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# The Impact of Corporate Culture on Strategic Management: In case of Pakistan's MNC's.

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## Synopsis:

Corporate culture plays an important role in designing the strategic environment of the organization. Corporate culture is the basic ground of an organization that can result in its success and failure. A culture is defined as a set of shared norms and values that shapes the behavior of the people living together. This definition can be redesigned to address the question, "what is corporate culture?". It can be said that corporate culture is the set of all the shared values and norms at the workplace.

The relationship between corporate culture and strategic management have a major impact on the organizational productivity. Some of the factors of corporate culture positively impacts strategic management while others contribute towards organizational problems and disasters. The scope of our research is to highlight those positive factors that will contribute towards efficient strategic management of the organization. As we know, organizational cultures are unique, and they may offer strategically competitive advantages to the firms- we can say that firms consider their corporate culture while developing their strategies to obtain several business objectives. Strategic management majorly focus on accomplishing the vision and

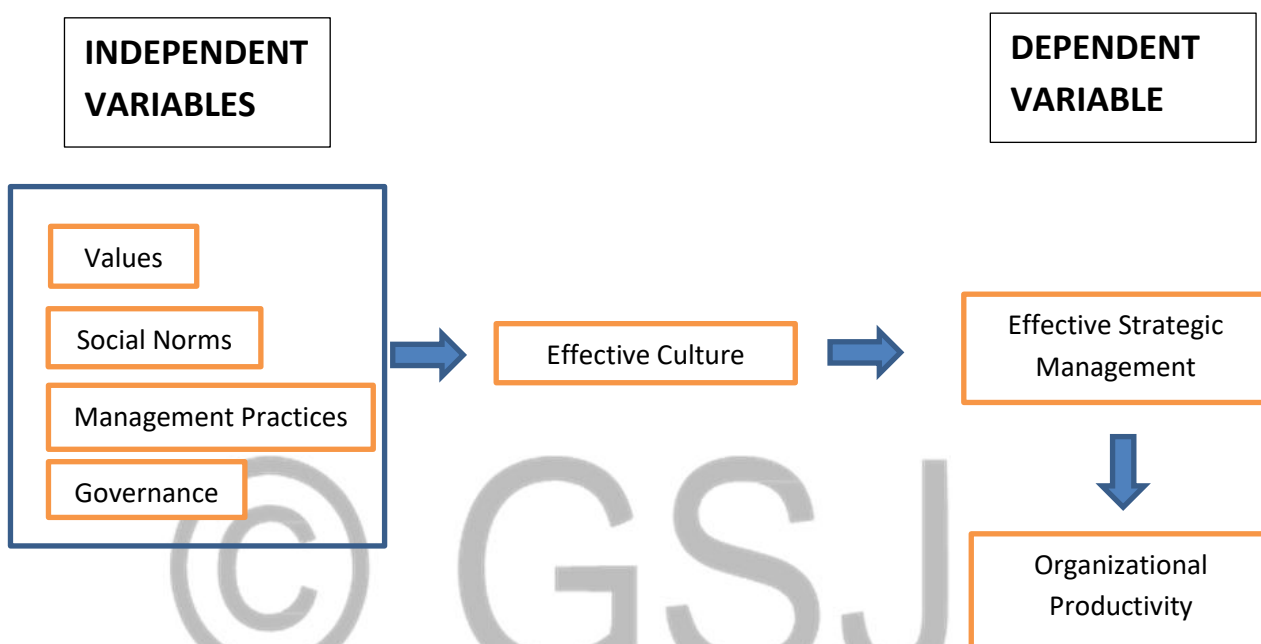
mission of the organization so the culture should also depict the same sense of vision and mission.

For this research, we will study an organization in manufacturing Industry. The data collected will include both primary and secondary data. The data collection methods may include journals, books, magazines, annual reports, personal interviews. A Questionnaire will also be designed to test the relationship of corporate culture variable and the strategic management. Questionnaires will be distributed among several organizations' employees. The data will be analyzed quantitatively. The study will focus on the Strategic & Operational level of management. The other dynamics like Marketing, Finance and Production will be excluded from the research.

The research will help us to correlate a true picture of strategic management and the corporate culture. It will help to highlight the corporate cultural variables that are involved in enhancing the strategic management of the organization. It will also help to understand the importance and impact of their relationship for any organization's productivity.

# Research Model

## Variables of Corporate Culture



## Introduction:

Recent studies have proved that the corporate culture has a great impact on strategic management of an organization. The vision and mission of an organization provide the direction to form a strategy and implementation of that strategy requires the strong faith of the employees. That faith is developed in the employees by creating a strong corporate culture. The existence of a solid corporate culture is thought to be an important condition for the process of corporate strategy formulation. After the development of such strategy, the next question arises of implementing it. That requires active participation from all the members within an organization. Hence, corporate culture is responsible to stimulate the enthusiasm of the employees. Mutual corporation of corporate culture and strategic management is very important. They must adapt to each other.

Corporate culture is mostly implied, it is not written anywhere though it is determined through people traits over a period. After knowing about corporate culture, we can across another question that how we can determine the corporate culture of an organization. Many practices of the organizations depict their core culture like turnover, employee benefits, business hours, customer satisfaction, hiring decisions and dress code.

For example, Google is famous for its friendly and cooperative culture. Google

expressively define itself as unconventional workplace and offers innovative incentive like flexible working hours, free lunches, telecommuting and trainings etc. Facebook offers gym, barbershop, on-site laundry, spa, office space to its employees.

Corporate culture that is created intentionally or is created impliedly have their origin in the organization's core ideology. According to Harvard Business Review in 2015, they identified six characteristics of an effective corporate culture as vision, values, practices, people, narrative and place. We see that the growth and public image of Apple was enhanced by the story of Steve Jobs. These tiny factors play a great role in business world. To develop a dynamic organization, culture plays an important role. A strong culture will be helpful in stabilizing of the organization as it impacts the attitudes and behaviors of the organizational employees. According to Senske (2003), "these values are the important, basic principles that is guide the organization's vision, mission and strategies as well as define and differentiating the organization from its competitors.

The organizations where the management do not focus on ideal organizational culture, the way how people think, feel, value, believe and behave in the organization is also influenced by the ideas, beliefs and perceptions of that specific workplace

culture. If the strategies do not match with the organizational culture, it would be almost impossible for them to achieve. According to Tocquigny and Butcher (2012), core values are the set of shared beliefs by which the organizations operate in their market. These core values are the foundations of organizational culture and other things like norms, managerial practice might be regarded as the pillars of organizational culture. In this modern era, when everything is changing, the core values still appear to be stagnant. The organizations that are developing new

expected outcome from the pre-planned strategies.

strategies, policies or even significantly restructuring themselves; however, the fundamental identity of the organization remain same.

Third Rock Management, Aligning the corporate culture and strategic management study have showed that there are four aspects to study culture that will enhance the chances of success for the organization.

**Table 1:**

Aspects	What does they explain?
Assessment	Know where you are and where you want to be.
Type of organization	Determine which type of organization you are running? Strategies should compliment the structure of the organization.
Leadership	How does culture respond towards the conscious and unconscious choices, behavioral patterns of the top management?
Supporting Activities	All the business processes and other support processes need to be insightful and organized in order to reward standard behavior of the new initiative. How much effective is the change management of the organization?

Thus, the relationship of corporate culture and strategic management greatly impacts the organizational effectiveness. The analysis of strategic management and

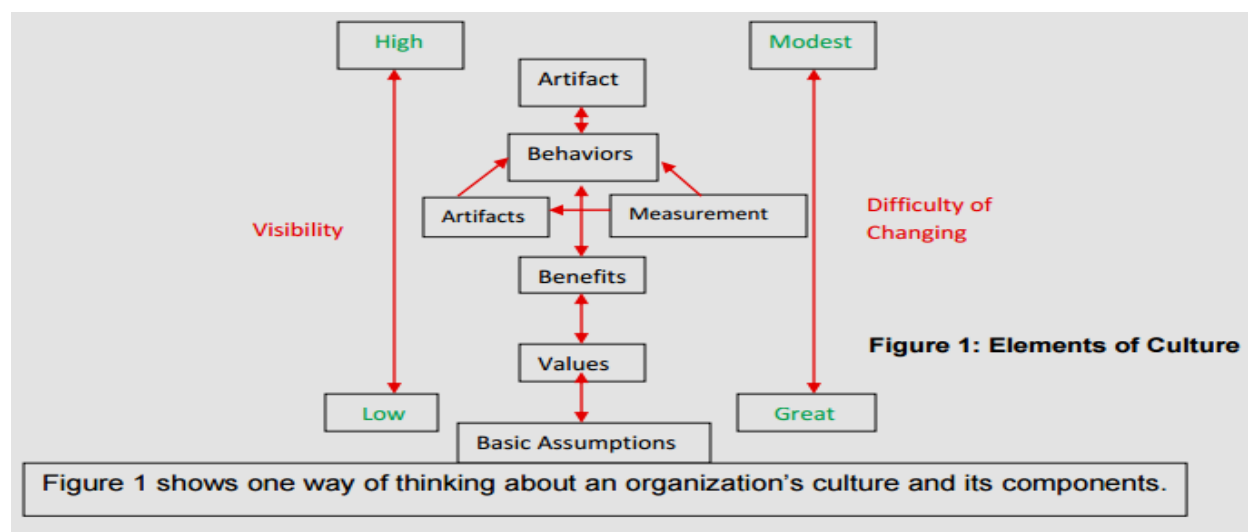
corporate culture should get enough attention because these two variables lead an organization towards its development. (Jing, L. 2007)

# Literature Review:

## Corporate Culture:

The corporate culture is defined as a set of shared values, norms, beliefs and behavior that determine how does the employee and management of the organization interact with each other. It is said that corporate cultures represent the uniqueness of the organization. Simply said: “The way things are done here.” (Deal & Kennedy, 2000). The people in the organization play the key role in the development of that culture. The Multinationals have people that come from various backgrounds, so they help in making

of unique corporate culture. The culture also contains the organization’s vision, morals, norms, structures, symbols, language, expectations, views, and habits (Needle, 2004). Corporate culture is also articulated as an organization’s understandings, philosophy, the values that guide people’s behavior. Corporate Culture is also understood as the set of shared attitudes, beliefs, customs, and written and unwritten rules that have been developed over time and are considered valid at a workplace (The Business Dictionary).



(Source: Dr. Sudhanshu Joshi. Corporate Culture and Strategic Management)

While the awareness campaign of corporate in organizations emerged in the 1960s, the term “corporate culture” was still underdeveloped in the early 1980s and it was widely known by the late 1990s. This term was used by managers, sociologists This link provides the explanation for the importance of corporate culture in the

and other academics to describe the character of a company, through company-wide value systems, management strategies, employee communication and relations, work environment, attitude, as well as visual symbols and trademarks.

organizational productivity.  
<https://www.youtube.com/watch?v=gficio>

**gzi** It shows how firms can use it to gain a competitive advantage. (Source: strategy-business.com)

### **1.1. Values:**

Values are the acceptable standards that govern the behavior of people within the organization. Values acts as the foundation of the activities that happen in the organization. If noticed, we can see that the values that people share will determine what they prefer and thus it will govern the actions of the workforce. Many organizations believe and articulate the vision, mission, strategies and values of the organization.

