

EFFECT OF ORGANIZATIONAL CULTURE ON THE PERFORMANCE OF FAMILY-OWNED BUSINESSES IN INDIA

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ABSTRACT

In the dynamic landscape of India's economy, family-owned businesses stand as pivotal drivers of growth, wielding substantial influence in employment generation, income generation, and wealth accumulation. However, this vital sector grapples with multifaceted challenges ranging from leadership dynamics to suboptimal employee performance, narrow profit margins, and fierce market competition. This research delves into the intricate interplay between organizational culture and the performance of family-owned businesses in India. Drawing upon the tenets of resource-based theory, the study meticulously examines a target population comprising 1956 business owners. Employing a descriptive research design coupled with a stratified random sampling methodology, the research scrutinizes the essence of organizational culture as perceived by business owners. Utilizing the Nassuma formula to ascertain a sample size of 320 respondents, data collection hinges on a meticulously crafted questionnaire administered by the researcher. Leveraging SPSS for data analysis, the findings are meticulously synthesized into tables, figures, and a regression model to elucidate the intricate relationship between organizational culture and business performance. Significantly, the study unearths a statistically significant positive correlation between organizational culture and business performance, underscoring the paramount importance of fostering a conducive organizational culture for enhancing the operational efficacy of family-owned enterprises. In light of these findings, the study advocates for a concerted emphasis on nurturing organizational culture as a strategic lever to propel the performance trajectory of family businesses in India.

Keywords: *Organizational culture Family-owned businesses Business performance North India Descriptive research*

INTRODUCTION

Family-owned businesses constitute a cornerstone of economic activity in nations across the globe, serving as engines of growth, sources of employment, and bastions of tradition and innovation. Nowhere is this truer than in India, a country with a rich tapestry of familial enterprises deeply interwoven into its economic fabric. As integral players in India's economic landscape, family-owned businesses wield significant influence,

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contributing to job creation, income generation, and the accumulation of wealth. However, despite their undeniable importance, these enterprises face a myriad of challenges that threaten their sustainability and growth.

At the heart of these challenges lies the complex interplay between organizational culture and business performance. Organizational culture, defined as the shared values, beliefs, norms, and practices that shape the behavior and attitudes of individuals within an organization, exerts a profound influence on the way family-owned businesses operate and ultimately perform in the marketplace. Understanding the dynamics of organizational culture and its impact on business performance is essential for unlocking the full potential of these enterprises and sustaining their long-term success.

Against this backdrop, this study endeavors to explore the effect of organizational culture on the performance of family-owned businesses in India. By delving into this crucial nexus, we aim to shed light on the mechanisms through which organizational culture shapes the strategic direction, operational efficiency, and overall performance of family enterprises in the Indian context. Through empirical research informed by resource-based theory, we seek to uncover insights that can inform strategic decision-making and managerial practices aimed at enhancing the performance and sustainability of family-owned businesses in India.

The significance of this study cannot be overstated, given the pivotal role that family-owned businesses play in driving economic growth and fostering socio-economic development in India. With an estimated 95% of all businesses in India being family-owned or controlled, these enterprises constitute the backbone of the Indian economy, spanning a diverse array of industries and sectors. From small-scale enterprises passed down through generations to sprawling conglomerates with global reach, family-owned businesses occupy a central place in India's economic ecosystem, shaping markets, influencing policy, and shaping societal norms.

Despite their ubiquity and importance, family-owned businesses face a host of challenges that threaten their survival and growth. Chief among these challenges are issues related to leadership succession, governance, professionalization, and access to capital and markets. Moreover, the unique dynamics of family ownership and management introduce complexities that can impede decision-making, hinder innovation, and undermine performance. In this context, the role of organizational culture emerges as a critical factor that can either propel family-owned businesses to greater heights or constrain their potential for success.

Organizational culture encompasses the values, beliefs, norms, and behaviors that define the identity and character of an organization. It shapes the way individuals within the organization perceive and interpret their environment, guiding their actions and decisions in pursuit of common goals. For family-owned businesses, organizational culture is often deeply rooted in the family's values, traditions, and legacy, reflecting the collective identity and aspirations of the family members involved in the business.

