CHAPTER ONE
INTRODUCTION

Organizational culture refers to the character or nature of an organization. It constitutes the values, norms, ideologies, experiences, interactions, and expectations, which differ from one organization to another and give it its unique personality. The culture of an organization shapes the way an organization conducts its business, takes its decisions, deals with its employees and negotiates with customers. In sum, organizational culture influences the management, productivity, employee performance, satisfaction, and success of the organization.

Research has demonstrated that organizational culture can have an influential impact on various features of an organization (Ahmad & Shafiq, 2004; Barney, 1986; Cacciattolo, 2014; Denison & Neale, 2000; Dobre, 2014; Schein, 1990). Since Peters and Waterman published their landmark paper in 1982 entitled “In Search of Excellence,” the topic of organizational culture has been of interest for several researchers. According to Denison (1996), the study of culture “burst onto the organizational studies scene” since the early 1980s (p. 619). For Meyerson (1991), "culture was the code word for the subjective side of organizational life . . . its study represented an ontological rebellion against the dominant functionalist or 'scientific' paradigm" (as cited in Denison, 1996, p. 619). In fact, this interest in understanding the role of cultures in organizations arose because studies have shown a huge influence of organizational culture on the commitment, motivation, and integration of the employees (Mobley, Wang, & Fang, 2005). Accordingly, as postulated by Saffold (1988), “The powerful, pervasive role culture plays in shaping organizational life lends plausibility to speculations that cultural factors may be linked with exceptional levels of organizational performance” (p. 546).

Numerous studies focused on understanding the culture of organizations and investigated the role and influence of culture on the organizational life. However, regardless of the fact that "organizational culture is the most important variable that influences the organizational performance" (Ahmed & Shafiq, 2014; p. 22), Lee and Yu (2004) mention that, "relatively fewer articles have contributed towards culture and performance research" (p. 340). Also, Joseph and Francis (2015) add that, "little attention has been given to investigating the indirect influence of organizational culture on performance" (p. 204). Further, Boyce, Nieminen, Gillespie, Ryan, and Denison (2015) state that: "prior research supports a link between organizational culture and performance but generally falls short of establishing causality or determining the direction of a culture–performance (C-P) relationship" (p. 339).

Consequently, despite the clear impact of culture on the performance of organizations, there is a clear paucity in research when it comes to understanding and investigating the linkage between both. Further, if such studies were found, the context is limited to certain countries like: USA, China, Japan, and Singapore. Limited attention is given to the business life in the Arab world, although "[it] is an important economic region due to its natural resources, geographic location and political influence" (Khakhar & Rammal, 2013; p. 578).

The topic organizational culture and its effect on the organizational performance has always gained my attention since my first day in my career. This interest increased as I started getting more involved in my work and interfered more in the implementation of various projects that required the involvement of different groups of employees. My interest in studying this relation comes from my personal experience in trying to enhance the culture at my workplace to develop teams from different cultural backgrounds for the purpose of increasing the overall company performance.

I believe that understanding the culture and its effect on the overall performance mainly on employees is very crucial for a company in order to maintain successfulness and sustain competitive advantage.

This study builds up on and extends previous research through investigating the impact of organizational culture on the internal dynamics of organizational effectiveness and performance in the telecommunications industry in Lebanon. It adds to previous researches by determining how certain organizational culture traits effects the involved performance of employees and the consistency of the procedures followed in the telecommunications companies.

CHAPTER TWO
SIGNIFICANCE OF TELECOMMUNICATIONS

The significant impact of telecommunication on the world, can be easily seen everywhere. Societies are nowadays very used to telecommunication that the world would end up if it was eliminated. The remarkable growth of telecommunications is justified by the importance of enhancing the message transmission techniques among each other. The concept of communication is very essential not only for the people but also for the various types of businesses around the world. Today, Businesses depend in their operations on the current technological developments. But this is not the only advantage that it can bring. Without telecommunications, flying on planes or navigating in the seas would not be possible.

The significance of telecommunications' industry in today's economy is easily determined through the organizational operations in the modern global economy. During the last quarter of the 20th century, the telecommunications started dominating the economic activities. Telecommunications is now promoting the economic growth and development. It is currently globalizing markets, increasing productivity and reducing costs, which directly affects the overall economic status of the market. The technical advances are constantly supporting cost reductions and expanding the various capabilities in this sector.

The telecommunications usage in the goods and services production and marketing is very crucial. For several companies, telecommunications has become a main part of the production process itself and in some cases it's used as a value added service of the supply chain. The phone

orders, credit validation, customer service lines and others provide an appropriate way for supplying information and ensuring high levels of customer satisfaction.

Intensive communications and broad usage of telecommunications capabilities enhance the globalization of markets and different businesses. The issues related to time zone differences are increasingly solved through video and teleconferencing services.

Phone and internet are the most important technological advancements that we could have got. While phone was the device allowing people to directly communicate with others around the world, internet was the main turning point in further expanding the future. Because VOIP is growing fast and the calls costs are declining, the connection to the internet is spreading widely to be used as an important connection unit.

CHAPTER THREE
LITERATURE REVIEW

CULTURE

Culture, an anthropological term, relates to the values, beliefs and codes of practices which identify a community. The society's characteristics, the members' image, and what differentiate it from other societies is known as culture. Culture is "the collective programming of the mind that distinguishes the members of one group or category of people from others" (Hofstede, 2011). Titiev (1959) states that culture is born by a shared learning process, which is established through appropriate resources' allocation. Pattigrew (1979) adds that the mental ability related to improving thinking and decision making highly depends on the organizational culture (as cited in Ahmad & Shafiq, 2004; p. 22).

According to Denison and Neale (2000), culture refers to any specific human group qualities that are transferred from one generation to another since they are accepted to be granted as a useful tool for survival and adaptation. Further, culture is the combination of behaviors, norms, beliefs, values, practices and attitudes of any given societal group (Hofstede 2011; Mobley et al., 2005; Schein, 1984). With all its complexity, culture seems to shape individuals' thinking, behaviors, communications, and expressions. In fact, Mobley et al. (2005) indicate that culture, directly and indirectly, provides help and support to behaviors in the society and have a great impact on decision-making.

Peters and Waterman (1982), in their Search of Excellence, state that culture links certain qualities and skills that are possessed by the management teams. They add that only successful firms give importance to customers and focus on people through creating specific-customer

cultures or people-oriented cultures. The culture can be viewed as a work incentive and a form of return on our efforts, where individuals are willing to find a meaning of their lives. Culture is providing this meaning while motivating them. (Fincham& Rhodes, 2005)

Organizations are considered to be one of the most influential elements in the society. Each organization is characterized with its unique culture, which reflects its own beliefs and practices. It is important here to understand how values and beliefs, which are unique to each organization, differ in different types of culture. It is also important to recognize that culture is highly influential for the success or failure of any organization and that it can foster the performance levels.

Deal and Kennedy (1982) state that culture is the most important element inspiring success or failure to an organization. Accordingly, they defined four key dimensions of culture: values, heroes, rites and rituals, and culture network. Values represent the culture beliefs that are important for the identification of a strong or weak culture. Heroes are individuals who demonstrate values and help in having them greatly accepted and implemented. As for rites and rituals, they represent what an organization is expecting from individuals. Finally, culture network is the informal communications inside an organization, which enhance effectiveness at work.