### **1.2. Social Norms:**

Social norms usually present the existence or expectation of a behavioral regularity among a population. Another way to define social norm is the presence of a social norm suggests that others in the organization are also aware of this expectation or behavioral

regularity. Hence, not only does everyone at an organization tend to buy lunch at a restaurant, but everyone knows that everyone tends to do so.

### **1.3. Management Practices:**

The management practices usually refer to the methods the managers use to enhance the working methodology and innovations that would correspondingly improve the efficiency of the work system. It may include to empowering the staff, train them, compensate and appraise the staff, introducing new methods for improving work quality and introducing new forms of technologies.

### **1.4. Governance:**

The governance is the system of rules, regulations, practices and processes by which the management directs and controls the organization. It involves the core purpose of balancing the interests of the stakeholders of the organization.

## **Strategic Management:**

The strategic management is the management of overall purpose of an organization. Through the analysis, forecasting, planning, control, and other ways to achieve the full advantage of the organizational resources, to achieve the optimal management, improve economic efficiency purposes (Chris, J. 2008). According to Alexandre (2001), strategic management involves six identifiable dimensions for an organization like top

management decisions, allocation of its resources, long term goals identification, competitive analysis of external market, future orientation and the multi-functional consequences. In the era of increased focus on corporate actions by the media and literate public on the one hand and hard-fought attention from corporate stakeholders such as customers and investors on the other hand, multinational companies are now very concerned with



the early detection and successful handling of occurring issues. According to Heath

(1997), the era of strategic issues management in U.S began a decade ago.

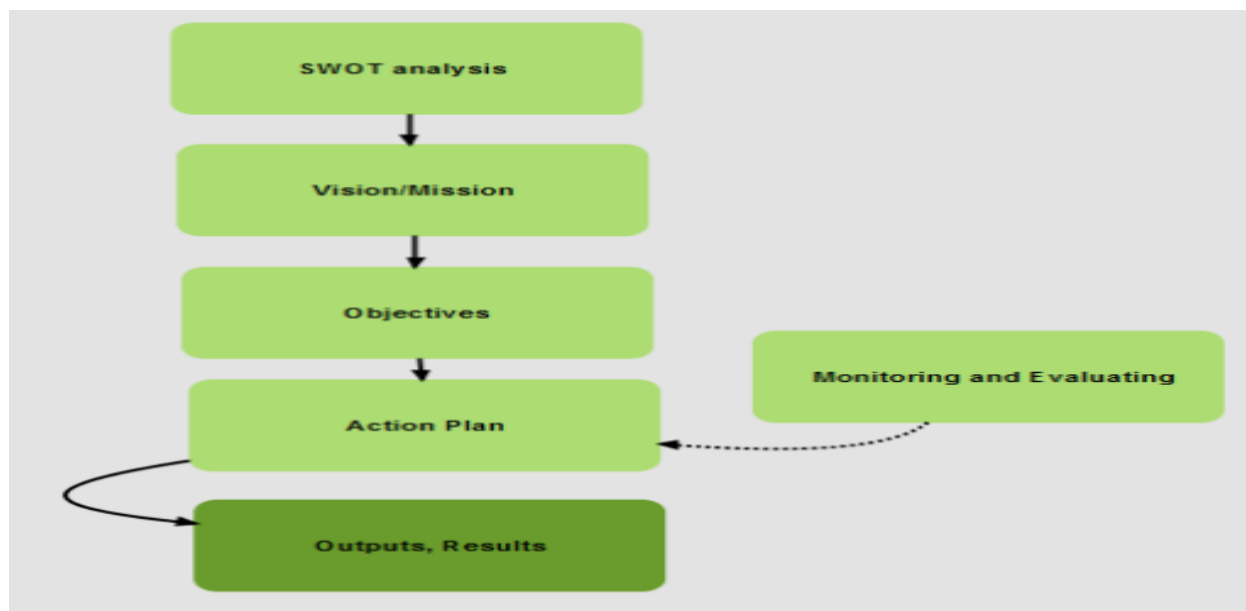


### Nested Concept related to Strategic Management

In order to achieve the strategic objectives, managers need to develop certain strategies. A strategy is a course of action to achieve certain goals. Alfred D. Chandler, Jr., author of *Strategy and Structure* (1962) said that strategy is the determination of the basic long-term objectives and goals of a business, and the adaptation of courses of action and the division of resources for achieving these objectives. Hence, managers need to strategically think, plan and implement strategies at all these levels. Strategies are planned at three levels of organization.

- **Corporate Level**
- **Business Level**
- **Functional Level**

Every strategy aims to have an impact on the operations, these impacts leads to certain outcomes. These all activities are carried out on the layout of the action plan. The action plan shows the set of all activities that are required to obtain that particular outcome. In the successful designing of action plans, one must have its goals clear. The process of identification of goals is done through **SMART** approach. i.e. Specific, Measurable, Achievable, Relevant and Time-bounded, it shouldn't be difficult to identify the actions related to the goals.



### Process of Identifying the Strategic Goals

Strategic management represents the effort to realize the consequences of strategic objectives. To paraphrase an old saying, “The strategy wheel gets the executive grease.” This is as it should be. Senior management need to focus

#### Organizational Productivity:

Both corporate culture and strategic management both impact the productivity of the businesses. A positive culture would result in a more accurate mirroring of what is going on in the regular communication channels in the businesses. While, the negative culture would see the positive culture, communication channels and negative backbiting in a gossip manner. The business culture reflects the style of leadership in the organization, it reflects how the leaders communicate with their staff, either they are open to new ideas or they follow traditional management style. If the leader commands its staff to **“DO AS I SAY”** instead of **“DO AS I DO”**, it will negatively impact the productivity of the

on the strategic issues, on the important issues facing the business, including where it is headed and what it will or should become. Others can “mind the store.”

organization. Most of the subordinates, when required to follow their bosses, may also follow the negative aspects of their boss’s behavior. This will harm the business. Hence, the way employees are treated in an organization is also a factor to determine the productivity of the organization. If the leadership of the organization is visionary and open to new ideas, that enhances the organizational excitement. More deeply routed communication channels are developed, and the employees also exhibit higher level of performances, employees are mutually supportive, and teamwork is the heart of the organization.

In order to enhance the productivity of the organization, the strategic management should know how to prevent the misalignment between performance reviews and their organizational productivity. In Nigeria, a study was conducted titled, **“Effect of strategic issue management on Organizational Performance”**. The main purpose of the study was to find out the relationships between strategic issue management activities and organizational performance. The study exposed some indication that issues management is actually a strategic organizational function. It was concluded that the adaptation of issues management techniques shall improve the performance

and relative standing of organization that are with different societal and political issues **(Lawal, Elizabeth, & Oludayo, 2012)**.

In Canada, the research titled **“Strategic Planning and Organizational Performance in a Business Simulation: An Empirical Study”**. The objective of this study was to expose the relationship between strategic planning and organizational performance in a business environment. This study reflected the consequences of matching the extent of planning in a major business policy game and the performance (results) of this effort. The scope of this study is that in this study, teams had the choice as to the extent of planning they would do **(Smith & Golden, 1989)**.

### Organizational Cultural Profile

An instrument that was developed by Charles A. O’Reilly III, Jennifer Chatman, and David F. Caldwell to assess person-

organization fit. According to the dimensions of OCP, every organization is described as one of the following.

Sr No.	Dimension	Explanation
1.	<b>Detail Oriented</b>	Such companies focus on details. These are keen to find out the precision in data. These are customer focused companies.
2.	<b>Innovative</b>	People are interested in innovation and new product development. These companies spend their major resources in Research and Development programs.
3.	<b>Aggressive</b>	Such companies value corporation and tend to grow rapidly.
4.	<b>Outcome Oriented</b>	Major focus of the company is on the results.
5.	<b>Stable</b>	Employees are aware about the reporting relationships.
6.	<b>People Oriented</b>	The company cares about the employees. Such companies value fairness and are supportive to individual rights and development plans.

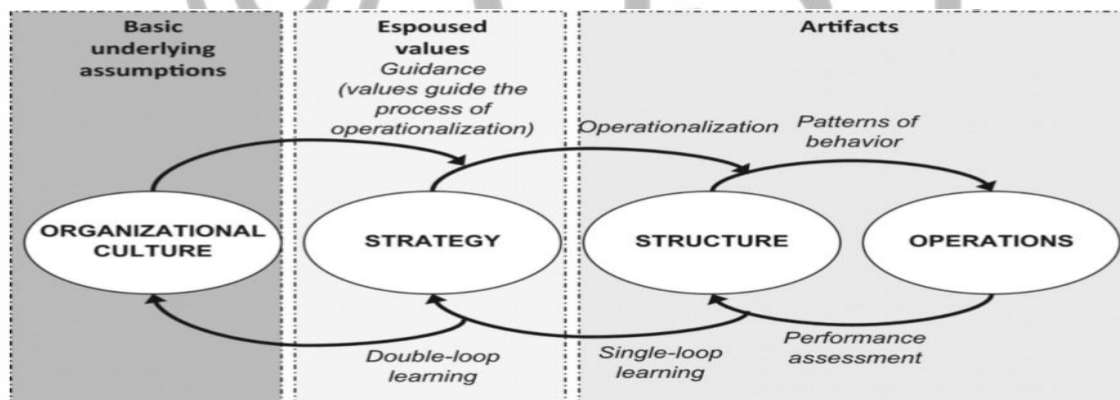
7.	<b>Team Oriented</b>	Such companies allow the employees to collaborate and cooperate with the team members and awards the appraisals based on team performance.
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### Organizational Cultural Model:

From the strategic perspective, the corporate culture is referred as the patterns of shared values and beliefs that helps the individuals in understanding organizational functioning and thus provide them with norms for behaving in the organization. Strategic orientation also impacts the way the things are done in the organization. It ensures the mapping of organization behavior with the firm's strategy. It usually focuses on how the people should interact with the external environment like

customers, competitors and the technology in the process of conducting the business.

From strategic perspective, strategic orientation is responsible for ensuring the mapping of organizational behavior with the firm's strategy. As a compliment of corporate culture, strategic management is considered as a determinant responsible for the success and failure of the organization. The reason for organizational success lies in the fit between the strategy and the market dynamics.



### Organizational Cultural Model- Corporate Culture and Strategic Management

Many studies suggest that corporate culture and strategic management both are social processes while many argue that both are connected. According to Alvesson (2002), It has so much great impact that it can determine the success and failure of even a

giant organization. If corporate culture is defined under the umbrella of strategic management, we can say that, it is the way in which employees and management set objectives, manage their resources and

perform their tasks to accomplish business

objectives (John,2001).

