

BABES-BOLYAI UNIVERSITY
FACULTY OF ECONOMICS AND BUSINESS ADMINISTRATION
DOCTORAL SCHOOL ECONOMICS AND BUSINESS ADMINISTRATION
DEPARTMENT OF MANAGEMENT

PHD THESIS
- SUMMARY -

**THE IMPACT OF ORGANIZATIONAL CULTURE ON ORGANIZATIONAL
PERFORMANCE**

Scientific coordinator:

Prof.univ.dr. Liviu ILIEȘ

PhD Student:

Daniel METZ

Cluj-Napoca

2018

CONTENTS

Thesis content 3
Keywords..... 8
Introduction 8
Research methodology 11
Conclusions and personal contributions 13
Selective bibliography 15

THESIS CONTENT

LIST OF FIGURES	7
LIST OF TABLES	8
INTRODUCTION	12
CHAPTER 1. ORGANIZATIONAL CULTURE IN COMPANIES	15
1.1. National culture	15
1.1.1. Conceptual approaches of the culture	15
1.1.2. National culture: concept, characteristics, functions.....	21
1.1.3. The influences of the national culture	26
1.2. Professional culture	26
1.3. Organizational culture	26
1.3.1. Organizational culture: concept, defining elements.....	26
1.3.2. The typology of the organizational culture	38
1.3.3. Values and organizational culture.....	44
1.3.4. Management and continuous development of organizational culture.....	49
1.3.5. Denison's model concerning the effectiveness of organizational culture.....	51
1.4. Organizational culture within IT Company	56
1.4.1. General informations.....	56
1.4.2. IT Company mission.....	57
1.4.3. The particularities of the organizational culture of the IT Company	58
1.4.3.1. Corporate governance within the IT Company	58
1.4.3.2. Values and norms	63
1.4.3.3. The purpose of the IT Company.....	67
1.4.3.4. The factors that influence the organizational performance/the results.....	68
1.4.3.5. The globalization and its consequences on the IT Company	68
1.4.3.6. Aligning organizational culture to Japanese culture	69
CHAPTER 2. ORGANIZATIONAL PERFORMANCE	75
2.1. Organizational performance. Conceptual approaches	75
2.2. The performance in terms of effectiveness and efficiency	84
2.3. Organizational performance and management system effectiveness	87
2.4. Organizational performance and leadership	90
2.5. Organizational performance and human resources management	92
2.6. The performance and performance management.....	95
2.7. The performance and organizational culture	99
CHAPTER 3. RESEARCH METHODOLOGY	109
3.1. The research context: methodological aspects.....	109
3.1.1. The research objectives and hypotheses.....	111
3.1.1.1. The research objectives	111
3.1.1.2. The research hypotheses.....	114
3.1.1.3. Data sources	116
3.1.2. The research methods and tools	116
3.1.2.1. The research methods.....	116
3.1.2.2. The research tools.....	117
3.1.2.2.1. Questionnaire	117
3.1.2.2.2. Interview.....	120
3.1.2.2.3. Observation	120

3.1.3. Data collection and processing.....	121
3.1.4. The research sample.....	123
3.1.4.1. The characteristics of the sample	123
3.1.4.2. The profile of the sample.....	129
3.2. The research context: structural aspects	133
3.2.1. The analysis of the general factors.....	133
CHAPTER 4. THE ANALYSIS OF THE ORGANIZATIONAL CULTURE WITHIN	
THE IT COMPANY	145
4.1 The analysis of the dimensions and features of the organizational culture	146
4.1.1. Involvement as a dimension of organizational culture.....	146
4.1.1.1. Capability development.....	147
4.1.1.2. Team orientation	148
4.1.1.3. Empowerment	148
4.1.2. Consistency as a dimension of organizational culture	150
4.1.2.1. Core values.....	150
4.1.2.2. Agreement	153
4.1.2.3. Integration and coordination	154
4.1.3. Adaptability as a dimension of organizational culture.....	156
4.1.3.1. Creating change.....	157
4.1.3.2. Customer focus.....	158
4.1.3.3. Organizational learning	160
4.1.4. Mission as a dimension of organizational culture	162
4.1.4.1. Vision	163
4.1.4.2. Strategic direction	164
4.1.4.3. Goals and objectives.....	165
4.2. Highlighting statistical links between the main variables that define organizational culture	168
4.2.1. The influence of the CO.IMP variable on the organizational culture	169
4.2.2. The influence of the CO.CR variable on the organizational culture	170
4.2.3. The influence of the CO.ADP variable on the organizational culture	172
4.2.4. The influence of the CO.MIS variable on the organizational culture	173
4.3. Conclusions on the organizational culture profile.....	175
CHAPTER 5. EMPIRICAL STUDY ON THE IMPACT OF ORGANIZATIONAL	
CULTURE ON THE MANAGEMENT SYSTEM EFFECTIVENESS AND	
LEADERSHIP OF THE IT COMPANY	177
5.1. The analysis of the management system effectiveness.....	177
5.1.1. Strategic dimension/strategies and policies.....	177
5.1.2. General management.....	180
5.1.3. Operational management	183
5.1.4. Management system effectiveness.....	185
5.2. The analysis of the influence of SM.DST, SM.MG and SM.MOp variables on the ESM variable	186
5.3. The impact of the organizational culture on the management system effectiveness	188
5.3.1. The impact of the CO.IMP variable on the ESM variable and its components	189
5.3.2. The impact of the CO.CR variable on the ESM variable and its components	190
5.3.3. The impact of the CO.ADP variable on the ESM variable and its components	191
5.3.4. The impact of the CO.MIS variable on the ESM variable and its components	191

