Analyzing the necessity and impacts of organizational culture on the performance of Unilever UK Ltd.

JERIN JOSE

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Abstract

Every business firm has a unique organizational culture that helps in maintaining the internal organizational environment. Having a strong organizational culture, companies can maximize organizational profitability. This academic dissertation aims to analyze the impact of organizational culture on the business performance. Accomplishing the paper's aim, four objectives have been made by the research scholar. Firstly, the paper analyzes the importance of having good corporate culture in maximizing the organizational performances. Secondly, this research work also states the effect of different types of organizational culture on business performance. Moreover, the paper also critically analyzes the relationship between employee performance and working culture of organizations. Lastly, this dissertation provides some valuable recommendations to business firms in building better organizational culture for positively influencing productivity.

In order to examine the effect of corporate culture on organizational performances, the study had taken positivism philosophy and deductive approach. Both quantitative and qualitative approaches have been chosen for this current dissertation in collecting authentic data. From 100 Unilever's employees, the scholar has gathered quantifiable responses. In addition, the scholar has extracted qualitative data for the study from different journals, articles, research papers, and authorized websites. M.S. Excel spreadsheet and context analysis tool has been used for analyzing the accumulated data for attaining the research purpose.

After the analysis, it can be comprehended that culture within organizations helps in fostering a knowledge-sharing environment that supports employees in enhancing their skills and practical knowledge, which influences the productivity of an organization. In a flexible working environment, employees can be successful in showing their talents that help in maximizing

overall productivity. All most every leader has visionary skills, and these skills are required for maintaining the internal environment and culture of firms. On the other hand, to manage stakeholders' interest and resolve business issues, business organizations must have a good corporate environment. In boosting team spirit among different functional teams and maximizing productivity, organizations focus on a flexible corporate culture. In earning commitments from the end of employees, every firm must focus on developing the organizational culture. Moreover, for determining business risks and internal conflicts within organizations, firms focus on their corporate culture. Having a flexible working environment, employees have the confidence to share their suggestions to their supervisors regarding the risk management aspect. In seeking the attention of skilled global professionals, corporate culture plays a significant role. Hence, it can be said that corporate culture directly relates to the overall productivity and performance of organizations.

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Chapter1: Introduction

1.1 Background of Research Study

The organizational culture states that the employees can carry out their activities and tasks along with interacting with one another in a company. The paradigm of organizational culture consists of different values, beliefs, rituals as well as symbols which can govern the style of the operating public within the particular company. The culture of cooperative organizations can bind the working culture together and also provides the company's direction towards the success. Culture comprises of various values and shared beliefs which are established by managers or leaders of firm and are reinforced as well as communicated through different methods impacting behavior and performing nature of workers of a company. A strong organizational culture is considered as most important factor among successful companies. Leaders or followers in successful organizations live with their culture on daily basis, communicates with workers of the company with proper cultural identities, and motivate them in carrying out their tasks in an effective way. The managers of those organizations with better organizational culture are very clear about the beliefs and values they share in firm which emphasizes the effectiveness of organization in terms of performance. Moreover, corporate culture may identify how much the firm's employees are engaged with it. It also improves the relation of the organization with clients as well as its stakeholders (Abuzarqa, 2019). It said by various researchers that when organizational culture aligns with the workers, then the worker may feel comfortable, valued, and supported and thus offer their best services towards the welfare of organization. Nearly 70% of the workers verify the working culture of an organization before applying for job post in that particular firm and it is seen that nearly 50 % of employees resign their job from those organization which possess

poor culture (Warrick, 2017). Firm's culture is regarded as indicator of job satisfaction of every employee in a firm.

1.2 Problem Statement

The organizational culture may reflect the conditions of the workplace, employees' behavior, and the process of thought, beliefs and various other factors that are essential for any organization to modify their culture. As there are many cases observed where employees don't find the proper working place and appropriate environment, they cannot give best effort and contribution towards the organization's welfare (Saad and Abbas, 2018). As negative attitudes along with ego are considered as some largest risks and threats to the culture of the organization so individuals may find difficulties focusing on the bright parts of their respective roles and duties along with spoiling the working culture (Chen et al., 2019) .Without a proper culture in a firm, the several activities in the firm may become instable and there can be observed lack of co-operation among the workers and managers. With the help of the organizational a sense of team spirit is incorporated in the minds of employees so that all of them can work together for the welfare of organization. However, in this research study there is a limitation of establishing organizational culture in the firm. The diverse corporate culture of the managers or the leaders depending on vivid regions can cause conflict between managers and employees (Warrick, 2017). For example, in a manufacturing organization, the leaders coming from a different regional background will exhibit cultures of their own regions that may create problems with the other workers. However, it can be said that establishing a better organizational culture in an organization can eradicate all issues and strive towards excellent performance.

1.3 Research Scope

The establishment of a strong culture in the company can help the organization's recruiter entice perfect candidates and retain the top talents. The sober culture can also improve and develop the tendency to work and operate the employees and thereby increase their involvement and engagement towards the welfare of the organization. The firm's culture is linked to the benefits of the employee performance and the economic status of the particular firm (Kim, 2018). The potential benefits of organizational culture are included, such as the culture helps increase the company's reputation and decrease the firm's turnover ratio. This culture can also facilitate the efforts of recruitment along with influencing productivity.

1.4 Research Gaps

In every research study, there exists one or other limitations or gaps associated with the relevant topic. In this context, there is a limitation associated with the discussion on diverse nature of organizational culture. The researcher has not considered the portion of organizational culture which is based on the varying regions. It can be explained as if we consider an organization that has adopted a well-maintained organizational culture but also faces conflicts between employees and managerial section. This is because culture varies with regions and people coming from different regional background holds different culture and thus conflicts can take place out of dissimilar opinion. It was not possible for the researcher to pay focus on this part of the relevant topic due to lack of time.

1.5 Overview of Research Structure

In this part of the research study based on analyzing the impact of organization culture on improving the firm's performance, the structure of dissertation is presented that will assist the research scholar to undergo the project work in a systematic manner. The first section of chapter

is named as Introduction. Here, the researcher introduces the main topic of research to the audience. In this introduction, problem statement, research scope is identified for signifying the importance of the project work among the audience. Research gap is also stated in this chapter. The second section is termed ad Literature review. It provides the elongated theoretical knowledge on relevant topic. Moreover, a conceptual framework is also included in the literature review sector which brings the structural; view of the important factors related to the study and followed by the third chapter which is the research questions and is considered as the main section of the study where the prime objectives are introduced. The fourth section is research methodology where the researcher had chosen appropriate methods for undergoing research work like research approach, strategy, design, ethics and data collection and analysis. In addition, the fourth chapter is the results and findings where the research scholars have described the outcomes and findings generated from the overall study of the research work. It is the part where data collected from different sources are analyzed and produces certain outcomes that justifies the prime aim of the study. The next chapter is called Discussion where detailed information is discussed based on the relevant outcomes and findings. The final chapter of the dissertation study termed as Conclusion. It provides a strong and elongated conclusion depending on the entire parts of the dissertation project and recommends some beneficial strategies for productive and effective outcomes. In addition, this chapter also includes the future scope of the research work.

Chapter2: Literature Review

2.1 Overview

A strong organizational culture is considered as key factor of high-quality performance of an organization. A positive culture can make an organization to progress and achieve high growth rates. Organizational culture comprises of beliefs, values, experiences, attitudes of the firm that is required for an organization to develop productivity and profitability. Employee performance is also associated directly with the organizational culture (Kumari and Singh, 2018). In this part of the research study, the essential features of different types of organizational culture are introduced influencing the overall performance of the firm.

2.2. Significance of the Organization Culture in Influencing Performance of Firm

2.2.1 Concept of Organizational Culture

According to Warrick (2017), organizational development possesses certain specific features which can increase the sustainable characteristics of the organization depending on the effectiveness of the working operations. Organizational culture is termed as an arrangement of various attributes which can express a firm as well as differentiate it from the other organizations (Maamari and Saheb, 2018). According to the view of Saad and Abbas, (2018), culture is considered as collective thoughts of mind that generates a variation among the various members belonging to one specific group from other group members. The development of performance can contribute to employees' commitment while the objectives, values, and norms can enhance the organization's culture (Kumari and Singh, 2018). The thoughts and ideas of organizational culture must be thoroughly learned as well as shared in every organization. Maamari and Saheb (2018) argued that various cultures that are dependent on the cognitive systems helping to

explain how the workers can generate decisions associated with the profitable measures of the organization. The organizational culture is termed as normative glue which means holding overall operations of the entire organization together. There are many employees and workers who contribute most of their time in working for their particular organizations (Maamari and Saheb 2018). The research study of Geert Hofstede (2009) represented that the difference in the organizational culture are found majorly based on the values level. The organizational culture may be stated as programming mind, which distinguishes organizational members of one specific organization from the others. This knowledge of the organizational culture creates available base of determining the variations which may survive among different firms executing their business operations in similar culture.

Based on the views of Kumari and Singh (2018), it can be stated that the business firms operating in different competitive markets are under constant pressure for monitoring and improving the performance aiming to meet the increasing expectations of employees, investors, and customers. This organizational culture has earned significant attraction and has been adopted by most of industrial organization in recent times. A firm that is embedded with various cultural utilities is featured through the help of manifestation of social strength. The organizational manager is required to be mindful regarding cultural synergy and follows the way of affecting the employees and striving towards the appropriate working of them (Saad and Abbas, 2018). For instance, the managerial president of a company known as Levi Strauss have pointed the essential values of the company that were stated as crucial by the managerial employees in order to compete in the global market (Kumari and Singh, 2018). The respective cultures in the company can determine the most important aspect that is organizational performance. In accordance with the viewpoints of Kumari and Singh (2018), mainly the organizational founders

are considered as driving force who is more concerned about the culture establishment in a firm from its initial state. Those managers of firm who recently observed the significance of the generation of innovative ideas for the modification and development of the fresh products and services along with the system of administration have gained priority of establishing a better organizational culture in the organization. Although this concept of organizational culture has been regarded as one of the most famous subject matters in the context of management science, but there has been a very limited scope of study on it till recent times (Saad and Abbas, 2018). The authors Kim and Chang, (2019) stated that company culture is defined as series of assumptions made by a group of managerial members of a firm for solving definite issues associated with internal integration as well as external adaption.

2.2.2 Relationship between Organizational Culture and Organizational Performance

According to the views of Abuzarqa (2019), strategic performance and financial performances are the two types of organizational performances. Adopting a strong organizational culture, business organizations can increase the rate of productivity and it also helps in gaining a good competitive structure (Kim and Chang, 2019). Moreover, if the profitability rate is not adequate, then neither creditors nor shareholders will invest capital in the particular company and there can be major loss regarding the funds (Saad and Abbas, 2018). The managers should pay proper attention to the strategic well-being of firm, its competitive features, corporate culture along with long term position of business organizations. It is noticed by some expert researchers that unless the performance of an organization reflects the improvement of the stronger and competitive strength of the firm's market position, the firm's progress is less inspirable and doesn't possess the ability to improve the financial standards. From the views of Idris (2019), it can be observed that the corporate culture possesses some essential positive influence on the long-term

performance of the firm. The cultures of the organization emphasize all major key constituencies like employees, stakeholders, customers as well as leadership skills of managers at different levels. It was predicted by Abuzarqa (2019) that corporate cultures have attained significance for determining the probability of failure and success of the company. Some of the essential characteristics of organizational culture include.

With the adaption of organization culture, the employees can be supported for creating innovative thoughts and risk-taking ideas.

1. It helps to measure the execution of definite amount of work and also helps to establish co-operation among employees and management of organization.
2. Corporate culture enables the managers to focus on outcomes instead of procedures.
3. It set definite rules for employee's behavior related with intergroup cooperation, productivity as well as customer relationship.
4. It enables integration and coordination between various organizational units in order to improve efficiency.

(Source: Kim and Chang, 2019)

In the opinion of Idris (2019), the business culture directly influences business firms' financial performance because employees are confident in performing well in the flexible working environment. In explaining the strong organizational culture, the author stated that a culture can be said to be strong where a larger portion of employees can hold similar kind of values and beliefs with concern to the benefits of firm. Organizational culture can be considered to be strong where employees embrace those similar beliefs, and the managerial section of a firm may try to lessen the gap existing between workers for developing a bold and strong relationship (Elsbach

and Stigliano, 2018). The organizational culture can be identified as a very significant source of intangible elements for improving the overall performance of a firm (Abuzarqa, 2019). Corporate culture rationalizes processes and modes of executing business operations thereby impacting the behavior of employees' morale and psychological behavior. Moreover, organizational culture enhances a vital role in establishing better interaction and communication among individuals of the firm. It also contributes towards the development of team spirit working of the employees (Abuzarqa, 2019).

2.3. Impact of Different Types of Organizational Culture in Influencing the Effectiveness of Organizational Performance

In the opinion of Fitria (2018), the culture of the organization can serve dual behavior from adapting to changing the features in terms of the environment that is located in external parts of the firm. Culture is termed as a model of beliefs, values, attitudes, and norms that can affect the behavior of the organization (Elsbach and Stigliano, 2018). It can be regarded as a strategic asset which can increase adaptable features along with can fit among the environment and organization. Certain assumptions and values can analyze the perception of the organizational members in terms of nature, time, vertical and horizontal relationships at different stages in the firm. The expert researcher Nazarian Atkinson and Foroudi, (2017) claimed that each type of culture positively contributes towards the success of an organization in meeting the organizational goals.

The organizational performance is considered as dependent variable whereas the culture is considered as independent. Organizational culture can be observed between the two prominent dimensions such as a focus on the internal maintenance versus the external relationships and also focus on organic versus mechanistic processes (Aziz et al., 2019). In this part of the literature

section, the impact of the different types of organizational culture in influencing the effectiveness of the organizational performance is explained.

Clan Culture: The clan type of organizational culture can put their eye on the relationship of humans that is being demonstrated by the internal cohesiveness, loyalty, commitment of employees towards the welfare of the organization, and also the welfare scheme development for employees. Another author Nikpour (2017) also observed where the workers in the clan organizational culture are considered as engaged with the team and contribute towards the teamwork. It consists of shared beliefs and values as well as common goals for the empowerment and evolvement of employees. Clan cultures enable the family sense among the employees and thus emphasize the team working spirit. According to this culture, the organization must focus on the factors of loyalty, stability, participation as well as effectiveness in order to attain success and profits as shown in figure1. The expertise researchers (Elsbach and Stigliano, 2018) stated that the clan type of organizational culture is termed as a homely phenomenon along with working with the organizational environment. It generates high collaborative working environment where each and every individual is cared and valued along with giving more importance to the communication (Nazarian Atkinson and Foroudi, 2017). According to the views of Aziz et al., (2019), this type of culture is paired often with the help of horizontal structure in order to break the existing barriers between employees and the managerial section by encouraging them to join various opportunities offered by firm. The workers of the organization contribute towards consensus building. By adopting this culture in the organizational standards, a high employee engagement rate is established in the firm and making possible way for market growth.

Adhocracy Culture: Robert Quinn and Kim Cameron in the year 1999 had conducted study on the effectiveness and success of the organization. These two research associates are successfully distinguished four types of culture, such as clan, market culture, adhocracy, and hierarchy. Adhocracy culture is regarded as innovative characteristics exhibiting variation in value creation as well as flexible nature. This type of model of organizational culture is generally based on creativity as well as energy. This particular culture is featured through the growth rate along with seeking of variety as showed in figure1. The workers of the firm are encouraged for taking risks and the managers or the leaders of the firm are observed as entrepreneurs or innovators (Nazarian Atkinson and Foroudi, 2017). Adhocracy culture is considered as a temporary institution that is dismissed whenever the tasks of the firm are completed along with reloaded again during the requirement of new emerged task. It is a kind of culture that provides vast amount of opportunities for individuals in order to develop consistent behavior for outstanding the major objectives and goals of the organization. With this culture, the organizational leaders are featured as entrepreneurs and are drive towards innovation as well as new ideas formulation. The focus of the firm is set to attain more and more opportunities so that the goals can be achieved firmly (Nikpour, 2017).

Market Culture: The author's Meng and Berger (2019) mentioned that among the four main organizational culture types, it is the case of market culture affecting the performance of the firm. This culture focuses on the attainment of objectives, productivity, and overall performance and enables the organization towards success related to financial standards. It signifies the transaction activities associated with the external organizational environment rather than the internal sides of management strategies. The prime objective of the firm is based on earning a high amount of profit in the global market competition. It is referred as a type of organizational

culture that stresses effective performance attributes for achieving the goal. The factor of competitiveness is a very usual condition for developing their working culture of the workers causing flexibility in a personal relationship as shown in figure1 (Nikpour, 2017). Through this culture, the organizations are united through focused goal objectives in order to succeed as well as beat all competitors. Major driver values are profitability and market share. It thrives for best outcomes as well as work relentlessly for penetrating market along with achieving high market shares for the organization. Moreover, the overall performances of firm are monitored closely, and employees are encouraged for their performance. Market culture makes the workers ready to adapt to exposures and variations in the standards of the organization so that market productivity is not compromised (GUN, 2019).

Hierarchical Culture: On the other hand, the hierarchical culture is depicted towards internal efficiency, stability, control as well as coordination. It is referred to as a structured and formalized working environment. The firms that represent the hierarchical culture and emphasize tenure security, predictability and rules and norms compliance are sure to lead to profits. Hierarchical culture possesses clear standardized rules, strict control strategies along with well-maintained responsibilities as shown in figure1. This organizational culture may be identified by the rule of domination, procedure, and system. Organizational stability is termed as a prime orientation that must be maintained by tights and fixed rules. Strong cultures are characterized as mediums of signaling the employees associated with outcomes of the firm and desirable behaviors. The internal stability of the organizations considered as a major orientation that must be maintained via tight and definite tasks (GUN, 2019). The workers working for those companies which had adapted hierarchical culture can feel secured and safe in indulging in the

activities of the organization. A figure is represented below describing the types of organizational culture:
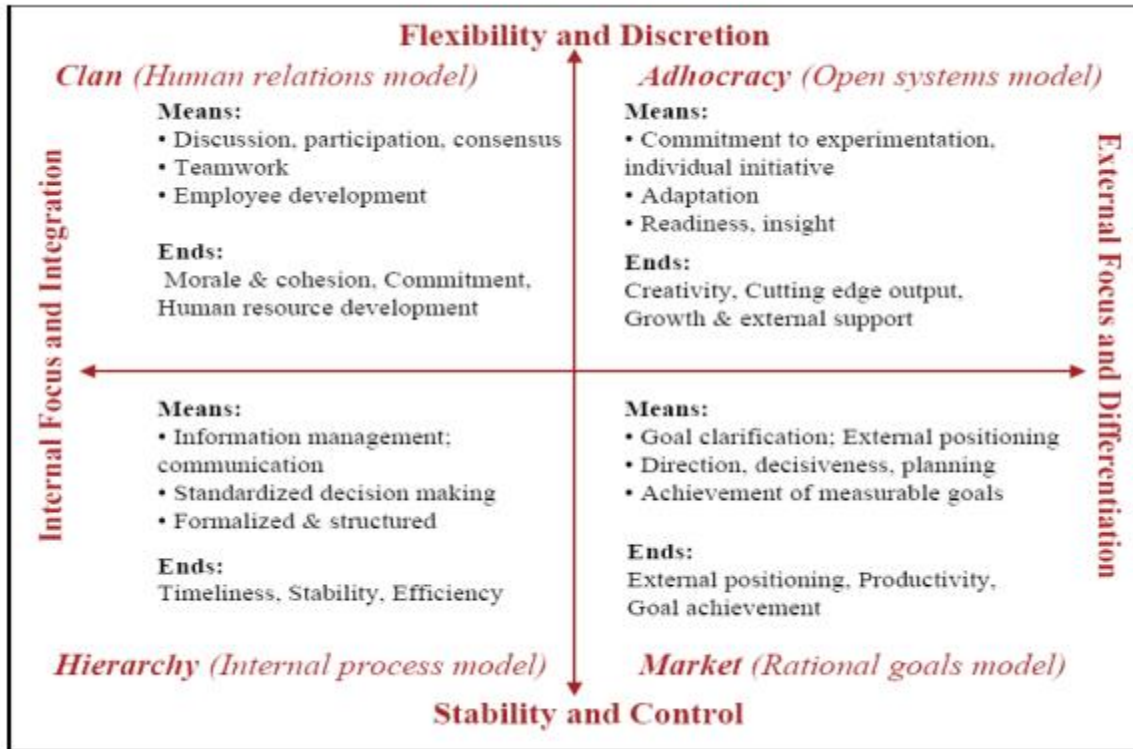
Figure.1: Types of Organizational Culture in Influencing the Effectiveness of Firm

(Source: Rohbaugh and Quinn, 1981, p. 130)

2.3.1 Impact of Corporate Culture on the Effectiveness of Organizational Performance

The authors Aktaş, Çiçek and Kıyak, (2011) identified various characteristic features of the different types of organizational culture in order to analyze the effectiveness of organizational performance. It can be possible to determine the relation among different organizational cultures and effectiveness of performance through utilization of the competing values framework. Frameworks of competing values are referred as theories initially developed for determining effective performance of the organization. The culture that is shared by the members of the firm

can determine the relation of the firm with the external as well as an internal environment so that they can search for results concerning the organization like survival and performance. The relation among the organizational cultures and effective performance can be explained with the help of four efficiency models as the model of human relationship, internal processes model, model for open systems and rational goal (Alsaqqa and Akyürek, 2021).