### Hofstede's Cultural Model Analysis of Pakistan's Culture:

According to Hofstede's Cultural Model, if we examine Pakistan's culture. We came to know that Pakistan is a collectivist society which have higher degree of power distance and high at uncertainty avoidance. The culture of different Multinationals operating in Pakistan is a bit different from other countries. A professional editor expressed his working experience in two renowned Multinationals of Pakistan in Dawn. One organization priority was the best employee relation, they tried to resolve the employee conflicts effectively and the salaries were also optimum. While, on the other hand, the second organization's top management was occupied by the elite group of the society, and the promotional criteria was not merit but their references. The writer was shocked to gasp the result that the majority employees in both the organization tend to work beyond their best to remain in those organizations. He concluded the article by saying that the working output for both shareholders were beyond expectation while, the work life balance of the employee was not considered well in those organizations.

Douglas and Widely, (1982) claimed that the organizations in the societies in which individualistic market orientation prevails willingly approach and manage uncertainties. In contrast, in collectivistic societies like Pakistan, managers are expected to follow standard operating procedures and avoid uncertainty. To change an organization, it is not enough to change the physical structure of the organization but also requires changing the corporate culture. There are two classifications of cultures.

Most of European, Asian, the Arab World, and regions where people used to live in western colonialism (e.g. Latin America and Pakistan) are the Formal cultures (Gestland, 2002).

People from democratic societies like Sweden, Denmark, USA, Canada, Australia, Norway, and New Zealand tend to downplay the importance of hierarchy and status distinction and tend to produce informal cultures.

## Research Methodology:

### Target Population:

The employees from electronic industry and the students of management sciences.

### Sampling Technique:

In order to select sampled population, simple random sampling technique will be applied.

### Sampled Population:

The data will be collected from Haier Electronics Ltd. & Orient Co. Ltd. and the students of management sciences from CUI Lahore and LGU.

**Sample Size:** for the collection of primary data, the questionnaire will be distributed among 71 respondents collectively.

### Data Collection Tool:

Primary data will be collected through the prepared questionnaire.

### Data Analysis Tool:

The data will be analyzed quantitatively.

### Research Setting:

The research setting is natural.

## Research Data Analysis:

The data was collected from the industry as well as educational sectors. The data is analyzed in four ways: (1). The collective industrial knowledge is analyzed (2).

### Industrial Analysis:

According to the overall survey of the industrial data taken from Haier and Orient revealed that about 93% of the respondents considered corporate culture “very important” and “important” to be very important for strategic management at their organization.

The first question (Q1), “The values of the company are obvious in the practices of strategic goals.” Revealed that more than 80% employees believed that the values are obvious in the strategic goals of the organization. This result was strengthened

Theoretical knowledge about the topic is analyzed. (3). Both the Multinational Corporations are compared. (4). The impact on their productivity is analyzed.

by the responses from the next question (Q2), “The strategic decisions are made by keeping an eye on the values of the company.” All respondents agreed to the statement and believed that values play an important role in designing the decisions for future. In the next question (Q3), “The values of the company are crucial for any change in the strategic management.” 93% of the respondents agreed that values play a crucial role in strategic management of the organization. The last question that related to values (Q4), “Values of the company depicts the visions of the

company.” More than 93% of the respondents believed that values of the organization show the vision of the organization.

The next question (Q5), “The norms have social acceptance by the management.” More than 53% of the respondents believed that their management accept the application of norms in the organization while 35% of the respondents had a neutral view about it. The next question (Q6), “The managers consider norms while implementing a change in the company.” More than 67% of the respondents said that norms are crucial while applying some change in the organization. In next question (Q7), “Your company has considerable norms related conflicts.” 70% of the respondents agreed that their organization is having many norms related conflicts. In next question (Q8), “Strategic decisions are made by keeping an eye on the norms of the company.” About 73% respondents believe that their management considers norms while making decisions.

The next question (Q9), “The risk evaluation and management are a part of in the top management planning and practices.” 85% respondents believed that their management is very active in the evaluation and pre-planning of risk management in their organization. The other question (Q10) related to managerial practices, “The way managers work is the same as defined by the strategic management of the company.” Showed that 73% of the respondents have agreed to that statement while 22% remain

silent giving no comment about it. It showed that the practices of management are not totally aligned with the vision of the organization.

The next question was about the major variable of the research “corporate culture” (Q11), “The strategies are based on the corporate culture practiced by the company.” 85% of the respondents said that corporate culture affects the nature of strategies made by the management. The next question (Q12), “The strategic decisions vary greatly with the variability of governance body.” 90% of the respondents agreed that the nature of decisions made vary with the nature of top governance of the organization.

The next question deals with the external environment of the organization (Q13), “The interests of stakeholders are communicated throughout the organization.” more than 78% of the respondents agree to the statement that they know what their stakeholders demand from the performance of the organization.

The next question was a critical issue that exist in every type of organization no matter where it exists and how it operates (Q14), “Any employees can communicate to the top management for grievance issues.” The grievance issue is most common in most organizations. Giant Multinationals are also affected by these issues. The communication gap between the lower level employees and the top management is a crucial factor that determines the number

of grievance issues. About 50% of the respondents marked that their issues are not communicated to the top management.

The last question also related to the significant variable of the research (Q15), "The management spend great effort in aligning the culture to the achieve the required strategic plan." More than 74% respondents marked that their managements spend efforts in aligning the culture and strategic management of the

### Theory Analysis:

This data was collected from the BS students of Management Sciences department of two universities. i.e. CUI Lahore and LGU.

In first question (Q1), about 90% students agreed that values of the organizations are depicted in their goals and strategies. A few of the students had a neutral response to the statement, according to them values are a complex phenomenon that is not so easy to be described in terms of strategic goals of the organization. In next question (Q2), about 84% students said that values of the company play a crucial role in the decision-making process of the company while, a few of them disagreed and said that the values are not important while implementing a change, there are many organizations, which do not consider values while making decision. This is especially a case when decisions are made for the sake of the stakeholders of the organization. In the next question (Q3), about 67% students agreed to the statement that values are crucial for change management process,

organization. This depicts the importance of their relationship for the performance of the organizations.

Thus, the corporate culture is positively associated with the strategic management of the organization, thus relating to the productivity of that organization. If both (corporate culture and strategic management) have positive correlation, the company could surely have a higher productivity.

while the others thought it is not important factor while implementing any change in the strategic management of the organization. In next question (Q4), about 65% of the respondents said that values are depicted in the vision statement of the company while 29% of the students held a neutral response about it.

In the next question (Q5), which related to the norms of the organization, about 68% of the students said that the managers approve the norms in the organization while many students also disagreed and marked that the managers do not socially accept the norms in the organization. In the next question (Q6), only 65% students agree that the norms are crucial for change management process and many of them held a neutral view about it. In next question (Q7), about 84% students believe that the organizations are under many norms related conflicts. While there were few who disagreed to the statement.



In this question (Q8), about 71% students believe that norms are crucial for the decision-making process in any organization. They believed that if the norms are not considered while implementing a change, the management may face a strike back from the employees. While a few of them disagreed to the statement. In this question (Q9), about 71% students believed that risk evaluation and management are a part of top management routine. They do not make any decision without evaluating the risk associated with that. While, some said that there are some organizations in which, no proper R&D is applied before applying any decision.

In this question (Q10), about 68% students believe that the managerial practices are aligned with the strategic management of the organization, many argued that the way manager work in order to achieve the goals is not pre-defined in any organization. Mostly in decentralized MNC's, many managers are free to work in their own way to achieve some pre-defined goals. In this question (Q11), about 78% students believe that strategies are based on the corporate culture practiced by the organization, is the culture of the organization is collective, then the decision-making and strategies would also include the thoughts of every individual in the organization and vice versa. While there were some who opposed

### Comparison between Industrial and Theoretical data:

The responses from the industry as well as the universities were combined in order to check the level of similarity between the

to that statement and said it is based on the instructions from the head quarter. In this question (Q12), about 78% students believed that the strategic decisions vary with the variability of the governance body in the organizations. The more diverse governance means the more diverse decisions in the organization while a few disagree with the statement. In this question (Q13), about 78% students agreed that the interests of the stakeholders are communicated throughout the organization. While, many of the students disagreed to this statement and said that the interests are not thoroughly communicated throughout the organization and only a few of the top management knows about it.

In this question (Q14), about 45% students agreed that the grievance issues of the employees are communicated to the top management while many disagreed and said that the grievance is not properly communicated due to which employees feel disengaged with the organizational goals. In this question (Q15), about 62% students agreed that the managers spend some effort in aligning the culture with the strategic management of the organization. While, many disagreed and said that the managers do not bother to make much effort for this purpose.

industrial and theoretical knowledge. It is assumed that what student study in universities is somehow different from what

they experience in the industry. This fact was strengthening in our analysis as the number of positive responses in case of student analysis were less than the ones in case of industrial analysis. According to the students in the universities, the impact of corporate culture about 70-75% important

### Comparison of Haier & Orient:

The data was taken from two MNC's of electronic industry and responses were analyzed comparatively. The results showed that in both organization to great extent the effect of corporate culture was significant in formation of the strategic management. Both the managements of organizations give great importance to the corporate

### Impact on Productivity:

From the above analysis, we can say that the effective cultural impacts the strategic management effectively and that turns to be effective in terms of productivity. As, we said in literature, the factors in an organization combine to be forming the value chain for the organization. Starting from the supplier to the distributor, involving the values, norms, managerial practices and the governance body, all impact the planning for the organization. If controlled in an efficient way it would lead to great organizational productivity. Organizations need to provide effective strategic management in their organizations

for strategic management while, in case of industrial analysis it was seemed to be 93% important. Hence, we agree to the fact that the type of knowledge student gain in universities is somehow different from the one they perceive when they enter into the market.

culture while forming any plan for the future of the business. Moreover, it was analyzed to some extent the management of Orient was a way forward in understanding the relationship of the factors of corporate culture and strategic management.

that should improve performance of their employees. The organizations also need to employee performance related appraisals and compensation in order to promote better motivation, satisfaction and engagement. Finally, organizations must focus into the internal and external variables that are crucial for organizational performance. On other hand, it was found that there is a positive significant relationship between strategic management and organizational performance in Haier Ltd. and Orient Co. Ltd.

## Conclusion:

The corporate culture and strategic management are the most under researched topic. Many researchers have studied the relationship between “corporate culture and organizational productivity” and “strategic management and organizational productivity. Our first contribution is the comparison of the topic understandings between the educational institutes and the industry. In educational sector, 70-75% students think corporate culture to be important for an effective strategic management while it is 93% in case of industry. Our second contribution to the study is the cross-cultural analysis of the two MNC’s in electronic industry of Pakistan and generalized conclusion on the overall MNC’s operating in Pakistan. The third contribution to the study is that the factor that is most important in case of corporate

culture is the value of the organization that is the base to form a culture in the organization. Finally, the last contribution is the impact of culture and strategic management on the overall productivity of the organizations.

We believe that our paper can convey the message that corporate culture does matter a lot. We believe that causal influence may also influence the study. There are multiple dimensions that need to be studied in corporate culture and strategic management. One may study the variation of formal and institutional culture and their change management process in case of MNCs in Pakistan. Other dimension might include that what are the reasons that 93% of the employees in industry prefer corporate culture as an important element to effect strategic management.