5.3.5. The impact of the CO variable on the ESM variable and its components	192
5.4. The impact of the organizational culture on the leadership effectiveness	194
5.4.1. The leadership effectiveness analysis.....	194
5.4.2. The impact of the organizational culture on the leadership effectiveness.....	199
5.4.2.1. The impact of the CO.IMP variable on the ELD variable.....	200
5.4.2.2. The impact of the CO.CR variable on the ELD variable.....	200
5.4.2.3. The impact of the CO.ADP variable on the ELD variable.....	201
5.4.2.4. The impact of the CO.MIS variable on the ELD variable.....	202
5.4.2.5. The impact of the CO variable on the ELD variable.....	202
5.5. Leadership style.....	205
5.5.1. The statistical links between the organizational culture and leadership style	207
CHAPTER 6. EMPIRICAL STUDY ON THE IMPACT OF ORGANIZATIONAL CULTURE ON THE HUMAN RESOURCES MANAGEMENT SYSTEM EFFECTIVENESS AND ON PERFORMANCE MANAGEMENT.....	209
6.1. The analysis of the human resources management effectiveness within IT Company	212
6.1.1. The analysis of the human resources strategies and policies.....	213
6.1.2. The involvement of the employees as a component of the human resources management effectiveness.....	215
6.1.3. The motivation of the employees as a component of the human resources management effectiveness	217
6.1.4. The development of the employees as a component of the human resources management effectiveness.....	220
6.2. The impact of the organizational culture on the human resources management effectiveness	222
6.2.1. The impact of the CO.IMP variable on the EMRU, SPRU, IMPL, MOTIV and DEZV variables.....	222
6.2.2. The impact of the CO.CR variable on the EMRU, SPRU, IMPL, MOTIV and DEZV variables.....	223
6.2.3. The impact of the CO.ADP variable on the EMRU, SPRU, IMPL, MOTIV and DEZV variables.....	224
6.2.4. The impact of the CO.MIS variable on the EMRU, SPRU, IMPL, MOTIV and DEZV variables.....	225
6.2.5. The impact of the CO variable on the EMRU, SPRU, IMPL, MOTIV and DEZV variables.....	226
6.3. The performance management effectiveness.....	227
6.3.1. The analysis of the performance management effectiveness	229
6.3.2. The role of organizational culture on performance management practices.....	232
6.3.2.1. The impact of the organizational culture on the performance management effectiveness	234
6.3.3. The influence of the performance management on human resources management practices.....	235
CHAPTER 7. ASSESSING THE IMPACT OF ORGANIZATIONAL CULTURE ON PERFORMANCE WITHIN THE IT COMPANY.....	237
7.1. The organizational performance indicators	237
7.2. The influence of the management system effectiveness on organizational performance	239
7.3. The influence of the leadership effectiveness on organizational performance indicators ...	242
7.4. The influence of the leadership style on performance	244

