

The Impact of Organizational Culture Dimensions on Job Satisfaction: A Case Study of Sonelgaz Tlemcen

L'impact des dimensions de la culture organisationnelle sur la satisfaction au travail : Une étude de cas de Sonelgaz Tlemcen

Ahmed belbachirwafa ^{1*}, Ines Meniai ²

¹ Higher School of Management Tlemcen, , Algeria , LEREMALaboratory,
wafaahmedbelbachir@gmail.com

² Higher School of Management Tlemcen, Algeria, LEREMALaboratory,
ines47717@gmail.com

Received: 07/07/2025

Accepted: 29/10/2025

Published:01/12/2025

Abstract:

Organizational culture constitutes the relationship between “internal” and “external”, which is made possible by creating a universe that unites participants around the same structure. Corporate culture enables a company to face up to the uncertainty and complexity of its environment.

This study aims to examine the impact of various dimensions of organizational culture on job satisfaction within the company Sonelgaz in Tlemcen.

Keywords: Organizational Culture, Job Satisfaction , Cultural Dimensions ,Employee Motivation ,Work Environment

Jel Classification Codes: G10

Résumé: La culture organisationnelle constitue la relation entre « l'interne » et « l'externe », qui est rendue possible par la création d'un univers qui réunit les participants autour d'une même structure.

Cette étude vise à examiner l'impact des différentes dimensions de la culture organisationnelle sur la satisfaction au travail au sein de l'entreprise Sonelgaz à Tlemcen.

Mots clés: Culture organisationnelle, satisfaction professionnelle, dimensions culturelles, motivation des employés, environnement de travail

Jel Classification Codes: G10

1. INTRODUCTION

In today's fast-paced and competitive workplace, organizational culture has emerged as a critical factor influencing numerous aspects of employee behaviour and organizational success. One of the most significant effects of business culture is job satisfaction, which is essential for employee motivation, retention, and overall productivity. An organization's culture is made up of shared values, customs, and beliefs that affect employee behaviour and the internal environment of the workplace.

This study examines the three primary components of corporate culture: innovation, discipline, and results orientation and their effects on job satisfaction. Innovation is a reflection of how much the organization values uniqueness and ingenuity. The word "discipline" refers to adhering to rules, procedures, and a structured work environment.

This study intends to clarify how culture may be utilized to improve organizational results in addition to investigating the connection between these three organizational culture elements and employee job satisfaction.

Despite the importance of job satisfaction and its clear impact on both organizational success and employee well-being, some businesses nevertheless suffer from employee dissatisfaction, which negatively impacts job performance and the achievement of corporate goals.

Consequently, the primary study question emerges: How does organizational culture affect work satisfaction?

This raises the subsequent follow-up questions:

How much organizational culture does the entity being studied have?

How satisfied are the workers at the organization with their jobs?

Does work happiness have a statistically significant association with corporate culture?

Building upon the literature that highlights the importance of organizational culture in shaping employee attitudes, this study focuses on three core dimensions: innovation, discipline, and results orientation. These cultural aspects are believed to influence job satisfaction in different ways. Accordingly, the following hypotheses are proposed:

- **H1:** There is a positive and significant relationship between an innovation-oriented organizational culture and employee job satisfaction.

- **H2:** A results-oriented organizational culture positively affects employee job satisfaction.

These hypotheses aim to explore how specific elements of organizational culture contribute to the overall satisfaction of employees, providing valuable insights for organizational development and human resource strategies.

The main objective of this study is to examine the impact of key dimensions of organizational culture namely innovation, discipline, and results orientation on employee job satisfaction, in order to identify which cultural factors most contribute to a positive work environment.

2. Literature Review organizational Culture

The common values, beliefs, customs, and behaviours that influence how members of an organization behave and think are referred to as its organizational culture (Schein, 2010). It is seen as a critical component of change management, employee performance, and organizational effectiveness. Cameron and Quinn (2011) assert that corporate culture serves as the "social glue" that holds members together, directing their interactions and productivity. Edgar Schein's three-level model, which defines artifacts (visible features), professed ideals (spoken standards), and basic underlying assumptions (deep-seated beliefs) as essential levels of culture, is one of the most well-known theories of organizational culture (Schein, 2010). Because the deeper levels are frequently unconscious and resistant to direct intervention, this model helps explain why culture can be challenging to change.

