Correlations							
	1	2	3	4	5	6	7	8
Involvement	1							
Consistency	.905**	1						
Adaptability	.271**	.285**	1					
Mission	.869**	.867**	.663**	1				
Financial Performance	.789**	.812**	.321**	.756**	1			
Market Performance	.477**	.465**	.657**	.602**	.408**	1		
Operational Performance	.724**	.636**	.598**	.738**	.619**	.749**	1	
Academic Performance	.770**	.855**	.618*	.603**	.692**	.775**	.252**	1

The above table shows that each dimension of each Institutional Culture have different correlation with each dimension of Organizational Performance. All four dimensions of institutional Culture are positively associated with the dimensions of emotional intelligence

4.5 Regression Analysis

Regression analysis is a statistical method to estimate association among variables. It embraces numerous procedures and techniques for analyzing and modeling various variables, when the emphasis is on the connection among dependent variable and one or additional independent variables. Specifically, the regression analysis aids to comprehend how the representative value of dependent variable become vary when any one of the independent variables is diverse, while the additional independent variables are detained stable. Results of present study are described statistically by using Linear- Regression. Each hypothesis was tested and described in following tables:

H₀1: Institutional Culture has no significant effect on Organizational Performance of HEIs

Table 4.7. Regression analysis for Institutional Culture and Organizational Performance

Predictor	B	t value	R square	F	Sig.
Institutional culture	6.863	4.462	.967	17286.588	.000

*p<.05,

**p< .01

Dependent Variable = Organizational Performance

Independent Variable = Institutional Culture

In Table 4.7 regression analysis results show that institutional culture significantly effects the Organizational Performance, score, $\beta = 6.863$, $t = 4.462$, $p = .000$ showing institutional culture has positive effect on Organizational Performance. R^2 value is 0.967 showing that Institutional Culture illustrates 96.7% effects on Organizational Performance. Co-efficient ($\beta = 6.863$) significant at $p < 0.05$ level of significance.

Table 4.8. Regression analysis for Institutional Culture and Financial Performance

Predictor	Financial Performance			
	B	t Value	R ²	F
Mission	14.023	6.711	.445	477.185
Involvement	20.178	8.125	.297	251.728

Consistency	8.718	4.252	.509	617.781
Adaptability	23.808	14.137	.433	455.553

Dependent Variable: Financial Performance

Sig. = .000 *p<.05, **p< .01

In Table 4.8 regression analysis results show that mission significantly effects Financial Performance, score, $\beta = 14.023$, $t = 6.711$, $p = .000$. This shows that mission has positive effect on Financial Performance. R^2 value is .445, it explains that Mission describes 44.5% effects on Financial Performance. While the Co-efficient ($\beta = 14.023$) was significant at $p < 0.05$ level of significance. Regression analysis results show that Involvement significantly effects the Financial Performance, score, $\beta = 20.178$, $t = 8.125$, $p = .000$. This shows that involvement has positive effect on Financial Performance. R^2 value is .297, means Involvement describes 29.7% effects on Financial Performance. While the Co-efficient ($\beta = 20.178$) was significant at $p < 0.05$ level of significance. There is significant effect of involvement on Financial Performance. Further results show that independent variable consistency significantly effects the dependent variable Financial Performance, score, $\beta = 8.718$, $t = 4.252$, $p = .000$. This shows that consistency has positive effect on Financial Performance. R^2 .509, implies that Consistency describes 50.9% effects on Financial Performance. While the Co-efficient ($\beta = 8.718$) was significant at $p < 0.05$ level of significance. Statistical results show consistency has significant effect on Financial Performance. Adaptability significantly influences Financial Performance, score, $\beta = 23.808$, $t = 14.137$, $p = .000$. This shows that adaptability has positive effect on Financial Performance. R^2 is 0.433, it explains that Adaptability portrays 43.3% impacts on Financial Performance. The Co efficient ($\beta = 23.808$) was significant at $p < 0.05$ level of significance. Statistical results show there is significant effect of adaptability on Financial Performance.