ORGANIZATIONAL CULTURE

Several research studies have shown that cultural features are central to all aspects of organizational life. It is an important source of competitive advantage. The cultural organization is a crucial concept and most important variable which effects overall organizational performance and effectiveness. The way people in a company think, negotiate, act, and manage stem from the culture of their organization. The performance, employees' satisfaction, business negotiations, and customers' satisfaction are all affected by the organizational culture. Actually, Barney (1986) explains that culture has a determined effect on a business due to the fact that the firm's culture not

only describes the relevant employees, customers, suppliers, and competitors, but it also defines how a business will interact with these main parties. Besides, as described by Nelson and Quick (2011), the culture of an organization has four functions; it offers uniqueness to members, improves the commitment, reinforces organizational standards, and shapes performance through a regulating process (as cited in Ahmed & Shafiq, 2014; p. 23).

The term organizational culture has received several definitions from different researchers. As defined by Schein (1984), organizational culture is the outline for the main rules that a given group has created, revealed, or established to overcome its problems of external adaptation and internal integration, and that were tested and considered valid. According to Barney (1986), organizational culture is a compounded set of standards, beliefs, norms, and codes that define the way in which a firm is conducting its business. Denison and Neale (2000) explain the organizational culture to be the primary norms, beliefs and moralities that represent a foundation for an organization's controlling system, in addition to the management practices and actions that both illustrate and strengthen those basic principles.

According to Schein (1990), while an organization as a whole has one culture, there can also be many subcultures. These subcultures begin to appear as organizations start to expand and grow, while dividing employees and forming different functional and geographical units. Thus, as Kerr and Slocum (2005) indicate, subcultures are the result of organizations' tendency to differentiate. Schein (1990) explains that although "it is perfectly possible for coexisting units of a larger system to have cultures that are independent and even in conflict with each other" (p. 111), within these subcultures there is integration and consistency. Naturally then, the whole culture of an organization results from the interaction of its subcultures. However, the absence of incorporation and uniformity between subcultures may lead to the existence of countercultures

(Kerr & Slocum; 2005). This type of culture, as Kerr and Slocum clarify, is very challenging and might be risky against the original organizational culture, yet it can be used if contributing positively to the overall organizational performance and in particular its internal dynamics' performance. The management's responsibility then is to keep a learning environment for employees to introduce and assist them in getting more familiar with their organizational culture, which will help in enhancing their performance and increase their loyalty toward the firm.

ASPECTS OF ORGANIZATIONAL CULTURE

Analyzing the aspects of an organizational culture requires considering both its visible and invisible artifacts. The visible aspects of the culture are easily noticed and perceived by the eye of the observer. The visible aspects are made up of, as described by Schein (1984), "the constructed environment of the organization, its architecture, technology, office layout, manner of dress, visible of audible behavior patterns, and public documents such as charters, employee orientation materials, stories" (p. 2). Also, visible aspects constitute the organization's catchphrases or mottos, languages, behaviors, histories, rituals and ceremonies (Denison & Neale, 2000; Mobley et al., 2005). According to Schein (1987), collecting information about the visible aspects of an organization is a step easily achieved; it is a matter of answering the question: "'how' a group constructs its environment and 'what' behavior patterns are discernible among the members" (p. 2).

On the other hand, every organizational culture has its invisible aspects, which are the keys underlying the visible aspects (Mobley et al., 2005). Figuring out these invisible aspects is a matter of understanding why a group acts and behaves this way (Schein, 1987; p. 2). Thus, the invisible aspects constitute the values, beliefs, and assumptions that help in defining an organizational culture. Recognizing the invisible aspects of an organizational culture is not easy; they can be

concluded through interviewing key members of the organization or analyzing work artifacts such as documents, articles, and charters (Schein, 1987). In fact, as said by Denison and Neale (2000), although the cultural system is the same and people inside the organization know it very well, still it cannot be simply seen or easily touched.

STRENGTH OF ORGANIZATIONAL CULTURE

Realizing both the visible and the invisible aspects of an organizational culture has a great impact on identifying the proper steps needed for strengthening the organization's culture and enhancing its effectiveness (Mobley et al., 2005). As a result, several research studies differentiated between a strong and a weak organizational culture. In fact, the basic and primary strength of an organizational culture is determined by how weak or strong the culture is.

Strong organizational cultures. Several studies have linked the success of an organization with the presence of a strong culture. Compared to organizations with weak cultures, organizations with strong cultures have outperformed the weak ones (Gordon & DiTomaso, 1992). The importance of a strong culture lies in the fact that it is realized to be the key for real motivation and organizational commitment among employees (Mobley et al., 2005). A strong culture emanates from reinforcing, sharing, and intensely holding common values, behavior patterns, and practices in an organization (Denison & Neale, 2000; Mobley et al., 2005; Schein, 1987). Likewise, strong cultures help in improving the performance of employees in organizations (Awadh & Saad, 2013).

In strong organizations, employees share a culture that supports and values their worth (Barney, 1986), which in turn facilitates their efforts to identify themselves with their organizations. Also, strong organizational cultures, as described by Schein (1990), are not only stable and constant, but also they are change-oriented. Besides, the leaders of strong organizations

provide their employees with chances to communicate directly, be more cooperative, prove courage and capability for risk-taking, enhance their responsibility toward organization's goals, and highly consider the organization's success as their own (Lynch, 2006; p. 21). Consequently, as described by Mobley et al. (2005; p. 12), a strong culture "makes it relatively easier to draw consensus among employees, to build a focus on important goals and objectives, to reduce potential conflicts, to cultivate a learning environment, and to lower staff turnover." In fact, all such features push employees to willingly and enthusiastically work hard for the success of the organization. Importantly, focusing on employees derives from the fact that, in today's highly competitive business world, they are considered key determinant for the success of the organization (Acar & Acar, 2014; p. 18).

WEAK ORGANIZATIONAL CULTURES

On the contrary, a weak culture is a total opposite of a strong culture. Employees in organizations with weak cultures do not agree to or are not committed to the core values of the organization (O'Reilly, Chatman, & Caldwell, 1991). There is a huge gap between the employees' personal goals and between the organizational goals. In such cultures, the values and beliefs of the organization are either not clear to the employees or there is incongruity between them. Consequently, it becomes hard or impossible for the employees to work and address the goals of the organization.

According to Grodnitzky (2013), weak organizational cultures resist change, avoid looking for the best practices to improve, and have difficulty in developing a long-term vision, shaping new competencies, and generating new strategies and plans. Further, as described by Schein (1984), weak organizational cultures feature a high turnover among employees. Consequently, such cultural characteristics lead to the failure of the organization. In regard to the strength of the

organization, whether weak or strong, what matters is the organization's ability to modify its culture to ensure survival and effective functioning (Schein, 2004).

ORGANIZATIONAL CULTURAL MODELS

The extensive and broad study of organizational culture lead to the development of several models that aim to help in better understanding how culture affects organizational behavior and its employee's performance, which in turn influences business performance.

1. Hofstede Dimensions Of Organizational Culture

In 1970s, Hofstede conducted an extensive longitudinal cross-cultural study, where IBM employees in over 50 countries around the world participated. Most of the participants were surveyed twice over a four-year interval (Hofstede, 2011). The study aimed to identify the factors that influence the culture of the workplace. Hofstede named five dimensions: power distance, uncertainty avoidance, individualism versus collectivism, masculinity versus femininity, and long term versus short-term orientation (Ahmad &Shafiq, 2004; Hofstede, 2011). However, in year 2010 a sixth dimension, indulgence versus restraint, was added based on the study conducted by Michael Minkov (Hofstede, 2011). These dimensions explain the embedded values of different cultures, which in turn impact the way people behave and act in workplace.