By contrasting national and organizational cultures, Hofstede et al. (2010) deepened our understanding of organizational culture and emphasized how context-dependent and multi-layered it is. His dimensions power distance, uncertainty avoidance, and individuality vs. collectivism emphasize how cultural differences in values impact behaviour in the workplace. The Competing Values Framework (CVF), first presented by Cameron and Quinn (2011), distinguishes four organizational culture types: Clan, Adhocracy, Market, and Hierarchy. Different values are emphasized by each type (e.g., internal vs. outward focus, flexibility vs. stability), and organizations may exhibit traits from multiple types

Research has indicated that enhanced work satisfaction, organizational

commitment, and performance outcomes are associated with a robust and positive culture (Denison, 1990; Kotter & Heskett, 1992).

However, resistance, a decline in motivation, and unsuccessful change initiatives can result from a misalignment between corporate culture and strategy (Alvesson, 2013).

Culture is increasingly seen as dynamic and changing within the framework of contemporary enterprises. Organizations must change their cultural norms to stay competitive as a result of globalization and the rise of digital transformation (Groysberg et al., 2018). As a result, executives who want to promote creativity, adaptability, and long-term success must strategically understand and manage company culture.

Organizational culture corresponds to an ideological framework, corresponding to a relatively organized system of values and rules, shared by all company players (Bournois, 1996). It brings together the values, beliefs, principles, attitudes and rules shared by workers in the same organization.

3.The external and internal roles of Organizational culture

Organizational culture enables the company to face up to the uncertainty and complexity of its environment.

3.1The external roles of Organizational culture

- Organizational culture limits an organization's boundaries.
- It forges its uniqueness, giving it its own identity that sets it apart from other companies in its environment.
- Organizational culture is an element of identification and differentiation.
- It provides principles, rules and references to identify and differentiate the company as a special unit.
- It enables individuals within an organization to recognize what unites them and differentiates them from other players in the environment.
- Culture is a means of leading individuals in the same direction, to combat the uncertainty and complexity of the environment.
- It creates a solid foundation on which units can build and meet to respond together to changes in the environment.

3.2The internal roles of Organizational culture

- Organizational culture fosters cohabitation and cooperation between players of different origins, backgrounds and personal interests within the same organization, by strengthening the points that unite them and reducing the elements that differentiate them.
- Organizational culture must be an internal factor of integration, designed to unite and mobilize individuals around a common goal.

The Impact of Organizational Culture Dimensions on Job Satisfaction: A Case Study of Sonelgaz Tlemcen

- Organizational culture provides the cohesion and coherence that enable people to function optimally, by giving them common foundations (systems of thought, beliefs, assumptions) for working together across differences.
- Organizational culture helps integrate new recruits from different backgrounds. It enables them to quickly acquire the reflexes and skills they need to work well together.practices, so they can work with other members of the organization.
- It also enables control and coordination mechanisms to be put in place, with a view to generating the conditions for effective cooperation.
- A strong, well-managed corporate culture can improve the quality of employees' work and their commitment to the organization.
- However, organizational culture raises obstacles linked to the phenomena of cultural entrenchment, which rejects from the organization anyone who presents opinions or positions that differ from the dominant culture rallying the majority of employees.
- Culture is a means of bringing together the company's operations in a coherent, structured way, involving the players through the foundation of standards of conduct and appropriate organizational systems.

4.The Effect of Organizational Culture Dimensions on Job Satisfaction

Employee job happiness is greatly impacted by organizational culture, which shapes the workplace and harmonizes personal beliefs with those of the company. Job satisfaction is positively correlated with the innovation culture factor, which is defined by creativity, risk-taking, and openness to change. Employees are more likely to feel engaged and fulfilled when they are encouraged to come up with new ideas and contribute to ongoing progress (Martins & Terblanche, 2003). According to Amabile et al. (1996), innovative cultures empower workers, lessen boredom, and encourage a sense of contribution, all of which raise employee satisfaction levels.

Although in a more complicated approach, discipline-oriented cultures that place a strong emphasis on accountability, punctuality, structure, and rule compliance also have an impact on job satisfaction. Excessive rigidity may result in less autonomy and creativity, which lowers job satisfaction, even as high levels of discipline can produce a predictable and effective work environment (O'Reilly, Chatman, & Caldwell, 1991). Maintaining order while allowing for individual initiative frequently requires a balanced degree of discipline. When workers believe their efforts are valued and make a significant contribution

to the success of the company, results orientation a culture centred on performance, achievement, and goal attainment has been shown to have a beneficial impact on job satisfaction (Quinn & Rohrbaugh, 1983). Employee motivation and sense of purpose are frequently raised in cultures that recognize and reward exceptional work and match personal objectives with company results (Denison & Mishra, 1995).