7.5. The influence of the human resources management effectiveness on organizational performance.....	245
7.6. The influence of the performance management effectiveness on organizational performance	247
7.7. The impact of organizational culture on the organizational performance	248
7.7.1. The impact of the CO.IMP, CO.CR, CO.ADP, CO.MIS and CO variables on the SATIS variable	249
7.7.2. The impact of the CO.IMP, CO.CR, CO.ADP, CO.MIS and CO variables on the PA variable	250
7.7.3. The impact of the CO.IMP, CO.CR, CO.ADP, CO.MIS and CO variables on the EO variable	252
7.8. Conclusions and recommendations on strengthening the organizational culture of the IT Company.....	254
CHAPTER 8. FINAL CONCLUSIONS AND PERSONAL CONTRIBUTIONS	268
8.1. Conclusions	268
8.2. The structure of the thesis.....	272
8.3. Personal contributions	274
8.4. The fidelity and validity of the research	276
8.5. Methodological limitations	277
8.6. Future directions	277
REFERENCES.....	279
APPENDICES.....	288
Appendix 1. Questionnaire	288
Appendix 1.1. General factors.....	288
Appendix 1.2. Organizational culture (CO).....	290
Appendix 1.3. Management system effectiveness (ESM)	296
Appendix 1.4. Leadership effectiveness (ELD) / Leadership style (SLD).....	300
Appendix 1.5. Human resources management effectiveness (EMRU) / Performance management effectiveness (EMP).....	303
Appendix 1.6. Demographics.....	309
Appendix 2. Econometric models for the study of the impact of the analyzed variables...310	310
Appendix 2.1. The study of the DST, MG and MOp impact on ESM.....	310
Appendix 2.2. The study of the CO impact and its components on ESM and its components	311
Appendix 2.3. The study of the CO impact and its components on ELD and SLD.....	316
Appendix 2.4. The study of the EMRU components impact on EMRU.....	319
Appendix 2.5. The study of the CO impact and its components on EMRU and its components	320
Appendix 2.6. The study of the EMP impact on EMRU and its components.....	327
Appendix 2.7. The study of the CO impact and its components on EMP.....	329
Appendix 2.8. The study of the ESM, ELD, SLD, EMRU, EMP, CO impact and its components on non-financial performance indicators: SATIS, PA and EO	331
Appendix 2.8.1. The study of the ESM impact and its components on non-financial performance indicators: SATIS, PA and EO.....	331
Appendix 2.8.2. The study of the ELD impact on non-financial performance indicators: SATIS, PA and EO.....	335

Appendix 2.8.3. The study of the SLD impact on non-financial performance indicators: SATIS, PA and EO.....	336
Appendix 2.8.4. The study of the EMRU impact and its components on the non-financial performance indicator EO	337
Appendix 2.8.5. The study of the EMP impact on non-financial performance indicators: SATIS, PA and EO.....	339
Appendix 2.8.6. The study of the CO impact and its components on non-financial performance indicators: SATIS, PA and EO.....	340
Appendix 3. Centralization FG.14 * Structural variables	344
Appendix 4. Correlations: the ELD variable and its components	345

KEYWORDS

- Organizational culture.
- Organizational performance.
- Management system effectiveness.
- Leadership effectiveness.
- Human resources management effectiveness.
- Performance management effectiveness.
- Employee satisfaction.
- Employee performance.
- Organizational effectiveness.

INTRODUCTION

The world economy has grown to revolve around multinational corporations whose activity has come to evolve around declared organizational values that influence the decision making process. Values represent the essence of corporate identity, the core upon which their vision is constructed, giving shape and consistency to the organizational culture and guiding the principles of their operation. They guide the processes of organizational development and growth.

The global economy is entering a phase of transformation. While until a few years ago there was talk about an industrial revolution, now we discuss about the digital revolution, while a few years ago there was talk about the concept of 4.0 industry, now we talk about the digital industry, about the *Internet of Things* (IoT).

Transforming the global economy towards its digitalization, will most definitely lead to profound changes in business models. A relevant example in this respect is the radical transformation of the retail industry in recent years, which is increasingly competed by e-commerce, having a devastating impact on the first, this being the present situation.

The global economy is moving apace toward digitalization and the major challenge that businesses have to face, is that of being able to transform the current business model in a competitive one for the future.

Therefore, attention of theorists, businessmen and researchers turns towards rethinking, reconfiguring and reshaping the concepts of trade and industry under the new requirements of the global market so that they serve the world's population which in turn, is also in a process of

profound change, knowing that the global economy does not change or turn at the will of a state or international organization and that changes in the global economy are based not so much on conjunctural factors but especially on objective ones, such as for example, a rapid paced change of the consumer's behavior, a phenomenon which requires the formation of new insights into the evolution of consumer's behavior and in the meantime, the evolution process of globalized and virtualized markets. In this context, one should mention the evolution of the Internet, innovation and progress, at first generated in some centers worldwide, located in certain countries, and today, the Internet and technological innovation are generated worldwide resulting in rapid growth of potential resource needed to generate innovation.