1. **Model of Human Relations**: This model emphasizes greatly on internal objects, flexibility, stress cohesion, morale as well as development of human resources thereby developing the effectiveness of organization (Martz, 2013). The clan organization culture obeys this efficiency model (shown in figure 1) and improves the working conditions of employees.

2. **Model of Open System**: This model also emphasizes feature of flexibility as well as external focusing objects, growth rate, acquisition of resource along with external support. Adhocracy is that organization type culture that follows the principles of this efficiency model (Martz, 2013).

3. **Rational Goal**: It emphasizes external focus and observes goal setting attributes, productivity, efficiency, planning etc. for improving the performance of the organization. Market culture exhibits the characteristics of rational goal model in order to strive towards better productivity and market worth (Martz, 2013).

4. **Model of Internal Process:** Internal process emphasizes internal focusing objects and also focuses on stability, communication, information management as well as controlling factors. The hierarchical culture exhibits the features of this model and move towards success (Martz, 2013).

From the analysis of the above models, it can be stated that the effectiveness of the performance of the organization are influenced by the varying types of organizational culture. It defines a strong relation between the corporate culture and the performance of firm. The author Shahzad Xiu and Shahbaz, (2017) had argued depending on the conditions of culture as well as modifying the behavioral culture for promoting learning knowledge to the organizational members. The organizational culture portrays the styles of dominant leaders, the process of organization, systems, structures, communication, and success definition in the eyes of the organization. The researchers Rohbaugh and Quinn, (1981) noted that firms likely experience tension among the effectiveness attributes of organization, for instance, all firms are required to adopt stability level and also require to be adaptable as well as flexible in order to allow certain degree associated with freedom of working and achieve huge success. It can also be stated that performance effectiveness depends on the capability of the organization along with its managers for striking an appropriate balance among the critical attributes necessary by objectives of the organization. The specific beliefs, values, analyze systems as well as structures which are required to be created in the organization and determine the way the public behave with one another. The culture of the organization plays a vital role in the phenomenon of modeling the behavior along with contributing towards the firm performance by grouping efforts of organizational members. Based on Meng and Berger (2019), the management of performance is the prime responsibility of the Microfinance firm where the management authorities make efforts in modifying and developing the driven performance based on the culture. Therefore, it can be predicted that the different types of organizational cultures hold a positive impact on the overall performance of organization.

2.4 Evaluation of the Interrelationship between Organizational Culture and Performance of the Employees

For many years, a strong bond of relationship existed between the culture of the organization and the performance of the employee. This concept has been studied by various research scholars. Employees are regarded as most vital assets and played an important role in affecting performance. The employees spend most of their valuable time in offering services to the organization. Managing people in every aspect of the firm is essential because when all the employees combine their values and behavior experienced by them in earlier times then they can generate a better culture of the corporate hence influencing the effectiveness of the firm's performance (Alsaqqa and Akyürek, 2021). The defined relationship is impacted by the openness of the organization, and also, they utilize and seek the organization's data for the advancement of the organization. A model consists of beliefs, attitudes, values, and norms that have a potential effect on the organization's behavior. It is defined as the pattern of assumptions and beliefs that cannot be expressed in an expected way by the workers of the organization. For example, when the workers begin to perform poorly, it creates tension and worries about the management as well as it affects overall organization operations. It is essential to know the organizational culture to remove the threats faced by firms so that the organization can process to develop the variation if occurred. Corporate culture is referred as a firm's personality and also indicates the procedure of working functions. Ameen et al., (2018) claimed that the firm managers should shape and establish the definite culture, which is stated as favorable for both the management as well as the workers so that they can achieve the desired goals of the particular company. It comprises of experiences, attitudes, beliefs as well as organizational values that is acquired by social learning. It also controls the procedure of interaction between groups or individuals among each other

along with highlights the importance of generating a proper system and enabling employees to work.

The prime responsibility of managers of a company depends on ensuring that employees of the firm can be able to attain high-performance level and make the workers understand what the managerial section expects from them. In a corporate which adapts better organizational culture in it, the employees, as well as the mangers, can perform their respective tasks together and develop the overall productivity. According to the opinion of Tarba et al., (2019), the job performance is referred as an individual standard variable and it differentiates from encompassing more constructs like national or organizational performance. In the opinion of Quinn and Rohrbaugh, (1981), it can be stated that corporate culture and management of a firm's performance is interdependent among each other. Therefore, the managers must understand the influence of organizational culture so that high yield can be obtained in terms of management of performance. Moreover, the cultures possess a measurable impact on the capability of the firm for implementing the strategy. In recent time, most of companies are motivating and encouraging employees for being responsible and also provide freedom to work. In general terms, employee performance can be stated as a contribution towards producing good quality service or products.

2.4.1 Denison's Framework of Organizational Culture Influencing Performance

The model of organizational culture framed by Denison is stated as underlying assumptions and beliefs representing the deepest standards of the organizational culture. The several fundamental assumptions can provide some surface level components like artifacts and values. The Denison model associated with organizational culture is dependent on four prominent cultural traits like consistency, involvement, mission, and adaptability culture which influences directly in the

improvement of performance. A figure is represented below representing relationship between organizational culture as well as performance.

Organizational Culture	Performance Management Practices (PMP)
Involvement Culture Consistency Culture Adaptability Culture Mission Culture	Clear and measurable goals Performance measurement system Consultative Performance Appraisal Training Effectiveness/Evaluation Performance-based Compensation
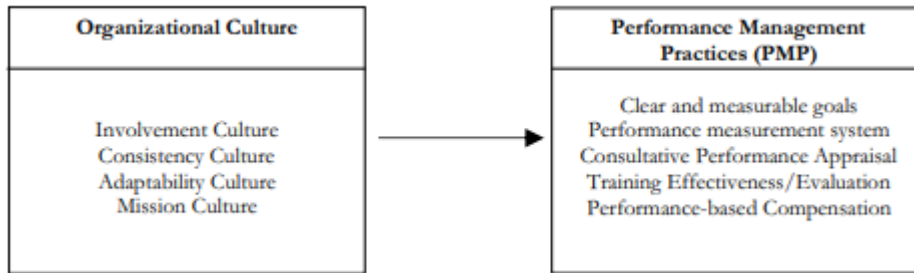
Figure.2: Relationship of Organizational Culture Along with Firm's Performance

(Source: Mujeeb et al., 2011, p.81)

Involvement: From the above figure it is seen that among the four major traits associated with the organizational culture, involvement culture is the first trait that directly influences the performance effectiveness of firm. The effective firm can empower their workers or all other people, assist in building organizations around the groups along with help in developing the capability of humans at every level (Tarba et al., 2019). The managers, executives and employees have been committed to their responsibilities and possess a feeling that the organization is their own piece of property and they give their full efforts for the welfare of the particular firm. The associated people of the organization feel that their tasks, as well as decisions, are given importance which can impact in their way of serving the firm. This involvement characteristic can be related to the clan type of organizational culture where every standard of workers can work together as a team spirit and walk towards the development of the organization (Tarba et al., 2019).

Consistency: The second major trait associated with organizational culture is consistency characteristics. The firms are said to be effective as they possess strong-featured culture which

are well-coordinated, highly consistent as well integrated. The behaviors are rooted in beliefs and values and followers and leaders are well skilled to reach an agreement where there reside different viewpoints Marliati, Hamid and Yusuf, (2020). This sort of consistent feature is referred as a powerful source related with internal integration as well as stability and can result from a usual mindset along with a conformity degree. With this feature, the workers ensure that their responsibility and tasks are aligned with goals as well as prime objectives of the organization.

Adaptability: The researchers observed that those organizations which are well organized and integrated are considered to face the most difficulty in adapting changes if occurred within the standards of the organization. The third trait associated with organizational culture is the adaptable nature of firm (Ameen, et al., 2018). External adaptations, as well as internal integration, are considered to be odds. The organization that exhibits the nature of adaptability can be driven through their customers, risk-taking ability along ability to learn from mistakes. The adaptable characteristic of an organization can enhances the capability to experience change generation within the firm. Changes are very essential for an organization to develop and increase productivity. Changes must be adapted by all organizations in their market culture so that innovation and creation can tend towards the improvement of the operations of organizations and increase their value. Through this characteristic, the organizations that are performing well can distinguish themselves from the low-performance firm on the basis of the ability of understanding and reacting towards the competitive environment as well as customers. The organizations that are well-performing can encourage innovative solutions as well as ideas to solve varying problems.

Mission: According to the opinion of Marliati, Hamid and Yusuf,(2020), organizations are termed as successful and they can have a view of clear sense associated with direction as well as the purpose which can define goals of the organization and achieve strategic objectives. The characteristic of the mission is the fourth trait associated with organizational culture. It helps in expressing how the firm can look towards the future subjects in order to succeed in the globally competitive world (Nazarian Atkinson and Foroudi, 2017). It is also observed that when the underlying principles of the firm's mission change, then variation can also occur in each aspect of the organization. Vision indicates the major reason for which a company competes and exists on a certain market.

2.4.2 Relationship between Organizational Culture and Management of Employees' Performance

In the opinion of Ameen, et al., (2018), certain typologies associated with the culture as a single definite organizational culture may create variation in resulting outcomes and affect the performance that is subjected to the cultural values shared extensively. The clan culture can establish the working environment where the employees can share their point of knowledge with one another while adhocracy organizational culture can develop entrepreneurial, self-motivated strategies, innovative settings of work as well as encouraging the imitativeness of individual by providing individual autonomy who are ready to abide risk. On the contrary, the market culture can produce a working environment by making the organizational workers well prepared to handle the hard-competitive nature (Alsaqqa and Akyürek, 2021). The hierarchical organizational culture possesses some well-defined roles and responsibilities for the organization's employees to emphasize the overall goal of the firm.

There are many theorists who look over organizational behavior believe that there is a good bond among the organization and employees, and this bond is quite important to possess by the organization in order to achieve success. For example, if we consider a firm -The microfinance institutions of Kenya, a well-established corporate culture is obtained in it, which serves as an essential and powerful tool to excite the new and innovative thoughts or ideas. When the values of the individual are integrated with practices of the organization, it will impact the output of the individual as well as the organization. It is stated by the authors Henri (2006) that the more the workers get to identify uninterrupted learning and also provide the connection with good leaders, the more employees will get more committed towards the objectives of the organization. The dissatisfaction of employees with the organization's culture is regarded as the prime purpose for causing poor performance and decreasing organizational turnover.

2.5 Recommendations to Build a Better Organizational Culture and Increase Productivity

According to the opinion of Lo (2020), the majority of candidates are seeking a better working environment where they are allowed to intertwine their professional beliefs with the particular organization and work in a group to signify the purpose vision of success. As the management authorities consider some major measures depending on candidates' qualities and skills, they should also focus on building and sharing a culture that has united people around certain reasons. In modern times, the employees keep a higher expectation over the companies regarding the organization's working environment. From working environment website, it was noted that people even agreed to work on lower wages and salaries of proper working space but did not opt to work in bad environment even if greater wages are offered. According to the survey, it was also predicted that the employees care more about the fostering escarpment of companies and describe whether they describe positive impact in society. Today's workers put their attention to

know whether they are creating variation in the competitive market by their working in the companies. Another survey was conducted by NBER (national bureau of economic research). It was observed that 85% of the CEOs believed in the psychology that an unhealthy organizational culture could contribute to unethical behavior.

Moreover, the same survey it was found that 9 out of ten CFO trusted that there is huge requirement of improving and modifying the company's culture and increasing the performance and value of the business. Therefore, it is regarded as an important part to provide opportunities to the employees to strengthen those relations by celebrating occasions in the workplace and establishing various social gathering spots in the nearby regions. The strategy of connecting employees' roles towards welfare is also very important as every employee must be well aware of employees' roles that reinforce the company's activities. This strategy in term can provide motivation as well as encouragement in company's activities excellence. Another recommended strategy may include employee identification. Employee identification with firm means that the employees must feel proud about their identity and the particular firm will be socially responsible for enhancing this identity sense associated with the business of the firm (Lo 2020). In the modern age, millionaires look over the highly influenced organization and engaged in assisting the companies for attracting the most talented individuals towards joining the particular firm over other firms. Another recommended strategy can be proper engagement t of workers impacting the performance of the company. The employees are also observed that they have engaged themselves with the company and perform better with full dedication as soon as they get a good vibe from the company (Alsaqqa and Akyürek, 2021). This engagement of workers with their respective role will assist them in modifying and developing skills and qualities, thereby driving towards attaining excellence. Lastly innovative thoughts and ideas can increase the

creative involvement of employees in solving various crucial problems with practicing those ideas within the operations of business in the company.

2.6 Conceptual Framework

The corporate culture plays a significant role in influencing positively the development of the performance of the firm. The organizational culture helps to increase productivity, loyalty, and profitability which are regarded as most valuable assets in an organization. Corporate culture is viewed as attitudes, culture, rituals, behavior patterns, expectations, assumptions, and socialization of workers and assisted in the determination of the working procedures of employees (Kim and Chang, 2019). The characteristics of organizational culture which impacts directly towards the improvement of performance of firm are organizational learning, team spirit, strong relationship bond among employees and managers, working under a challenging environment, adapting changes as well as incorporating leaders with proper vision in the company (Alsaqqa and Akyürek, 2021). All these aspects work towards the overall development of the organization and helps in achieving objectives. The conceptual diagram is shown below.

Organizational
learning

Team spirit

Strong
Relationship

Risk taking ability.

Organizational
Culture

Organizational
Performance

Challenging
environment

Visionary leaders
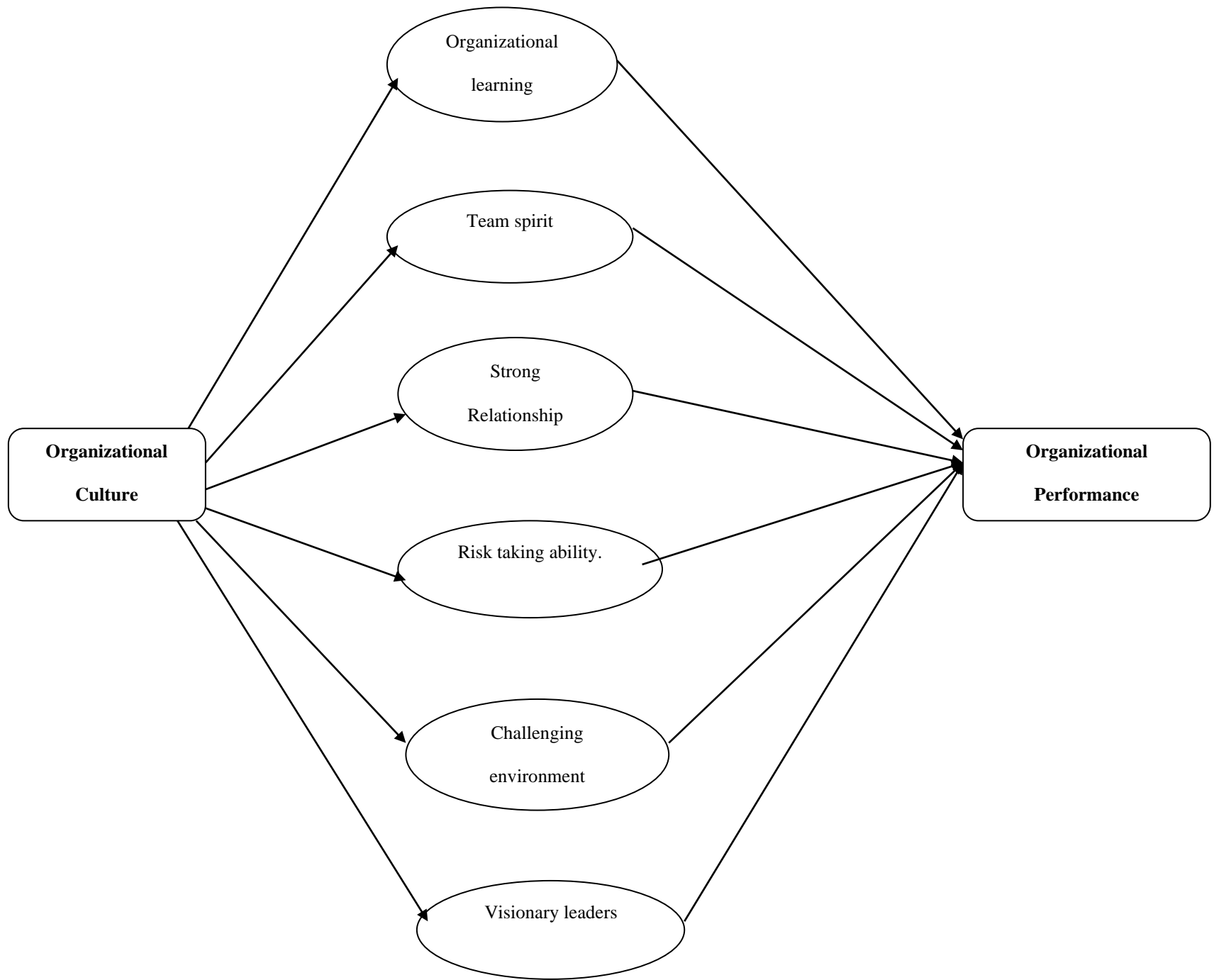
Figure.3: Conceptual Framework

(Source: Created by Author)

2.7 Summary

Throughout the literature section, a detailed concept of organizational culture is studied and its impact in influencing the performance of the organization is analyzed. Organizational culture is termed as an arrangement of various attributes which can express a firm as well as differentiate it from the other organizations. The significant characteristics of the corporate culture are determined so that the overall productivity can increase. The main reason for adapting organizational culture is that without an increase in the rate of productivity of a particular company, it is not possible for the company to attain heights in the competitive market. The impact of four types of organizational culture- clan, market, adhocracy, and hierarchical culture in developing the working nature of workers of a firm are also analyzed in this section. Along with interrelation between corporate culture and employee's performance are explored provided with some recommendations for building strong organizational culture within the firm.

Chapter3: Research Questions

3.1 Research Aims and Objectives

The prime purpose of the research project is to analyze the relation between Organizational Culture and Corporate Social Responsibility, and their effects on firm Performance. Based on the purpose of the research work, the research scholar can frame the objectives that are described as follows.