Nevertheless, the influence of these cultural factors may differ based on personal beliefs, management approaches, and the setting of the company. While discipline may be more valued in highly regulated sectors, innovation and results orientation tend to play a larger role in improving job satisfaction in dynamic and competitive businesses. All things considered, a carefully considered and aligned culture can greatly improve organizational commitment and job happiness.

5. Exploring the Impact of Organizational Culture Dimensions on Job Satisfaction: A Case Study of Sonelgaz Tlemcen, Algeria"

The attitudes, behaviours, and general job satisfaction of employees are significantly influenced by the organizational culture. Improving organizational performance and employee well-being requires an understanding of how particular cultural aspects, such as creativity, discipline, and outcomes focus, impact employee satisfaction. The purpose of this study is to investigate how these cultural factors affect employee happiness at Sonelgaz Tlemcen, a significant Algerian energy firm. The research aims to offer useful insights into how organizational culture may be used to improve employee engagement and happiness by carrying out a case study in this particular setting.

5.1 Presentation of the Research Methodology

We used a descriptive study technique backed by a quantitative method to investigate how organizational culture dimensions specifically, innovation, discipline, and results orientation affect job satisfaction. This approach was used to offer a methodical examination of the ways in which these cultural factors impact worker satisfaction at Sonelgaz Tlemcen, a significant Algerian public utility.

A systematic questionnaire created with Google Forms and disseminated online was used to gather data. The Sonelgaz Tlemcen managers and staff were the intended recipients of the questionnaire. It included a range of Likert-scale and closed-ended questions intended to gauge opinions about the company culture and how it affects different aspects of job satisfaction.

The Impact of Organizational Culture Dimensions on Job Satisfaction: A Case Study of Sonelgaz Tlemcen

With regard to the study sample, the majority of the sample members are university degree holders (82%), and the categories of high school level and other degrees (7.9%).

This study is empirical in character, testing research hypotheses using observation and quantitative data. A large and pertinent sample of internal stakeholders provided statistically analyzable data, which allowed for the establishment of correlations and the drawing of generalizable findings thanks to the quantitative design.

Following the completion of the data collection phase, replies were examined using SPSS software, which made it possible to apply regression, correlation, and descriptive statistics. We were able to evaluate the results and validate or disprove the hypotheses thanks to these studies, which gave us a better understanding of how organizational culture affects employee happiness at Sonelgaz Tlemcen.

5.2 Presentation of Sonelgaz Tlemcen

The national corporation of Algeria, Sonelgaz Group, which produces, distributes, and transmits natural gas and electricity, has a regional branch called Sonelgaz Tlemcen. Sonelgaz, which was founded as a public company, is crucial to maintaining the nation's energy infrastructure and guaranteeing that both urban and rural residents have access to necessary services.

The Tlemcen division provides energy services to homes, companies, and government organizations in a vast geographic area in western Algeria. It is involved in managing customer service, extending and maintaining the gas and electricity networks, and putting national energy policy into practice locally.

Sonelgaz Tlemcen's broad workforce, which includes engineers, technicians, managers, and administrative staff, presents constant difficulties with regard to infrastructure renovation, employee motivation, and service quality. Therefore, internal management procedures and organizational culture play a crucial role in improving operational success, job satisfaction, and employee engagement.

Sonelgaz Tlemcen offers a pertinent and perceptive argument for researching the effects of organizational culture aspects on job satisfaction in a public-sector setting, given its size and significance in the area.

5.3 Stability of the study tool

The Cronbach's alpha coefficient was calculated to measure the stability of the study using the spss program to ensure the validity of the study tool, and the following table shows the Cronbach's alpha values for each axis of the questionnaire

Table (1): Cronbach's Alpha Coefficients for Measuring the Reliability of the Questionnaire Based on SPSS Outputs

Questionnaire Dimensions	Items	Number of Items	Cronbach's Alpha Coefficient
Beliefs	3	3	0.745
Expectations	3	3	0.785
Job Satisfaction	15	15	0.901
Habits and Traditions	4	4	0.694
Knowledge	4	4	0.644
Overall Questionnaire Items	—	32	0.949

Source: Prepared by the researcher based on SPSS outputs

The table presents the reliability analysis of a questionnaire measuring various dimensions related to organizational culture and job satisfaction. The reliability of each dimension is assessed using **Cronbach's Alpha coefficient**, which indicates the internal consistency of the items within each construct.