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# Appendix A:

**Employee Name:**

**Organization:**

**Department:**

**Years of service:**

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**Research Question:**

**“The impact of corporate culture on strategic management: In Context to Pakistan’s MNCs”.**

Our research is based on identifying the effect of corporate culture on the strategic management of an organization. This research assumes to get a clear picture of what would be the impact of an effective corporate culture on strategic management and how does it will affect the overall productivity of the organization.

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**To what extent you agree to the following statements:**

- 1. The values of the company are obvious in the practices of strategic goals.**
  - a) Strongly Agree
  - b) Agree
  - c) Neutral
  - d) Disagree
  - e) Strongly Disagree
- 2. The strategic decisions are made by keeping an eye on the values of the company.**
  - a) Strongly Agree
  - b) Agree
  - c) Neutral
  - d) Disagree
  - e) Strongly Disagree
- 3. The values of the company are crucial for any change in the strategic management.**
  - a) Strongly Agree
  - b) Agree
  - c) Neutral
  - d) Disagree
  - e) Strongly Disagree
- 4. Values of the company depicts the visions of the company.**
  - a) Strongly Agree
  - b) Agree

- c) Neutral
- d) Disagree
- e) Strongly Disagree

**5. The norms have social acceptance by the management.**

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

**6. The managers consider norms while implementing a change in the company.**

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

**7. Your company has considerable norms related conflicts.**

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

**8. Strategic decisions are made by keeping an eye on the norms of the company.**

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

**9. The risk evaluation and management are a part of in the top management planning and practices.**

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

**10. The way managers work is the same as defined by the strategic management of the company.**

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

**11. The strategies are based on the corporate culture practiced by the company.**

- a) Strongly Agree



- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly Disagree

**12. The strategic decisions vary greatly with the variability of governance body.**

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

**13. The interests of stakeholders are communicated throughout the organization.**

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

**14. Any employees can communicate to the top management for grievance issues.**

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

**15. The management spend great effort in aligning the culture to the achieve the required strategic plan.**

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

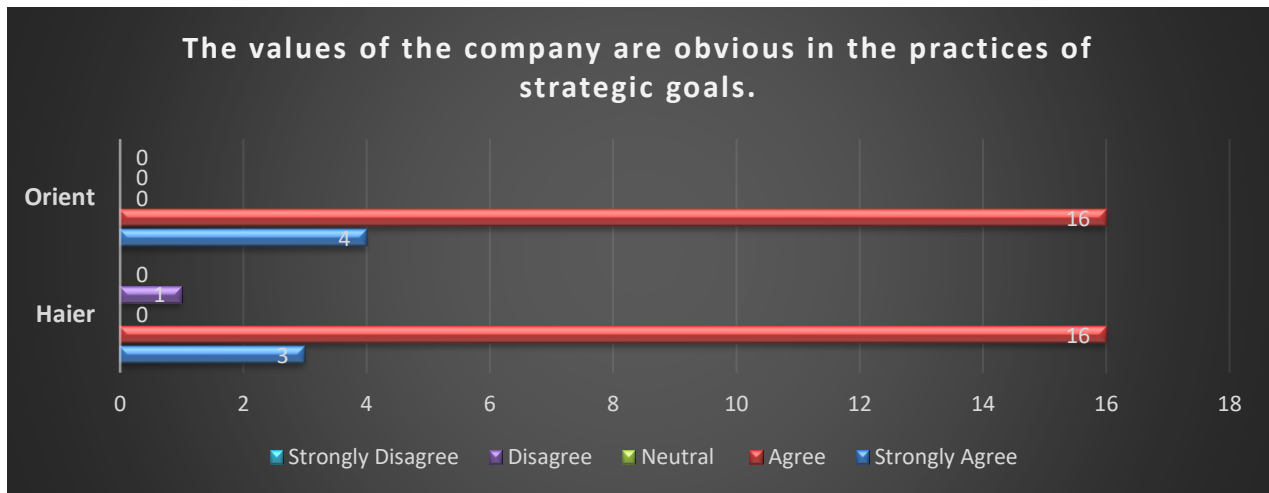


# Appendix B:

## Industrial Data

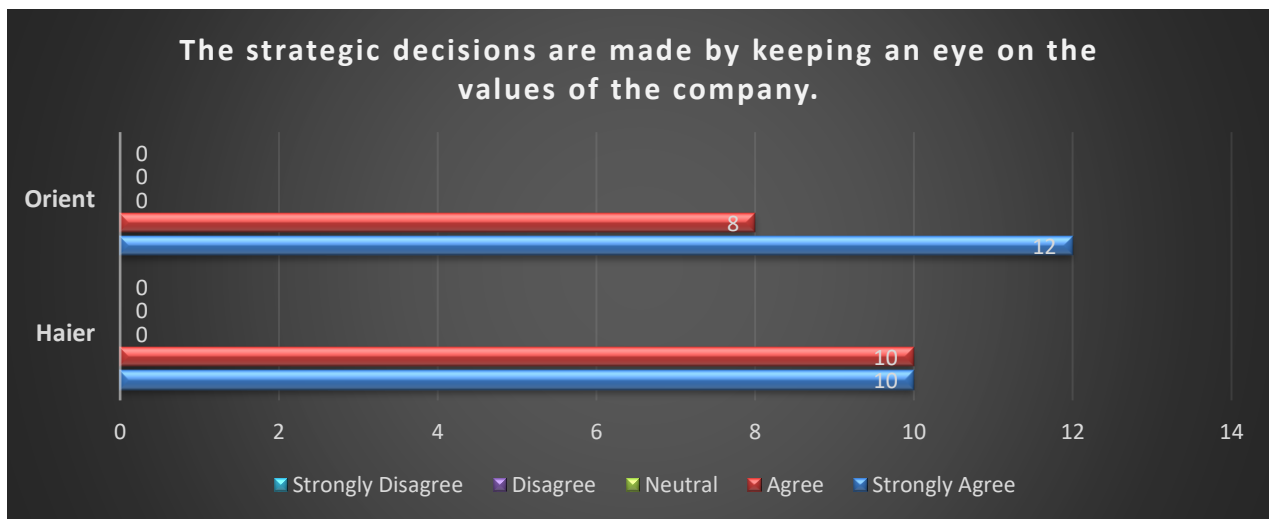
### Question 1:

The employees from Orient and Haier show the same results. Most of them believe that their company's practices of strategic goals are depicted in the values of the company.



### Question 2:

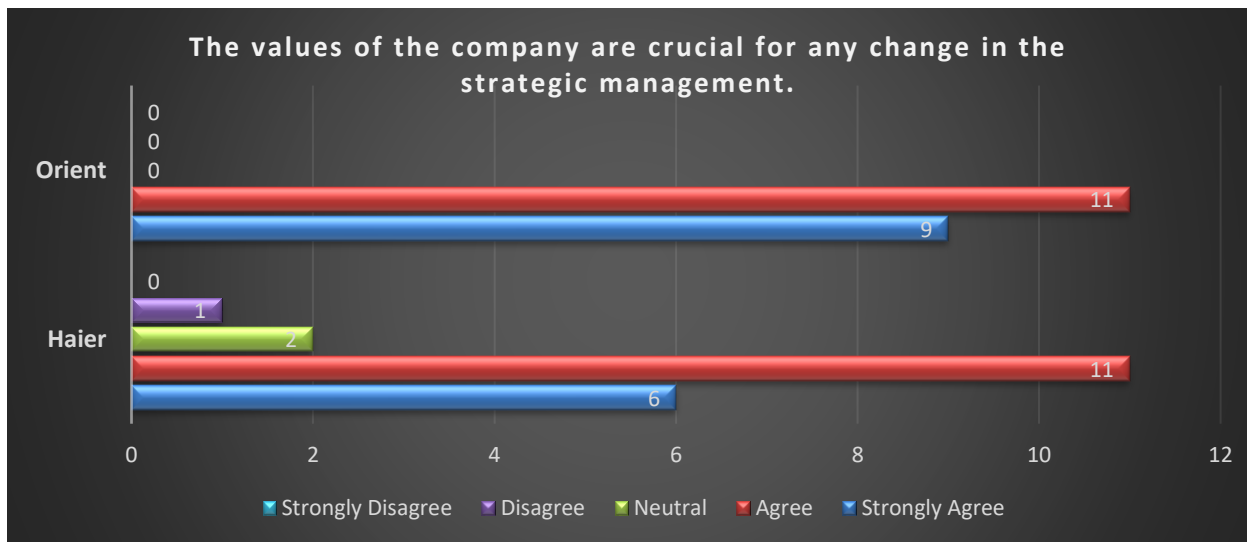
The employees from the both organizations showed the same results, they agreed that the decisions were made by noticing the values of their company.





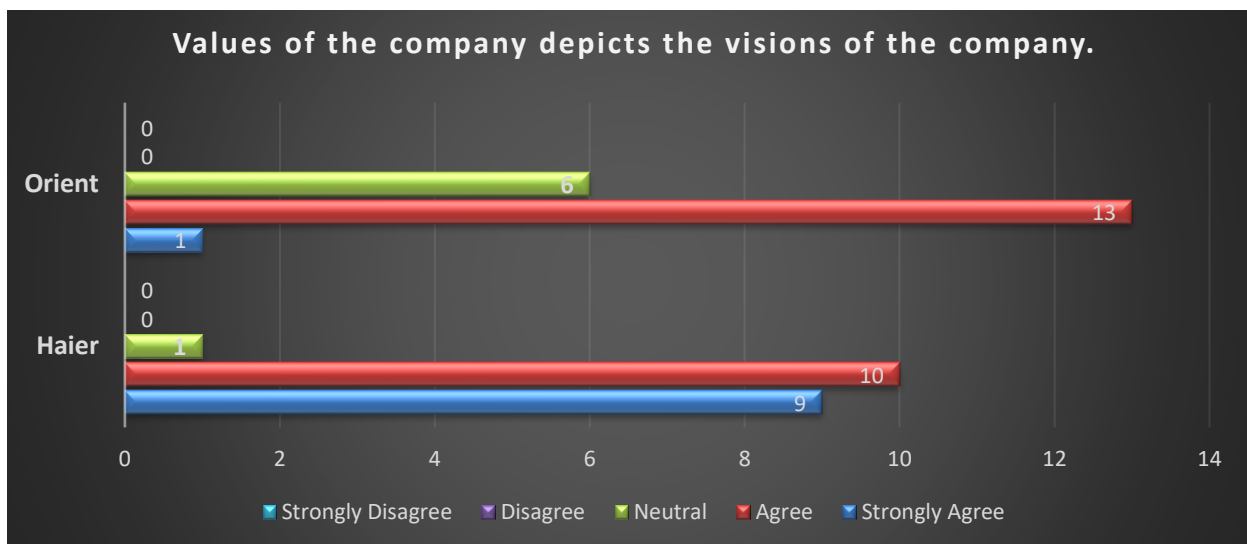
### Question 3:

Orient employees seemed to believe that the values are crucial for any change in the strategic management while, the employees from Haier were holding a mix review regarding this statement. Most of them agreed to it but there were few, who did not value it for change.