- ➢ To study and analyze the importance of Organizational Culture and its significance in a firm's performance

- ➢ To determine the impact of different types of organizational culture in influencing organizational performance

- ➢ To analyze and evaluate the interrelationship between organizational culture and performance of the employees in improving firm's performance

- ➢ To provide recommendations to build a better organizational culture in order to increase the productivity of firm

3.2 Research Questions

The research questions are the very important part for any research study in which the entire content of research is dependent upon. An effective research question is significant as it guides the study of research and also focus on the prime purpose of the work. The research questions should be developed in such a way that it should be researchable, focused, specific, and relevant with the research topic. In this research context, the research questions framed by the research scholar that are significantly based on the research objectives are represented below,

- How will you study and analyze the importance of Organizational Culture and its significance in a Firm's performance?

- How will you determine the impact of different types of organizational culture in influencing organizational performance?

- How will you analyze and evaluate the interrelationship between organizational culture and performance of the employees in improving firm's performance?

- Give some suggestions and recommendations to build a better Organizational in order to increase the productivity of firm.

3.3 Research Hypothesis

Research hypothesis is termed as specific and testable or predictive statements associated with possible outcome of the research study based on impact of organizational culture on improving the performance of a firm. In this context, the hypotheses are framed depending on the various essential factors discussed.

H_1: Organizational culture helps to establish strong relation among workers and managers of a firm.

H_2: Organizational culture types-clan, hierarchical, adhocracy and market can influence on the efficiency of organization

H_3: Variability or stability of firm's environment in external as well as internal context can affect the relationship among corporate culture and efficiency

H_4: Cultural traits of organizational culture – involvement, adaptability, consistency, and mission exert a positive impact on management of firm's performance

H₅: Organizational cultures possess positive relationship with employee performance in a firm.

Chapter 4: Research Methodology

4.1 Introduction

Without the assistance of appropriate research methods, the researcher cannot structure the data collection process for collecting relevant information for the undertaken research topic embraced the role of organizational culture and its influence on the organizational performance (Kuttichira, Unni and Varghese, 2020). Information on research philosophy, approach, design, strategy, data collection process, and data analysis technique have been provided in this respective portion of the research study to systematically carry out the research to accomplish the desired outcome. Additionally, this dissertation segment also offers knowledge regarding the ethical considerations and limitations of the research at the end of the study.

4.2 Research Philosophy

Research philosophy is a conviction about the process in which data about an observable fact should be gathered, analyzed, and used. It has a significant role in deciding which approach should be adopted by the researcher to address the underlying research questions. In this essential part of the dissertation, the readers can observe the assumptions made by the author regarding the research subject and the world (Walton et al., 2020). The noteworthy assumptions made by the researcher will configure the research strategy and the other subsequent methods of research. In other words, the research philosophy delivers the information about the source of data utilized for the research subject. In addition to this, it also provides a brief explanation about the nature of the information that will be collected during the conduction of the research work. Primarily, the researcher utilizes four types of research philosophy to address the pre-determined objectives of the research paper. Pragmatism, Realism, Positivism, and Interpretivism are the most prominent research philosophies applied during the research paper's systematic conduction.

Among the other segments of the research methodology, philosophical learning enables the researcher to structure the data gathering procedure that will assist in giving more apparent justification about the research questions. In the development of the research assumptions, every scholar focuses on selecting the research philosophy to efficiently structure the research work. Thus, the choice of the research philosophy is vital in making the research outcome successful. Based on the proposed research subject, the researcher applies positivism research philosophy that goes well with the research requirements. This philosophy is appropriate in deriving the gathered data logically to develop a flexible research framework to systematically running the current research project.

Every research philosophy has different significance and functions that help in extracting the most authentic information for the research work. In order to comprehend the function of organizational culture and its effects on firm performance, the researcher has preferred to integrate the positivism research philosophy. As this definite research paper has employed both the qualitative and the quantitative positivism philosophy is considered to be an ideal choice in deriving logical concepts for the research work. Incorporating this particular research philosophy has been done to ensure that the research work is conducted in a ductile manner (Kulshreshtha and Goel, 2021). Apart from this, the selection of the positivism philosophy has been made by reviewing different articles based on these domains and has critically evaluated the research findings to meet the research objectives systematically.

With the help of positivism research philosophy, the researcher can scrutinize the underlying research issues that need to be resolved to address the research questions. Therefore, the researcher has selected the positivism philosophy because this philosophy has allowed the researcher to follow a highly structured methodology to make a clear hypothesis. At the same

time, positivism works on experimental observations through which statistical analysis can be derived. Thus, with this philosophy, the researcher has developed the hypothesis resulting from the research subject in the formation of the research theory. With the help of positivism research philosophy, the researcher can scrutinize the underlying research issues that need to be resolved to address the research questions. Therefore, the researcher has selected the positivism philosophy because this philosophy has allowed the researcher to follow a highly structured methodology to make a clear hypothesis. At the same time, positivism works on experimental observations through which statistical analysis can be derived (Ryder et al., 2020).

4.3 Research Strategy

Like the other segments of the research methodology, research strategy has the most integral role in competently assembling the research work sequentially. Research strategy enables the researcher to design and structure the data collection process, and due to this, it serves an unavoidable role in the overall research work (Ryder et al., 2020). There are mainly two kinds of research strategy to perform a research topic. One is the quantitative, and the other is the qualitative. This segment of the research methodology has a pivotal role in systematizing the overall conduction of the research process by deciding the appropriate strategies required for making the research outcome successful. With the assistance of this segment of the methodology chapter, the researcher can elucidate how the data has been accumulated and analyzed in interpreting the critical variables of the research.

As per the given research issue, the researcher has intended to utilize the quantitative and qualitative research strategy to acquire a vast number of data sources to interpret the research

issue successfully. In order to obtain authentic information for the research work, the researcher has adopted the mixed-method strategy by combining the qualitative and the quantitative approaches leading to the successful outcome for the research study. With the help of a mixed system, the researcher can derive both theoretical and experimental knowledge about the concept of organizational culture on the performance of the firm. Qualitative data has embraced the secondary sources, and the quantitative data includes reviewing annual reports on corporate social responsibility and its external impact and the organizations' market outlook. Numerous KPIs will be incarcerated to represent success and monetary, social, and environmental effects. In the qualitative research strategy, non-numeric data will be gathered.

On the flip side, the quantitative research strategy is applied by conducting the survey among the hundred employees of Unilever organization to gather their perception associated with organizational culture in supervising the internal and the external activities of the firm. The overall influence of organizational culture is defined in the research study with the integration of the quantitative and the qualitative approaches. The researcher has chosen the FMCG sector in gathering the practical information, as the productivity and sales of this sector is comparative high the other sector. Secondary data has also been gathered from secondary mediums, like published works, journals, articles, and others. The nature of the research study is mainly theoretical and experimental. For this reason, the researcher can investigate and explain the research issue with the help of both strategies. Here the main motive of the research is to inspect the role of organizational cultures in managing the firm's performance. Therefore, the research study will utilize primary and secondary sources to extract the most truthful outcome. The mixed methods are regarded as the beneficial in understanding the contradictions between the quantitative results and qualitative findings.

The reason behind implementing the mixed methods is to understand the research issues in a systematic manner than resolving it single approach. Moreover, quantitative research is not efficient in understanding the situation or the circumstance in which the people perform, something that qualitative research is constituted. On the other hand, qualitative research is perceived to be underprovided because of the possible for unfair elucidation made by the researcher and the complicatedness in oversimplifying findings to a bulky group. Quantitative research does not have such drawbacks. Therefore, by integrating both types of research, the strong point of each approach can cover up the weaknesses of the other. The reason behind implementing the mixed methods is to understand the research issues in a systematic manner than resolving it single approach. Moreover, quantitative research is not efficient in understanding the situation or the circumstance in which the people perform, something that qualitative research is constituted. On the other hand, qualitative research is perceived to be underprovided because of the possible for unfair elucidation made by the researcher and the complicatedness in oversimplifying findings to a bulky group. Quantitative research does not have such drawbacks. Therefore, by integrating both types of research, the strong point of each approach can cover up the weaknesses of the other.

4.4 Research Approach

The research approach is the most indispensable element of the research methodology chapter. It is one of the most crucial segments of the research methodology chapter that systematically assists the researcher in conducting the research. Therefore, it is the researcher's responsibility to select an ideal research approach to carry out the research paper successfully. For the effective conduction of the research approach, there are mainly three types of research approaches that

mainly include the abductive, inductive, and deductive methods (Luning, 2021). Deductive approach helps to critically analyze the research assumptions to reach the desired outcome. By using the inductive approach, the scholar can develop an innovative research theory with a wide range of data. Characteristics of both research approaches have been followed in the Abductive research approach. Before proceeding towards the other elements of the research methodology, the researcher of this study has intended to choose the deductive research approach that seemingly goes well with the requirements of the research paper.

With the help of this particular approach, the researcher can develop and analyze the hypothesis minutely. The researcher has considered the deductive approach suitable for creating and exploring the hypothesis from the existing theories among the other research approaches. Unlike the inductive approach, the deductive approach is mainly associated with scientific investigation (Luker, 2021). Thus, the researcher of this study has taken the deductive approach to derive in-depth knowledge regarding the organizational culture and its overall effect on the firm's performance. In the deductive research approach, the researcher can read the existing theories related to the research phenomenon.

Here, the researcher has read the existing theory, and then it has tested the ideas emerging from the hypothesis. Considering the requirement of the research work, the researcher has utilized the deductive approach in adequately investigating the research dilemma. In this research study, the researcher has analyzed a case study based on defining the research issue more precisely. The deductive approach has been selected in testing the accumulated research hypothesis in presenting the fundamental concepts of the research work systematically with the help of existing theories.

4.5 Research Design

Apart from the research strategy and approaches, the research design is considered to have the most pivotal role in logically designing the entire research paper. Research design offers a precise framework for every research project that enables the scholars to select and implement relevant research methods. By choosing the suitable research design, researchers can competently configure the data collection course to activate the internal and external research works analytically. However, while selecting any one of the research designs, the researcher must maintain the ethical issues embracing around reliability, neutrality, validity, and generalization. In order to preserve the moral aspects, there is a need to incorporate the ideal research design that mainly includes the descriptive design, experimental design, and explanatory design (Schoonenboom and Johnson, 2017).

All these kinds of research design have a distinct and significant role in carrying out the research work. This, in turn, facilitates the researcher in answering the pre-determined research questions. For this current research work, the researcher of this dissertation has integrated the descriptive design in properly investigating the research requirements to make the research work successful in the long run. In the descriptive design, scholars are accountable for offering comprehensive knowledge about a particular event. Descriptive design is considered a theory-based research design, in which the researcher can amass, inspect, and systematically present qualitative insights about the research work (Vanderkar, 2021). With this design, researchers can efficiently state the needs of their research. To exclusively analyze the corporate culture in administering the activities of the firm, the researcher has taken the descriptive design to explore the broader themes.

Moreover, this kind of design offers a variety of research methods in investigating more than one variable. It is a scientific method that includes observing and describing the behavior of a subject without influencing it in any way (Nakhid, 2021). Thus, the researcher of this study has intended to employ the descriptive research design because it is helpful to test and measure the broader theoretical concept, which is not possible with any other research designs. The decision of incorporating the descriptive design has been ensured because it will enable the scholar to interpret several ideas and thoughts essential to achieve the research objectives. The proficient use of the descriptive design has facilitated in interpreting the findings for the study.

4.6 Data Collection

Throughout the entire dissertation, the data collection process tends to have a central role in making the project work successfully. The data collection method is classified into two categories that are primary and secondary sources. As mentioned, this research study has employed both the quantitative and the qualitative for the successful conduction of the research study, so the researcher has decided to integrate the primary and secondary sources in the successful conduction of the research study (Nandasana, 2021). The secondary data sources have allowed the researcher to review the obtainable literature and accumulate pertinent data from valid and genuine sources. In addition to this, the primary data can be succumbed through qualitative research, scrutinized research, and quantitative analysis (Smit, Matteson, and Zimmerman, 2021).

 In these particular aspects, the researcher needs to be more concerned about attaining the research goals. All the researcher analysts endeavor hard to accomplish the research objectives by revealing the significant facts about the research subject to benefit society and the organizational circumstances (Ali and Pandya, 2021).

This research study implements qualitative and quantitative strategies (Yakin, 2020). Thus, the adoption of this process has insisted the researcher accumulating both the primary and the secondary sources more precisely (Flint, 2020). The secondary data collection process has involved the data sources from the industrial sector of FMCG of the UK. In addition, this study has included the corporate sector of Unilever. Therefore, the scholar of this study has decided to perform an online survey among 100 workers of Unilever to analyze the perceptions about the organizational culture and its impact on the firm's performance (Doncheva and Ivanova, 2020). Due to the current situation of Covid-19, the scholar has preferred to conduct the survey based on online interaction. The survey has been conducted among the employees of Unilever working in the main headquarter of Unilever that is London. Before conducting the survey, the researcher has taken the participants' consent and informed them about the research subject. This step initiated by the researcher has facilitated in collecting practical information about the research subject ethically.

On the other hand, the secondary data source includes the data collection from a range of theoretical articles, journals, magazines, case studies, and other scholarly articles (DHAHER, SAAED, and KADHIM, 2021). The scholar of this study has ensured that all the secondary sources are extracted from valid and genuine sources. The utilization of the secondary information for the study has been done from the current sources that have been recently published. This particular step by the researcher has prevented in the false outcome for the research work. To derive a clear and comprehensive regarding the organizational culture, all the theoretical and statistical knowledge has facilitated the researcher in explaining the role of the corporate culture in improving the organizational performance. Simultaneously, the impact of the organizational culture can be studied profoundly with the help of both primary and secondary

data. In this manner, the researcher will conduct the data collection process to ensure that the data accumulation process is appropriately done in minutely investigating the research subject.

4.7 Sampling Strategy

A sampling strategy is one of the most inseparable components of the dissertation regarding the quantitative approach. Here, the researcher has employed a random sampling strategy to conduct the survey process in this current dissertation. With the assistance of this strategy, the research has decided to perform an online survey among the employees of Unilever organization of the FMCG sector to analyze their viewpoints regarding the organizational culture and its influence on the organizational activities (Shira, 2020). The selected respondent's age group that has been considered for the interview is belonging to the age group of 21-60 years. This age group has assisted the researcher in analyzing the research issues more competently rather than other age groups. This particular age group tends to be more responsible in performing their organizational duties rather than the age group below 21.

In order to attain the most fruitful outcome from the research study, this particular study is dependent on the primary sources (Ryan, 2018). Among the varied sampling strategies, the researcher has used the random sampling strategy in scholar selection techniques while gathering information from the population. In random sampling techniques, each people have received an equal chance to present their opinion and perception (Shah, 2021). Concurrently, the researcher has made close-ended questionnaires with the help of a five-point Likert scale to examine the impact of the organizational culture on the firm performance. Due to this reason, the researcher has selected the FMCG industrial sector to analyze the research topic significantly.

4.8 Data Analysis

The appropriate and data analysis techniques for interpreting the collected data have a pivotal activity performed by the researcher. In ensuring the advantageous success of the undertaken research work, the analyst of the research project has analyzed the gathered information that is extracted from the secondary sources (Petronella, 2021). For analyzing and interpreting the extracted data multiple techniques are obtainable, and the scholar has selected the appropriate tool. For generating appropriate research outcomes, the research scholar should concentrate on the implementation of the data analysis tools.

The research analyst has used the thematic analysis tool in interpreting the gathered information by segregating the gathered data based on certain themes (Kim, 2021). This analytical tool assists the research associate in portraying the research in a descriptive way. Along with this, in this research work, the scholar has also given graphical demonstration of the research outcome by charts, graphs, and diagrams. By integrating the relevant data analysis techniques, the researcher is successful in interpreting the key variables derived from the research work.

4.9 Research Limitations

While conducting the research work, there are certain situations in which the researcher will witness inevitable barriers that usually result during the conduction of the research study. A researcher witnesses some limitations that mainly include restraints of budget constraints, and accessibility constraints (Anderson, Alexander, and Saunders, 2020). While gathering the information from the secondary data sources, location proximity can be severe as the biggest constraint in conducting the research work. In addition to this, the secondary data accessible for public auditing cannot essentially cover the detailed metrics (St. Pierre, 2021). There are specific websites that need online payment and access before offering all the information about the search

content. On the other side, the researcher has also faced a barrier in collecting the data from the primary sources. The participants' misinterpreted responses have obstructed the researcher in analyzing the research issues significantly. Sometimes, participants provide misleading information to scholars that adversely affected the data analysis process in efficiently justifying the set research objectives.

4.10 Ethical Considerations

Ethical considerations in every research work are significantly vital in systematically carrying out the research work. Ethics in every research work is considered the most inseparable element in ensuring the successful conduction of the research work without any hindrance. For this reason, it is the researcher's responsibility to maintain the ethical standards to conduct the research work fruitfully. Here, in this present research work, the researcher has preserved the authenticity of the research work by following the prescribed research guidelines referring to the successful execution of the research work (Vanderkar, 2021). The research community has set many practices that underline the rules that a research analyst needs to follow during the research work. Without following the research guidelines and ensuring transparency, the researcher cannot attain the pre-determined goals of the research work. The scholar can maintain confidentiality by storing the gathered data in an encrypted place and not collecting personal information from respondents. By taking responses from both genders, the scholar transparently runs the data collection process. With the integration of honesty and precision, the researcher of this study has witnessed consistency in the research work. In this definite project work, the researcher of this study has considered the utilization of authentic sources to elucidate the organizational culture in enhancing the firm's performance (Ali and Pandya, 2021).

Additionally, the researcher has also maintained the reliability of the research work by ensuring that all the accumulated data from the practical and the theoretical knowledge belongs to the reliable sources. In the case of the primary data sources, the researcher will ensure that all the involved participants correctly answer all research questions that have been asked to them. During the interview sessions, there was no biasness among the participants that signifies that the researcher has not done any partiality while gathering the responses from the participants (Alharthi, 2021). Without taking consent from the respondents, the scholar has not started the data collection process. Reponses have been gathered only from the willing participants. For maintaining authenticity of the paper, all responses collected from the respondents are destroyed after the data collection process. This has been done to ensure that the validity and the reliability of the research work are maintained during the research work. All the evidence associated with the research subject is destroyed after the data has been analyzed and interpreted. As a result of this, the researcher has been able to secure and protect the confidentiality of the research work. All such endeavors made by the researcher have enabled him to complete the research work in a systematic manner.

4.11 Summary

The researcher of this current dissertation has implemented accurate research methods in order to scrutinize the effect of organizational culture on organizational performance. For answering the research objectives of the undertaken research project, the scholar has taken the positivism research philosophy as it has enabled the researcher to set up more apparent research assumptions. Moreover, the deductive research approach has been taken to conduct the data collection process effectively. Along with this, the researcher has also integrated the descriptive design in structuring the overall research process. Overall, the conduction of the research study

has begun with both the qualitative and the quantitative strategy that involves the data collection process from the mixing process. For this particular research study, the researcher has accumulated the data from primary and secondary data sources. It has employed both qualitative and quantitative research strategies to make the research outcome successful. However, the researcher has also maintained the ethical guidelines to ensure the successful completion of the research work.

Chapter.5: Data Analysis and Findings

5.1 Overview

The current dissertation wants to critically analyze the effect of corporate culture on the overall firm's performance. In order to accomplish the research purpose, qualitative and quantitative approaches have been chosen. By conducting an online survey, the scholar of this project can accumulate authentic and practical information from the internal stakeholders of Unilever. The paper also concentrates on gathering secondary qualitative data to understand the connection between a firm's performance and organizational structure. M.S. Excel has been used for interpreting quantifiable data, and for analyzing qualitative data, the context analytical tool has also been applied.