Overall Questionnaire ($\alpha = 0.949$)

The total of 32 items across all dimensions yielded an excellent overall reliability coefficient of **0.949**. This high value suggests that the questionnaire as a whole is highly consistent and reliable for measuring the intended constructs.

5.4 Analyze and discuss the results of the study

5.4.1 Axis analysis of Sonelgaz Tlemcen's organizational culture

❖ Values

The Impact of Organizational Culture Dimensions on Job Satisfaction: A Case Study of Sonelgaz Tlemcen

Table (2): Means and Standard Deviations of the Sample Responses on the Value Dimension

No.	Statements	Mean	Standard Deviation	Approval Level
01	The institution respects the employees' values and provides an appropriate work environment.	3.552	0.791	Medium
02	There is harmony between employees' values and the institution's values.	3.26	1.005	Medium
03	There is mutual trust between employees and managers.	3.68	0.809	High
04	The institution encourages employees to share their personal values with others.	3.58	0.889	Medium
05	The institution supports employees in maintaining their core values.	3.68	0.933	High

Source: Prepared by the researchers based on SPSS outputs

Overall Mean Based on SPSS Outputs: 3.552 with a Standard Deviation of 0.791 — Level: Medium

The table presents the mean scores, standard deviations, and approval levels for five statements assessing how employees perceive their institution's respect for personal values and the alignment between individual and organizational values. The institution respects the employees' values and provides an appropriate work environment."

This result suggests that employees moderately agree that the institution respects their values and offers a suitable work environment. The relatively low standard deviation indicates general agreement among respondents.

"There is harmony between employees' values and the institution's values." The mean score reflects a moderate perception of alignment between personal and organizational values. The higher standard deviation indicates more diverse opinions among employees on this point.

"There is mutual trust between employees and managers." This is one of the highest-rated statements, suggesting that trust between employees and management is perceived positively. The low standard deviation supports the consistency of this view.

"The institution encourages employees to share their personal values with others." Employees moderately agree that they are encouraged to express their values, although this encouragement is not perceived as very strong or universal.

"The institution supports employees in maintaining their core values. Similar to Statement 03, this score reflects strong employee agreement that the institution helps them uphold their fundamental values, although slightly more variation exists in responses.

❖ **Traditions and Customs**

Table (3): Means and Standard Deviations of the Sample's Responses on the Dimension of Traditions and Customs

No.	Statements	Mean	Standard Deviation	Approval Level
01	Customs and traditions influence the institution's work environment through employees' behavior.	3.53	0.797	Medium
02	Employees adhere to traditional dress codes at work.	3.84	1.001	High
03	Employees seek to integrate traditions into the work environment.	3.87	0.989	High
04	Customs and traditions influence employees' behavior toward job satisfaction within the institution.	3.68	0.989	High

Source: Prepared by the researchers based on SPSS outputs

Overall Mean Based on SPSS Outputs: 3.730 with a Standard Deviation of 0.751 — Approval Level: High

Analysis of the Role of Customs and Traditions in the Work Environment

This table explores how customs and traditions influence the institutional work environment and employee behavior, based on employee perceptions.

"Customs and traditions influence the institution's work environment through employees' behavior."

The Impact of Organizational Culture Dimensions on Job Satisfaction: A Case Study of Sonelgaz Tlemcen

The mean indicates a moderate agreement that customs and traditions affect the work environment. The relatively low standard deviation reflects a consistent perception among respondents.

"Employees adhere to traditional dress codes at work."

This is one of the highest-rated items, showing strong agreement that traditional dress codes are observed in the workplace. The slightly higher standard deviation suggests some variability in adherence across individuals or departments.

"Employees seek to integrate traditions into the work environment."

This statement has the highest mean score, indicating a strong tendency among employees to actively incorporate traditions into their daily work life. The high score reflects a cultural attachment that influences workplace practices.

"Customs and traditions influence employees' behavior toward job satisfaction within the institution."

This suggests that customs and traditions not only affect behavior but also play a role in shaping employees' perceptions of job satisfaction, indicating a deep-rooted cultural impact on well-being at work.