Regarding the IT industry in the global economy, it becomes clear that it sets the tone, when we refer to the strength of the national economy, considering that future innovation with digital connotation, will be basically the reference element of a nation's economic performance, of a region or even a continent. For this reason, when we refer to digital innovation, we talk about IT because basically this industry does not appear as an independent industry generating something extraordinary, but being a support of a particularly importance for the two operational fields, namely competition or the transformation in the economic area and the consumer area.

If we talk about the role, importance and significance of IT industry in the global economy, these reside in the important impact they have in modeling both layers, namely the economy and social behavior.

The role and importance of organizational culture within an IT company results from the fact that an efficient and effective recovery of innovation resources can be achieved only on a background of positive emulation, intellectual and behavioral comfort, based on an effective leadership to produce enthusiasm and common sense to all members of an organization that produces a real "explosion" of ideas, allowing free thinking and creativity. People should dare to do things differently, to not be afraid of the prejudices of the past. Strengthening organizational culture in the IT industry around fundamental values is essential if we consider that a strong culture often requires modeling the behavior in such a way that it becomes the context of the whole life of the organization, stimulating innovation and performance.

A problem that IT companies must face, refers to changes, sometimes sudden and spectacular in customer behavior in the sense that the focus is shifting from capital in the classical sense (material resources) towards people, i.e., human capital.

In this context, the focus of the procurement process of IT services, has transferred from the material, towards people, who need to generate performance and technological innovation,

taking into consideration that the difference is made by people, that is human capital, that needs to be acquired, developed and kept, therefore this is the reason for which one must identify and implement best management practices that relate to the selection, engagement, motivation and development of human resources in order to continuously improve staff satisfaction and performance, considering the core values of the organization that stimulates and make sense of the activity of all members of the organization.

Also speaking about the IT industry companies, on a customer-oriented organizational culture, we know that we cannot get satisfaction of external customer / consumer unless members of the organization are also satisfied. This is particularly important in the IT industry, whose survival and development depends fundamentally on innovation, which requires all employees to perform their work to high standards of efficiency, performance and ethics.

We must emphasize that the results presented in this study express a reality that is reflected currently in this competition for human resources, reflecting the behavior, attitude, perceptions and expectations of employees in the IT industry from Romania.

The success of management models and globalization have contributed to increasing interest in the concept of organizational culture, respect for its study and its links with the strategies and policies of the organization. Organization theory emphasizes the role of organizational culture, together with national and professional culture and that this refers to common values and meanings that create the reality of organizational life, determines the effectiveness and profitability in an increasingly dynamic and less predictable environment.

The study of organizations, from a cultural perspective, is very topical given the increased focus on issues related to the ways in which values and meanings shared by members of a company are created, strengthened and maintained, and the role of management focused on leadership, in this process. International companies increasingly face problems related to diversity management, which implies the existence and strengthening of powerful, flexible and innovative culture, taking into account changes, which are sometimes dramatic in HR policies and strategies.

RESEARCH METHODOLOGY

More and more experts pay special attention to the study of management, not only in the physical conditions of work, principles of resource management but especially focussing on human resources, in terms of individual attitudes, group dynamics and the direct relationship between managers and subordinates for the purpose of scientific understanding of people within the work place, teams, and the way in which structures, systems and organizational processes influence organizational performance.

In recent years we find that interest for organizational culture in business environment increased due to intensified competition / race, but also due to the existence of business practices that violated ethics (i.e. breach of market rules), which determined successful companies to make important changes in the organizational culture to promote ethical and sustainable business models.

Managers are increasingly concerned with assessing the role of organizational culture in achieving and continuously improving the organization's performance, acknowledging that this is a powerful strategic tool, to motivate and mobilize everyone in the organization to ensure loyalty and facilitate communication. They must understand that organizational performance is the result of a culture carefully built and strengthened.

Values and common goals that define organizational culture and provides identity to an organization / company that are supported by its members, are the basis for behavior and attitude of employees and cause them to perceive, think and act in certain contexts. There are many studies in the literature providing empirical evidence that, cultural and behavioral aspects of organizations are closely linked to a company's competitiveness, both on short and long term (Schein 2010; Denison 1990, 1997).

This empirical approach regarding the role of organizational culture in ensuring organization's performance, is all the more important as IT companies are going through major changes to meet new challenges in order to ensure competitive advantage on medium and long term in an increasingly dynamic environment.

The empirical study is structured as following:

- Developing a model of assessment and analysis of corporate culture and organizational performance for identifying and implementing best management practices in the field of research, within the company which is the subject of the study.
- Evaluation and analysis of the main characteristics / traits of organizational culture in the company and its influence on non-financial key indicators of performance in order

to strengthen and share specific values of organizational culture and identify opportunities to improve organizational performance.