5.2 Data Analysis

5.2.1 Primary Data Analysis

In order to understand the relationship between corporate culture and a firm's performance, the study carries out an online survey among the workers of Unilever in the U.K. context. With the help of the random sampling technique, the study has selected one hundred respondents for the current dissertation. By preparing graphs in the M.S. Excel spreadsheet, the scholar analyzes the gathered quantifiable primary data to justify the research objectives efficiently.
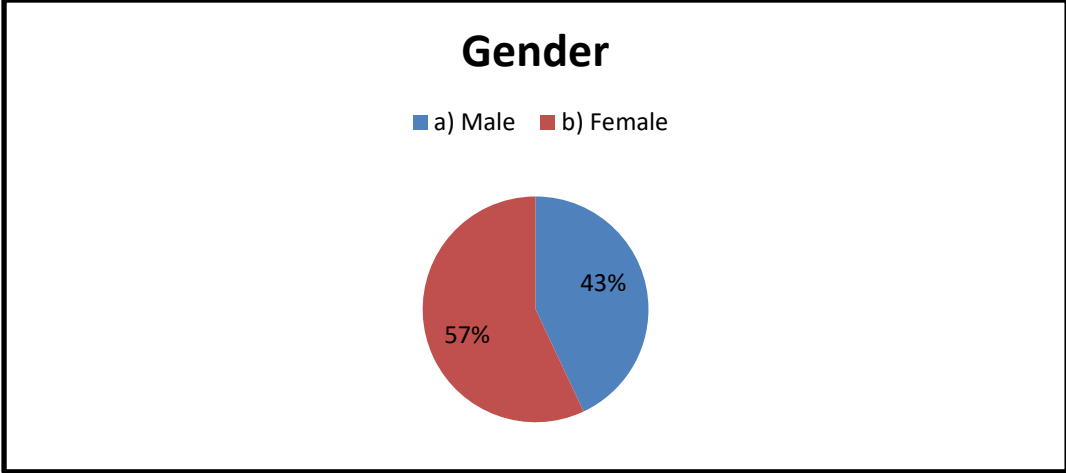
Figure.4: Respondents' Gender

Figure 4 of this dissertation explain the respondents' gender. After taking consent from the respondents, the scholar asked questions to the willing employees of Unilever to understand the role of the corporate culture of this firm in its performance. Considering the previously depicted graph, it can be said that the majority of surveyed participants were female, as 57 percent of participants were female. Besides, the rest of the participants of the survey were claimed that they were male. While gathering responses from Unilever's internal members, the scholar had provided equal chances to each gender in expressing their thoughts and views. From this, it can be said that the scholar fostered anti-discrimination practices successfully.
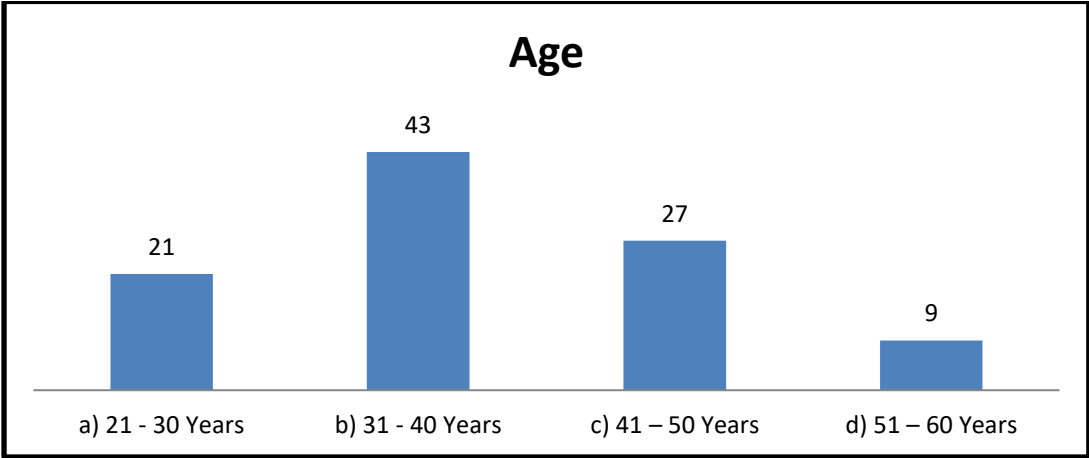
Figure.5: Age of the Surveyed Respondents

The above portrays the respondents' age, where the scholar had gathered responses from 21 to 60 years of Unilever's employees. For this study, the scholar had not considered below 18 years candidates or above 60 years adults as they have the chances of providing vague responses due to their age, physical and mental conditions. It can be noticed from figure 3 that the majority of the defendants, i.e. 43 out of 100 respondents, were from the age group of 31-40. Twenty-seven respondents were 41-50 years of age. Besides, 21 and 9 respondents were claimed that they were under the 21-30 age group and 51-60 age group, respectively.
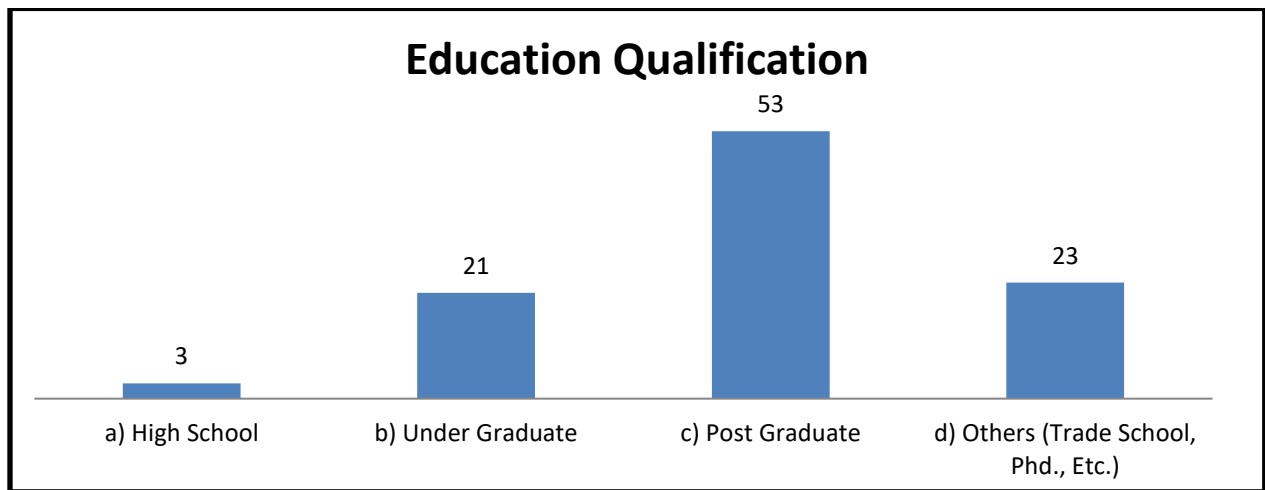

Figure.6: Education Qualification of Respondents

Figure 6 explains the education qualification of respondents who were involved in the current online survey. More than 50 percent of surveyed defendants ascertained that they had a post-graduate degree. Besides, 21 respondents out of 100 surveyed defendants were observed to have an undergraduate degree. It has also found that only three surveyed Unilever's employees were stated that they had only a high secondary certificate. In contrast, 23 respondents out of the total 100 participants asserted that they had other academic qualifications, such as PhD., Trade School, and others.
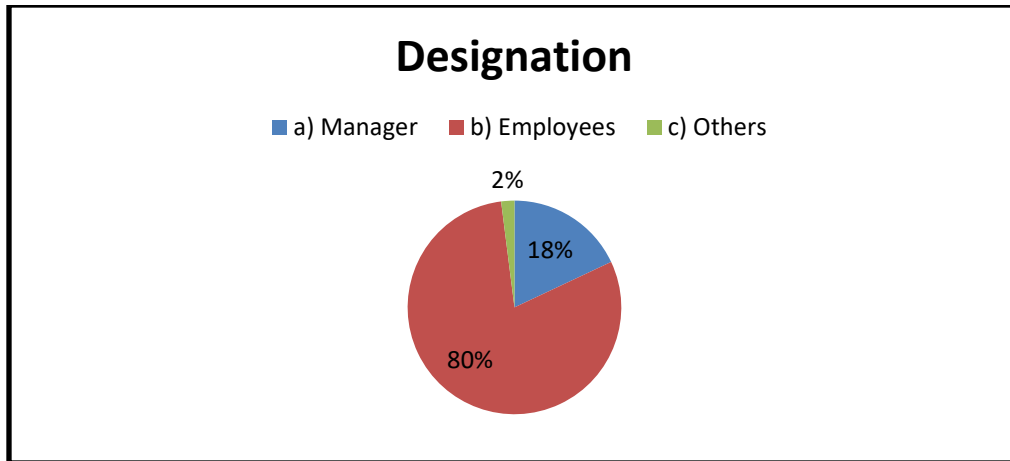
Figure.7: Respondents' Designation

Before gathering answers to variable-based survey questions, the scholar also asked for the respondents' designation in Unilever. It can be observed from figure 5 that 80 per cent of the participants of the survey were asserted that they were working as workers in different functional divisions. Moreover, 18 per cent of the defendants were claimed that they were responsible for the managerial post of Unilever, whereas only 2 surveyed internal stakeholders of the firm were not interested in stating their designation or they had other designation, so they put responses to 'Others' option.
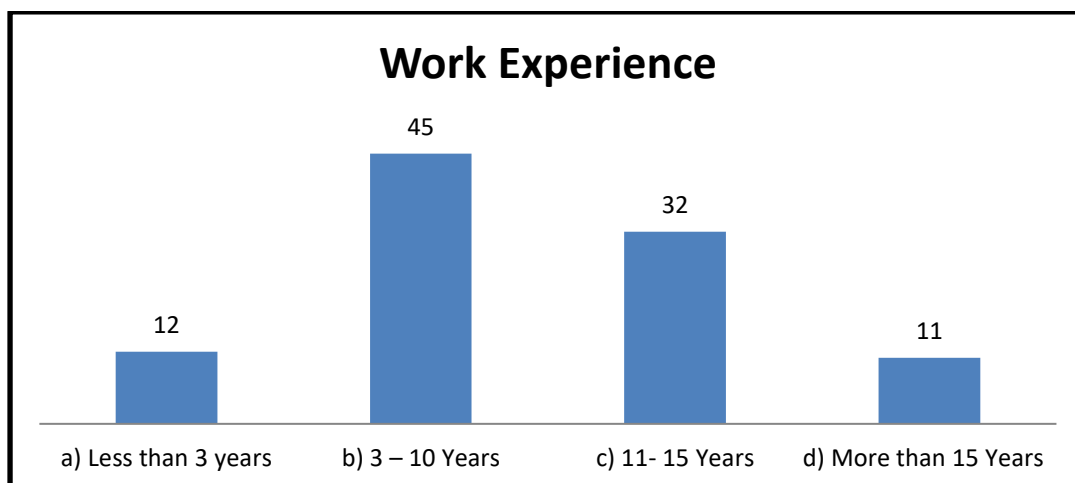
Figure.8: Work Experience of Respondents

Work experience is an impactful determinant, which directly connects with the quality of the gathered responses. In the case of gathering organizational data, every scholar prefers to extract primary data from experienced personnel. Likewise, to understand the impact of Unilever's corporate culture on its overall performance level, the scholar put more focus on gathering responses from experienced respondents. According to the above figure, it can be comprehended that twelve surveyed respondents had less than three years of work experience. In contrast, a maximum number of surveyed stakeholders of Unilever stated that they had work experiences of 3-10 years. In other words, 45 employees among 100 surveyed executives of Unilever have 3-10 years of work experience. Besides, it can also be observed that 32 candidates had experiences of 11-15 years in their professional life. Only 11 respondents had more than 15 years of work experience. Information accumulated from highly experienced candidates had put more value in justifying the connection between corporate culture and organizational performance.

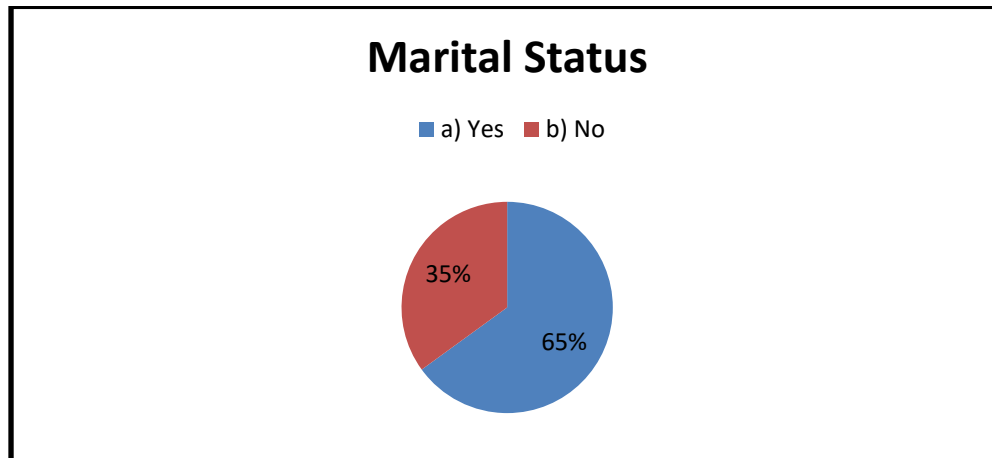**Marital Status**

■ a) Yes   ■ b) No

35%

65%

Figure.9: Respondents' Marital Status

The marital status of respondents portrays graphically in the above figure, where the majority of the people were observed to be married. Here, 65 per cent of the surveyed defendant was

married, and 35 per cent of the engaged participants of the survey were claimed that they were single. The main reason why the number of married respondents is high is that the study recruited respondents between 21-60 years, and only 21 surveyed people were between the age group of 21-30.
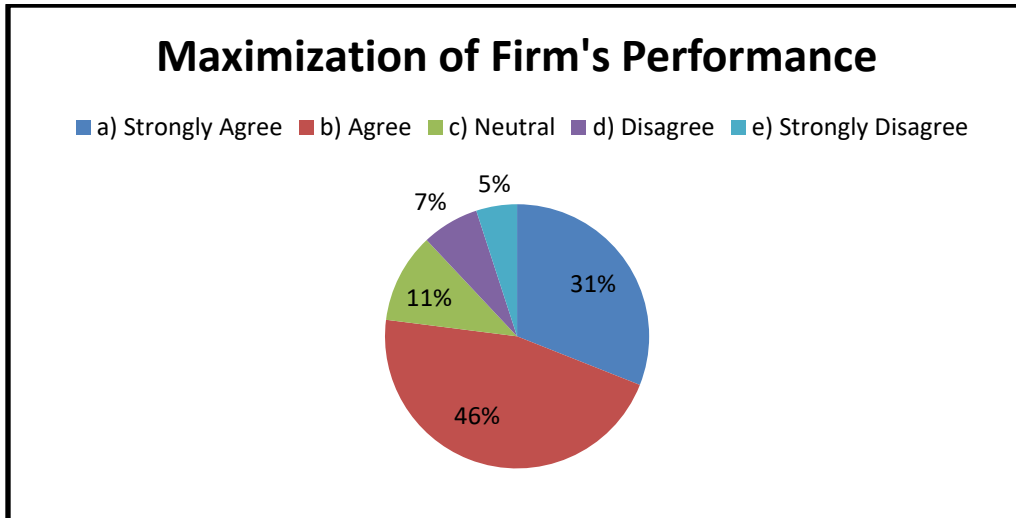
Maximization of Firm's Performance

■ a) Strongly Agree ■ b) Agree ■ c) Neutral ■ d) Disagree ■ e) Strongly Disagree

5%
7%
31%
11%
46%

Figure.10: Role of Corporate Culture in Maximizing Firm's Performance

In enhancing the overall productivity and performances of firms, business institutes focus on designing the appropriate corporate culture. Figure 8 graphically represents the role of corporate culture in positively boosting organizational performance. Based on the figure, the majority of the employees of Unilever claimed maximization of organizational performance depends upon the adopted corporate culture. In other words, 46 per cent of defendants were agreed with this fact, whereas 31 per cent of respondents agreed strongly that corporate culture is a determinant of the firm's performance. Additionally, 11 per cent preferred to be neutral as they did not have sufficient knowledge in this specific corporate aspect. A total of 12 per cent of defendants were disagreed that corporate culture impacts the firm performances' maximization. Hence, analyzing

responses minutely, it can be comprehended that corporate culture has the power to influence organizational performance.
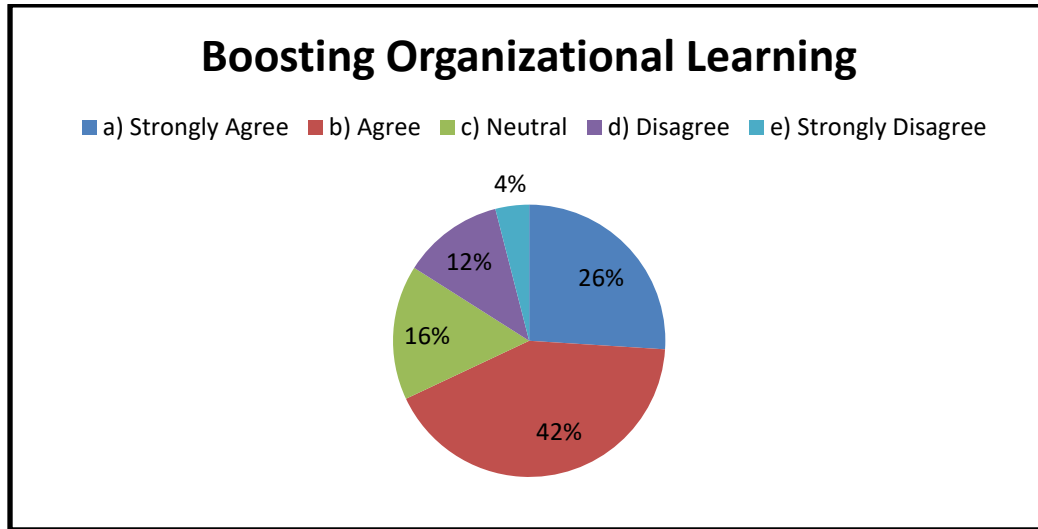

Figure.11: Corporate Culture Boosts Organizational Learning

The contribution of the appropriate organizational culture is significant in boosting organizational learning. The above figure states the importance of corporate culture in boosting the organizational learning process. It can be observed from the above figure that 42 per cent and 26 per cent of the surveyed Unilever's employees put positive responses to the above statement. Besides, 16 people out of 100 total respondents were becoming neutral as they did not have any specific knowledge and viewpoint on this area. Twelve per cent of participants disagreed that the impact of corporate culture is crucial in boosting organizational learning, and it can also be found that 4 per cent of the research sample of the paper strongly disagreed with this fact. It can be concluded that in fostering the learning environment within the organization, every firm must have an adequate corporate culture.
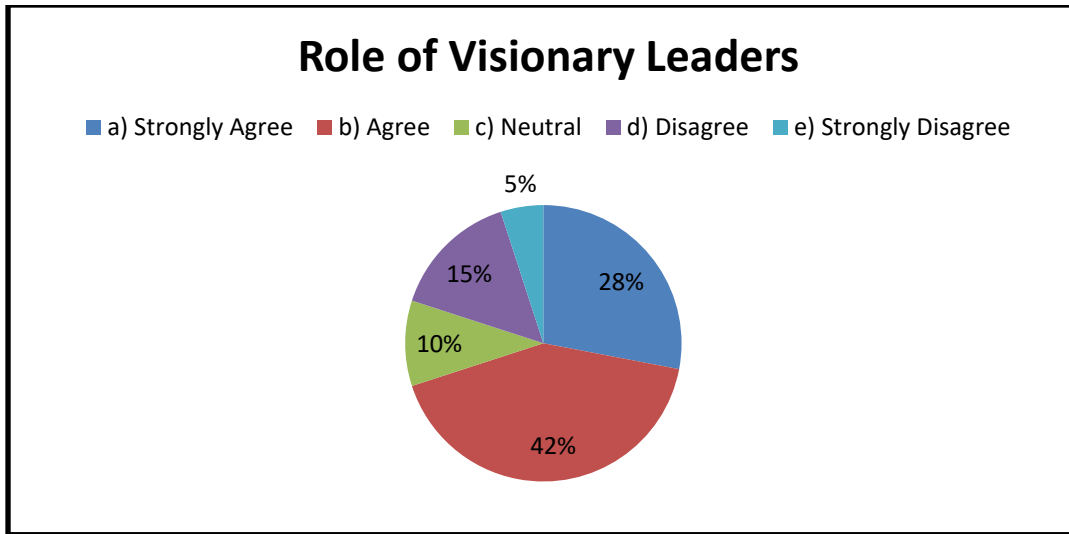
Figure.12: Leadership and Corporate Culture