❖ Beliefs

Table 4 : Means and Standard Deviations of the Sample's Responses on the Dimension of beliefs

No.	Statements	Mean	Standard Deviation	Approval Level
01	The organization cares about employee feedback	3.24	1.025	High
02	The goals of the individual are aligned with the goals of the group in the organization	3.26	0.860	Medium
03	Encourages teamwork in the organization	3.71	0.898	High
Arithmetic mean and overall standard deviation		3.403	0.710	Medium

Source: Prepared by the researchers based on SPSS outputs

The organization demonstrates relatively strong support for teamwork and values employee feedback. However, there is room for improvement in aligning

individual and organizational goals to further enhance internal cohesion and performance.

❖ **Expectations**

Table5: Means and Standard Deviations of the Sample's Responses on the Dimension of Expectations

No.	Statements	Mean	Standard Deviation	Approval Level
01	The organization provides a work environment conducive to creativity and innovation	2.92	1.078	Medium
02	The organization provides job security for employees	3.92	0.941	High
03	The organization seeks to recognize employees' efforts and reward them for good performance	3.50	0.952	Medium
Arithmetic mean and overall standard deviation		3.464	0.829	High

Source: Prepared by the researchers based on SPSS outputs

Overall, employees view the organization favorably, particularly in terms of job security. While recognition practices are moderately appreciated, there is a clear opportunity to strengthen support for creativity and innovation within the workplace.

Employee opinions of the organization's assistance in several crucial areas are reflected in the data: Innovation and Creativity (Mean = 2.92, SD = 1.078, Medium Level of Approval) The comparatively low mean suggests that workers believe the workplace encourages creativity and innovation to a moderate degree. The standard deviation indicates that there may be some disagreement among employees regarding this issue.

Job Security (approval level: high, mean = 3.92, SD = 0.941) The statement with the highest rating indicates that workers are content with their positions. There appears to be widespread agreement among employees on this

The Impact of Organizational Culture Dimensions on Job Satisfaction: A Case Study of Sonelgaz Tlemcen

subject, as indicated by the reduced standard deviation. Acknowledgment and Incentives (Mean = 3.50, SD = 0.952, Medium Approval Level)

Although the score indicates that there is potential for improvement, employees feel that the company tries to acknowledge and reward good performance.

❖ **Job satisfaction**

Table6: Means and Standard Deviations of the Sample's Responses on the Dimension of job satisfaction

No	Statements	Mean	Standard Deviation	Approval Level
01	The amount of money you are paid in relation to your duties and responsibilities at work is appropriate for you	3.37	1.025	Medium
02	If you exceed the official working time, the management will compensate you for the extra hours of work	3.16	1.079	Medium
03	Your relationship with coworkers is good	4.11	0.649	High
04	Your job is a good fit with your education and abilities	3.66	0.938	Medium
05	Your feedback is heard and taken into consideration by the manager	3.21	0.991	Medium
06	Satisfied with your promotion opportunities	3.45	0.950	Medium
07	The organization rewards outstanding employees	3.21	1.094	Medium

Source: Prepared by the researchers based on SPSS outputs

- The highest-rated aspect is **employee relationships**, indicating a healthy interpersonal work environment. However, other dimensions such as

compensation, feedback acknowledgment, promotion, and reward systems are only moderately approved, suggesting that while the work environment is collegial, motivational and structural aspects could be improved to enhance job satisfaction further.

- The data outlines employee perceptions across several important dimensions of job satisfaction:

- Salary Appropriateness (Mean = 3.37, SD = 1.025, Approval Level: Medium)

Employees feel moderately satisfied with their salary relative to their job duties. The standard deviation suggests diverse opinions on this issue.

- Compensation for Overtime (Mean = 3.16, SD = 1.079, Approval Level: Medium)

The moderate score and relatively high variability indicate that not all employees feel fairly compensated for overtime, pointing to potential inconsistencies in how overtime is managed.

- Relationships with Coworkers (Mean = 4.11, SD = 0.649, Approval Level: High)

This is the highest-rated item, showing a strong positive perception of peer relationships, with low variability, suggesting widespread agreement.

- Job Fit with Education and Abilities (Mean = 3.66, SD = 0.938, Approval Level: Medium)

Employees generally believe their job aligns well with their skills and qualifications, although there's room for improvement.

- Managerial Consideration of Feedback (Mean = 3.21, SD = 0.991, Approval Level: Medium)

The score shows that feedback is somewhat considered, but employees may feel it is not consistently acted upon.