Our study is aimed at analyzing the impact of organizational culture on organizational performance, focussing on assessing organizational performance using non-financial indicators, based on the principles and criteria underlying the awards of excellence M. Baldrige, EFQM, Deming, J. Juran, and other widely used models and criteria in the literature (Schein, 1990, 2010; Denison 1990).

The purpose of this study is to explain and empirically test the effect of the features that define organizational culture, organizational values, management practices, leadership and work processes, on organizational performance. The results will allow us to focus on the factors that have a significant effect on organizational performance, among which organizational culture is essential, in order to continuously improve organizational performance by promoting a sustainable and ethics business model.

As a general objective of the research project, we propose the development of a model for evaluation and analysis of the impact of organizational culture on organizational performance based on non-financial indicators for measuring organizational performance in a multinational IT&C company to provide a proper scientific base to identify and apply best management practices for improving the effectiveness of leadership in order to continuously increase the performance of the company.

In order to achieve the empirical study, variables were built at different levels of aggregation for organizational culture and other factors addressed in the research, that influence business performance and non-financial indicators to measure it, which are:

- effectiveness of management system (strategies and policies, general management and operational management);
- effectiveness of human resource management and performance management;
- company leadership effectiveness and leadership style;
- employee satisfaction;
- employee performance;
- organizational effectiveness.

CONCLUSIONS AND PERSONAL CONTRIBUTIONS

We must emphasize that the study results show not only an important impact of organizational culture on organizational performance, perceived by respondents of the questionnaire and interview, measured by non-financial indicators, but also on the mentioned effectiveness of management practices, which in turn directly affects not only company performance, but also indirectly through the mediation of organizational culture.

The research results highlight the active and direct role of organizational culture for ensuring the company's performance, but at the same time promote understanding of business practices to improve performance. However, it is shown that a strong culture, based on a purpose and clear direction, with a strong customer orientation, with a system of core values shared by members of the company (managers and non-management employees) facilitate the achievement of strategic goals set as high standards thus representing not only an adequate degree of conformity but also a strong source of stability and internal integration.

Given the volume of data and information derived from company members who were part of the sample (managers and non-management employees), the study on the example of the analyzed company, first allowed us to highlight the strengths but also the opportunities and solutions offered to solve them. The study and analysis used in this paper, based on a complex set of objectives, with the help of the results obtained, may represent an important support to facilitate awareness among company members, regarding the importance of organizational culture for improving company performance, increasing general welfare of company members and its reputation, representing essential conditions to ensure competitive advantage.

Although a strong organizational culture is difficult to strengthen and maintain, we believe that a constructive approach to internal problems caused by management practices or employee resistance to change, facilitate the process of finding appropriate and effective solutions to ensure success.

The main personal contributions, both from theoretical and practical standpoint, can be summarized as following:

- Analysis of the concepts of organizational culture, management system effectiveness, leadership effectiveness, human resource management effectiveness, performance management effectiveness and organizational performance together with emphasis on pragmatic connections of these concepts, has enabled us to create a contextual framework suitable for the empirical study. However, focusing on managerial performance factors and non-financial indicators for expressing management

performance provides us with a better perception of the company's strategies and policies, thereby strengthening strategic actions cohesion.

- Developing a model for analyzing the organizational culture and determine its impact on performance in a large IT&C company, that can take into account its specific characteristics. The study was based exclusively on non-financial indicators, considering that they: have a better connection with strategies and policies of the company; are more prospective, more suitable for measuring the intangible assets and for grounding the future performance; ensure strategic alignment within the company; also they give a more comprehensive image of performance factors beyond financial results; transform strategy into operational terms thus improving understanding of the objectives and desired actions; it provides information on key performance factors (organizational culture, management system effectiveness, human resource management and performance management), used in the study, etc.
- For experimental research we used appropriate methods and tools consisting of questionnaires, data analysis and interviews, that facilitated addressing the objectives set out in the study, which allowed us to legitimize the views of recognized researchers and practitioners by adequately addressing concepts and problems under analysis.
- Underlining main advantages of implementing the evaluation model of organizational culture, management practices and leadership in the company.
- Determining the impact of managerial factors (management system effectiveness, human resource management effectiveness, performance management effectiveness) on company performance expressed by non-financial indicators.
- Determining the impact of organizational culture, together with its dimensions (involvement, consistency, adaptability and mission) on company performance measured by non-financial indicators (employee satisfaction, employee performance and organizational effectiveness).
- Identifying a package of good practices, appropriate for strengthening organizational culture and continuous improvement of company performance.