The contribution of every leader in maintaining a flexible and healthy organizational culture is significant. Figure 12 states the significance of visionary leaders in maintaining the corporate culture. More than 50 per cent of surveyed participants agreed on the role of the visionary leader in maintaining the internal corporate culture. It can be noticed from the above graph that 42 per cent of people agreed and 28 per cent of participants disagreed with the given fact. Here, 10 per cent of the participants were neutral as they had limited knowledge in this specific area. Near around 20% of the people disagreed that leaders' role is not directly influence in corporate culture. Therefore, it can be understood from the gathered responses that the leaders' visionary skills are required for every business firm in properly maintaining the quality of corporate culture.
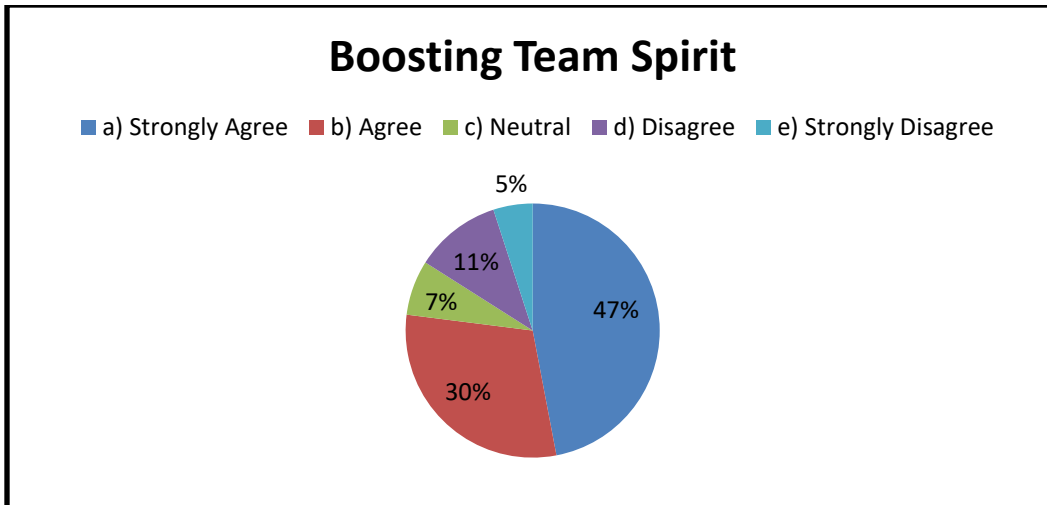
Figure.13: Enhancing Team Spirit through Corporate Culture

Flexible working culture helps to boost team spirit among employees, and the above figure wants to graphically explain the role of corporate culture in fostering team spirit. It can be observed from the above graphically representation that the majority of surveyed participants agreed strongly with the fact that organizational can boost team spirit with the help of appropriate organizational culture. Forty-seven per cent of surveyed members strongly agreed, and 30 per cent of participants were also agreed. It can also be observed that seven employees among 100 neutrally behaved while giving their responses. A total of 16 per cent of people totally disagree with the given fact. Therefore, it can be comprehended that by maintaining proper organizational culture, business firms can successfully enhance team spirit among their employee base so that companies can positively maximize organizational performance.
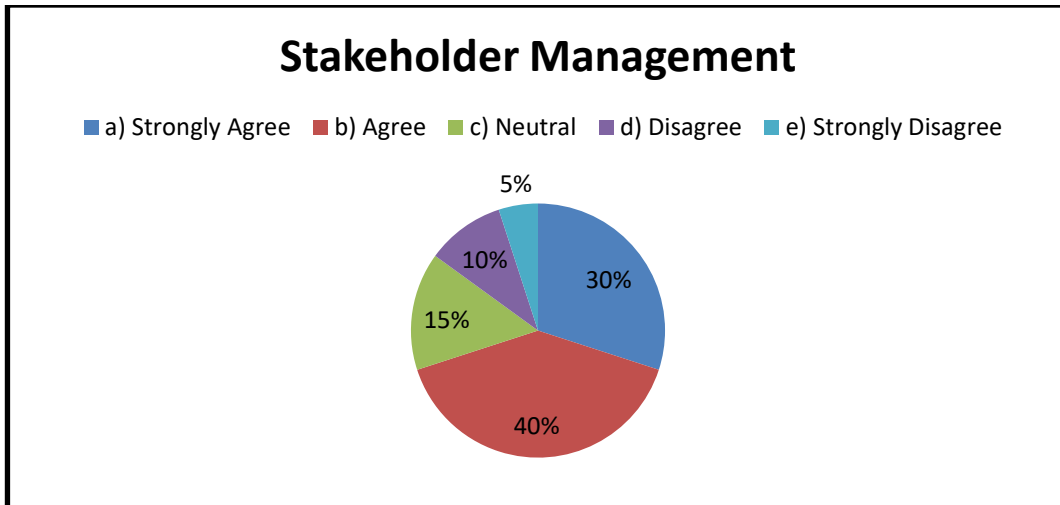
Figure.14: Stakeholder Management

By maintaining the performance standard of an organization, high officials focus on the stakeholder management aspect. Proper organizational culture helps business firms in maintaining the relationship with stakeholders. It can be found from figure 14 that 40 per cent of surveyed respondents agreed that appropriate business culture helps in managing and fulfilling the concerns and needs of stakeholders. Moreover, 30 per cent of defendants positively agreed strongly with the fact. 15 participants out of the 100 surveyed people were claimed that they did not have adequate knowledge on this aspect, and for this reason, they wanted to become neutral. In this case, 10 and 5 surveyed people disagreed and strongly disagreed with the above statement. From this, it can be said that the proper organizational culture helps in the management of internal and external stakeholders.
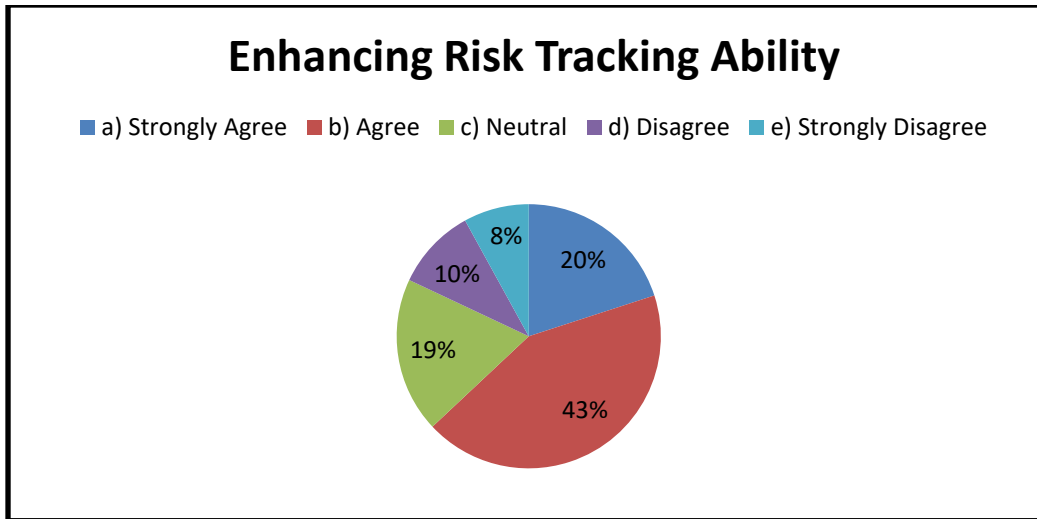
Figure.15: Enhancing Risk Identification and Tracking Ability

Organizations, which have strong organizational culture, are successfully detecting organizational risks within the organizational context for making adequate business decisions for avoiding the negative consequences of the organizational risks. It can be observed from the above figure that almost 63 per cent of this online survey claimed corporate culture is responsible for enhancing the risk tracking ability that assists business firms in making correct risk management strategies. In this case, 19 per cent of the surveyed people preferred to give neutral answers, whereas 28 per cent of the surveyed personnel disagreed that effective corporate culture helps in enhancing the risk tracking ability of business firms. Based on this analysis, it can be comprehended that for enhancing the risk tracking ability, business organizations focus on designing flexible corporate culture.
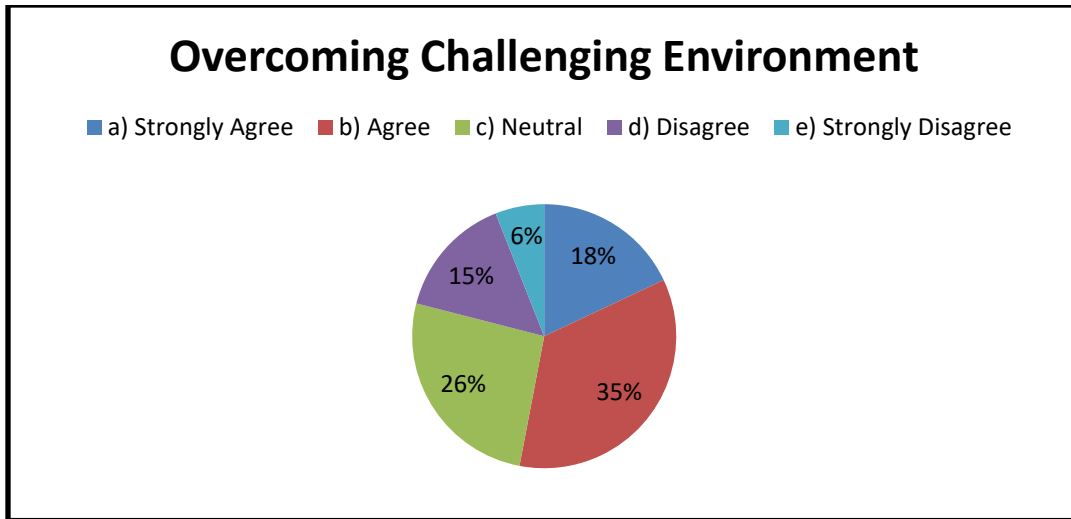
Figure.16: Addressing Business Environment Issues

In order to efficiently managing business issues, business organizations focus on developing adequate business strategies, and it is possible because of having appropriate organizational culture. Figure 16 states that the majority of the surveyed respondents claimed that the role of corporate culture is significant in overcoming stressful and challenging business environments. Moreover, it can also be found that 26 per cent of the surveyed people stated that they behave neutrally while answering this definite survey question. It can also be found that 21 per cent of the survey participants disagreed with the fact that corporate culture is the most important factor that positively affects addressing corporate issues efficiently. After the critical analysis of the gathered responses, it can be comprehended that for making and implementing adequate risk management strategies for resolving problems, organizations prefer to develop adequate organizational culture.
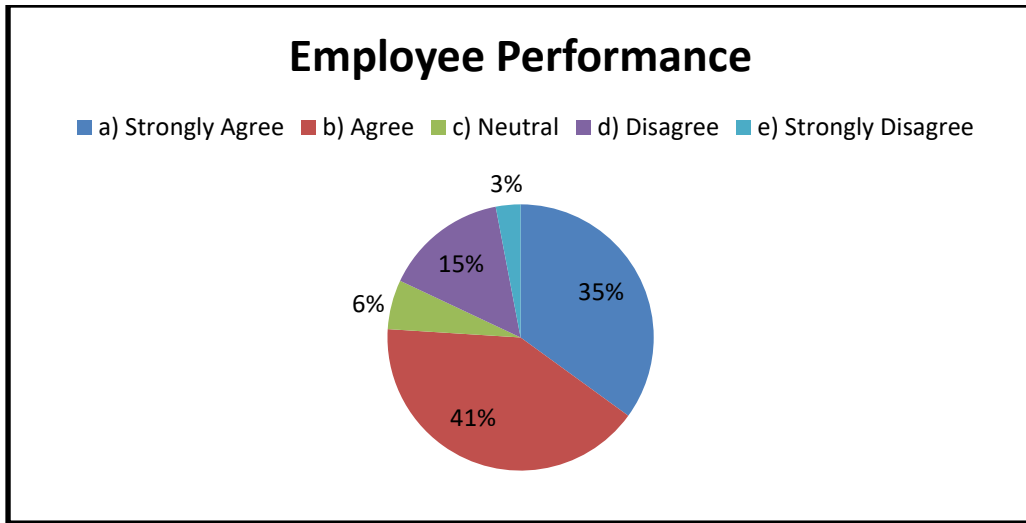
Figure.17: Employee Performance

Employees can perform well in the flexible working environment, and for enhancing employee performance, organizations look after their corporate culture. According to figure 17, 35 percent of the online survey participants strongly agreed that employee performance has a positive relationship with corporate culture. Moreover, 41 percent of the defendant asserted that they were also agreed with the fact, but 15 persons out of 100 surveyed Unilever's employees disagreed with the fact. Additionally, 3 percent of surveyed participants, in this case, were strongly disagreed that corporate culture impacts the employee performance level. Six percent of respondents asserted that they were neutral with the fact. Therefore, it can be said that in improving overall employee performances, organizations focus on the development of the cultural environment.
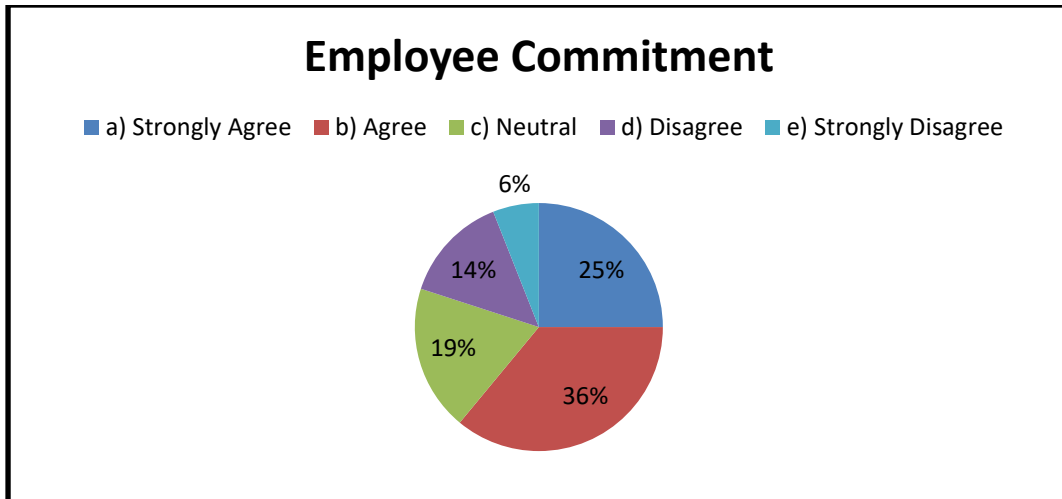
Figure.18: Employee Commitment

In gaining commitment from the end of employees, organizations need to focus on developing corporate culture. Focusing on the above figure, it can be comprehended that the maximum number of people said they agreed that employees are committed to their organization when they experience good working experiences. Moreover, 25 percent of surveyed people agreed strongly with the given fact. It can be observed from the above graph that 19 percent of the respondents neutrally behave while giving responses. Lastly, 20 percent of the defendants provide negative responses while responding to the survey question. Therefore, it can be found that employee commitment can be earned easily by organizations, which have followed effective organizational culture.

Effect of Internal and External Business Environments

■ a) Strongly Agree   ■ b) Agree   ■ c) Neutral   ■ d) Disagree   ■ e) Strongly Disagree

12%
36%
20%
11%
21%
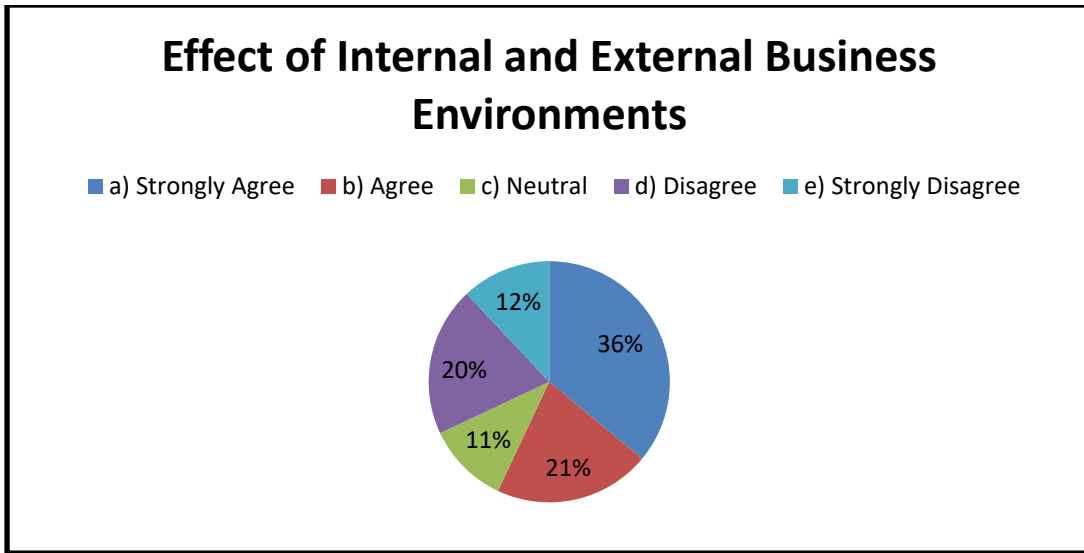
Figure.19: Internal and External Environment Effect on the Corporate Culture

Environments affect the corporate culture of a business organization and figure 19 states the effect of the environment on the corporate culture. From the above figure, it can be said that 57 percent of surveyed people said that they were agreed positively about the above research fact. On the other hand, 32 people among 100 targeted samples were argued that they do not feel that internal and external environments create any significant effect on their organization's corporate culture. Besides, 11 people had not provided any extreme answers to the research questions, and they behaved unbiased and neutral. Based on the analysis, it can be said that business environments are responsible for impacting the corporate culture of business organizations.
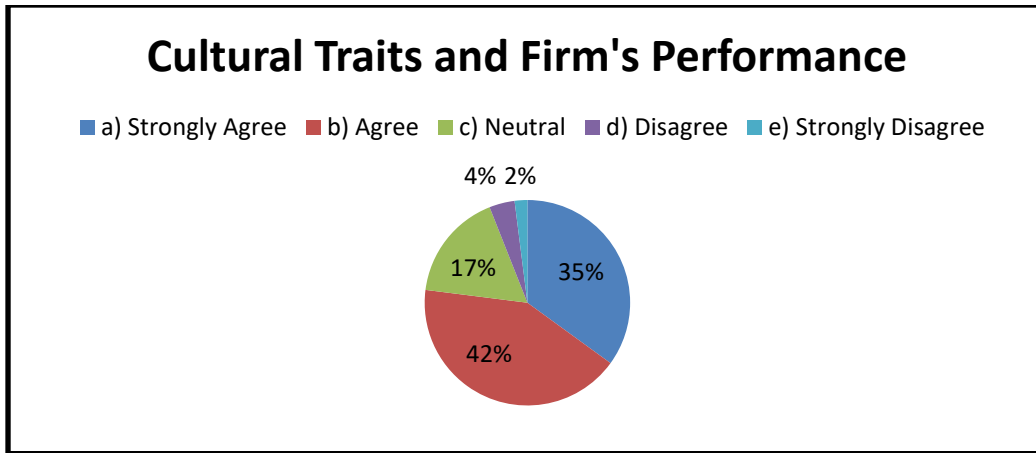
Figure.20: Cultural Traits and Firm's Performance

There are different cultural traits, such as involvement, consistency, mission expert, and adaptability. These cultural traits are directly responsible for influencing the performances of a business organization. The above figure also states that the majority of surveyed people provide positive responses to this survey question while providing their responses. It can be said that 42 percent of people agreed, and 35 percent of surveyed Unilever's employees strongly agreed that cultural traits positively influence organizations in enhancing organizational performance. Seventeen people of this survey did not provide any extreme responses, as they did not have sufficient knowledge of the research fact. It can also be found that 6 percent of people disagreed that there is a connection between cultural traits and organizational performance. Hence, it can be said that different traits of corporate culture are responsible for boosting organizational performances.