- Promotion Opportunities (Mean = 3.45, SD = 0.950, Approval Level: Medium)

Employees are moderately satisfied with opportunities for career advancement, but this is another area where improvement could increase motivation.

- Recognition of Outstanding Employees (Mean = 3.21, SD = 1.094, Approval Level: Medium)

Similar to feedback, recognition systems may not be perceived as effective or fairly implemented.

The Impact of Organizational Culture Dimensions on Job Satisfaction: A Case Study of Sonelgaz Tlemcen

While interpersonal relationships in the workplace are strong and highly rated, most other dimensions fall under the “medium” approval level, with salary, recognition, promotion, and feedback seen as areas with potential for improvement. To boost overall job satisfaction, the organization should focus on:

- ✓ Improving recognition and reward systems
- ✓ Enhancing transparency and fairness in promotion processes
- ✓ Ensuring consistent and fair compensation for overtime work
- ✓ Encouraging more active management response to employee feedback

6. Conclusion

The purpose of this study was to investigate how different aspects of organizational culture affect work satisfaction among employees at Sonelgaz Tlemcen. The results showed that some aspects of the culture, such as job security and collaborative encouragement, were well-liked by workers and significantly impacted their satisfaction levels.

Colleagues' strong interpersonal ties have become a key asset for the company, fostering a collaborative and encouraging work atmosphere. However, employees only somewhat approved of other characteristics, indicating possibilities for development, such as promotion prospects, feedback consideration, and recognition and incentive systems.

While Sonelgaz Tlemcen's organizational culture is generally positive, improving elements like performance recognition, encouragement of creativity, and goal alignment would probably increase employee satisfaction and boost organizational effectiveness. As a strategic instrument for employee engagement and retention, the study emphasizes the necessity of ongoing assessment and development of organizational culture.

Using Sonelgaz Tlemcen as a case study, this study examined the connection between job satisfaction and corporate culture. The findings showed that certain aspects of culture have a big impact on how workers view their workplace and level of satisfaction. Notably, the company demonstrated strength in fostering teamwork and guaranteeing job security, two aspects that were highly praised and seem to have a favourable effect on staff cooperation and morale.

However, other aspects including acknowledging employee efforts, providing opportunities for advancement, taking into account employee input, and coordinating personal and corporate goals were only marginally accepted.

According to these results, employees express a need for increased engagement, recognition, and professional development chances within the company, even though they also experience a general feeling of stability and team work

7. Bibliography List :

- Schein, E. H. (2010). *Organizational Culture and Leadership* (4th ed.). Jossey-Bass.
- Cameron, K. S., & Quinn, R. E. (2011). *Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework* (3rd ed.). Jossey-Bass.
- Hofstede, G., Hofstede, G. J., & Minkov, M. (2010). *Cultures and Organizations: Software of the Mind* (3rd ed.). McGraw-Hill.
- Denison, D. R. (1990). *Corporate Culture and Organizational Effectiveness*. Wiley.
- Kotter, J. P., & Heskett, J. L. (1992). *Corporate Culture and Performance*. Free Press.
- Alvesson, M. (2013). *Understanding Organizational Culture* (2nd ed.). SAGE Publications.
- Groysberg, B., Lee, J., Price, J., & Cheng, Y.-J. (2018). *The Leader's Guide to Corporate Culture*. *Harvard Business Review*, 96(1), 44–52.
- Amabile, T. M., Conti, R., Coon, H., Lazenby, J., & Herron, M. (1996). *Assessing the work environment for creativity*. *Academy of Management Journal*, 39(5), 1154–1184.
- Denison, D. R., & Mishra, A. K. (1995). *Toward a theory of organizational culture and effectiveness*. *Organization Science*, 6(2), 204–223.
- Martins, E. C., & Terblanche, F. (2003). *Building organisational culture that stimulates creativity and innovation*. *European Journal of Innovation Management*, 6(1), 64–74.
- O'Reilly, C. A., Chatman, J., & Caldwell, D. F. (1991). *People and organizational culture: A profile comparison approach to assessing person-organization fit*. *Academy of Management Journal*, 34(3), 487–516.
- Quinn, R. E., & Rohrbaugh, J. (1983). *A spatial model of effectiveness criteria: Towards a competing values approach to organizational analysis*. *Management Science*, 29(3), 363–377.