Overall, the research provides a relevant picture according to which, the analyzed company has a strong culture, aligned to the values of the international group of which it is a part of and has a positive influence on organizational performance, expressed by non-financial indicators.

SELECTIVE BIBLIOGRAPHY

1. Aguinis, H., (2009). *Performance management*. 3rd ed. Upper Saddle River, NJ: Pearson Prentice Hall.
2. Allaire, Y., Firsirotu, M. E., (1984). Theories of organizational culture, *Organization Studies*, 5(3), 193-226.
3. Al-Tit, A. A., (2017). Factors affecting the organizational performance of manufacturing firms, *International Journal of Engineering Business Management*, Volume 9.
4. Andrea Dossi, Lorenzo Patelli, (2010). You Learn From What You Measure: Financial and Nonfinancial Performance Measures in Multinational Companies. *Long Range Planning*, 43 (2010) 498-526.
5. Armstrong, M., (2006). *Performance management: key strategies and practical guidelines*. 3th edition. Kogan Page Limited.
6. Armstrong, M., (2012). *Armstrong's handbook of management and leadership: developing effective people skills for*. 3rd ed. s.l.:Kogan Page.
7. Bass, B.M., Riggio, R.E., (2006). *Transformational leadership*. (2nd edition) Mahwah, NJ: Lawrence Erlbaum.
8. Bühner, R., (1993). *Strategie und Organisation*. Wiesbaden: 2. A.
9. Burke, W., Litwin, G., (2001). A casual model of organizational performance and change. *Journal of Management*, 18(3): 523-545.
10. Cameron, K. S., Freeman, S. J., (1991). Cultural congruence strength and type: Relationships to effectiveness. *Research in Organizational Change and Development*, 5, 23–58.
11. Carroll, W. R., Dye, K., Wagar, T. H., (2011). *The role of organizational culture in strategic human resource management*. In N. M. Ashkanasy, C. P. M. Wilderom, & M. F. Peterson (Eds.), *The handbook of organizational culture and climate*, pp. 423-440. Thousand Oaks, CA: Sage.
12. Cascio, W. F., (2006). *Managing Human Resources: Productivity, Quality of Life, Profits*. McGraw-Hill Irwin.
13. Cole, G.A., (1997). *Personnel Management*, Letts Educational.
14. Daft, R. L., (2010). *Organization theory and design*. Tenth Edition ed. Mason, OH, USA: Cengage Learning.
15. Daft, R., Marcic, D., (2006). *Understanding Management*. 5th edition, Thompson South-Western, Mason OH, USA.
16. De Waal, A. A., Van Der Heijden, B., (2015). The role of performance management in creating and maintaining a high-performance organization. *Journal of Organization Design*, 4(1), 1-11.
17. De Waal, A., Kourtit, K., (2013). Performance measurement and management in practice: Advantages, disadvantages and reasons for use. *International Journal of Productivity and Performance Management*, 62(5), 446-473.
18. De Waal, A., Kourtit, K., Nijkamp, P., (2009). The relationship between the level of completeness of a strategic performance management system and perceived advantages and disadvantages. *International Journal of Operations & Production Management*, 29(12), 1242-1265.
19. Denison D., R., Haaland, S., Goelzer, P., (2004). Corporate Culture and Organizational Effectiveness: Is Asia Different From the Rest of the World?, *Organizational Dynamics*, Vol. 33, No. 1, pp. 98–109, Published by Elsevier, Inc.
20. Denison, D. R., Hooijberg, R., Lane, N., Lief, C., (2012). *Change in Global Organizations: Aligning Culture and Strategy*. San Francisco: Jossey Bass.