Employee Turnover

■ a) Strongly Agree ■ b) Agree ■ c) Neutral ■ d) Disagree ■ e) Strongly Disagree

2%

11%

10%

42%

35%
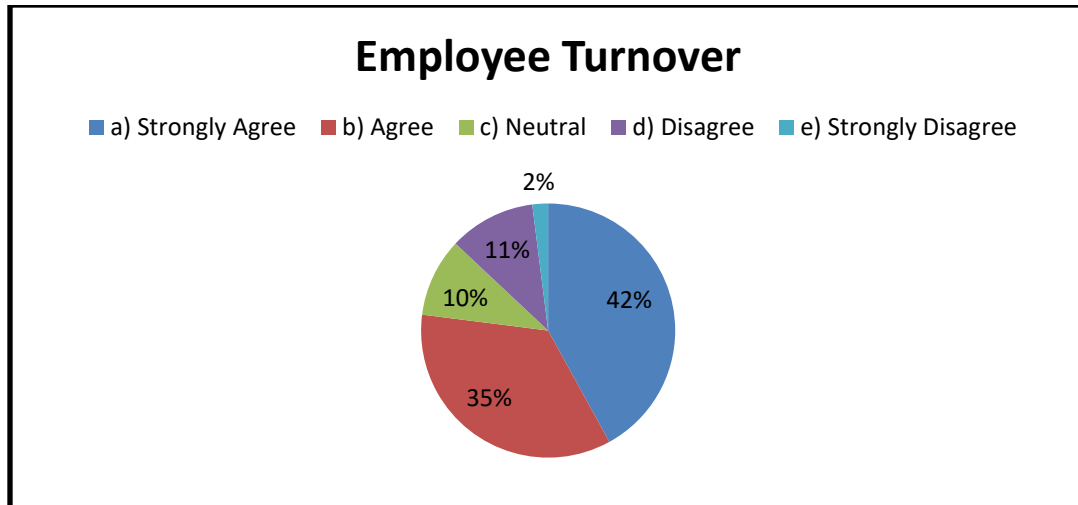
Figure.21: Corporate Culture and Employee Turnover

If an organization's organizational culture is not appropriate, it adversely affected the employee turnover rate. Figure 21 asserted that the maximum number of surveyed people argued that inappropriate corporate culture directly affects the employee turnover rate. In this case, 42 percent of the surveyed people strongly agreed with this particular fact, and 35 percent of Unilever's employees agreed that corporate culture influences the company's employee turnover rate. Ten people out of a total number of surveyed were argued that they neutrally behaved towards the given statement while responding. A total of 13 percent of surveyed Unilever's stakeholders were asserted that they disagreed that the adopted organizational culture of organizations is accountable for its employee turnover rate.
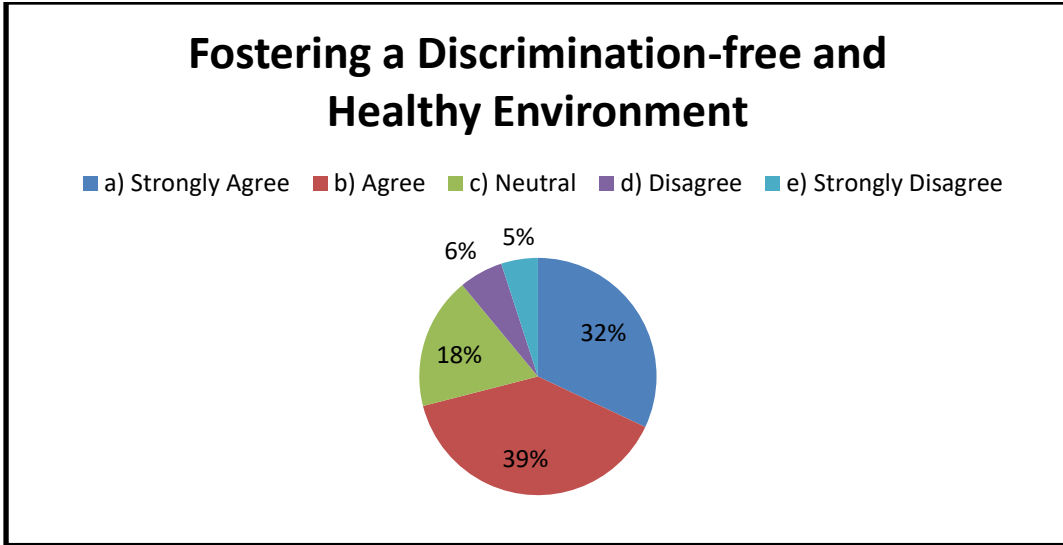
Figure.22: Fostering a Discrimination-free and Healthy Environment

Figure 22 portrays the role of organizational culture in fostering a healthy and discrimination-free working environment. Here, 32 and 39 people among the total surveyed candidates strongly agreed and agreed, respectively, with the above statement. Besides, 18 percent of people preferred to become neutral in this specific case. It can be observed that 6 and 5 percent of candidates disagreed and strongly disagreed that adequate culture within organizations supports in promoting a healthy working environment. Hence, it can be said that business institutes focus on their culture in promoting a healthy working environment so that companies can enhance their performance level.
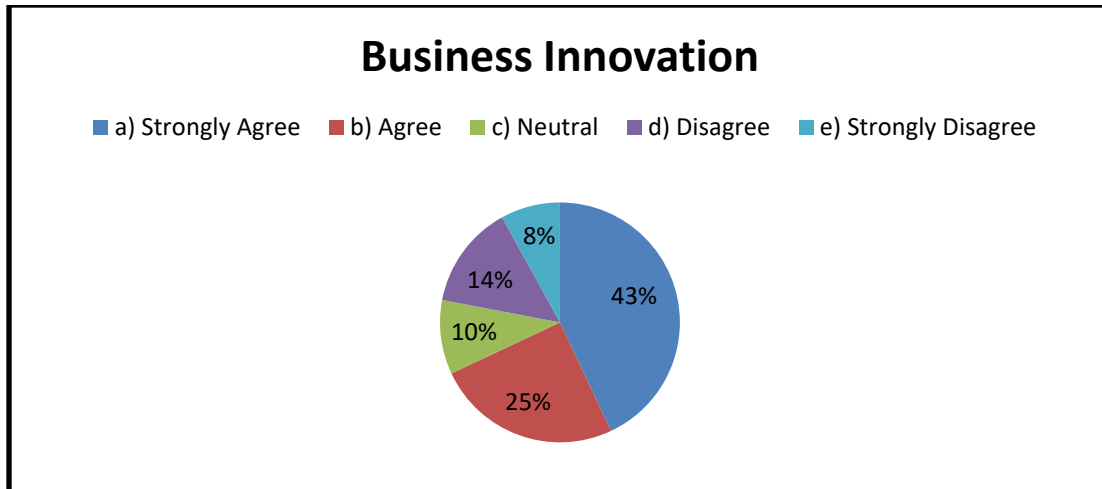
Figure.23: Business Innovation

For introducing innovative business strategic measures within the organization to maximize organizational productivity, organizations must have flexible organizational culture. Based on figure 23, it can be said that the majority of the defendants were provided positive responses towards this research statement. Here, 43 percent of people were agreed strongly, and 25 percent of respondents were agreed with the given fact. On the other hand, ten people were neutral in this case, and 22 percent of people were provided negative responses. Hence, it can be said that companies need to focus on their culture for installing innovative business ideas.
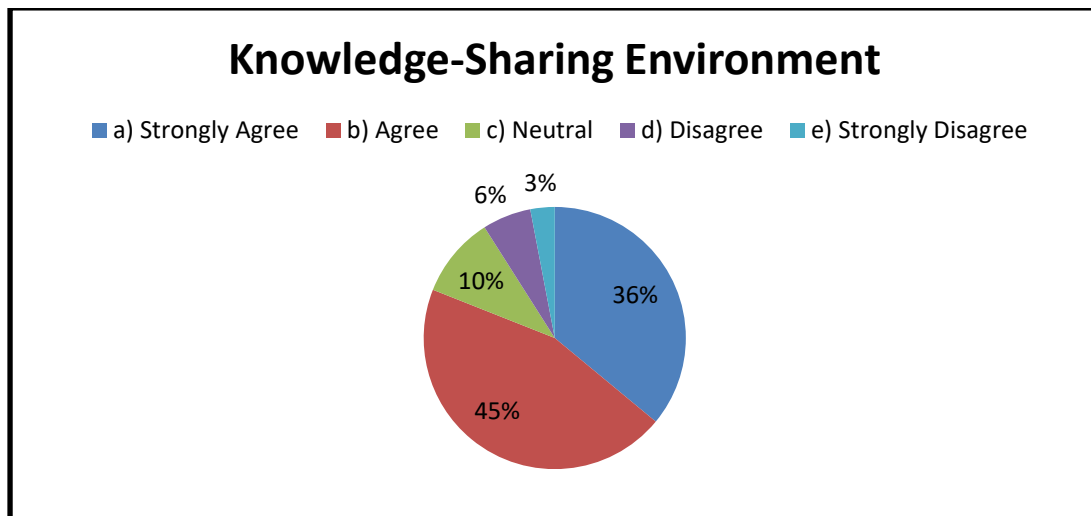
Figure.24: Knowledge-Sharing Environment

The above graph states the connection of organizational culture with a knowledge-sharing environment. In positively influencing business performances, every organization must have a knowledge-sharing environment. Here, 81 people among the targeted sample argued that organizational culture has a positive relationship in promoting a knowledge-sharing working environment. Due to having limited knowledge, ten people wanted to hold a neutral approach. Nine people were provided negative responses, but it can be comprehended after the analysis that by following appropriate corporate culture, organizations can create a knowledge-sharing environment responsible for overall corporate growth.

Resolving Internal Conflicts

■ a) Strongly Agree   ■ b) Agree   ■ c) Neutral   ■ d) Disagree   ■ e) Strongly Disagree

4%
15%
22%
10%
49%
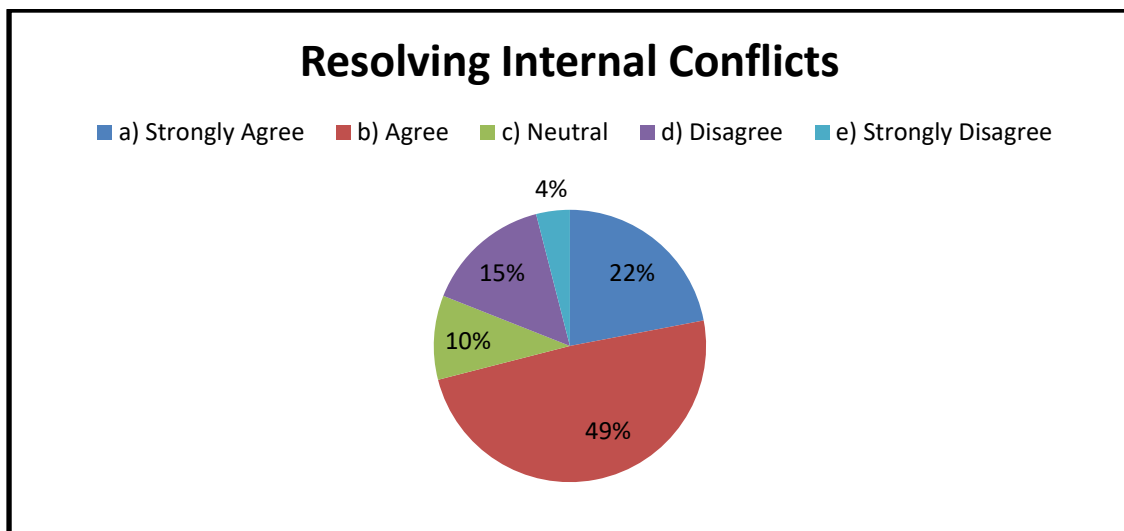
Figure.25: Addressing Internal Conflicts

In the conflict management aspect, adopted organizational culture plays a significant role. More than 70 percent of respondents positively believed that proper corporate culture supports in managing conflicts or internal business issues. On the other hand, 19 people had negative thoughts in their minds, so that they provided negative responses. The numbers of neutrally

behaved people, in this case, were ten. Therefore, for managing internal conflicts, companies focus on designing appropriate organizational culture.

Amendments Required in The Corporate Culture

■ a) Strongly Agree ■ b) Agree ■ c) Neutral ■ d) Disagree ■ e) Strongly Disagree

13%

18%

5%

43%

21%
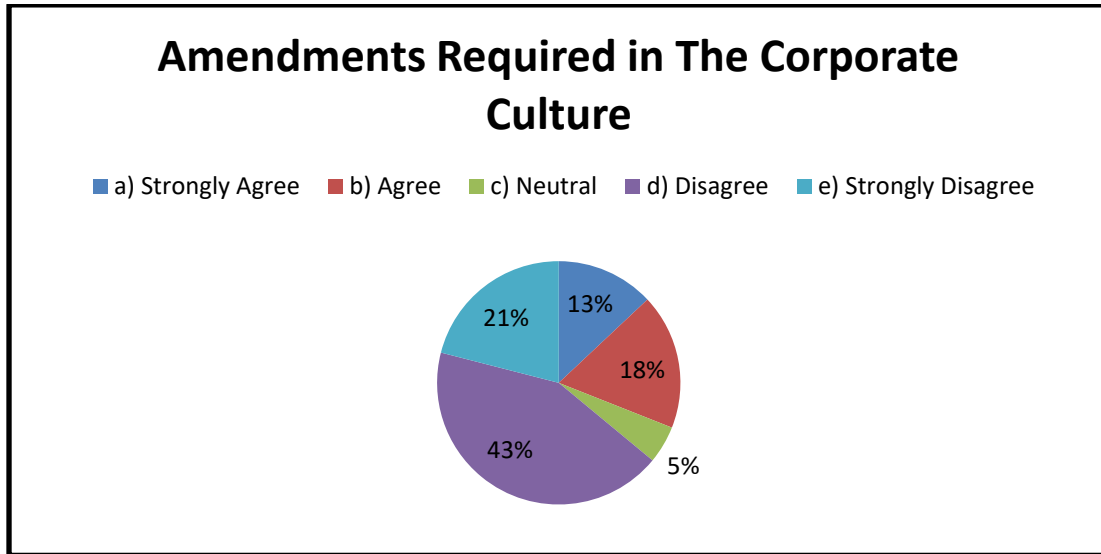
Figure.26: Amendments Required in the Corporate Culture of Unilever

Unilever is already followed a good corporate culture to manage its internal and external operations, so there is no need for additional amendments for the corporate culture of Unilever in boosting future performance. The majority of the respondents of this online survey stated that there is no need for additional amendments in Unilever's corporate culture. It can also be observed that only 36 percent of surveyed defendants felt that amendments are required in the organizational culture of Unilever for grabbing future business opportunities. Five people behaved neutrally as they did not want to provide any specific answers. From this, it can be clearly comprehended that further amendments are not required for Unilever in designing their corporate culture for influencing performances.
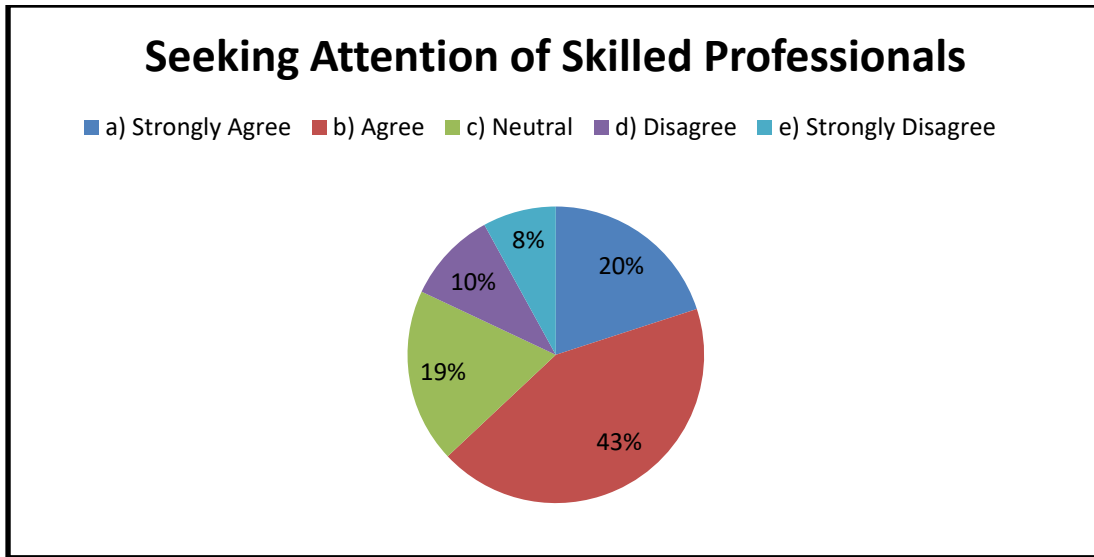
Figure.27: Attracting Skilled Professional

Good corporate culture helps multinational firms in seeking the attention of skilled business associates that brings a positive impact on maximizing a skilled employee base. Based on the previously depicted graph, it can be said that most of the surveyed asserted that the corporate culture of an organization supports in attracting skilled professionals. Besides, 18 percent of people did not agree with this fact, and 19 people in the survey did not want to give extreme answers to this question, so they response neutrally. From this, it can be said that by adopting the appropriate organizational culture, business firms can efficiently seek the attention of experienced and skilled employees from the global labour market.

5.2.2 Secondary Data Analysis

5.2.2.1 The Significance of Organizational Culture and Its Contribution in Improving the Organizational Performance

After reviewing the multiple secondary sources, it can be identified that organizational culture plays an imperative role in improving the organization's performance to a considerable extent

(Suardhita, Rafik and Sirega, 2021). Therefore, an organization is incomplete without the ethical culture considered the vital element in staying ahead of the competitors.