Table 4.9. Regression analysis for Institutional Culture and Market Performance

Predictor	Market Performance			
	B	t Value	R ²	F
Mission	25.953	15.106	.258	206.875
Involvement	12.914	9.049	.541	702.514

Consistency	28.076	15.059	.197	146.348
Adaptability	22.991	20.715	.513	628.756

Dependent Variable: Market Performance

Sig. = .000 *p<.05, **p< .01

In Table 4.9 regression analysis results show that mission significantly impacts the self management, score, $\beta = 25.953$, $t = 15.106$, $p = .000$. This shows that mission has positive effect on Market Performance. R^2 value is .258, it explains that Mission defines 25.8 % effects on Self Management. Co efficient ($\beta = 25.953$) was significant at $p < 0.05$ significance level. Results show Mission has significant effect on Self Management. Results show that involvement significantly effects self management, score, $\beta = 12.914$, $t = 9.049$, $p = .000$. This shows that involvement has positive effect on self management. R^2 is .541, it explains that Involvement describes 54.1% effects on Self management. The Co efficient ($\beta = 12.914$) was significant at $p < 0.05$ level of significance. Statistical results shows there is significant effect of involvement on Market Performance. Regression analysis results show that independent variable consistency significantly effects the dependent variable Market Performance, score, $\beta = 28.076$, $t = 15.059$, $p = .000$. This shows that consistency has positive effect on Market Performance. It represents that R^2 value is .197, it explains that independent variable (Consistency) describes 19.7% effects on dependent variable (Market Performance). While the Co-efficient ($\beta = 28.076$) was significant at $p < 0.05$ level of significance. Statistical results show there is significant effect of consistency on self management. Regression analysis results show that adaptability significantly impacts the Market Performance, score, $\beta = 22.991$, $t = 20.715$, $p = .000$. Adaptability has positive effect on Market Performance. It represents that R^2 value is .513, it explains that independent variable (Adaptability) describes 51.3% effects on dependent variable (Market Performance). Co efficient ($\beta = 22.991$) was significant at $p < 0.05$ level of significance. Statistical results show adaptability has significant effect on Market Performance.

Table 4.10. Regression analysis for Institutional Culture and Operational Performance

Predictor	Operational Performance			
	B	t Value	R ²	F

Mission	24.958	15.221	.153	107.271
Involvement	18.144	11.280	.269	219.521
Consistency	14.357	9.742	.371	352.138
Adaptability	19.783	18.174	.413	419.944

Dependent Variable: Operational Performance
 Sig. = .000

In Table 4.10 regression analysis results show that Mission significantly influences Operational Performance score, $\beta = 24.958$, $t = 15.221$, $p = .000$. This shows that Mission has positive effect on Operational Performance. R^2 value is .153, it clarifies that Mission defines 15.3 % effects on Operational Performance. Co efficient ($\beta = 24.958$) was substantial at $p < 0.05$ significance level. Statistical results show there is substantial influence of Mission on Operational Performance. Regression analysis results show that Involvement significantly influences the Operational Performance, score, $\beta = 18.144$, $t = 11.280$, $p = .000$. This shows that involvement has positive effect on Operational Performance. R^2 is .269, explaining that Involvement describes 26.9% result on Operational Performance. Co-efficient ($\beta = 18.144$) was substantial at $p < 0.05$ significance level. Statistical results show there is significant effect of involvement on Operational Performance. Regression analysis results show that independent variable consistency significantly influence the Operational Performance, score, $\beta = 14.357$, $t = 9.742$, $p = .000$. This shows that consistency has positive effect on Operational Performance. R^2 value is .371, explaining that Consistency illustrates 37.1% influences on Operational Performance. Co-efficient ($\beta = 14.357$) was substantial at $p < 0.05$ level of significance. Statistical results show there is significant effect of consistency on Operational Performance. Regression analysis results display adaptability substantially influences the Operational Performance, score, $\beta = 19.783$, $t = 18.174$, $p = .000$. This shows that adaptability has positive effect on Operational Performance. R^2 is .413, means Adaptability defines 41.3% influences on Operational Performance. Co-efficient ($\beta = 19.783$) was significant at $p < 0.05$ level of significance. Statistical results represent there is substantial influences of adaptability on Operational Performance.