According to Hofstede (1991), in the workplace, *power distance* or inequality between superiors and subordinates is reflected in the hierarchical system of the organization, where power is centralized in few hands. Also, this inequality can be realized from the salary system of the organization. One can recognize a "wide gap between top and bottom" (p. 35). However, power distance in organizations can be either small or large. This difference is highlighted in the role of the boss. In a small power distance, "the ideal boss is a resourceful democrat," while in a large power distance "the ideal boss is a benevolent autocrat" (p. 37).

The dimension *individualism versus collectivism* is related to "the degree to which people…are integrated into groups" (Hofstede, 2011; p. 11). In an organization where the culture is individualist, employees act in a way that self-interest and employer interest overlap. In such a culture, the relationship among individuals in the workplace is based on mutual advantage. On the other hand, a collectivist culture emphasizes family-like relationship between employers and employees. The in-group is the bigger umbrella under which comes hiring, promotions, and interest. As a matter of fact, Hofstede (1991) indicates that "the work place itself in a collectivist society may become an in-group in the emotional sense of the word" (p. 64).

As for *masculinity – femininity,* Hofstede (2011) explains that this dimension focuses on the extent to which a society emphasizes achievement or nurture. As for the workplace, a masculine culture differentiates between the roles assigned to genders; men behave in an assertive and tough manner, while women act in a more modest, tender, and concerned way. In such organizations, managers, who are most likely to be men, are "expected to be decisive and assertive, [s]tress on equity, competition among colleagues" (Hofstede, 1991; p. 96). On the other hand, in a feminine culture, gender roles overlap. There is "stress on equality, solidarity, and quality of work life," and managers, who could be either men or women, "use intuition and strive for consensus" (Hofstede, 1991; p. 96).

Regarding the fourth dimension, *uncertainty avoidance,* Hofstede (2011) explains that it is related to society's tolerance of ambiguity. It identifies the "extent a culture programs its members to feel either uncomfortable or comfortable in unstructured situations… [which are] novel, unknown, surprising, and different from normal" (p. 10). According to Hofstede (2011), uncertainty avoidance cultures attempt to lessen the possibilities of such situations via "strict codes, laws and rules, disapproval of deviant opinions, and a belief in absolute truth" (p. 10).

In relation to *long term-short term* orientation, Hofstede (1991) describes it as the extent to which a culture keeps links with its own past while dealing with the challenging tasks of the present and future. Cultures with long-term orientation focus on the future, while the ones with a short-term orientation "stresses the present and past, fulfilling social responsibilities and respect for customs" (Ahmed & Shafiq, 2014; p. 24).

Indulgence versus restraint, the sixth dimension added in 2010 based on Minkov's research, is related to happiness. As defined by Hofstede (2011), indulgence refers to the degree to which "a society allows relatively free gratification of basic and natural human desires related to enjoying life and having fun" (p. 15). Accordingly, in organizations that have indulgence cultures, a great emphasis is given to the personal happiness and freedom of employees. This is reflected in the employees' attitude toward work and customer services: they work with a happy mood and a friendly smile (Maclachlan, 2013). On the contrary, Hofstede (2011) explains that a restraint society is the total opposite of the indulgence. It "stands for a society that controls gratification of needs and regulates it by means of strict social norms" (p. 15). Maclachaln (2013) indicates that, in restraint cultures, positive emotions, freedom, happiness, and leisure are not given importance; this may increase the chances of employees leaving their workplace because of lack of happiness.

2. Denison Traits Of Organizational Culture

Denison traits of organizational culture have developed from a stream of research that focused on examining the relationship between organizational culture and organizational effectiveness (Denison & Neale, 2000). Research has shown a strong and continuous relationship between four cultural traits of organizations: involvement, adaptability, consistency, mission, and the overall business effectiveness and performance. Actually, Denison found that "nearly all of the

correlations between cultural traits and organizational effectiveness measures were significant and that each of the four cultural traits showed significant positive correlation with a wide range of subjective and objective measures of organizational effectiveness" (Denison & Neale, 2000; p. 2-3). Further, as stated by Denison and Mishra (1995), "the traits, involvement and adaptability, are indicators of flexibility, openness, and responsiveness, and were strong predictors of growth. The other two traits, consistency and mission, are indicators of integration, direction, and vision, and were better predictors of profitability" (p. 204).

Denison Model is based on four cultural traits: involvement, consistency, adaptability, and mission. Each trait has three managerial practices indices resulting in an overall 12 indices measured through a 60 statements' questionnaire.

The model can be summarized as below:

#	Trait	Indices
1	Involvement	Empowerment
		Team orientation
		Capability development
2	Consistency	Coordination & integration
		Agreement
		Core values
3	Adaptability	Creating change
		customer focus
		Organizational learning
4	Mission	Strategic direction
		Goals and Objectives
		Vision

Denison classified the model into two groups:

1- Internal focus: constitutes of involvement and consistency which present the internal dynamics of the organization. Involvement is related to the employees' contribution in decisions and daily tasks while consistency is related to the organizational internal procedures.

2- External Focus: constitutes of adaptability and Mission which address and focus on the organization relationship with its external environment. Adaptability is linked to the organizational change in response to both customers and different markets. Mission presents the sense of overall direction and expected performance.

INVOLVEMENT

Involvement is related to building human capabilities, ownership, and responsibility, and its indices are empowerment, team orientation, and capability development (Denison et al., 2006; Denison & Neale, 2000). Organizations, which are characterized to be highly involved through empowering and engaging their employees and developing their capabilities, are more likely to create "a sense of ownership and responsibility" (Denison & Neale, 2000; p. 2-8). Such a high degree of involvement will positively benefit the organization and affect the performance in all areas. As a matter of fact, organizational members will be "committed to their work, and feel a strong sense of ownership" (Denison et al., 2006; p. 6). Importantly, when employees "feel that they have at least some input into decisions," their work will be influenced because it is "directly connected to the goals of the organization" (Denison et al, 2006; p. 6).

ADAPTABILITY

The adaptability of an organization is a matter of translating the demands of the business into action. According to Denison and Neale (2000), the indices of adaptability are creating change, customer focus, and organizational learning. Adaptable organizations "take risks, and learn from their mistakes, and have capability and experience at creating change" (Denison et al., 2006; p. 7). Actually, such organizations are continuously developing their abilities and improving their internal system in an attempt to "increase the organizations' chances for survival and growth."

CONSISTENCY

Consistency, according to Denison and Neale (2000), defines "the values and systems that are the basis of a strong culture" (p. 2-10). Consistent organizations have a shared system of beliefs and values on which leaders and employees rely to reach agreement and assimilate different points of view. Further, consistency in organizations is realized through the coordination and integration of different units and functions in order to achieve mutual goals (Denison et al., 2006; Denison & Neale, 2000). Indeed, such organizations have "highly committed employees, a distinct method of doing business, a tendency to promote from within, and a clear set of 'do's' and 'dont's'" (Denison et al., 20006; p. 7).

MISSION

Mission is the trait that defines the long-term direction and purpose of the organization (Denison et al., 2006; Denison & Neale, 2000). By having a clear purpose and meaning, organizations identify their goals and objectives clearly to express their futuristic vision. Actions and behaviors are taken and shaped to fulfill the mission of the organization. Significantly, having a well-defined mission and being able to identify with it "contributes to both short and long-term commitment to the organization," which eventually leads to success (Denison & Neale, 2000; p. 2-14).