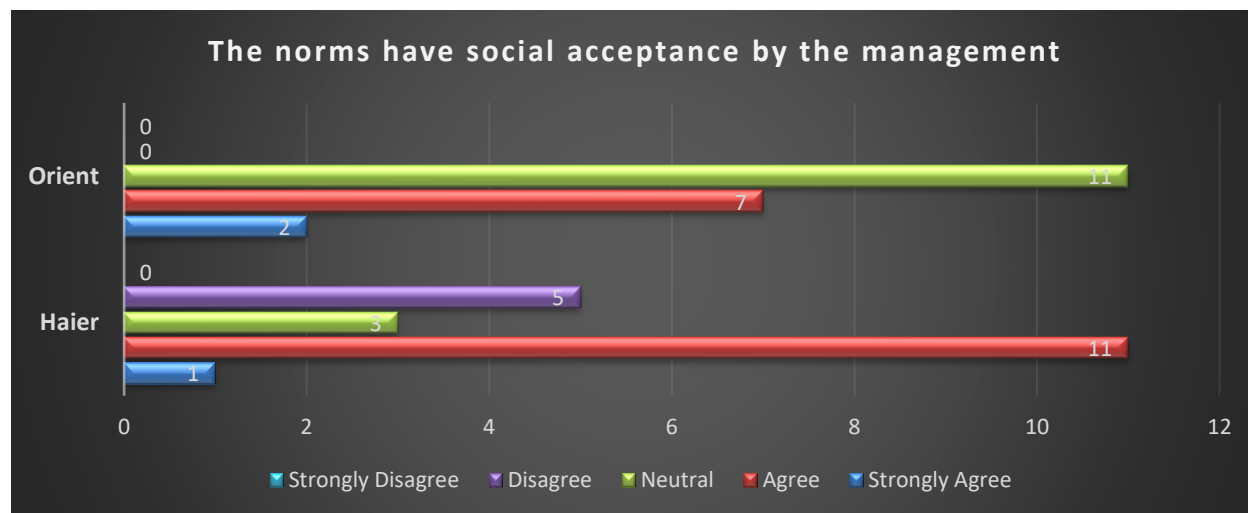
### Question 4:

Most of the employees from Haier agreed to the statement while many employees from Orient had neutral view about it.



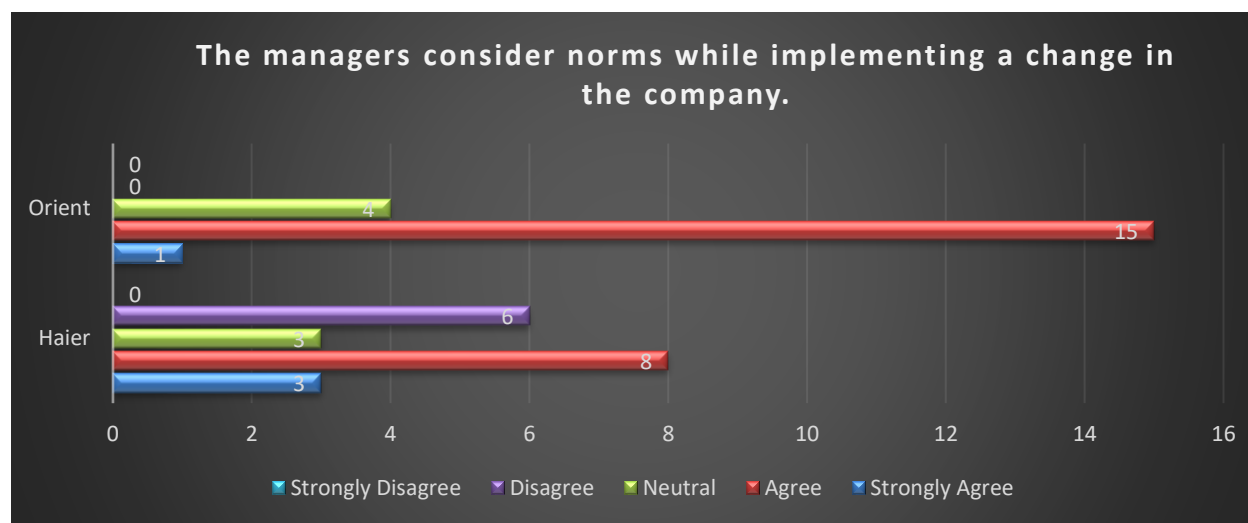
### Question 5:

The employees from both organizations gave a mix response. Only a few employees from Orient agreed while many held a neutral view. On the other hand, the employees from Haier said agreed to the social acceptance of norms by management and some of them also opposed this statement.



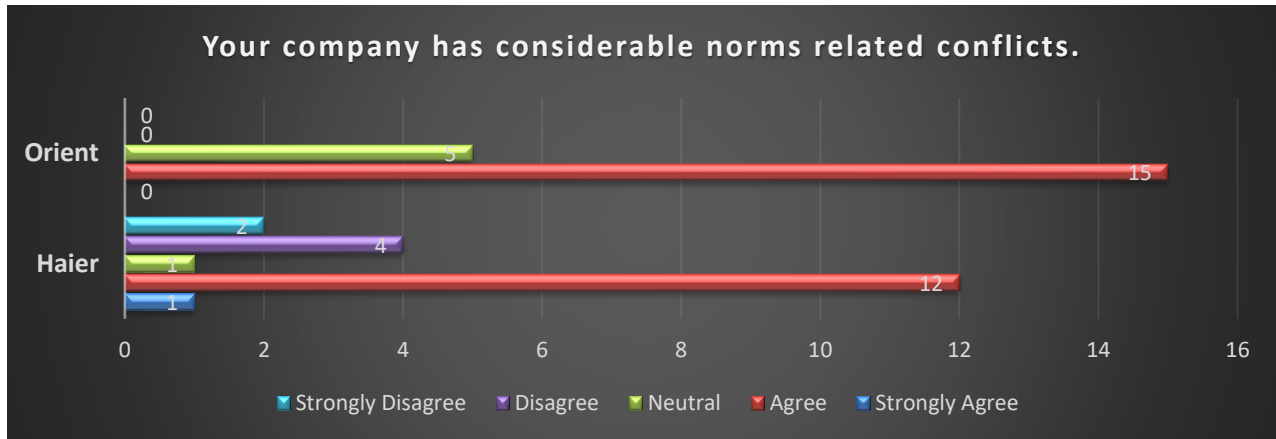
### Question 6:

Most of the employees from Orient believed that their managers consider the norms while making any change in strategies, while the employees from Haier gave a mix response, some of them agreed and some disagreed to the statement.



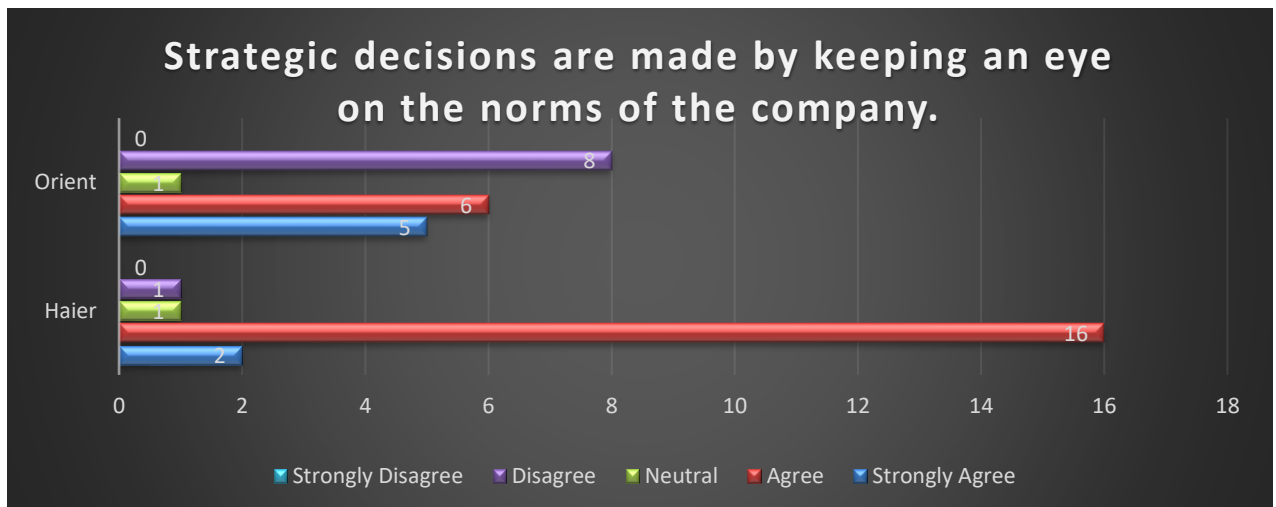
### Question 7:

It was observed that most of employees from Orient believed that their organization has many norms related conflict while the ratio was less in the employees from Haier organization.



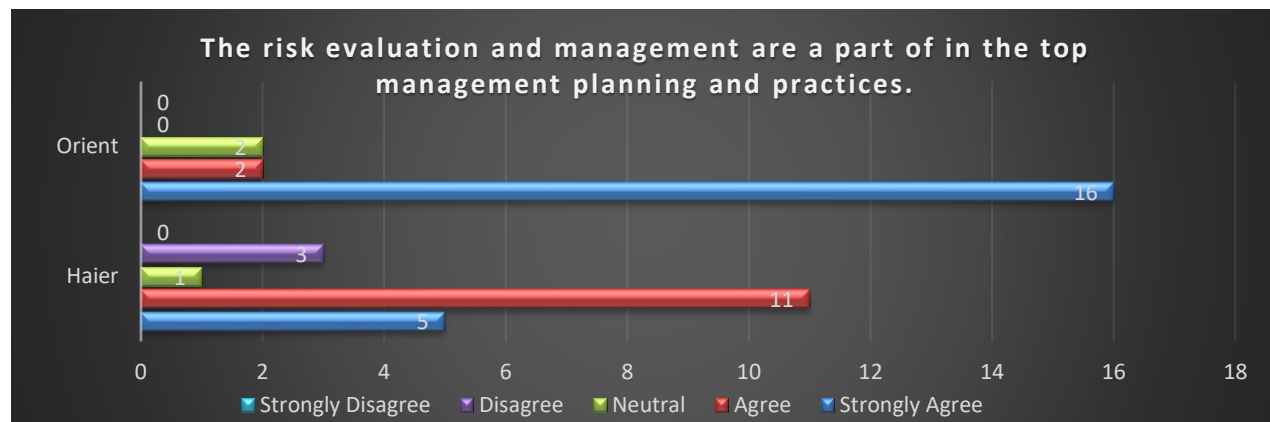
### Question 8:

Most of the employees from Haier believed that their norms play a vital role in the decision related to the company strategic goals, while a few employees from Orient showed a mix response. Many of them disagreed to the statement.