21. Denison, D. R., Mishra, A. K., (1995). Toward a Theory of Organizational Culture and Effectiveness. *Organization Science*, 6(2), 204-223.
22. Denison, D.R., (1990). *Corporate Culture and Organisational Effectiveness*. New York: Wiley.
23. Dossi, A. Patelli, L., (2010). *You Learn From What You Measure: Financial and Nonfinancial Performance Measures in Multinational Companies*. Long Range Planning 43 (2010) 498-526.
24. Drucker, P. F., (2008). *Management*. Revised Edition ed. s.l.:Harper Collins ebooks.
25. Drucker, P., (1998). *Despre profesia de manager*. București: Meteor Press.
26. DuBrin, A. J., (2012). *Essentials of management*. 9th ed. Mason, USA: South-Western.
27. DuBrin, A. J., (2012). *Leadership: Research findings, practice, and skills*. Belmont, CA: Cengage South-Western.
28. Franco-Santos,F., Lucianetti, L., Bourne, B., (2012). Contemporary performance measurement systems: A review of their consequences and a framework for research. *Management Accounting Research*, Volume 23, Issue 2.
29. Hall, R., (1993). A framework linking intangible resources and capabilities to sustainable competitive advantage. *Strategic Management Journal*, 14(8), 607–618.
30. Hamel, G., Prahalad, C. K., (1994). *Competing for the Future*. Harvard Business Press.
31. Hartnell, C. A., Ou, A. Y., & Kinicki, A., (2011). Organizational culture and organizational effectiveness: A meta-analytic investigation of the competing values framework's theoretical suppositions. *Journal of Applied Psychology*, 96, 677-694.
32. Hofstede, G. J., (2005). *Cultures and organizations: Software for the mind*. New York: McGraw-Hill.
33. Hofstede, G., (1991). *Cultures and Organizations: Software of the Mind*. McGraw-Hill, New York.
34. Hofstede, G., Hofstede, G. J., Minkov, M., (2012). *Culturi și organizații: softul mental: cooperarea interculturală și importanța ei pentru supraviețuire*. București: Humanitas.
35. Hofstede, G., Neuijen, B., Ohayv, D., Sanders, G., (1990). Measuring organizational cultures: A qualitative and quantitative study across twenty cases. *Administrative Science Quarterly*, 35, 286-316.
36. Holloway, J., (2009). Reflective practice: Performance management from multiple perspectives: taking stock, *International Journal of Productivity and Performance Management*, Vol. 58 No. 4, pp. 391-399.
37. Howell, J. M., Avolio, B. J., (1993). Transformational leadership, transactional leadership, locus of control, and support for innovation: Key predictors of consolidated-business-unit performance. *Journal of Applied Psychology*, 78(6), 891-902.
38. Iliș, L., Daniel Metz, (2017). *The link between organizational culture and organizational performance – A literature review*. Managerial Challenges of the Contemporary Society, Vol. 10, no. 1, pag. 41 – 46, ISSN 2069-4229, Cluj-Napoca.
39. Ittner, C., Larcker, D., (1999). Are nonfinancial measures leading indicators of financial performance? An analysis of customer satisfaction, *Journal of Accounting Research*, 36:1-36.
40. Ittner, C., Larcker, D., (2003). Coming up short on nonfinancial performance measurement, *Harvard Business Review*, November, 88-95.
41. Kaplan, R. S., Norton, D. P., (1993). Putting the Balanced Scorecard to Work. *Harvard Business Review*. September-October:134-147.

42. Kaplan, R. S., Norton, D. P., (1996). *The balanced scorecard: Translating strategy into action*. Harvard Business Press.
43. Kinicki, A., (2016). *Organizational behavior: a practical, problem-solving approach*. First edition, Arizona State University, Mel Fugate, Southern Methodist University.
44. Kotter, J., (2012). *Corporate culture and performance*. New York, NY:Free Press.
45. Kotter, P., Heskett, L., (1992). *Corporate Culture and Performance*. New York: Macmillan.
46. Lebas, M., Euske, K., (2006). A conceptual and operational dealineation of performance. *Business Performance Measurement*, Cambridge University Press.
47. Leung, S., Horwitz, B., (2010), Corporate governance and firm value during a financial crisis, *Review of Quantitative Finance and Accounting*, 34(4), pp. 459-481.
48. Lewis, D. S., (1994). Organizational change: Relationship between reactions, behaviour and organizational performance, *Journal of Organizational Change Management*, 7(5), 41-55.
49. Lim, B., (1995). Examining the organizational culture and organizational performance link. *Leadership & Organization Development Journal*, 16(5), 16-21.
50. London, M., Mone, E. M., (2014). Performance management: Processes that reflect and shape organizational culture and climate. In K. M. Barbera, *The Oxford Handbook of Organizational Climate and Culture*. Oxford University Press, 2014.
51. Lusthaus, C., Adrien, M-H., Anderson, G., (2002). *Organizational assessment: A framework for improving performance*. International Development Research Centre, Ottawa, Canada.
52. Marcoulides, G. A., Heck, R. H., (1993). Organizational culture and performance: Proposing and testing a model. *Organization Science*, 4(2), 209-225.
53. Martin, J., (1992). *Cultures in organizations: three perspectives*. New York Oxford University Press.
54. Mereuță, C., *Culturi organizaționale în spațiul românesc. Valori și profiluri dominante*, Editura Expert, București, 1998.
55. Morden, T., (1999). Models of National Cultures – A Management Review, *Cross Cultural Management*, vol. 6, nr. 1.
56. Nadler, D., Nadler, M. B., (1998). *Champions of change: How CEOs and their companies are mastering the skills of radical change*. San Francisco: Jossey-Bass.
57. Neely, A. D., Adams, C. A., (2001). The performance Prism perspective, *Journal of Cost Management*, 15(1):7-15.
58. Neely, A., (2005). The evolution of performance measurement research: Developments in the last decade and a research agenda for the next, *International Journal of Operations & Production Management*, 25(12), 1264-1277.
59. Neely, A., Gregory, M., Platts, K., (1995). Performance measurement system design. *International Journal of Operations & Production Management*, 15(4): 80-116.
60. Nelson, D. L., Quick, J. C., (2011). *Understanding Organizational behavior*. Belmont, CA: Cengage South-Western.
61. O'Reilly III, C. A., Caldwell, D. F., Chatman, J. A., Doerr, B., (2014). The promise and problems of organizational culture: CEO personality, culture, and firm performance, *Group & Organization Management*, 39(6), 595-625.
62. Ogbonna, E., Harris, L., (2000). Leadership style, organizational culture and performance: Empirical evidence from UK companies. *International Journal of Human Resources Management*, 11(4), 766-788. *Journal of Competitiveness | Issue 4/2011*.