Hofstede's dimensions of organizational culture and Denison's traits of organizational culture enable a better understanding of the impact of culture on the overall context of the organizational performance. Organizational culture has a significant and obvious effect on organizations' performance, management, leadership, strategies, satisfaction, growth, and financial attainment. The purpose of any organization, especially in this growing and competitive business industry, is to grow, progress, and constantly perform. Organizational performance

reflects the actual output and production of an organization. To ensure and maintain effective performance, organizations should have strong cultures (Schein, 2004). Research studies have shown that there is a kind of correlation between organizational culture and performance (Barney, 1986; Denison & Neale, 2000). As a matter of fact, Acar and Acar (2014) indicate that "organizational culture is one of the important determinants of business performance in service industries" (p. 19).

ORGANIZATIONAL PERFORMANCE

Organizational performance is considered one of the most important variables in management research (Gavrea, Ilieş, &Stegerean, 2011; Richard, Devinney, Yip, & Johnson, 2008). However, regardless of its importance, organizational performance does not have a universally accepted definition. For any organization, continuous performance is the center of attention. Through performance, organizations develop, grow, progress, and improve (Gavrea et al., 2011). According to James (2012), "organization performance relates to how successfully an organized group of people with a particular purpose perform a function." Richard et al. (2008) clarify that organizational performance covers three particular areas of organization outcome: "(1) financial performance (profits, return on assets, return on investment, etc.); (2) market performance (sales, market share, etc.); (3) shareholder return (total shareholder return, economic value added, etc.)" (p. 3). Importantly, performance is a "multi-dimensionality" construct (Richard et al., 2008; p. 4).

According to Richard (2002), performance is a measure that requires efficiency, productivity, quality, consistency, and reliability. It is the degree to which an employee has achieved the mission set at work place efficiently. Performance indicators involve outcomes and behaviors, knowledge and training, concepts and tools for developing necessary skills and attitudes

of performance management (Ahmad, & Shafiq, 2004). Several research studies deal with performance as a dependent variable; a variable that is influenced by several factors in an organization. As a matter of fact, James (2012) indicates that organizational performance is realized to be high when congruity is achieved between strategic objectives, organizational structure, business performance measures, allocation of resources and processes, values, cultures and guiding principles, and reward structures. In sum, organizational performance is "getting all these parts to work in harmony in order to achieve great results" (James, 2012).

STRATEGIC PERFORMANCE MEASUREMENT SYSTEM (SPMS)

It is often agreed that measuring culture and its effect on organizational performance is not easy and would require certain tools to process. Kaplan and Norton (1992) believe that there is no single measure that can provide a clear image of the performance target. Thus, managers need to choose whether to follow financial or operational measures (Ahmad & Shafiq, 2004).

It is essential for each organization to create their proper performance measurement system. This is done for the purpose of measuring and evaluating the performance of the employees financially and non-financially, which in return will help in assessing the extent to which organizational goals are achieved and the strategic plans for the organizations are developed. For this purpose, a new approach is developed to be used for the measurement of the performance known as the Strategic performance measurement system (SPMS). Chenhall (2005) states that the SPMS offers a technique for explaining and measuring both financial and non-financial performance. Chenhall suggests that this method offers the potential to enhance organizations' strategic competitiveness level. Vein, Burns and McKinnon (1993) add that the usage of such technique is useful for both owners and management teams. It helps in maximizing the protection against uncontrollable cases in the macro environment (Shahzad, 2014).

BALANCE SCORE CARD

According to Kaplan and Norton (1992), the Balance Scorecard (BSC) is one of the most significant SPMS tools. It provides a work frame to make sure that the strategy is interpreted into a balanced set of performance measurement. According to Anthony and Govindarajan (2003), BSC is considered as a supportive tool for concentrating on the organization, improving communication, setting goals and forming strategies. The Balance Scorecard covers four main perspectives: financial perspective, internal business process perspective, customer perspective, and learning & growth perspective.

Chavan (2007) discusses the four perspectives of scorecard. The *financial perspective* is the image needed to be seen by shareholders to be considered financially successful. This can be measured through observing the return on capital, the value added, and asset utilization. As for *customer perspective,* it is how customers need to see the firm in order to attain business mission. This is measured through evaluating customers' relations, image and reputation, and the quality of services. Another is the *internal business processes.* It represents the internal processes required to satisfy both shareholders and customers. This perspective can be measured through valuing the products and services in all the stages including after-sale services. The last perspective is *learning and growth*. It is how to maintain long-term capability to amend and improve the business to accomplish the vision. The employees' competences and motivation along with the systems' efficiencies and abilities are taken into consideration when assessing this perspective.

LINK BETWEEN ORGANIZATIONAL CULTURE AND PERFORMANCE

The relationship between organizational performance and organizational culture has been of interest for several researchers (Givens, 2012; Prajogo & McDermott, 2010). Curiosity to understand the nature of this relation is based on the notion that, as Acar and Acar (2014) explain,

organizational culture is recognized as one of the implicit powers of a firm's performance. Also, according to Awadh and Saad (2013), several organization managers believe that both culture and performance provide organizations with a competitive asset. Further, organizational culture is linked to a firm's high performance (Givens, 2012; Gupta, 2011; Lee & Yu, 2004).

In the study conducted by Lee and Yu (2004), the possible relation between organizational culture and organizational performance was examined. In this study, Lee and Yu aimed to study the validity of the culture construct and measure how culture affects organizational performance within different Singaporean companies: high-tech manufacturing, hospitals, and insurance. Lee and Yu found that certain cultural dimensions reoccurred across different samples of organizations. Degree of innovation, team orientation, task orientation, degree of supportiveness, and degree of humanism appeared to be central themes in organizational cultures. Also, they found that, in some cases, strong organizational culture was related to the overall organizational performance. Strong cultures seemed to influence a variety of organizational processes when they show adaptive and learning qualities. Further Lee and Yu realized that cultural traits specific to each company are also related to performance.

In another study conducted by Shahzad (2014), the influence of organizational culture on employees' performance in software houses in Pakistan was examined. The aim of this study was to assess the effect of five aspects of organizational culture (customer service, employee participation, reward system, innovation and risk-taking) on employees' performance. Shahzad concluded that there is a positive relationship between organizational culture and employees' performance. Also, among the previously mentioned cultural aspects, employees' participation was found to be highly linked to the organizations' ability to fulfill their goals.

Another study was performed by Ahmad & Shafiq (2004) in different telecom companies in Pakistan to determine the impact of organizational culture on organizational performance. The purpose of the study was to know how the culture inside an organization helps in improving its performance. This study was conducted using Hofstede's culture model. The results indicated that Hofstede's dimensions affect the performance in the telecom companies. The higher the uncertainty avoidance, the better the organizational performance will be. The study indicated the difference between manager's power and that of the employees. Employees are expected to solve their problems through their management whenever power distance exists. In other words, employees respect their managers and improve their performance in return. Moreover, it was realized that companies are more attracted toward collectivism than individualism, where collectivist employees are more committed to their work and satisfied with their supervisors due to the motivations and rewards. The managers are distinguished with masculinity, which shows they are result oriented and value the final outcome. Managers believe in their financial performance and they are confident about its daily enhancement.

Awadh and Saad (2013) also conducted a study concerning the impact of organizational culture on employee performance. The aim of the study was to detect and measure the relationship between employee performance and organizational culture. Awadh and Saad concluded that the level of performance is improved via strong organizational culture. They found that managers link organizational performance to the culture, since this will help in increasing their competitive advantage. The correlation between productivity and organizational culture helps enhancing performance and improving company results. Further, Strong culture permits the organization to have effective and efficient management of their employees' performance through leadership by perfectly using its resources in order to maintain the sustainable competitive edge.