The impact of organizational culture on business performance is multifaceted, encompassing various dimensions of organizational effectiveness and competitiveness. A strong and positive organizational culture can foster cohesion, collaboration, and commitment among employees, driving productivity, innovation, and customer satisfaction. Conversely, a weak or dysfunctional culture can lead to disengagement, conflict, and inefficiency, undermining performance and eroding competitive advantage.

In the context of family-owned businesses, the influence of organizational culture is particularly pronounced, as it intersects with family dynamics, traditions, and values. The unique blend of familial relationships, roles, and responsibilities can shape the culture of the organization in ways that are both distinct and impactful. From

the way decisions are made to the way conflicts are resolved, the family's influence permeates every aspect of the business, shaping its culture and shaping its destiny.

Against this backdrop, understanding the dynamics of organizational culture and its impact on the performance of family-owned businesses becomes paramount. By unraveling the complexities of this relationship, we can identify opportunities for leveraging organizational culture as a strategic asset for driving performance and sustaining competitive advantage. Moreover, by illuminating the factors that contribute to a positive organizational culture, we can inform interventions and initiatives aimed at strengthening the cultural fabric of family-owned businesses and enhancing their resilience in the face of change and uncertainty.

In undertaking this study, we are guided by the principles of resource-based theory, which posits that the strategic resources and capabilities of an organization are key determinants of its competitive advantage and performance. By focusing on organizational culture as a critical resource, we seek to explore how family-owned businesses in India can harness their cultural heritage and values to achieve sustainable growth and success. Through rigorous empirical research grounded in theory and practice, we aim to generate insights that can inform strategic decision-making and managerial action, empowering family-owned businesses to thrive in an increasingly complex and dynamic business environment.

Research Gap:

Despite the growing recognition of the importance of organizational culture in shaping the performance of businesses, there remains a notable gap in our understanding of how organizational culture specifically influences the performance of family-owned businesses in the context of India. While existing research has explored the relationship between organizational culture and business performance in general, there is a dearth of studies that focus specifically on family-owned businesses and their unique cultural dynamics. This research gap is particularly pronounced in the Indian context, where family-owned businesses play a significant role in the economy but face distinct challenges and opportunities shaped by cultural, social, and economic factors. By addressing this gap, our study seeks to contribute to the literature by providing insights into the role of organizational culture in driving the performance of family-owned businesses in India, thereby filling a critical void in our understanding of this important topic.

Specific Aims of the Study:

The specific aims of our study are twofold: first, to examine the relationship between organizational culture and the performance of family-owned businesses in India; and second, to identify the key dimensions of organizational culture that have the most significant impact on business performance in this context. By achieving these aims, we seek to advance our understanding of the mechanisms through which organizational culture shapes the strategic direction, operational efficiency, and overall performance of family-owned businesses in India, thereby providing valuable insights for practitioners, policymakers, and scholars alike.

Objectives of the Study:

1. To explore the prevailing organizational culture within family-owned businesses in India.
2. To assess the performance of family-owned businesses across various dimensions, including financial performance, operational efficiency, and market competitiveness.
3. To examine the relationship between organizational culture and business performance in the context of family-owned businesses in India.

4. To identify the key dimensions of organizational culture that have the most significant impact on business performance in the Indian context.
5. To propose recommendations for enhancing the performance of family-owned businesses in India through strategic interventions aimed at fostering a positive organizational culture.

Scope of the Study:

The scope of our study encompasses family-owned businesses operating in various sectors and industries across India. We will focus primarily on small and medium-sized enterprises (SMEs) as they represent the majority of family-owned businesses in the country. Our study will employ a cross-sectional research design, drawing on data collected from a representative sample of family-owned businesses across different regions of India. While our focus is on exploring the relationship between organizational culture and business performance, we will also consider other factors that may influence business performance, such as leadership, governance, and market dynamics.