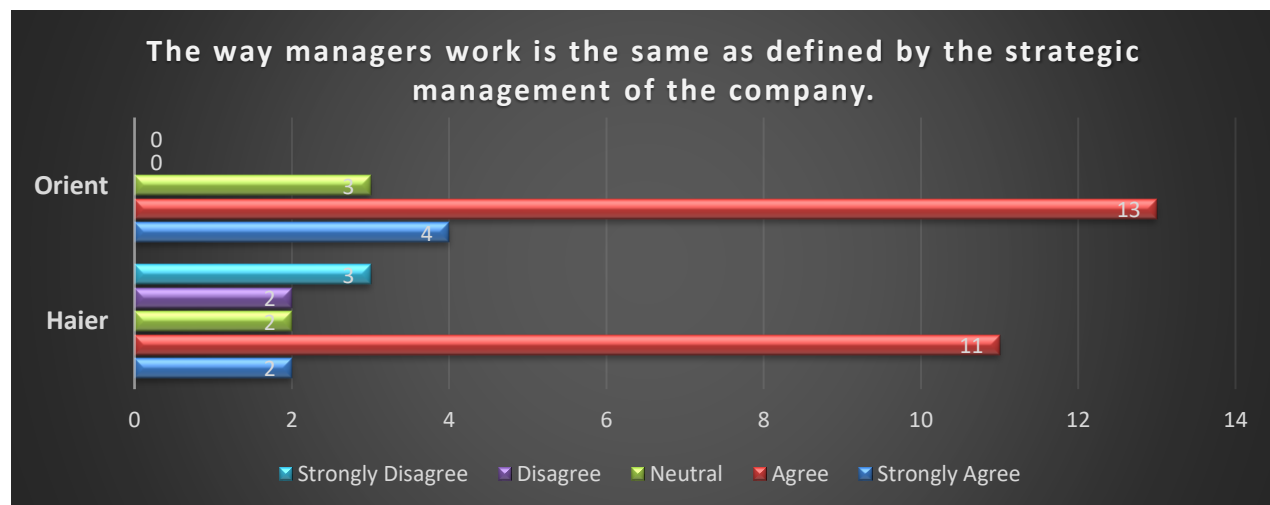
### Question 9:

The employees from Orient were more confident that their managers have already planned their future strategies in order to avoid their risk and they are more active in risk evaluation while the employees from Haier showed a mix response and held a neutral view about the statement.



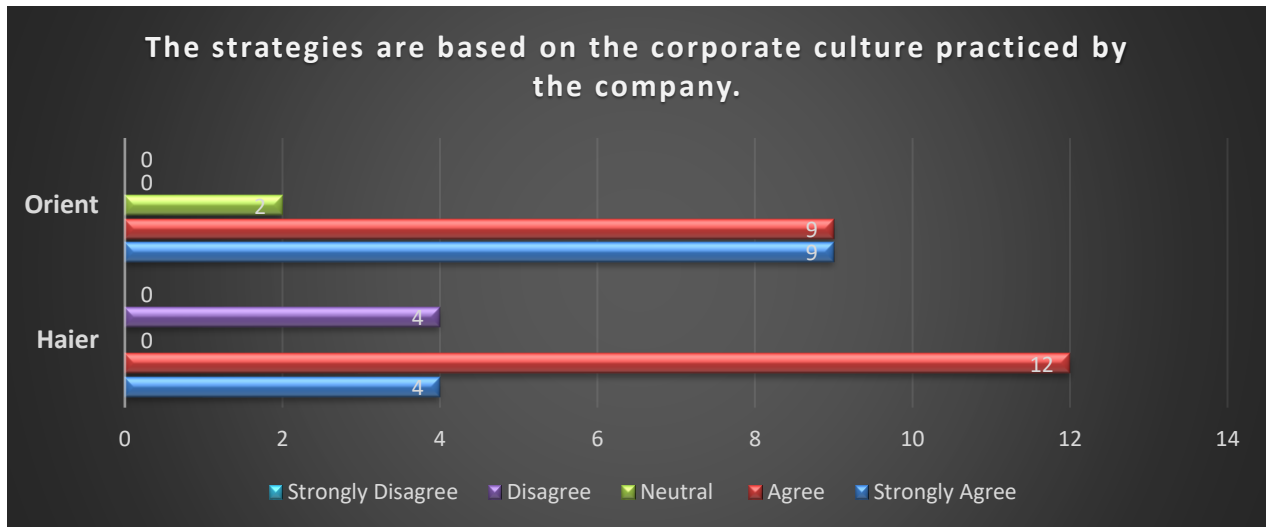
### Question 10:

Most of the employees from Orient agreed to the statement and it was observed that the managerial practices of the organization were aligned with the strategic goals of the company while the employees from Haier had a mix reviews about the statement.



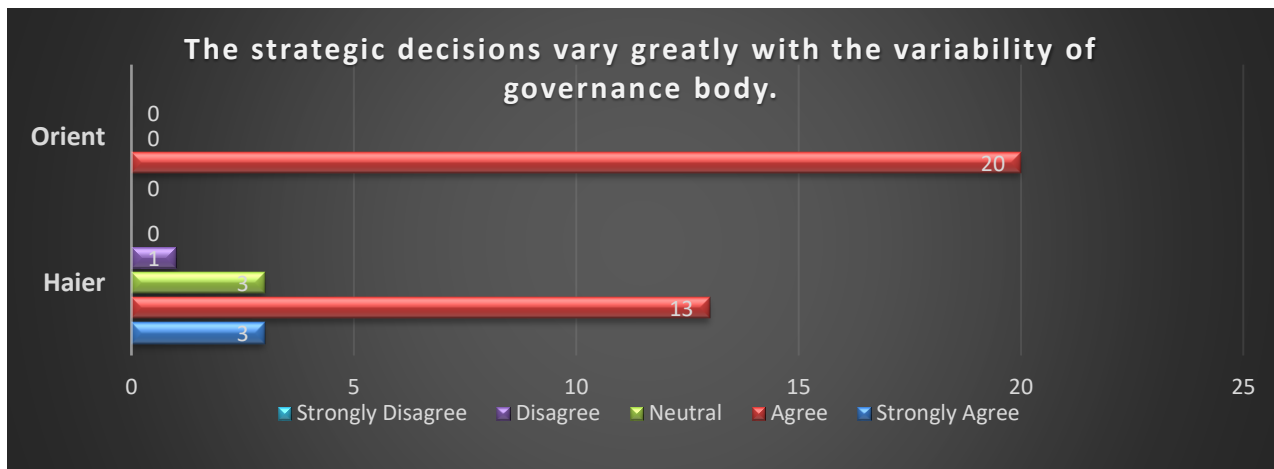
### Question 11:

Most of the employees from Orient agreed that their strategies are aligned with the corporate culture within the organization while, some of the employees from Haier disagreed to this statement.



### Question 12:

Most of the employees from the both organizations showed the same response while a few from Haier deviated from the others.



**Question 13:**

All the employees from Orient said that they strongly believe, interests are shared among the organization while the employees from Haier showed a mix response.



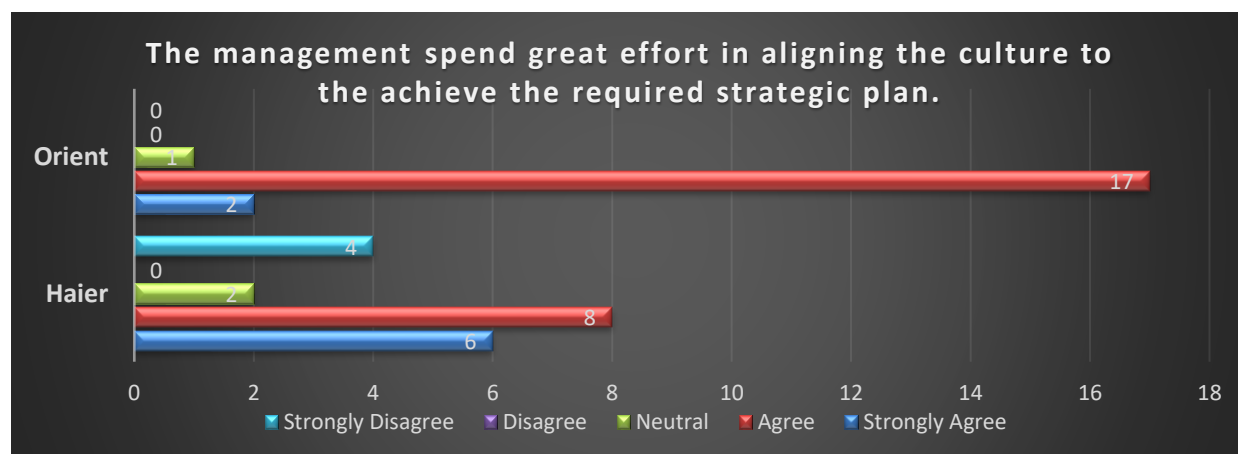
**Question 14:**

The employees from both organizations believed that their grievance issues were not communicated to the top management.



### Question 15:

Most of the employees from Orient believed that their management is spending great effort in aligning the culture to the vision of the organization while the employees from Haier showed mix responses.



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# Appendix C:

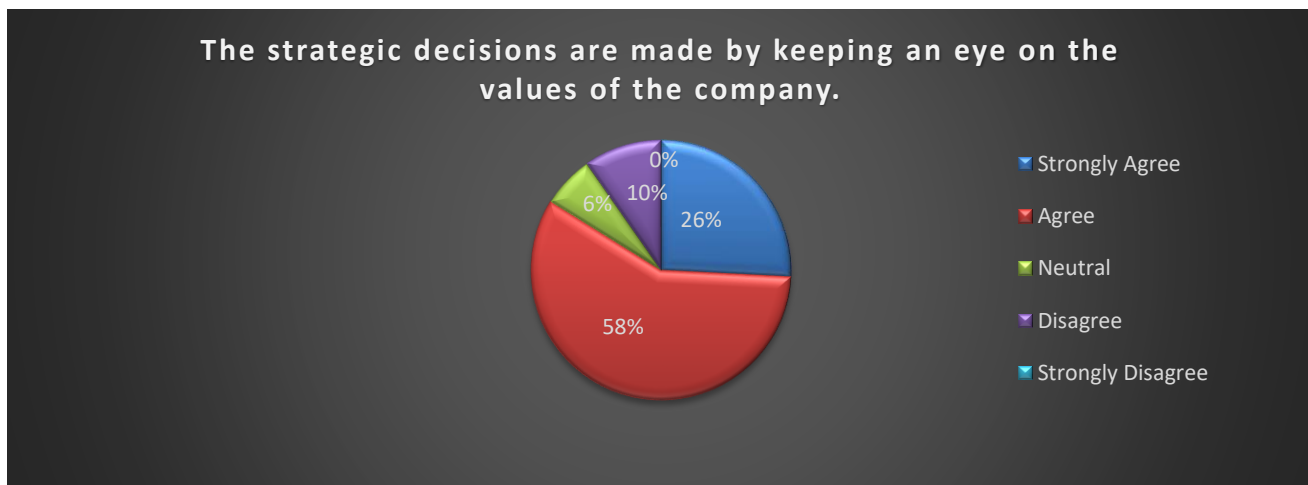
## STUDENT ANALYSIS:

According to the survey in the educational institutes regarding the effect of corporate culture, the following results were found.