Asree, Zain, and Razalli performed a study in 2010 to measure the influence of both leadership competency and organizational culture on the firms' performance in the service firms (hotels). The findings show that organizational culture has a positive relationship with performance and hotel revenue. It implies that organizational culture is one of the important factors for enhancing hotels. Culture would help in being more supportive to employees; this would help in increasing their responsiveness to customers and improve the hotel revenue.

Dobre (2014) studied the link between organizational culture and performance over IT companies in Romania. The purpose of the study was to test the relationship between organizational culture elements (adaptability, mission, consistency, involvement) and the performance of management practices. This study showed that strong cultures would involve employees in organization's values and help increasing its performance while maintaining competitive advantage. Low job satisfaction, motivation and innovation are the results of unhappy working environment, unclear mission and vision, weak culture and low level of employee contribution to the firm. Moreover, training programs for managers and supervisors along with performance based systems would encourage and motivate employees to cooperate with their managers and be fully engaged with the values and norms of the organization. The four traits have a significant and important influence on the organizational performance with the greatest influence being represented by the mission and consistency traits. According to the study, organizational culture and performance are two matching concepts that can't be isolated one from another when performing analysis related to performance in an organization.

CHAPTER FOUR
RESEARCH FRAMEWORK AND METHODOLOGY

RESEARCH QUESTIONS

Based on the previous literature review, below are the research questions:

1- Whether empowerment of employees at the workplace influences the employees' involved performance in the telecommunications industry in Lebanon.
2- Whether team orientation at the workplace influences the employees' involved performance in the telecommunications industry in Lebanon.
3- Whether capability development for employees at the workplace influences their involved performance in the telecommunications industry in Lebanon.
4- Whether coordination and integration between different functions and units at the workplace influence consistency of procedures in the telecommunications industry in Lebanon.
5- Whether the ability to reach agreement between employees at the workplace influences consistency of procedures in the telecommunications industry in Lebanon.
6- Whether the shared core values at the workplace influence consistency of procedures in the telecommunications industry in Lebanon.

HYPOTHESES

Hypothesis 1

The organizational cultural trait of empowerment is positively related to the employees' involved performance in the telecommunications companies in Lebanon

Hypothesis 1.1

The degree of involvement of employees at work has a positive influence on the employees' involved performance in the telecommunications industry in Lebanon.

Hypothesis 1.2

The availability of information influencing decision making has a positive influence on the employees' involved performance in the telecommunications industry in Lebanon.

Hypothesis 1.3

The level of information shared among employees has a positive influence on the employees' involved performance in the telecommunications industry in Lebanon.

Hypothesis 1.4

Believing in employees' positive impact has a positive influence on the employees' involved performance in the telecommunications industry in Lebanon.

Hypothesis 1.5

Business planning process has a positive influence on the employees' involved performance in the telecommunications industry in Lebanon.

Hypothesis 2

The organizational cultural trait of team orientation is positively related to the employees' involved performance in the telecommunications companies in Lebanon

Hypothesis 2.1

The cooperation and collaboration across different units has a positive influence on the employees' involved performance in the telecommunications industry in Lebanon.

Hypothesis 2.2

The team work has a positive influence on the employees' involved performance in the telecommunications industry in Lebanon.

Hypothesis 2.3

The organization of work expressing its relation with the company's goals has a positive influence on the employees' involved performance in the telecommunications industry in Lebanon.

Hypothesis 2.4

Considering teams as the primary building block of company has a positive influence on the employees' involved performance in the telecommunications industry in Lebanon.

Hypothesis 2.5

The horizontal control and coordination has a positive influence on the employees' involved performance in the telecommunications industry in Lebanon.

Hypothesis 3

The organizational cultural trait of capability development is positively related to the employees' involved performance in the telecommunications companies in Lebanon

Hypothesis 3.1

Authority delegation has a positive influence on the employees' involved performance in the telecommunications industry in Lebanon.

Hypothesis 3.2

The employees' capability has a positive influence on the employees' involved performance in the telecommunications industry in Lebanon.

Hypothesis 3.3

Investing in employees' skills has a positive influence on the employees' involved performance in the telecommunications industry in Lebanon.

Hypothesis 3.4

The employees' skills has a positive influence on the employees' involved performance in the telecommunications industry in Lebanon.

Hypothesis 4

The organizational cultural trait of Coordination and Integration is positively related to the consistency of procedures in the telecommunications companies in Lebanon

Hypothesis 4.1

Alignment of goals across different units has a positive influence on the consistency of procedures in the telecommunications companies in Lebanon

Hypothesis 4.2

Common perspectives across different units have a positive influence on the consistency of procedures in the telecommunications companies in Lebanon

Hypothesis 4.3

Coordination across different units has a positive influence on the consistency of procedures in the telecommunications companies in Lebanon

Hypothesis 4.4

Work integration between different departments has a positive influence on the consistency of procedures in the telecommunications companies in Lebanon

Hypothesis 5

The organizational cultural trait of Agreement is positively related to the consistency of procedures in the telecommunications companies in Lebanon

Hypothesis 5.1

Strong culture has a positive influence on the consistency of procedures in the telecommunications companies in Lebanon

Hypothesis 5.2

Differentiation between right and wrong has a positive influence on the consistency of procedures in the telecommunications companies in Lebanon

Hypothesis 5.3

Consensus on difficult issues has a positive influence on the consistency of procedures in the telecommunications companies in Lebanon

Hypothesis 5.4

Agreement on key issues has a positive influence on the consistency of procedures in the telecommunications companies in Lebanon

Hypothesis 6

The organizational cultural trait of Core values is positively related to the consistency of procedures in the telecommunications companies in Lebanon

Hypothesis 6.1

The set of values governing the way of doing business has a positive influence on the consistency of procedures in the telecommunications companies in Lebanon

Hypothesis 6.2

Characteristic management style and practices has a positive influence on the consistency of procedures in the telecommunications companies in Lebanon

Hypothesis 6.3

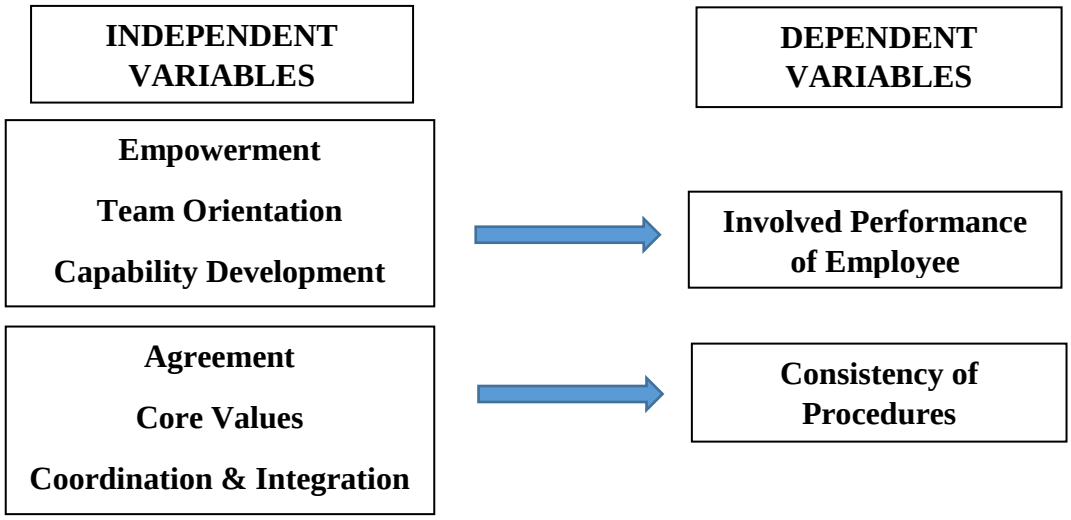
Having managers who practice what they preach has a positive influence on the consistency of procedures in the telecommunications companies in Lebanon

Hypothesis 6.4

Ethical code guiding behavior has a positive influence on the consistency of procedures in the telecommunications companies in Lebanon

INDEPENDENT AND DEPENDENT VARIABLES

The independent variables concentrated on the internal focus of Denison model which is grouped under two traits: The Involvement Trait and The Consistency Trait. The six indices of these two traits are used as the ***independent variables*** for our research. On the other hand, the ***dependent variables*** are two: the involved performance of an employee and the consistency of procedures.