Table 4.11. Regression analysis for Institutional Culture and Academic Performance

Predictor	Academic Performance			
	B	T Value	R ²	F
Mission	19.940	13.028	.275	226.558
Involvement	16.703	10.673	.321	281.960
Consistency	17.030	11.016	.321	281.793
Adaptability	18.672	17.164	.421	422.112

Dependent Variable: Academic Performance

Sig. = .000

In Table 4.11 regression analysis results show that independent variable Mission significantly effects the Academic Performance, score, $\beta = 19.940$, $t = 13.028$, $p = .000$. This shows that Mission has positive effect on Academic Performance. R^2 is .275 showing that Mission illustrates 27.5% influences on Academic Performance. Co-efficient ($\beta = 19.940$) significant at $p < 0.05$ significance level. Statistical results illustrate there mission has significant influences on Academic Performance. Involvement significantly effects Academic Performance, score, $\beta = 16.703$, $t = 10.673$, $p = .000$. This shows that involvement has positive effect on Academic Performance. R^2 is .321 illustrating Involvement defines 32.1% effects on Academic Performance. Co-efficient ($\beta = 16.703$) significant at $p < 0.05$ significance level. Statistical results show involvement influences on Academic Performance significantly. Regression analysis results show that consistency effects Academic Performance significantly influenced with score, $\beta = 17.030$, $t = 11.016$, $p = .000$. This shows that consistency has positive effect on Academic Performance. R^2 is 0.321 means Consistency describes 32.1% effects on Academic Performance. Co efficient ($\beta = 17.030$) was substantial at $p < 0.05$ significance level. Statistical results show consistency has significant influence on Academic Performance. Regression analysis results show that adaptability significantly effects the Operational Performance with the score, $\beta = 19.783$, $t = 18.174$, $p = .000$. This shows that adaptability has positive effect on Operational Performance. R^2 is .413 illustrates that adaptability showing 41.3% influence on Operational Performance. Co-efficient ($\beta = 19.783$) was significant at $p < 0.05$ significance level. Statistical results show adaptability has significant influence on Operational Performance.

Conclusion and Recommendations

It is concluded that institutional culture has significant effect on Organizational Performance of HEIs. All subscales of institutional culture have significant effect on all sub-scales of Organizational Performance. Mission has significant effect on Financial Performance and self management. Mission significantly effects Operational Performance and Academic Performance. Consistency has significant on Financial Performance and self management. Consistency significantly affect Operational Performance and Academic Performance.

Involvement has significant effect on Financial Performance and Market Performance. Involvement significantly effects Operational Performance and Academic Performance. Adaptability has significant effect on Financial Performance and self management. Adaptability significantly effects Operational Performance and Academic Performance.

On the bases of results and conclusion of present study the researcher recommends following steps. To improve level of Organizational Performance of the training and development department of universities may provide training to improve Organizational Performance. Universities may provide recreational opportunities to the employees which provide a chance to improve Organizational Performance. Challenging tasks may provide an opportunity to the employees to practice different emotional states and get trained. Seminars and awareness sessions may be arranged by the faculty members in order to aware the employees about importance of Organizational Performance and ways to develop Organizational Performance. The study also revealed that perception of employees regarding market performance is low. It is recommended to assign group tasks to the employees so that they will be able to understand emotions of others and value their opinion. Results of the study portrayed a picture of perception of employees regarding Academic Performance. They perceived that they are unable to manage relationships. It is recommended to provide them an opportunity of internship in the institutions of their interest. In the practical professional environment, they will be able to manage relationships. This training will make them aware about importance of relations in life. Different types of opportunities may be provided to the employees for improvement of Organizational Performance like faculty members may encourage employees for group work, discussions in the class room and provide them an opportunity to take part in decision making like class room decisions, selection of research topics, selection of optional subjects in order to express themselves and to be aware about opinion of others. Universities may create a culture of motivation, encouragement, appreciation and cooperation so that employees may be involved in activities within the university and improve their culture. Universities

may hire emotionally stable faculty members as the teacher influence employees in all aspects of personality. Emotional assessment test may be added in the tests for recruitment process.

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