Conceptual Framework:

The conceptual framework for our study is grounded in resource-based theory, which posits that the strategic resources and capabilities of an organization are key determinants of its competitive advantage and performance. Within this framework, organizational culture is viewed as a critical resource that can shape the behavior, attitudes, and performance of individuals within an organization. We conceptualize organizational culture as comprising various dimensions, including values, beliefs, norms, and practices, which collectively influence the way family-owned businesses operate and ultimately perform in the marketplace. By adopting this conceptual framework, we aim to provide a holistic understanding of the role of organizational culture in driving the performance of family-owned businesses in India.

Hypothesis:

Based on the conceptual framework outlined above, we propose the following hypothesis for our study:

Hypothesis 1: There is a positive relationship between organizational culture and the performance of family-owned businesses in India.

This hypothesis posits that family-owned businesses with a strong and positive organizational culture will exhibit higher levels of performance across various dimensions, including financial performance, operational efficiency, and market competitiveness.

Research Methodology

The research methodology adopted in this study was designed to systematically investigate the relationship between organizational culture and the performance of family-owned businesses in North India. Through the use of a descriptive research design, stratified random sampling, closed-ended questionnaires, and secondary data analysis, the study sought to generate empirical insights that could inform strategic decision-making and managerial practices in family-owned businesses, ultimately contributing to the advancement of knowledge in this field. The research methodology employed in this study adhered to a descriptive research design, aiming to provide a comprehensive understanding of the relationship between organizational culture and the performance of family-owned businesses in North India. With a focus on businesses owned by families within this region, the study targeted a diverse population of 1850 family-owned enterprises, as documented by government data.

The unit of observation for this study was the business managers/owners of these family-owned enterprises.

Given the target population of 1850 owners, the research utilized a stratified random sampling technique to select a representative sample for the study. This approach ensured that the sample accurately reflected the demographic and sectoral diversity of family-owned businesses in North India.

The determination of the sample size was based on rigorous statistical calculations, with the study ultimately settling on a sample size of 320 respondents. This sample size was deemed sufficient to achieve the desired level of precision and reliability in the study findings, while also balancing practical considerations such as time and resource constraints.

Data collection for the study was facilitated through the administration of closed-ended questionnaires. These questionnaires were carefully designed to capture relevant information pertaining to organizational culture, business performance, and other key variables of interest. By employing closed-ended questions, the study aimed to gather quantitative data that could be systematically analyzed and interpreted to derive meaningful insights.

The choice of closed-ended questionnaires as the primary data collection instrument was guided by several considerations. Firstly, the structured format of closed-ended questions facilitated consistency and standardization in data collection, ensuring that all respondents were presented with the same set of questions in a uniform manner. This helped to minimize potential biases and variations in responses, thereby enhancing the reliability and validity of the data collected.

Secondly, closed-ended questions allowed for efficient data processing and analysis. The responses obtained from the questionnaires could be easily quantified and coded, enabling statistical analysis using tools such as SPSS (Statistical Package for the Social Sciences). This facilitated the exploration of relationships between variables, hypothesis testing, and the generation of empirical findings to address the research objectives.

Furthermore, closed-ended questionnaires offered a practical and scalable approach to data collection, particularly given the constraints of time and resources inherent in conducting research on a large and geographically dispersed population. By administering standardized questionnaires, the study was able to efficiently collect data from a sizable sample of respondents within a reasonable timeframe, thereby enhancing the feasibility and practicality of the research endeavor.

In addition to closed-ended questionnaires, the study also leveraged secondary data sources to supplement and contextualize the primary data collected. These secondary sources included government reports, industry statistics, academic literature, and other relevant sources of information pertaining to family-owned businesses in North India. By triangulating data from multiple sources, the study aimed to enhance the robustness and validity of its findings, while also providing a comprehensive overview of the research topic.

Results and Analysis

The analysis of the results provides valuable insights into the relationship between organizational culture and the performance of family-owned businesses in North India. This section presents a scientific interpretation of the individual results obtained from the study.

Descriptive Statistics for Organizational Culture:

Table 1 displays the descriptive statistics for different dimensions of organizational culture, including Hierarchy Culture, Market Culture, Entrepreneurial Culture, Consensual Culture, and Competitive Culture. Each dimension is assessed based on the frequency and percentage of responses falling into categories ranging from strongly disagree (SD) to strongly agree (SA).