INDEPENDENT VARIABLES

The independent variables are some of the factors affecting the involved performance of employees and the consistency of procedures at work place.

Involvement trait builds human capabilities, creates a sense of ownership and responsibility, encourages Commitment and grows independence among employees. Highly involved organizations rely on informal, organized and easily understood control systems. The input received from employees boosts the quality of the taken decisions and ease their implementation.

1- **Empowerment:** Individuals feel they are having some input into decisions through being initiative and managing their own work. This generates a sense of ownership and increases responsibility toward the organization.
2- **Team Orientation:** Teamwork is valued and encouraged for capturing creative ideas and accomplishing work goals.
3- **Capability Development:** this is practiced through training, coaching, and exposing employees to new roles and responsibilities.

Employees' skills are continuously developed to meet ongoing business needs and enhance competitive advantage.

Consistency Trait is realized through the coordination and integration of different units in order to achieve mutual goals. Consistent organizations have a shared, defined, and well understood system of beliefs and values. It is characterized by highly committed employees, principal values, and a diverse method of doing business while having a clear set of do's and don'ts. Individuals are enabled to respond better when exposed to unexpected situations through focusing on general value based principles.

4- **Coordination & Integration:** Employees make sure that work is coordinated and integrated between different functions and units to serve the organization as a whole while not being limited by organizational boundaries
5- **Agreement:** people can reach agreement when difficult issues and problems arise by discussing and getting multiple perspectives on the table and reconciling the differences when they exist.
6- **Core values:** have a clear set of core values that help in making consistent decisions and behaving in a consistent manner while having a clear set of expectations.

DEPENDENT VARIABLES

The dependent variables are the involved performance of employee and the consistency of procedures.

METHODOLOGY AND SAMPLE DESCRIPTION

The instrument used for this study was a survey questionnaire composed of 28 questions. To insure validity, clarity, and reliability, the questionnaire below was developed based on the related literature and on the 60-item questionnaire put by Dr. Denison and was used in his Organizational Culture Survey.

The questionnaire was tested through a pilot study to a random sample of 8 participants to check the clarity of the questions and whether any required changes should be applied.

Participants provided their answers on a Five Point Likert scale which ranges from 1 (Strongly disagree) to 5 (Strongly Agree) as follows:

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

The respondents had to choose the best answer that best express their level of agreement with respect to their workplace conditions.

SAMPLE SIZE

Regression Analysis was used for identifying the independent variables affecting the dependent variables and for testing the hypotheses put regarding the cultural traits selected as independent variables and their correlation with the involvement of employees and the consistency

of procedures and systems at workplace. For this reason, as stated by Bartlett, Kotrlik, and Higgins (2001), the number of observations for each independent variable should not be less than five to avoid the risk of fitting and "making the results specific to the sample, thus lacking generalizability".

In addition, factor analysis was used for detecting the relationships between the variables and understanding the group of the variables used in the questionnaire. A researcher cannot perform a factor analysis with a sample size less than 50 observations. The sample size is preferred to be 100 and larger so that an appropriate basis for the correlation's calculations among variables exists.

In this research, we had 6 independent variables including 26 statements and 2 dependent variables. Therefore, the minimum number of observations on the basis of 5:1 ratio was: 28*5 = 140 observations. Therefore, a sample size of employees between 140 (Ratio 5:1) and 280 (Ratio 10:1) from the telecommunications industry in Lebanon was defined appropriate for conducting both regression analysis and factor analysis.

Descriptive statistics was used also. The answers were analyzed through the Statistical Package for the Social Sciences (SPSS).

SAMPLE SELECTION

The sample of my participants was chosen from 23 competing telecommunications companies in Lebanon that are listed on the ITW (International Telecoms Week) annual meeting list for the global wholesale telecoms industry. The participants were Lebanese employees who were at least employed for a period not less than two years in their company. At least forty percent (40%) of the participants were having an experience of more than 9 years in this field. All the

participants were chosen from the senior and management levels. Thus, a convenient sample was used in the research sample selection.

SURVEY ADMINISTRATION

The survey administration period was 10 days. Using my relations' network in this industry, the survey was sent through personal emails and in some cases it was distributed by hand to the managers in the higher management positions. Frequent phone calls, SMS and emails reminders were made to ensure getting more respondents. The questionnaire was sent to around 300 employees out of which only 229 responded. However, only 223 respondents were used due to data incompleteness.

ETHICAL CONSIDERATIONS

During the survey's administration, certain ethical issues were taken into consideration. The respondents' right to anonymity and the right to keep the shared information confidential were the main ethical matters. The participants were not asked to disclose any personal information and the collected data was promised to remain strictly confidential and to be reported anonymously in the research study. The purpose of the questionnaire was addressed clearly to the participants and was clarified as identifying the impact of organizational culture on employees' involvement and consistency of procedures in the telecommunications companies in Lebanon.

CHAPTER FIVE
STATISTICAL ANALYSIS

DESCRIPTIVE STATISTICS

To ease the display and interpretation of data, descriptive statistics were computed from the obtained responses. The Descriptive Statistics was first calculated for all the data and then for each of the independent variables each separately (empowerment, team orientation, capability development, cooperation & integration, agreement, and core values) and the dependent variables.

Among all variables, Q22 (We often have troubles reaching agreement on key issues.) has the highest mean of 4.02 with the lowest standard deviation of .565 while Q25 (The managers in this company "practice what they preach.") has the lowest Mean of 2.94 with a standard deviation of 1.076.