The organizational culture tends to affect all aspects of the business, right from promptness and tone to agreement terms and comprehensive perspective for the employees. When the corporate culture aligns with the employees, the employees feel more contented, assisted, and appreciated. The organization that prioritizes the culture can overcome the difficulties and changes in the business environment and becomes stronger (Murtiana, Djati, and Saptono, 2021).
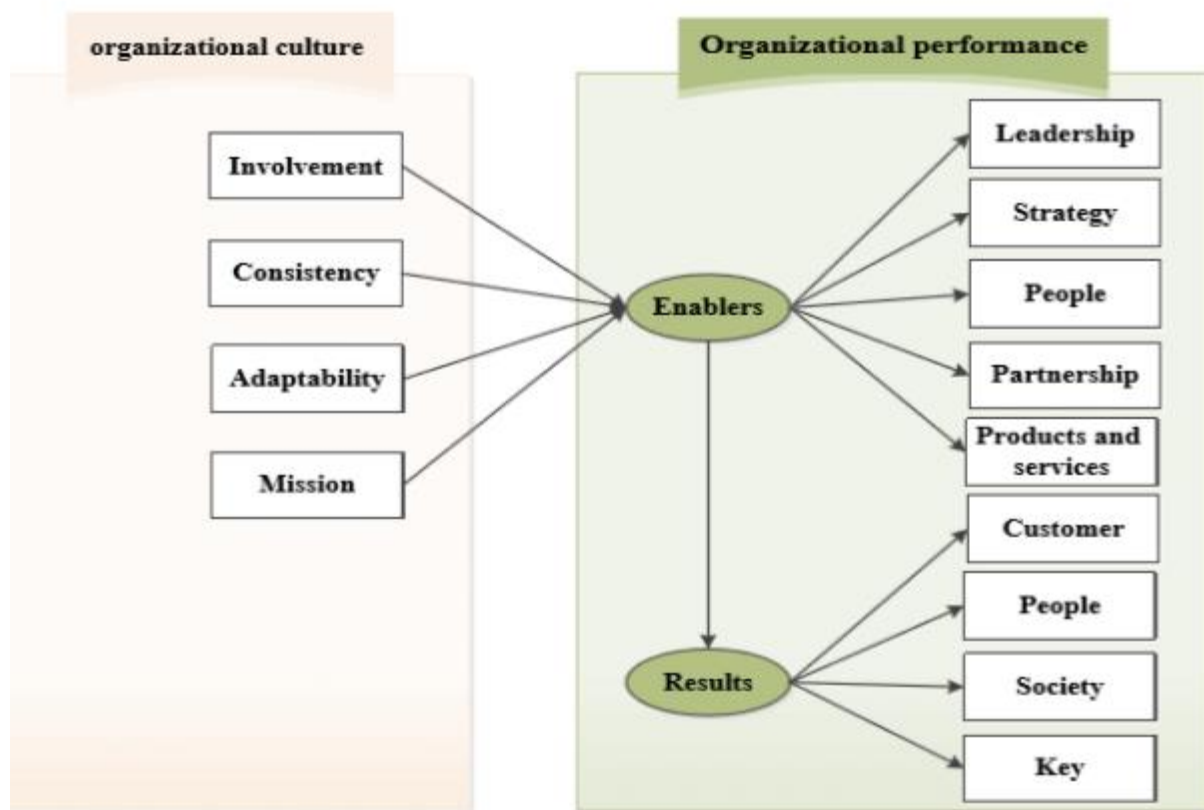
Figure.28: The Organizational Culture in Improving the Organizational Performance

(Source: Suardhita, Rafik and Siregar, 2021)

The given figure depicts that how the organizational culture leads to the improvement in the various aspects and the dimensions of the organizational performance. Concerning this, in today's corporate environment, performance is the key to survive in the hyper-competitive market environment as per the changes in the industrial trend. However, in this regard, resilience is the key in performing business activities in dynamic environments where the difference is continuous. A working environment possessing the organizational culture is driven by rationale and transparent prospects. This helps motivate and inspire the employees to be more concentrated in their work responsibility and communications with others. As a result of this, it will lead to exceeding levels of workforce concentration towards the work that will drive the organization's productivity.

The excellent culture of the company results in improved productivity, an effective business performance that entirely leads to better customer satisfaction. Thus, it can be understood that organizational culture is crucially essential for an organization to reach success at an unprecedented level. With the adoption of the corporate culture, the employees can be assisted in implementing innovative decisions for the productive development of the organization.

5.2.2.2 The Effect of Different Types of Organizational Culture in Influencing the Organizational Performance

The organizational culture seems to be the most vital part of the organization that assists the employees, and the other stakeholder performance in the organization's well-development. Many types of organizational culture have an imperative role in influencing organizational performance (Savović, Nikolić and Zlatanović, 2021). Business firms are performing their business activities

in competitive markets are constantly under pressure to scrutinize and advance their performance with the objective of fulfilling the ever-rising desires of investors, employees, and consumers.

Strong cultures of the organization are perceived as the practical means for indicating the employees about their desirable behaviors and organizational consequence. In the opinion of various scholars, it can be said that there are many significant types of organizational culture and the distinct model of corporate culture tends to have a considerable effect on organizational performance. Every organization has adopted different cultures in response to the changes in business trends (Kalamaki, Mahmoudi, and Charati, 2021). Organizational performance is observed as a dependent variable, and culture is regarded as the independent variable. Thus, it can be said that corporate culture directly relates to the improvement of organizational performance.
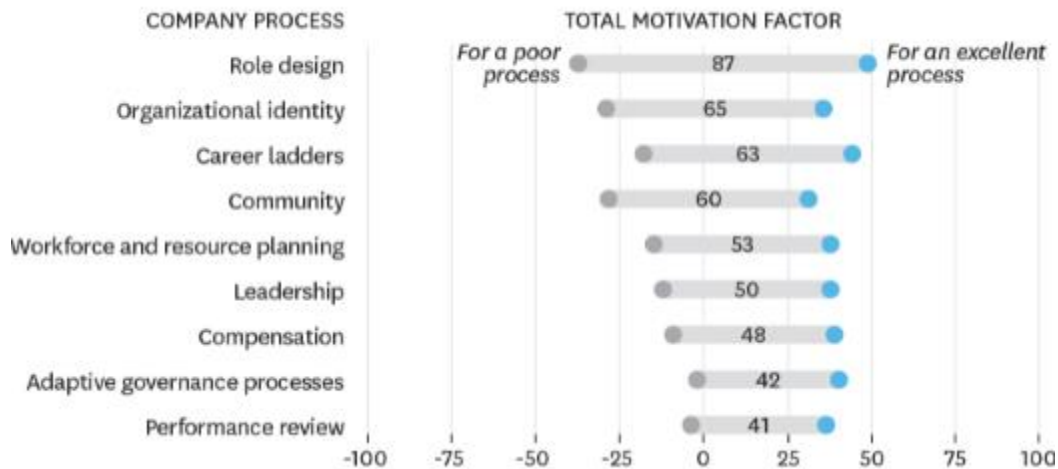

Figure.29: Organizational Culture and its Influence on Firm Performance

(Source: Younus, and Raju, 2021)

The figure above presents the information about the four different types of organizational cultures that positively influence organizational performance. The overall organizational process

and the culture lead to better motivation of the employees that leads to the improvement of the firm's performance. As per the given figure, it is noted that the clan culture of the organization acts as a family for the employees and makes them responsible enough in conducting their regular organizational duties. Such kinds of corporate culture are more connected with the team and deliver contribution towards the development of the workforce to a substantial extent. As per the secondary sources, it is also clear that clan culture clan culture is highly people-oriented in the sense that the corporation feels like one big, contented family. This is a highly shared work environment where each individual is esteemed, and communication is a top main concern (Muhammad et al., 2021). As a result, it leads to improved overall organizational activities, leading to a sustainable brand image amongst the competitors. If the workforce is productive and focuses on the goal, it will subsequently lead to improved firm performance.

On the other hand, the adhocracy culture in the given figure is also regarded as the inseparable element of the types of organizational culture. An adhocracy culture appreciates those employees who can be flexible in conducting their organizational activities and will positively become accustomed to changing situations and business objectives (Asnah et al., 2021). An adhocracy culture permits the employees to think without limitations. An adhocracy emphasizes variation and addresses the present situations less bound by rules and traditions that pave a new way for innovation.

In addition to this, the market culture emphasizes accomplishment at a personality level. The market culture stimulates competitiveness not only with the external unit but between the workforces at the same time. Individual performance is the most relevant attribute in employee recompense, encroachment, and termination choice (Ratnawati and Adhiati, 2021). By rewarding the performance at the personal level, the business firm can motivate every individual to be as

creative as achievable. If it performs successfully, this will result in more augmentation for the organization and optimistic feelings of achievement for the workforce in the long run.

Among the mentioned organizational culture, the hierarchy culture focuses on the degree of rank and dependability. The top managers influence those who are subordinate to them, and the employees at all levels are anticipated to maintain a definite course of action **in corporate success**. There is generally a big deal of active administration and a probability that subordinates workers will follow the guidelines that are proposed by the authorities. A hierarchy culture has an apparent opportunity for every job designation (Ratnawati and Adhiati, 2021). Employees comprehend the power of the authority chain, so there is little time spent conversing about the directions to perform a particular task. The outcome can be superior efficiency and effortlessness of the organizational functions.

5.2.2.3 *The Association between the Organizational Culture and Performance of the Employees in Improving Firm's Performance*

The authors like Muhammad et al. (2021) have pointed out that organizational culture expresses to which degree the organization members are enthusiastic about encouraging each other, which leads to the development of their business in the market environment. Organizational psychology has presented the corporate culture in immensely affecting the significant features of staff attitudes. Being a dynamic framework of shared values, beliefs and philosophies, customs and behaviors, the organizational culture affects the workers' commitment and its association with the team members and the organization as a whole.
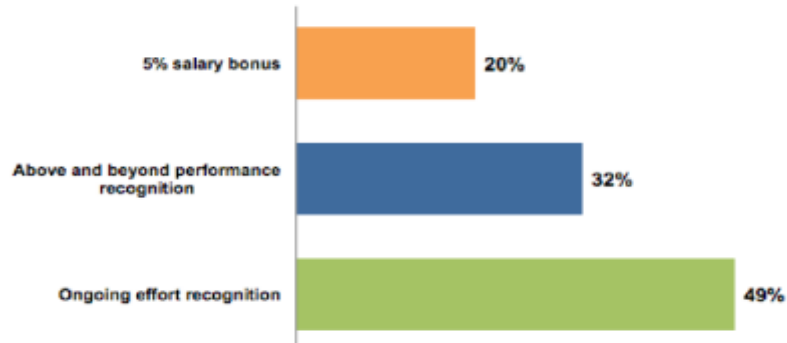
Figure.30: Connection Between Organizational Culture and Employee Engagement

(Source: Azmy, 2021).

The above figure elucidates that organizational culture is linked with the long-term performance of the firm. From the proposed figure, it can be understood that impact of organizational culture on the performance and the recognition of the employees is high than other prevailing factors. However, corporate culture tends to improve the performance in the long term instead of short duration. There are three ways the culture affects the performance: increase in productivity, an achievement for the business goals, and eventually lead to improved business performance (Ermita, Syamsudin and Sugeng, 2021).

Employee performance has been regarded as the most significant variable in the study of HRM and organizational activities as defined by the authors like Azmy (2021). Performance is a multidimensional creation that plays a vital function in making the organization ahead of its competitors. A better organizational culture outcome is predictable from the communication between the leading managers and collective revelation of cultural principles and human behaviour and what the firm's workers learn from their personal knowledge. The business leader narrates the organizational culture and the workers' performance to each other as it offers a

competitive advantage to the organizations. Consequently, corporate culture is responsible for directly augmenting the performance of the employees.

5.2.2.4 Suggestions for Creating a Better Organizational Culture for Raising the Productivity Level of the Firms

A better organizational culture is the dream of every organization, and this can be fulfilled by implementing appropriate measures that will perform effectively in the decision-making equation (Connor, 2021). Organizational culture should be binding on all the members and employees of the organization as this will encourage consistency between the associates of the organization, and this results in better enrichment, assurance, team member's competence and the entire performance of employees (Fachri, Paminto and Effendi, 2021). Culture is the integral element for the organization as it sets expectations for the people to behave and work collaboratively for the organizational goals. Apart from this, the corporate culture is responsible for enhancing the performance of the organization. After the comprehensive analysis of the literature, it can be found that corporate culture has a profound impact on the different elements of the organization process and the employees' performance (Younus and Raju, 2021). When it comes to organizational performance, the business leaders and the managers are recommended to develop a strong culture within the administrative premises to enhance the performance of the employees that work for meeting the organization's goals. From the scholarly articles, it can be reviewed that culture within the company examines how well the employees perform their engagement at the work and the bottom line of the organization.
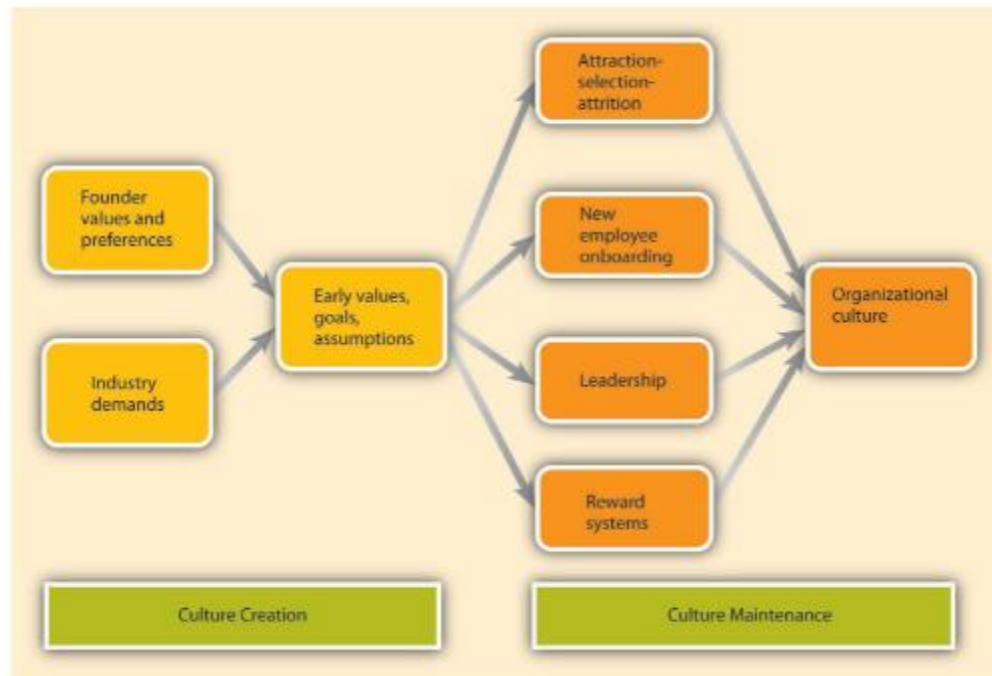
Figure.31: Directions for Better Organizational Culture

(Source: Savović, Nikolić, and Zlatanović, 2021)

According to the presented figure, it can be analyzed that every organizational culture is different, and it is significant to preserve the uniqueness in making the company unique from the others. The given figure can also be comprehended that the employees should be rewarded frequently for their contributions towards the organizational goals. Employees should be aware of how the top management wants them to be responded to any situation, to any case. The administration should make the employees believe that their projected response is suitable, and employees should feel satisfied for representing the organization's values (Asnah et al., 2021). The employees think positive about the workplace if they consider them as the component of the culture. Therefore, understanding the organizational culture is a significant activity for employees as it affects strategic development, efficiency, and education. Moreover, the appropriate leadership approaches are necessary for making the organizational culture a more

attractive one. It is the responsibility of the top managers to align the corporate culture with the business priorities to make the organizational activities successful in the rising market environment. Similarly, if an organization is adopting a low-cost strategy, its culture should highlight the behaviors embedded with insistent cost-control, comprised of securing the employee's everyday expenditure.

5.3 Findings

From both data sources, the author of this dissertation had collected quantitative and qualitative data. For gathering practical information, the author has communicated information from Unilever's stakeholders. According to the gathered perception of surveyed people, it can be said that the corporate culture of a business organization helps in maintaining its performance standard. Firms focus on making good and acceptable corporate culture for fostering learning and knowledge-sharing environments within the organizational culture. Having a knowledge-sharing environment, employees can gather sufficient knowledge from their supervisors and colleagues that help them in polishing their skills. It creates a direct impact on the overall organizational performance. On the other hand, leaders' role is significant in boosting the performance of their subordinates. Having support from the flexible organizational culture, leaders can successfully carry out their duties in influencing their employees by giving motivational speeches and rewards. Their visionary skills help in maintaining the ethnicity of the corporate culture. In the current competitive era, business organizations need to focus on working under a team. By working under a team, business organizations can be successful in gaining competitive advantages. The research paper reveals that organizations must have an appropriate corporate culture to boost the team spirit within teams and the employee base.

On the other hand, it can be asserted from the analysis that corporate culture helps in managing the stakeholders' concerns so that companies can gain trust and commitment from the end of stakeholders. Organizations can successfully track business risks from the organizational context, and it is possible because of the flexible corporate culture. Business conflicts can be successfully resolved if an organization has adopted flexible working culture. Employees can also provide valuable suggestions to their business heads for overcoming challenging business environments. Moreover, it can also be asserted that in maximizing employees' individual productivity, companies also pay keen attention to follow a flexible working environment. By maintaining a diversified working environment and healthy working culture, firms can earn commitments from their employees.

Simultaneously, both business environments, such as internal and external environments, directly affect the corporate culture. Hence, business associates must focus on the current business environment of their firms while fixing their corporate culture. Every cultural trait has a positive relationship with organizational performances. Inadequate organizational culture is responsible for high employee turnover rate. Without having appropriate corporate culture, business firms cannot efficiently channelize innovative business measures. Additionally, it can be said that effective corporate culture helps business firms outsource talents and seek customers' attention. Therefore, it can be said that correct organizational culture helps in maximizing the companies' productivity.

5.4 Summary

Appropriate analytical tools help in efficiently interpreting qualitative and quantitative gathered data. Based on the gathered data, it can be comprehended that for positively boosting the organizational performances, every firm needs to put immense concentration on their

organizational culture. By maintaining good corporate culture, a business can successfully gain employee trust and commitments that positively influence overall productivity. In order to develop a flexible working culture, business firms need to focus on the visionary skills of leaders. The paper states the proper corporate culture helps an organization to maintain a healthy relationship among its employees. In boosting organizational efficiencies, the significance of the corporate culture is indefinable. Different cultural traits are also responsible for creating a positive impact on the firm's performance. Business environments influence organizational performances. It can be comprehended from the analysis that the corporate culture of a business firm directly influences the productivity level.

Chapter.6: Discussion

6.1 Role of Organizational Culture in Improving the Organizational Performance

The business firms are operating their business activities in a highly dynamic and competitive environment. Due to the pressure in the market environment, the organizations are compelled to scrutinize and improve their performance with the objective of meeting the rising demands of the stakeholder groups involving the customers, employees, and investors. On the conduction of the literature review chapter, it can be understood that organizational culture serves an indispensable role in ensuring the welfare of the employees (Shahzad, Xiu and Shahbaz, 2017). Culture is a paradigm that involves a set of beliefs and principles that govern the operating manner of the people within the organization for an extended period. The secondary sources have made it comprehendible that the corporate culture, beliefs, and values affect the staff performance involved in raising organizational productivity. The culture within a business is crucial that plays an immense role in a happy and healthy environment where the employees work. In conversing and endorsing the corporate ethos to employees, their acknowledgement and recognition can directly persuade the working behavior and practices. When the relationship between the leadership and employees is excellent, the latter will attempt to contribute to the workforce and feel motivated to achieve the duty and goals proposed by the organization, thereby leading to improved organizational activities (Chatterjee, Pereira and Bates, 2018).

However, from the qualitative findings of the dissertation, it can be understood that corporate culture is positively associated with boosting organizational performance to a substantial extent. The majority of the respondents in the survey session has argued that corporate culture is the leading determinant for the enhanced organizational performance. The respondent's viewpoints have made it abundantly clear that corporate culture has the influencing capacity resulting in

better supervision of the organizational activities (Oyemomi et al., 2019). The employees of Unilever have shared their experience regarding how the adoption of the influential corporate culture possibly changes the corporate dynamics.