Table 1: Descriptive Statistics for Organizational Culture

	SD	D	N	A	SA	Chi-Square	
	Freq %	Freq %	Freq %	Freq %	Freq %	χ^2 %	P
Hierarchy Culture	9 3.6%	33 13.1%	51 20.2%	117 46.4%	52 16.7%	15.877	0.044
Market Culture	6 2.4%	24 9.5%	33 13.1%	153 60.7%	36 14.3%	5.125	0.057
Entrepreneurial Culture	15 6.0%	9 3.6%	30 11.9%	159 63.1%	39 15.5%	6.793	0.032
Consensual Culture	18 7.1%	12 4.8%	18 7.1%	144 57.1%	60 23.8%	7.324	0.027
Competitive Culture	12 4.8%	18 7.1%	36 14.3%	141 56.0%	45 17.9%	9.117	0.014

The results indicate that Consensual Culture received the highest percentage of strongly agree responses (SA), with 57.1% of participants expressing agreement with this dimension. This suggests that a significant portion of family-owned businesses in North India value consensus-building and participative decision-making within their organizational culture. Conversely, Hierarchy Culture received the lowest percentage of SA responses, indicating a lesser emphasis on hierarchical structures and authority within these businesses.

Correlation Analysis:

Table 2 presents the correlation analysis between business performance and organizational culture. The Pearson correlation coefficient indicates a strong positive correlation ($r = .639$, $p < .001$) between organizational culture and business performance. This finding suggests that family-owned businesses with a more positive organizational culture tend to exhibit higher levels of performance.

Table 2: Correlation Analysis

		Business performance
Organizational culture	Pearson Correlation	.639**
	Sig. (2- tailed)	.000
	N	252

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

Model Summary:

Table 3 provides the model summary for the regression analysis conducted to examine the relationship between organizational culture and business performance. The results indicate that the model accounts for a substantial proportion of the variance in business performance ($R^2 = .837$, Adjusted $R^2 = .829$), suggesting that organizational culture is a significant predictor of business performance.

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.915 ^a	.837	.829	.14915

a. Predictors: (Constant), Organizational Culture

ANOVA:

Table 4 displays the results of the analysis of variance (ANOVA) for the regression model. The significant F-value (F = 59.703, p < .001) indicates that the regression model is a good fit for the data, further supporting the conclusion that organizational culture significantly influences business performance.

Table 4: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	13.254	1	13.254	59.703	.000 ^b
Residual	18.204	82	0.222		
Total	31.458	83			

a. Dependent Variable: organizational performance

b. Predictors: (Constant), Organizational Culture

Coefficients:

Table 5 presents the coefficients for the regression model, including the unstandardized coefficients, standardized coefficients (Beta), t-values, and significance levels. The results indicate that organizational culture has a statistically significant positive effect on business performance ($\beta = .384$, p = .028), even after controlling for other variables. This suggests that family-owned businesses with a more positive organizational culture tend to achieve higher levels of performance.

Table 5: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.386	.172		2.243	.028
Organizational Culture	.260	.034	.384	7.724	.000

a. Dependent Variable: Business Performance

Overall, the results of the analysis provide robust empirical support for the hypothesis that organizational culture significantly influences the performance of family-owned businesses in North India. By fostering a positive organizational culture characterized by traits such as consensus-building, innovation, and competitiveness, family-owned businesses can enhance their performance and competitiveness in the marketplace. These findings have important implications for practitioners, policymakers, and scholars seeking to promote the growth and sustainability of family-owned businesses in India.

The hypothesis tested in this study posited that there is a positive relationship between organizational culture and the performance of family-owned businesses in North India. The results obtained from the analysis of the data provide compelling evidence to support this hypothesis.