### Question 1:



### Question 2:

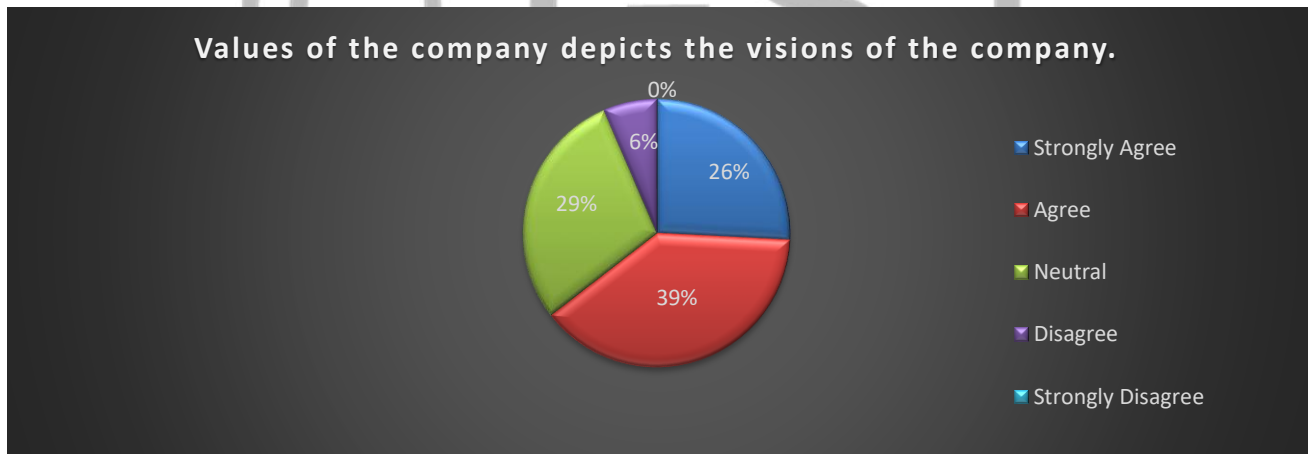




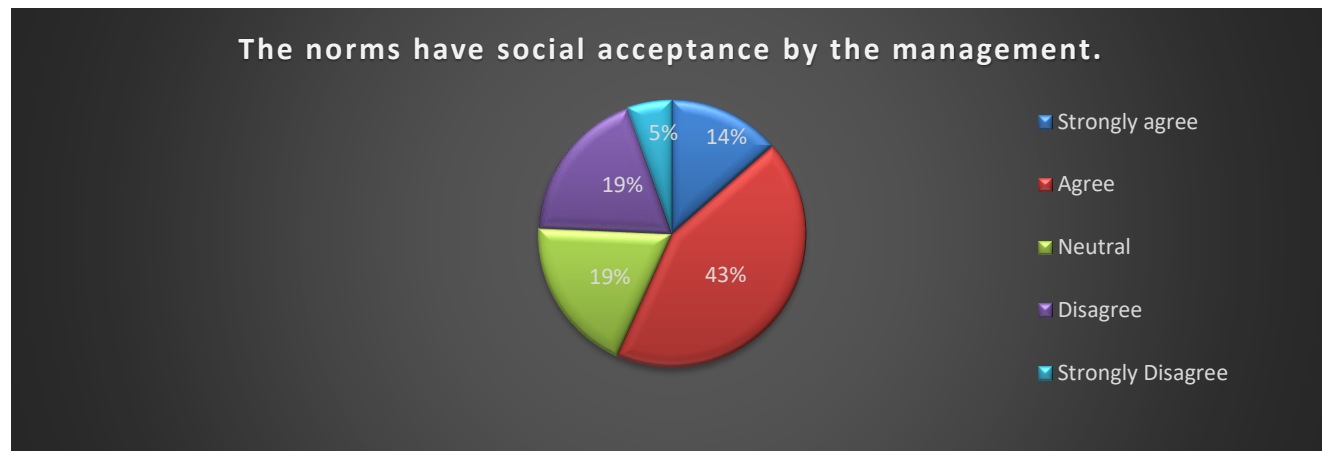
**Question 3:**



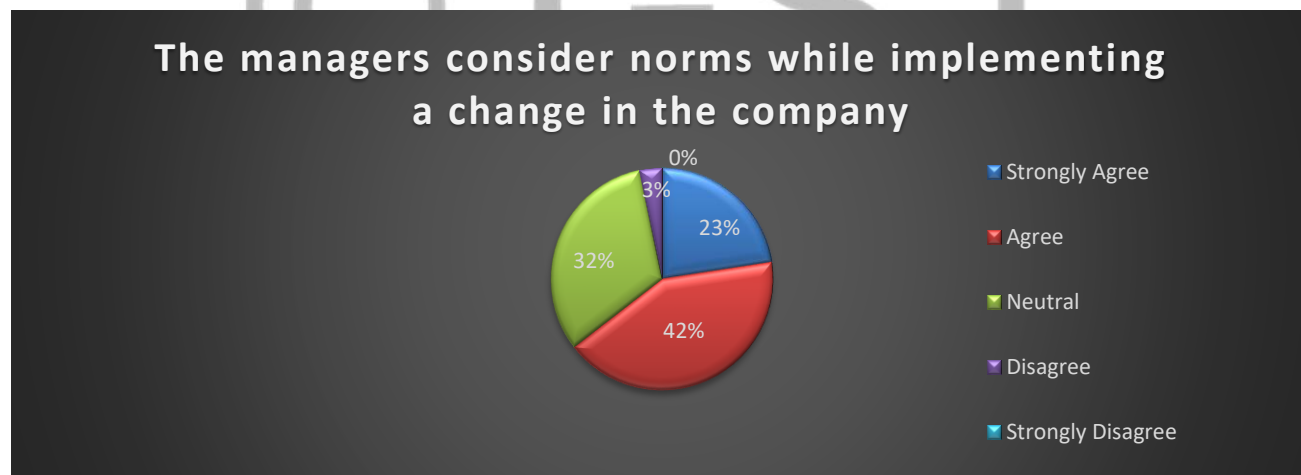
**Question 4:**



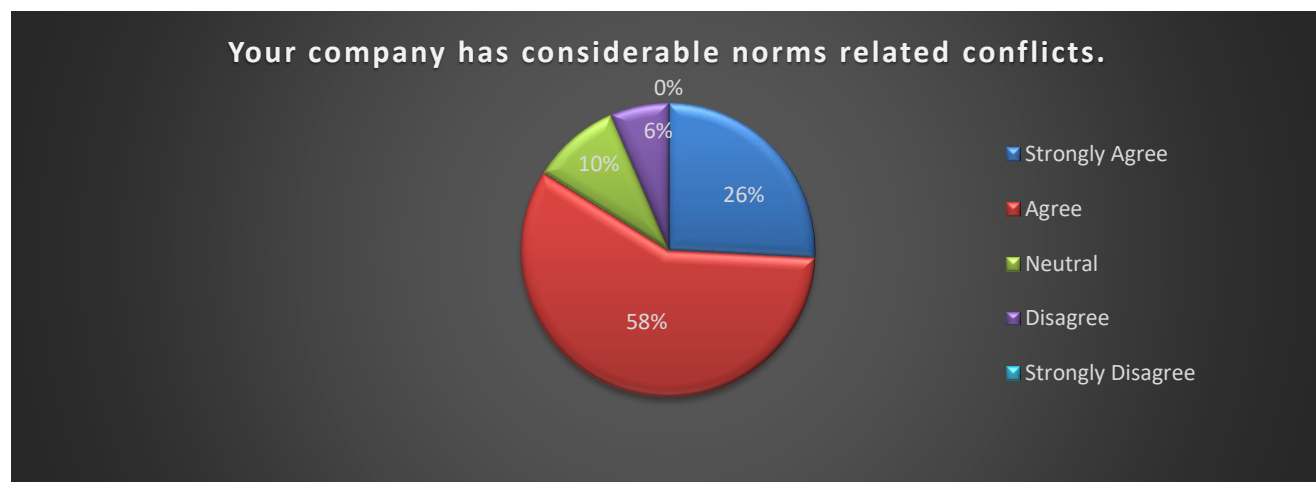
**Question 5:**



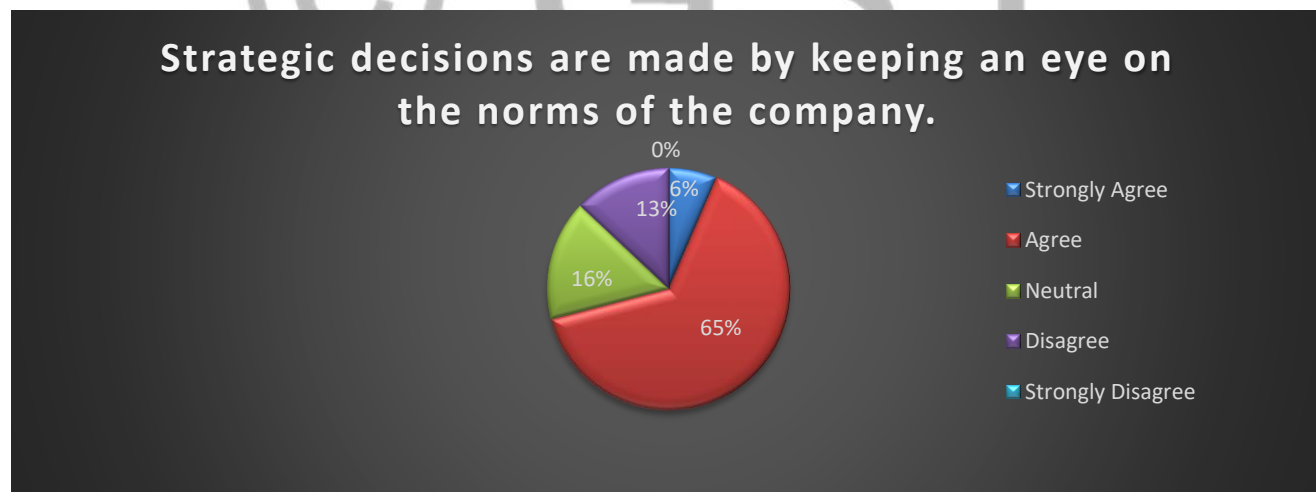
**Question 6:**



**Question 7:**



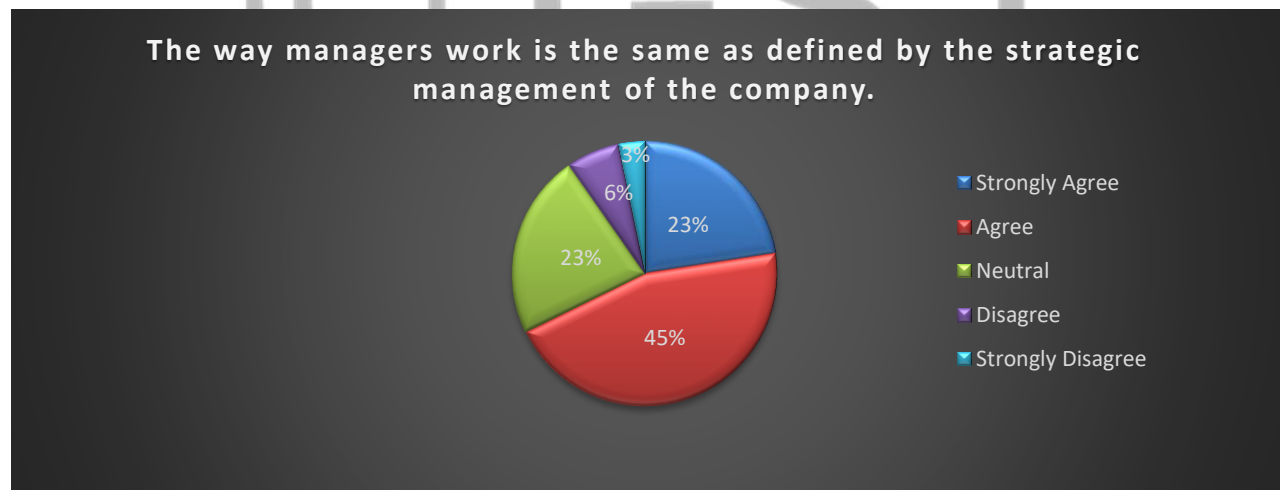
**Question 8:**



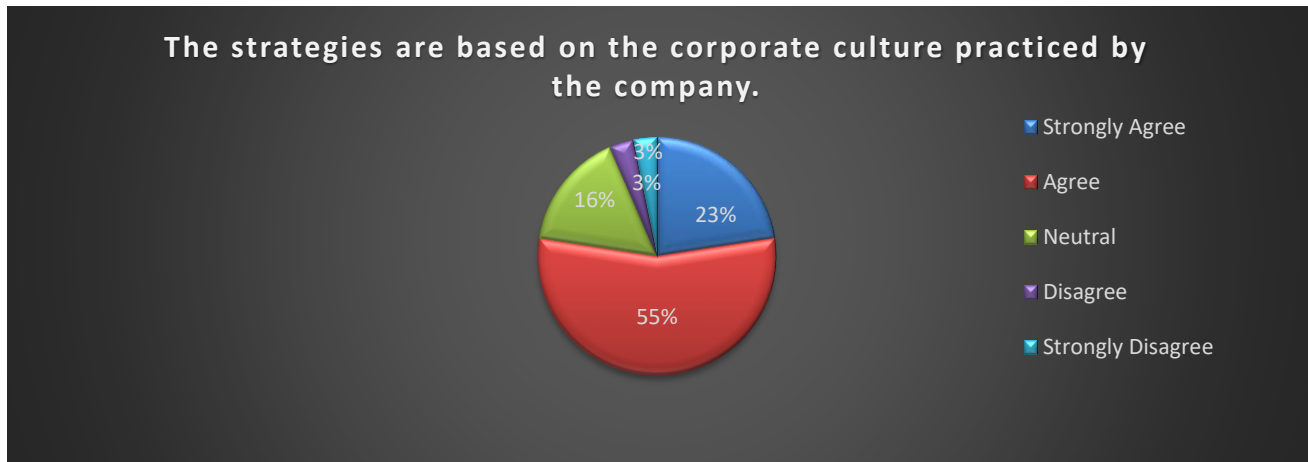
**Question 9:**



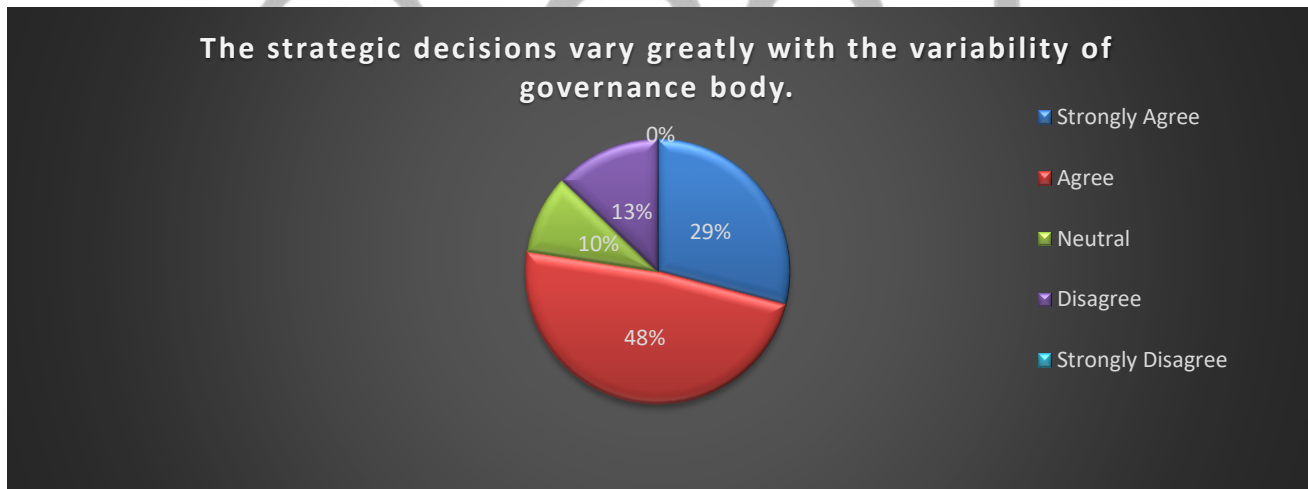
**Question 10:**



**Question 11:**



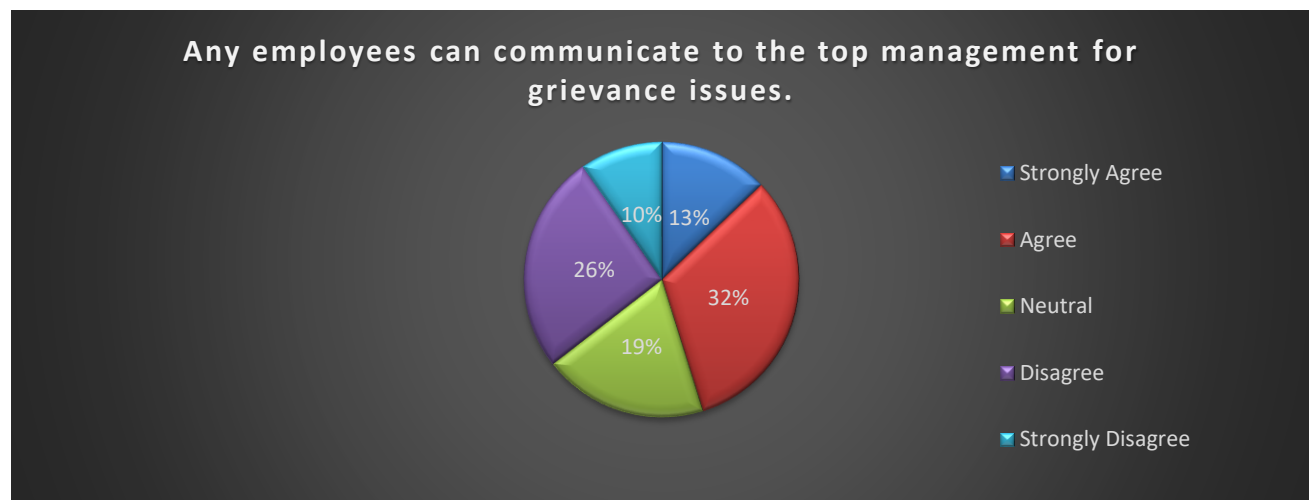
**Question 12:**



**Question 13:**



**Question 14:**



**Question 15:**



## Appendix D:

Questions	Industrial Analysis	Theoretical Analysis
The values of the company are obvious in the practices of strategic goals.	17% Strongly Agree, 80% Agree, 3% Disagree	16.9% Strongly Agree, 22.54% Agree, 4.23% Neutral
The strategic decisions are made by keeping an eye on the values of the company.	55% Strongly Agree, 45% Agree	25.81% Strongly Agree, 25.35% Agree, 2.82% Neutral, 4.23% Disagree
The values of the company are crucial for any change in the strategic management.	37.5% Strongly Agree, 55% Agree, 5% Neutral, 2.5% Disagree	22.58% Strongly Agree, 45.16% Agree, 22.58% Neutral, 9.68% Disagree
Values of the company depicts the visions of the company.	25% Strongly Agree, 57.5% Agree, 17.5% Neutral	25.81% Strongly Agree, 38.71% Agree, 29.03% Neutral, 6.45% Disagree
The norms have social acceptance by the management.	7.5% Strongly Agree, 45% Agree, 35% Neutral, 12.5% Disagree	16.13% Strongly Agree, 51.61% Agree, 22.58% Neutral, 22.58% Disagree, 6.45% Strongly Disagree
The managers consider norms while implementing a change in the company.	10% Strongly Agree, 57.5% Agree, 17.5% Neutral, 15% Disagree	22.58% Strongly Agree, 41.94% Agree, 32.26% Neutral, 3.23% Disagree
Your company has considerable norms related conflicts.	2.5% Strongly Agree, 67.5% Agree, 15% Neutral, 10% Disagree, 5% Strongly Disagree	25.81% Strongly Agree, 58.06% Agree, 9.68% Neutral, 6.45% Disagree