As per the accumulated knowledge, it has become evident that the long-established corporate culture has become the key to the success of Unilever in the broad industrial market. In addition to this, exceeding the appropriate corporate culture has significantly contributed to the organizational learning process.

6.2 The Influence of Different Corporate Culture on the Improvement of the Organizational Performance

According to the literary sources and information, it can be seen that organization is made up of influential corporate culture that directs the organization's members in conducting their responsibilities ethically. Establishing a strong culture in the company can help the organization's recruiter persuade skillful candidates and preserve the top talents for organizational productivity (Syakur et al., 2018). An improved corporate culture improves and develops the propensity of supervising the employees. The better administration of the employees through the better establishment of culture can amplify their participation and commitment towards the organization's welfare. The firm's culture is positively connected for the multiple advantages in employee performance, which in turn builds the reputation of the particular firm. However, an organization has varied cultural paradigm that assists in managing the regular activities of the organization. Clan, Adhocracy, Market, and the Hierarchy are the four most prominent organizational cultures that assist the organizations in performing effectively amongst the rivalries (MBOLI, 2018). Organizational culture is implicit; therefore, everyone involves even if they are not aware of its effectiveness. All the mentioned

organizational culture tends to have the most influential role in boosting the diverse activities of the organization. An environment in which new thoughts can thrive will lead to service and product development while also making sure that everyone feels like an esteemed team member. From the secondary sources, it can be understood that all kinds of organizational cultures positively influence making the organization successful from others prevailing in the market (Nazarian, Atkinson, and Foroudi, 2017).

On the flip side, it has been observed from the survey that the majority of the participants have recommended that a shared workplace is highly optimistic, leading to a collaborative workforce. This promotes the development of the organization. The leaders should value the planning aspects in the organizational productivity that can be possible with the systematic adoption of the organizational culture (Felipe, Roldán, and Leal-Rodríguez, 2018). The survey respondents have agreed that the corporate culture is positively associated with boosting the confidence of the workforce. The highest proportion of the workforce of Unilever has also opined that flexible working culture has helped boost the team spirit among the employees. The organizational culture of the Unilever organization has offered flexibility to the employees in conducting their work effectively.

Thus, from the gathered information, it can be realized that organizational culture promotes the augmentation of organizational performance and boosts the workforce's confidence. Every organization has a different organizational culture that is considered an effective weapon in managing the employees and the whole organizational environment.

6.3 The Connection between the Organizational Culture and Performance of the Employees

Undoubtedly, the employees are considered the vital assets of an organization that assist the organization in many ways to achieve a competitive edge in dynamic and complex market environments. From the extraction of the comprehensive secondary sources for the literature review, it can be analyzed that the employees contribute their precious time and dedication in delivering potential services to the organization (Al Khajeh, 2018). Their continuous hard work and dedication lead to the firm's progress in the market filled with potential competitors. Supervising the employees becomes a crucial element for the organization's growth. When the employee unites their value and beliefs with the organizational goals, this leads to improved organizational performance. The firm's effectiveness depends entirely on how the employees will contribute their efforts in improving the firm performance. The firm's performance is directly associated with the behaviors and actions of the employees that are tied up with the organizational culture. The organizational culture must be developed over time to encourage the employees to perform their duties according to the shifts in the corporate process. A positive relationship is the result of the openness of the organization and the employees (Shanker et al., 2017). The corporate culture, including the set of values and principles, directs the employees to work as per the prescribed organizational principles. It becomes the responsibility of the managers to ensure that workers of the organization are working towards the organizational goals. If not, it becomes the duty of the business managers to set the organizational culture that will emphasize empowering the employees by making them feel that appreciated position in leading the business amongst the competitors. This, in turn, motivates the employees to exploit the valuable organization's data to advance business. Being an inseparable element, Denison, the

great scholar, has structured a framework for an organizational culture that overall influences the performance of the firm (Dubey et al., 2018). The Denison model is profoundly related to the organizational culture, which relies on the four underlying cultural traits such as consistency, involvement, mission, and adaptability culture. All the mentioned traits of the organization have a significant association with the improvement of the firm performance (Altay et al., 2018). The literary opinions have made it abundantly clear that effectively treating the employees within the organization becomes crucially important as it can increase the employees' confidence in serving their dedication for the organizational growth.

However, from the conducted survey, it can be observed that most of the surveyed respondents have argued that organization is incomplete without adopting the culture. As a result, the organization cannot perform its regular activities. Here, the participants have mentioned that gaining the long-term standing commitment of the employees is the result of the development of the organizational culture over time. Therefore, the organization should be focused on building an influential organizational culture for better employee's performance and engagement towards the work (Rofcanin, Las Heras and Bakker, 2017). Furthermore, in the survey, most of the respondents believed that to boost the performance of the employee's changes in the organization, proper culture should be practiced and ensured. As a result of this, the employees' experience will gradually rise, making them efficient in fulfilling their assigned tasks. In this context, around 41 percent of the surveyed respondents have claimed that employee's performance is directly related to how well the organization sets its culture.

Based on the information mentioned above, it can be asserted that a corporation's culture is the only way to improve the performance aspects of the organization. The employees in this regard have the most crucial role alongside with the culture of the organization (Pawirosumarto,

Sarjana, and Gunawan, 2017). Therefore, employees are considered the most significant element of the firm, but their performance within the organization mainly depends on how they perceive the organizational culture. Therefore, an improved organizational culture should be the firm's primary goal to improve their competency in the workforce environment.

6.4 Required Measures for Better Organizational Culture

According to the secondary sources and the literature review section of the dissertation, a thriving organizational culture is a key to the growth of every business firm. The employees nowadays are seeking better jobs with better organizational culture. In this context, it has become the imperative role of business professionals to rapidly change the corporate culture. It is because the employees these days have higher expectations from the companies where they are working (Mehralian et al., 2017). The employees seek a better corporate environment where they can peacefully conduct their responsibilities without any interruption. This, in turn, has led to the switching of the employees from one organization to other. The secondary sources have also revealed that employees expect better organizational culture for being a standing part of a definite firm. All such factors have made it necessary for the business organization to develop the organization's existing culture with the better one (Chatterjee, Pereira, and Bates, 2018). This will act as a crucial strategy for the business firms in connecting the employees towards the company's activities. It becomes the indispensable role of the business managers to review the factors that affect the corporate culture and the employee's performance to a considerable extent. It should involve reinforcing the activities that in turn encourages a positive environment for the workforce.

In contrary to this, from the survey session, it has been found that the highest number of participants have accepted the fact that in order to manage the business issues proficiently, the

organizations focus on developing comprehensive business strategies. Such measures should represent the better cultural attributes that can make the organization efficient in conducting its business operation successfully. The challenging business environment can be resolved with the systematic adoption of the corporate culture (Meng and Berger, 2019). The surveyed employee's groups have opined that with better company culture, the issues like the employee's lower commitment level can be reduced. For this reason, the performance aspects of the organization should be the core area to be focused on by the business professionals in satisfying the stakeholder needs and expectations. The above discussion has given the knowledge regarding creating a better organizational culture that will lead to the enhanced performance of the business in the market atmosphere.

Chapter 7: Conclusion and Recommendations

7.1 Conclusion

This research study has successfully analyzed the importance of organizational culture in managing the activities of the employees and the organization as a whole. To systematically conduct the research paper, the scholar of this study has prepared few objectives that assisted in generating positive outcomes for the study. With the formulation of the research objectives, the scholar of this study has been able to elucidate the concepts of corporate culture in improving the firm's performance. The performance of the firm is highly associated with the culture of the organization. Therefore, the researcher of this study has emphasized the relationship between corporate culture and firm performance. The effects of different types of organizational culture and their impact on the firm's performance have been identified with the help of the proposed objectives of the research study. This definite research study has made it abundantly clear that organizational culture indicates the mission's goals, expectations, and values that direct the employees within the organization. A business corporation with corporate culture is thriving than less prearranged organizations. It is because an organization with a culture has rules and guidelines that encourage the employee to perform well for the betterment of the organization. This, in turn, improves the productivity and engagement of the employees. The introduction segment of the dissertation has outlined that organizational culture states the rules for the employees and directs them to carry out their regular administrative duties along with interacting with the team members within the organization. Integrating the values and the beliefs within the corporate mechanism governs the employees to work in collaboration with the organizational goals. The organization's culture defines the interaction process of the employees with the team and how the team interacts with the outside world. The culture of an organization has an

influential role in setting the expectations for the employees to work together for the good development of the organization. A flourishing organizational culture emphasizes on harmonizing the people together and keeps them aligned. When the culture is apparent, the employees can gather different perspectives for the organization.

In this manner, the culture breaks down all the boundaries between the soiled teams and guides the decision-making process. Culture reflects the company's core value, how the business activities are conducted, and the management of the workforce. In simpler words, the background of the research study has made it understandable for the readers that the company's culture is the total sum of the company's beliefs in action. It highlights the workplace conditions, behaviors, and attitudes of the employees towards the organization.

If the employee of the organization holds negative attitudes towards the organization, it will lead to the poor performance of the employees. As a result, the employees will feel reluctant to perform and execute their efforts for their welfare and long-term survival. Therefore, adopting ethical corporate culture becomes significant in overcoming the risk associated with the organization's absence of values and principles. According to the dissertation's literature review, the organizational culture is immensely vital for the success and the overall health of the company, the employees, and the customers. Therefore, it becomes imperative for the firm to spend adequate time considering how the company's culture can contribute to organizational success for a longer time. The literary sources of the study have presented the concepts of organizational culture, and its effects in influencing the firm's performance can be analyzed with the opinions of various scholars. It can be acknowledged from the secondary sources that corporate culture seemingly becomes a vital concept in organizational activities. The arrangement of the various traits leads to the foundation of the culture for the organization. It

can be found from the literary sources that an organization cannot survive without the adoption of the culture that is the inseparable element for successful organizational growth. With the systematic development of the culture, the organization can witness better productivity in the organization. The market environment is highly competitive, and in this situation, it becomes difficult for the companies to attain the highest level of profits amongst the competitors. Additionally, through the review of the various secondary articles and journals, the researcher has been able to identify the effectiveness of the corporate culture in augmenting the performance of the employees. The improved performance of the employees leads to the improvement of the company's performance in the industrial environment. As per the literature review segment, it can be realized that an organizational culture leads to the employees' superior performance. In today's market environment, the performance of a company matters a lot for the success of the firm amongst the existing rivalries. However, the employees' better performance depends on how the employee perceives the organizational culture, principles, and values. The employees are the vital assets of the organization and work hard in attaining the organizational goals. Therefore, the working conditions should be suitable for the employees so they can effectively contribute their efforts to the well-being and the long-term health of the organization. The literature review portion of the research study has shown that organizational culture directly impacts the performance of performance and, most significantly, on the well-being of the employees. A healthy culture concentrates on both of these areas by identifying a suitable balance based on firm values. These are the fundamental reasons why organizational culture is imperative.

On the other hand, it can also be identified that every organization has a different culture, and each cultural trait has a prominent role in boosting the firm's performance to a considerable

extent. The clan, adhocracy, market, and hierarchical are the most recognized culture existing in the organization. All these four kinds of organizational culture play an effective role in assisting the organization in managing the workforce in a systematic manner. The adoption of appropriate organizational culture ensures the better administration of the employees contributing to the long-term motivation of the employees in successfully conducting the business operation. At the same time, it becomes the responsibility of the business professionals to bring changes in the corporate culture to ensure that the employees are content with the organization's environment.

In order to conduct this research study in a logical manner, the researcher has adopted certain methodological approaches that have assisted the scholar in gathering the fruitful outcome for the research. From the methodology chapter, it can be found that the researcher of this taken the mixed approach into consideration to accumulate the relevant results for the research work. With the adoption of both the qualitative and the quantitative research strategy, the scholar has been able to identify the key variables for the research issues. The researcher has also applied the positivism, deductive, and descriptive approaches that go well with the implemented research strategy.

From the findings section of the dissertation, relevant information about the participants regarding the research subject can be analyzed. The respondents' viewpoints have assisted the researcher in decisively analyzing the research issues precisely. The findings have revealed that an organization is nothing without the culture. The quantitative analysis of the primary data has offered the perception of the employees about the organizational culture. It can be understood from their responses that corporate culture is the essential element for the success of the firm in competitive market situations. It has been observed that the majority of the respondents have asserted that the culture of the organization boosts the performance of the employees to a

substantial extent. In response to this, the firm's business professionals should concentrate on improving the firm's performance by adopting the necessary changes in the corporate culture. Thus, the findings portion of the study has made it evident that better corporate performance is linked with the progression of the company cultures in offering benefits to its employees in terms of the optimistic working environment.

From the discussion segment of the study, it can be evaluated that organization performance is highly associated with how the organization presents itself among the employees and how the employees perceive it. An organization can become successful and thriving in the long run if it concentrates on developing the organizational cultural framework.

7.2 Recommendations

On the completion of the dissertation, the concepts of organizational culture and its effectiveness can be identified. However, there are certain things that business professionals should consider while framing the organizational culture. Apart from adopting the organizational culture, the business firm should equally concentrate on the factors that can consequentially affect the organization's performance amongst the competitors. In order to survive in the highly dynamic market environment, the organization should develop a better organizational culture that is regarded as the effective key for the organization's success (Pawirosumarto, Sarjana, and Gunawan, 2017). With a positive working environment, the employees tend to produce more productive results for better organizational survival. If the employees feel de-motivated, then it will naturally impact the performance of the company. Therefore, a better organizational culture is the result of a positive working environment. There is a need to develop employee well-being strategies to offers potential advantages to the employees and helps them to work towards the common goal of the company's long-term productivity. The employees should prioritize the

well-being of the employees and this can be only possible with the implementation of strategies that can satisfy the employees. As a result of this, the employees will feel encouraged to perform their duties in an effective manner. In order to be appropriately efficient, the business organization needs to be evolved in a holistic way, dependable with the company's culture that is contributing to their triumph. It depicts those accommodating administration behaviors, flexible working conditions, and an open culture that will permit the employees to raise their voices and will also allow them to shape the working surroundings. The organization's culture can also be improved by constantly communicating with the employees who consider themselves part of the company. The management should administer that communication process with the employees goes two ways rather than one way. The business managers should ask the employees about their perception of the organization and what is their next step (Meng and Berger, 2019).

It has been seen that around 30 percent of new employees leave the job within the initial 90 days on the job (Chatterjee, Pereira, and Bates, 2018). The new hires should be facilitated with an efficient and appealing orientation during the first few days of joining. This can be achieved by launching the sets of priorities for making employees feel at home from the beginning. In this regard, the implementation of the prearranged and efficient training program can also be recommended while developing the organizational culture. In addition to this, the organization should test the capability of the new hire to understand their capability in order to ensure that they are on the right path (Pawirosumarto, Sarjana, and Gunawan, 2017).

Employee engagement remains a vital issue for the organization as the level of employees' engagement towards the work has started declining. The leaders can connect with the employees by guiding the employees in creating a value proposition for the company that will set differentiation for the company amongst the competitors. Such strategies will make the

employees feel associated with the company's value. Educating the employees of the company, the employees can be familiar with the rationale, annual objectives, and several action plans of the company. Keeping the employees well-versed and learned on the scores and evolution of the organization (Meng and Berger, 2019). In this regard, it can be suggested that the management should also involve the employees in formulating the plans to improve the overall function aspects of the company. Therefore, it can be said that organizations should develop appropriate measures to develop the organizational culture by promoting the welfare of the employees.

7.3 Future Research Scope

The main goal of this research study is to define the competence of corporate culture in promoting the success of the business in the market environment. In order to meet the research objectives, the researcher has taken the assistance of the quantitative and qualitative research approaches. The mixed approach has proven to be successful for the researcher in addressing the research question. However, the future research scholar has the opportunity for the researcher to identify the factors that can affect the organizational culture negatively. The future research scholar has future prospects in conducting the research study based on the mentioned area.

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Appendix

1. Mentioned the gender of respondents:

a) Male

b) Female

2. Mentioned the age of Respondents:

a) 21 - 30 Years

b) 31 - 40 Years

c) 41 – 50 Years

d) 51 – 60 Years

3. Mentioned your education Qualification:

a) High School

b) Undergraduate

c) Postgraduate

d) Others

4. Please mentioned your designation

a) Manager

b) Employees

c) Others

5. How long have you been associated with Unilever?

a) Less than 3 years

b) 3 – 10 Years

c) 11- 15 Years

d) More than 15 Years

6. Are you married?

a) Yes

b) No

7. Do you think the adopted organizational culture of your firm helps to maximize the firm's performance?

a) Strongly Agree

b) Agree

c) Neutral

d) Disagree

e) Strongly Disagree

8. Do you agree that for boosting organizational learning, the contribution of our organizational culture is significant?

a) Strongly Agree

b) Agree

c) Neutral

d) Disagree

e) Strongly Disagree

9. The role of visionary leaders in Unilever in maintaining flexible organizational culture is appropriate. State your viewpoint.

a) Strongly Agree

b) Agree

c) Neutral

d) Disagree

e) Strongly Disagree

10. Do you agree that organizational culture supports in boosting the team spirit of Unilever?

a) Strongly Agree

b) Agree

c) Neutral

d) Disagree

e) Strongly Disagree

11. Do you think Unilever's organizational culture helps in maintaining a strong relationship with stakeholders?

a) Strongly Agree

b) Agree

c) Neutral

d) Disagree

e) Strongly Disagree

12. Do you think that Unilever's organizational culture helps in enhancing Unilever's risk tracking ability?

a) Strongly Agree

b) Agree

c) Neutral

d) Disagree

e) Strongly Disagree

13. By following proper organizational culture, Unilever can successfully overcome challenging environment?

a) Strongly Agree

b) Agree

c) Neutral

d) Disagree

e) Strongly Disagree

14. Flexible organizational culture has a direct relationship with employee performance. What is your view regarding this statement?

a) Strongly Agree

b) Agree

c) Neutral

d) Disagree

e) Strongly Disagree

15. Unilever's organizational culture supports in gaining employee commitment?

a) Strongly Agree

b) Agree

c) Neutral

d) Disagree

e) Strongly Disagree

16. Do you think internal and external business environments impact the corporate culture of Unilever?

a) Strongly Agree

b) Agree

c) Neutral

d) Disagree

e) Strongly Disagree

17. Do you agree that cultural traits, such as adaptability, involvement, consistency, and mission expert, directly correlate with your firm's performance?

a) Strongly Agree

b) Agree

c) Neutral

d) Disagree

e) Strongly Disagree

18. Do you agree that employee turnover is highly correlated with organizational culture?

a) Strongly Agree

b) Agree

c) Neutral

d) Disagree

e) Strongly Disagree

19. For fostering a discrimination-free and healthy internal business environment, the role of the organizational culture of Unilever is truly indefinable?

a) Strongly Agree

b) Agree

c) Neutral

d) Disagree

e) Strongly Disagree

20. Do you think in bringing innovative measures within the business operation, the role of the adopted corporate culture of Unilever is significant?

a) Strongly Agree

b) Agree

c) Neutral

d) Disagree

e) Strongly Disagree

21. Do you think Unilever's corporate culture helps foster the knowledge-sharing environment that positively affects the firm's performance?

a) Strongly Agree

b) Agree

c) Neutral

d) Disagree

e) Strongly Disagree

22. Do you think corporate culture helps in resolving internal conflicts of Unilever?

a) Strongly Agree

b) Agree

c) Neutral

d) Disagree

e) Strongly Disagree

23. Some alterations and amendments are required in the corporate culture of Unilever in maximizing its future performance?

a) Strongly Agree

b) Agree

c) Neutral

d) Disagree

e) Strongly Disagree

24. Healthy corporate culture of Unilever helps in seeking the attention of skilled professionals for working as employees of this firm. What is your viewpoint?

a) Strongly Agree

b) Agree

c) Neutral

d) Disagree

e) Strongly Disagree