Descriptive Statistics

		N	Min	Max	Mean	SD	VAR
Q22	We often have trouble reaching agreement on key issues.	223	3	5	4.02	.565	.319
Q7	Working in this organization is like being part of a team.	223	2	5	3.81	.901	.811
Q6	Cooperation and collaboration across functional roles are actively encouraged in this	223	1	5	3.61	.956	.915
Q9	Teams are the primary building block of this organization.	223	1	5	3.61	1.025	1.050
Q1	Most employees in this organization are highly involved in their work.	223	1	5	3.53	1.043	1.088
Q15	There is good alignment of goals across levels of this organization.	223	2	5	3.46	.868	.754
Q12	The capability of the people in this organization is viewed as an important source of competitive advantage.	223	1	5	3.46	1.081	1.169
Q18	Working with someone from another part of this organization is like working with someone from a different company.	223	1	5	3.45	.868	.753
Q14	Problems often arise in my organization because we do not have the skills necessary to do the job.	223	1	5	3.44	.980	.960
Q9	This organization has a strong culture.	223	1	5	3.43	.974	.950
Q26	This organization has an ethical code that guides our behavior and tells us right from wrong.	223	1	5	3.36	1.055	1.114
Q28	At my workplace I consider myself satisfied with the integration of internal systems based on agreed values and beliefs	223	2	5	3.32	.750	.562
Q27	I consider my self satisfied with the level of involvement I am getting at my work place.	223	2	5	3.32	.672	.452
Q8	Work is sensibly organized in this organization so that each person can see the relationship between his/her work and the goals of the organization.	223	1	5	3.31	1.107	1.225

Descriptive Statistics

		N	Min	Max	Mean	SD	VAR
Q3	Information is widely shared in this organization so that everyone can get the information s/he needs when it is needed.	223	1	5	3.30	1.016	1.033
Q16	People from different organizational units still share a common perspective.	223	1	5	3.30	.916	.840
Q4	Everyone in this organization believes that s/he can have a positive impact.	223	2	5	3.29	.880	.775
Q23	There is a clear and consistent set of values in this company that governs the way we do business.	223	2	5	3.29	.900	.809
Q5	Business planning in our organization is ongoing and involves everyone in the process to some degree.	223	1	5	3.24	1.129	1.274
Q20	There is clear agreement about the right way and the wrong way to do things in this organization.	223	1	5	3.24	.960	.921
Q24	This company has a characteristic management style and a distinct set of management practices.	223	1	5	3.22	1.032	1.064
Q17	It is easy to coordinate projects across functional units in this organization.	223	1	5	3.21	.964	.930
Q2	Decisions in this organization are usually made at the level where the best information is available.	223	1	5	3.20	.998	.997
Q21	It is easy for us to reach consensus, even on difficult issues.	223	1	5	3.18	.999	.998
Q10	This organization relies on horizontal control and coordination to get work done, rather than hierarchy	223	1	5	3.14	1.071	1.147
Q13	This organization continuously invests in the skills of its employees.	223	1	5	3.03	1.264	1.598
Q11	This organization delegates authority so that people can act on their own.	223	1	5	2.97	1.139	1.297
Q25	The managers in this company "practice what they preach."	223	1	5	**2.94**	**1.076**	1.158
	Valid N (listwise)	223					

Empowerment

Descriptive Statistics

		N	Min	Max	Mean	SD	VAR
Q1	Most employees in this organization are highly involved in their work.	223	1	5	**3.53**	**1.043**	1.088
Q3	Information is widely shared in this organization so that everyone can get the information s/he needs when it is needed.	223	1	5	3.30	1.016	1.033
Q4	Everyone in this organization believes that s/he can have a positive impact.	223	2	5	3.29	.880	.775
Q5	Business planning in our organization is ongoing and involves everyone in the process to some degree.	223	1	5	3.24	1.129	1.274
Q2	Decisions in this organization are usually made at the level where the best information is available.	223	1	5	**3.20**	**.998**	.997
	Valid N (listwise)	223					

Among empowerment, Q1 (Most employees in this organisation are highly involved in their work.) has the highest mean of 3.53 with a standard deviation of 1.043 while Q2 (Decisions in this organisation are usually made at the level where the best information is available) has the lowest Mean of 3.20 with a standard deviation of .998.

Team Orientation

Descriptive Statistics

		N	Min	Max	Mean	SD	VAR
Q7	Working in this organization is like being part of a team.	223	2	5	3.81	.901	.811
Q6	Cooperation and collaboration across functional roles are actively encouraged in this organization.	223	1	5	3.61	.956	.915
Q9	Teams are the primary building block of this organization.	223	1	5	3.61	1.025	1.050
Q8	Work is sensibly organized in this organization so that each person can see the relationship between his/her work and the goals of the organization.	223	1	5	3.31	1.107	1.225
Q10	This organization relies on horizontal control and coordination to get work done, rather than hierarchy	223	1	5	3.14	1.071	1.147
	Valid N (listwise)	223					

Among Team Orientation, Q7 (working in this organization is like being part of a team) has the highest mean of 3.81 and the lowest standard deviation of 0.901. However, Q10 (this organization relies on horizontal control and coordination to get work done, rather than hierarchy) has the lowest Mean of 3.14 and a standard deviation of 1.071.

Capability Development

Descriptive Statistics

		N	Min	Max	Mean	SD	VAR
Q12	The capability of the people in this organization is viewed as an important source of competitive advantage.	223	1	5	3.46	1.081	1.169
Q14	Problems often arise in my organization because we do not have the skills necessary to do the job.	223	1	5	3.44	.980	.960
Q13	This organization continuously invests in the skills of its employees.	223	1	5	3.03	1.264	1.598
Q11	This organization delegates authority so that people can act on their own.	223	1	5	2.97	1.139	1.297
	Valid N (listwise)	223					

Among Capability Development, Q12 (The capability of the people in this organization is viewed as an important source of competitive advantage.) has the highest mean of 3.46 and a standard deviation of 1.081. Q11 (This organization delegates authority so that people can act on their own) has the lowest mean (2.97) and a standard deviation of 1.139.

Coordination and Integration

Descriptive Statistics

		N	Min	Max	Mean	SD	VAR
Q15	There is good alignment of goals across levels of this organization.	223	2	5	3.46	.868	.754
Q18	Working with someone from another part of this organization is like working with someone from a different company.	223	1	5	3.45	.868	.753
Q16	People from different organizational units still share a common perspective.	223	1	5	3.30	.916	.840
Q17	It is easy to coordinate projects across functional units in this organization.	223	1	5	3.21	.964	.930
	Valid N (listwise)	223					

Among Coordination and Integration, Q15 (There is good alignment of goals across levels of this organization) has the highest mean of 3.46 and the lowest standard deviation of 0.868. Q17 (It is easy to coordinate projects across functional units in this organization) has the lowest mean (3.21) and the highest standard deviation of 0.964.

Agreement

Descriptive Statistics

		N	Min	Max	Mean	SD	VAR
Q22	We often have trouble reaching agreement on key issues.	223	3	5	4.02	.565	.319
Q19	This organization has a strong culture.	223	1	5	3.43	.974	.950
Q20	There is clear agreement about the right way and the wrong way to do things in this organization.	223	1	5	3.24	.960	.921
Q21	It is easy for us to reach consensus, even on difficult issues.	223	1	5	3.18	.999	.998
	Valid N (listwise)	223					

Among Agreement, the highest mean (4.02) and lowest standard deviation (0.565) were recorded for Q22 (We often have trouble reaching agreement on key issues). Q21 (It is easy for us to reach consensus, even on difficult issues) has the lowest mean of 3.18 and the highest standard deviation of .999.

Core Values

Among Core values, Q26 (This organization has an ethical code that guides our behavior and tells us right from wrong) has the highest mean (3.36) and a Standard deviation of (1.055) while Q25 (the managers in this company “practice what they preach.”) has the lowest mean (2.94) and the highest standard deviation (1.076).