63. Ogbonna, E., Lyoyd, H., (2001). Leadership style, organizational culture and performance: Empirical evidence from UK companies, *Journal of Human Resource Management*, 11(4): 766-788.
64. Pavlov, A., Bourne, M., (2011). Explaining the effects of performance measurement on performance: An organizational routines perspective. *International Journal of Operations & Production Management*, 31(1), 101-122.
65. Peters Th. J., Waterman R. H. Jr., (1982). *In Search for Excellence: Lessons from America's Best-Run Companies*. New York: Harper & Row.
66. Quinn, R., Cameron, K., (1988). *Paradox and transformation: Toward a theory of change in organization and management*. Cambridge, MA: Ballinger.
67. Robbins, S.P., Judge. T., (2013). *Organizational Behavior*. 9th ed., San Diego State University Prentice Hall International, inc, New York Pearson Education.
68. Rotariu, T., Iluț, P., coord., (1996). *Sociologie*. Cluj-Napoca: Editura Mesagerul.
69. Sackmann, S. A., (2011). *Culture and performance*. In N. M.Ashkanasy, C. P. M.Wilderom, & M. F. Peterson (Eds.), *Handbook of organizational culture and climate* (pp. 188-224). Thousand Oaks, CA: Sage.
70. Schein, E. H., (2010). *Organizational culture and leadership*. 4th ed. San Francisco: Jossey Bass
71. Schein, E., (1990). *Organizational Culture and Leadership*. San Francisco: Jossey-Bass.
72. Schein, E., H., (2009). *The Corporate Culture Survival Guide*. 4-th edition, New and Revised Edition, San Francisco: Jossey-Bass.
73. Schneider, B., Ehrhart, M. G., & Macey, W. H. (2013). Organizational climate and culture, *Annual Review of Psychology*, 64, 361-388.
74. Scholz, C., (1990). *Organisationskultur: die 4 Erfolgsprinzipien*. Wiesbaden: Gabler.
75. Sokro, E., (2012). Analysis of the relationship that exists between organisational culture, motivation and performance. *Problems of management in the 21st century*, volume 3.
76. Taylor, J., (2014). Organizational culture and the paradox of performance management. *Public Performance & Management Review*, 38(1), 7-22.
77. Trompenaars, F., (1993). *Riding the Waves of Culture*, London: Nicholas Brealey.
78. Trompenaars, F., Hampden-Turner, C., (1996). *Riding the waves of culture: Understanding cultural diversity*. New York: McGraw Hill.
79. Tsui, A. S., Wang, H., Xin, K. R., (2006). Organizational culture in China: An analysis of culture dimensions and culture types, *Management and Organization Review*, 2(3), 345-376.
80. Ukko, J., Tenhunen, J., Rantanen, H., (2007). Performance measurement impacts on management and leadership: Perspectives of management and employees, *International Journal of Production Economics*, 110(1-2), 39-51.
81. Van Dooren, W., Bouckaert, G., Halligan, J., (2010). *Performance management in the public sector*. London: Routledge.
82. Wilderom, C. P., Van Den Berg, P. T., (2000). *Firm culture and leadership as firm performance predictors: A resource-based perspective*. New York, NY: Tilburg University.
83. Yukl, G., (2010). *Leadership in Organizations*. Prentice Hall, Upper Saddle River.
84. Zait, D. (coord.), (2002). *Management intercultural. Valorizarea diferențelor culturale*. București: Editura Economică.