Strategic decisions are made by keeping an eye on the norms of the company.	17.5% Strongly Agree, 55% Agree, 5% Neutral, 22.5% Disagree	6.45% Strongly Agree, 64.52% Agree, 16.13% Neutral, 12.9% Disagree
The risk evaluation and management are a part of in the top management planning and practices.	52.5% Strongly Agree, 32.5% Agree, 7.5% Neutral, 7.5% Disagree	32.26% Strongly Agree, 38.71% Agree, 16.13% Neutral, 9.68% Disagree, 3.23% Strongly Disagree

<b>The way managers work is the same as defined by the strategic management of the company.</b>	15% Strongly Agree, 60% Agree, 12.5% Neutral, 5% Disagree, 7.5% Strongly Disagree	22.58% Strongly Agree, 45.15% Agree, 22.58% Neutral, 6.45% Disagree, 3.23% Strongly Disagree
<b>The strategies are based on the corporate culture practiced by the company.</b>	32.5% Strongly Agree, 52.5% Agree, 5% Neutral, 10% Disagree	22.58% Strongly agree, 54.84% Agree, 16.13% Neutral, 3.23% Disagree, 3.23% Strongly Disagree
<b>The strategic decisions vary greatly with the variability of governance body.</b>	7.5% Strongly Agree, 82.5% Agree, 7.5% Neutral, 2.5% Disagree	29.03% Strongly Disagree, 48.39% Agree, 9.68% Neutral, 12.9% Disagree
<b>The interests of stakeholders are communicated throughout the organization.</b>	60% Strongly Agree, 17.5% Agree, 7.5% Neutral, 2.5% Disagree, 12.5% Strongly Disagree	38.71% Strongly Agree, 38.71% Agree, 22.58% Neutral
<b>Any employees can communicate to the top management for grievance issues.</b>	2.5% Strongly Agree, 20% Agree, 50% Neutral, 27.5% Disagree	12.9% Strongly Agree, 32.26% Agree, 19.35% Neutral, 25.81% Disagree, 9.68% Strongly Disagree
<b>The management spend great effort in aligning the culture to the achieve the required strategic plan.</b>	20% Strongly Agree, 62.5% Agree, 7.5% Neutral, 10% Strongly Disagree	19.35% Strongly Agree, 41.94% Agree, 16.13% Neutral, 19.35% Disagree, 3.23% Strongly Disagree