Firstly, the descriptive statistics revealed that family-owned businesses in North India exhibit diverse organizational cultures, with varying degrees of emphasis on dimensions such as Hierarchy Culture, Market Culture, Entrepreneurial Culture, Consensual Culture, and Competitive Culture. Importantly, the results indicated a significant proportion of participants expressing agreement with dimensions associated with

positive organizational culture, such as Consensual Culture. Secondly, the correlation analysis demonstrated a strong positive correlation between organizational culture and business performance. This finding suggests that family-owned businesses with a more positive organizational culture tend to achieve higher levels of performance. This supports the hypothesis by indicating that there is indeed a relationship between organizational culture and business performance, with a greater emphasis on positive organizational culture being associated with better performance outcomes.

Further strengthening the findings, the regression analysis provided additional insights into the nature and magnitude of the relationship between organizational culture and business performance. The regression model accounted for a substantial proportion of the variance in business performance, indicating that organizational culture is a significant predictor of business performance. The coefficients for the regression model revealed a statistically significant positive effect of organizational culture on business performance, even after controlling for other variables. This underscores the importance of organizational culture in driving performance outcomes in family-owned businesses in North India. The results of the study provide robust empirical support for the hypothesis that there is a positive relationship between organizational culture and the performance of family-owned businesses in North India. By demonstrating the significant influence of organizational culture on business performance, the findings highlight the importance of fostering a positive organizational culture characterized by traits such as consensus-building, innovation, and competitiveness. These insights have important implications for practitioners, policymakers, and scholars seeking to promote the growth and sustainability of family-owned businesses in India.

Conclusion:

The findings of this study provide strong support for the hypothesis that there is a positive relationship between organizational culture and the performance of family-owned businesses in North India. Through a rigorous analysis of data collected from a representative sample of family-owned enterprises, it was demonstrated that organizational culture plays a significant role in shaping business performance outcomes. Specifically, family-owned businesses with a more positive organizational culture, characterized by traits such as consensus-building, innovation, and competitiveness, tend to achieve higher levels of performance across various dimensions.

These results have important implications for practitioners, policymakers, and scholars seeking to enhance the growth and sustainability of family-owned businesses in India. By recognizing the pivotal role of organizational culture in driving performance outcomes, stakeholders can prioritize initiatives aimed at fostering a positive organizational culture within family-owned enterprises. This may involve implementing strategies to promote collaboration, communication, and employee engagement, as well as cultivating a supportive and empowering work environment conducive to innovation and growth.

Limitations of the Study:

Despite the robustness of the findings, it is important to acknowledge certain limitations inherent in the study. Firstly, the reliance on self-reported data collected through closed-ended questionnaires may introduce biases and inaccuracies, as respondents may provide socially desirable responses or misinterpret survey questions. Additionally, the cross-sectional nature of the study limits the ability to establish causality between organizational culture and business performance, as it is not possible to determine the direction of the relationship or rule out potential confounding variables. Furthermore, the study focused exclusively on family-

owned businesses in North India, which may limit the generalizability of the findings to other geographic regions or cultural contexts.

Implications of the Study:

The findings of this study have several important implications for practice, policy, and research. Practically, the results underscore the importance of nurturing a positive organizational culture within family-owned businesses to enhance performance and competitiveness. Policymakers may also leverage these insights to develop targeted interventions and support mechanisms aimed at promoting the growth and sustainability of family-owned enterprises. From a research perspective, the study contributes to a deeper understanding of the mechanisms through which organizational culture influences business performance, paving the way for future research endeavors aimed at exploring this relationship in greater depth and breadth.

Future Recommendations:

Building on the findings of this study, several avenues for future research can be identified. Firstly, longitudinal studies could be conducted to explore the temporal dynamics of the relationship between organizational culture and business performance, allowing for a more nuanced understanding of how changes in culture impact performance outcomes over time. Additionally, qualitative research methods, such as interviews and case studies, could provide rich insights into the underlying mechanisms and processes through which organizational culture influences business performance. Moreover, comparative studies could be conducted to examine how organizational culture varies across different types of family-owned businesses and cultural contexts, shedding light on the contextual factors that shape the relationship between culture and performance. Finally, interventions aimed at enhancing organizational culture within family-owned businesses could be developed and evaluated to identify best practices and practical strategies for fostering a positive culture conducive to performance and growth.

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