Descriptive Statistics

		N	Min	Max	Mean	SD	VAR
Q26	This organization has an ethical code that guides our behavior and tells us right from wrong.	223	1	5	3.36	1.055	1.114
Q23	There is a clear and consistent set of values in this company that governs the way we do business.	223	2	5	3.29	.900	.809
Q24	This company has a characteristic management style and a distinct set of management practices.	223	1	5	3.22	1.032	1.064
Q25	The managers in this company "practice what they preach."	223	1	5	2.94	1.076	1.158
	Valid N (listwise)	223					

Dependent Variables:

Descriptive Statistics

		N	Min	Max	Mean	SD	VAR
Q28	At my workplace I consider myself satisfied with the integration of internal systems based on agreed values and beliefs	223	2	5	3.32	.750	.562
Q27	I consider my self satisfied with the level of involvement I am getting at my work place.	223	2	5	3.32	.672	.452
	Valid N (listwise)	223					

Considering the two dependent variables, both variables “at my workplace I consider myself satisfied with the integration of internal systems based on agreed values and beliefs” and “I consider myself satisfied with the level of involvement I am getting at my work place.” are having the same mean (3.32) with a standard deviation of .750 and.672 respectively.

RELIABILITY TESTS

Cronbach's alpha (α) which is also known as coefficient of reliability was used for the estimation of the internal consistency of the scale. This test is mostly used when we have multiple Likert questions in the questionnaire that form a scale and we need to determine if the scale is reliable. It measures the extent to which a set of items are related to each other. Therefore, Cronbach's alpha increases as the inter-correlations among items increase. The agreed lower limit for Cronbach's alpha is 0.7.

The Cronbach's alpha for our study was calculated using SPSS, Version 23 FP2.

The reliability for all the independent variables of this study was tested. Both the case processing summary and the reliability of the 6 independent variables are shown in the tables below respectively.

The "Corrected Item-Total Correlation" shows the correlation between a given variable and the sum score of the other items evaluating how well one variable's score is internally consistent with composite scores from all other variables.

If the "item-total correlation" is less than 0.30, then it is considered weak for variable analysis purposes and the variable should be eliminated from the study.

The "Cronbach's Alpha if item deleted" shows the Cronbach's alpha that would result if a given item is deleted. It defines which item among a set of items contribute to the total alpha. As long as the "Cronbach's Alpha item it deleted" value is lower than Cronbach's Alpha, then there is no tendency to remove the item.

The Cronbach's alphas for all the variables of this study were computed using SPSS.

The Case Processing Summary and Reliability statistics of the 26 independent variables are shown respectively in the table below:

Case Processing Summary

		N	%
Cases	Valid	223	100.0
	Excluded[a]	0	0.0
	Total	223	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.923	.922	26

The Cronbach's alpha is 0.923 which is greater than 0.7. This indicates a high level of internal consistency for our scale (92.3%).

Item-Total Statistics

	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha
Q1	.272	.925	.923
Q2	.406	.922	.923
Q3	.264	.925	.923
Q4	.362	.923	.923
Q5	.570	.920	.923
Q6	.356	.923	.923
Q7	.530	.920	.923
Q8	.639	.918	.923
Q9	.573	.920	.923
Q10	.576	.920	.923
Q11	.511	.921	.923
Q12	.575	.920	.923
Q13	.607	.919	.923
Q14	.614	.919	.923
Q15	.561	.920	.923
Q16	.383	.922	.923
Q17	.622	.919	.923
Q18	.499	.921	.923
Q19	.694	.918	.923
Q20	.766	.917	.923
Q21	.605	.919	.923
Q22	.232	.924	.923
Q23	.659	.918	.923
Q24	.761	.916	.923
Q25	.623	.919	.923
Q26	.722	.917	.923

Since the questionnaire included 2 sets of questions related to two traits: involvement trait and consistency trait there was a chance that Cronbach's alpha would not be able to distinguish among them. Thus, the reliability test was performed on each set of the questions.

Reliability Test for Involvement Trait

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.836	.833	14

The Cronbach's alpha for the three independent variables (empowerment, team orientation, and capability development) related to involvement trait is 0.836, greater than 0.7, which indicates high level of internal consistency (83.6%) among the involvement trait's indices.

Item-Total Statistics

	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha
Q1	.256	.839	.836
Q2	.414	.829	.836
Q3	.260	.838	.836
Q4	.333	.833	.836
Q5	.526	.821	.836
Q6	.314	.835	.836
Q7	.515	.823	.836
Q8	.617	.815	.836
Q9	.553	.820	.836
Q10	.527	.821	.836
Q11	.503	.823	.836
Q12	.522	.822	.836
Q13	.626	.813	.836
Q14	.594	.818	.836

All the Corrected Item-Total correlation are greater than 0.3 except for Q1 and Q3 which are having 0.256 and 0.260. The "Cronbach's alpha if item is deleted" for Q1 and Q3 is greater than Cronbach's Alpha by .003 and .002 respectively. Therefore, since the removal of Q1 and Q3 lead

to a very small improvement in alpha and since the corrected Item-Total Correlation is near to 0.3 then none of the items is removed from the study.

Reliability Test for Consistency Trait

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.890	.884	12

The Cronbach's alpha for the three independent variables (coordination & integration, agreement, and core values) related to consistency trait is 0.890, greater than 0.7, which indicates high level of internal consistency (89.0%) for the consistency trait's indices.

Item-Total Statistics

	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha
Q15	.510	.886	.890
Q16	.388	.892	.890
Q17	.619	.880	.890
Q18	.462	.888	.890
Q19	.725	.874	.890
Q20	.769	.872	.890
Q21	.604	.881	.890
Q22	.239	.895	.890
Q23	.671	.877	.890
Q24	.752	.872	.890
Q25	.594	.882	.890
Q26	.749	.872	.890

All the items have a "corrected item total correlations" above 0.3 except for Q22 it is 0.239, which is not far from 0.3. The removal of any item except Q16 and Q22 results in a lower Cronbach's Alpha, but since the removal of these items will result in a very minor improvement (0.002 and 0.005 respectively, none of these items is removed from the study.

Reliability Test for Dependent Variables

The Case Processing Summary and Reliability statistics of the 2 dependent variables are shown respectively in the table below:

Case Processing Summary

		N	%
Cases	Valid	223	100.0
	Excluded[a]	0	0.0
	Total	223	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.837	.840	2

The Cronbach's alpha for the two dependent variables "at my workplace I consider myself satisfied with the integration of internal systems based on agreed values and beliefs" and "I consider myself satisfied with the level of involvement I am getting at my work place" is 0.837, greater than 0.7, which indicates high level of internal consistency (83.7%) for the dependent variables.

FACTOR ANALYSIS

Factor analysis is a tool used for defining the underlying structure among the variables in the analysis. It is used to analyze the structure of the interrelationships (correlations) among a large number of variables by defining the sets of variables that are highly correlated, which are known as factors.

Moreover, Exploratory factor analysis is used for measuring the degree to which a measure or set of measures appropriately represent the concept of the study.

According to Field (2009), the three main uses of Factor analysis are:

- understanding the structure of a set of variables
- constructing a questionnaire to measure an underlying variable
- Reducing a data set to a more manageable size while retaining as much of original information as possible.

The factor analysis appropriateness can be determined by conducting the Bartlett Test of Sphericity and Kaiser-Myer-Olkin Measure of Sampling Adequacy (KMO MSA).

The Bartlett Test of Sphericity tests the overall significance of all correlations within a correlation matrix. It tests whether the overall correlation between variables is significantly different from zero.

If alpha is less than 0.05, then the Bartlett Test of Sphericity is considered to be significant. As a result, the null hypothesis (the correlation matrix is an identity matrix) is rejected and the factor analysis can be conducted on the study.

The Kaiser-Myer-Olkin Measure of Sampling Adequacy (KMO MSA) is used to calculate the degree if inter-correlations among the variables and ranges between 0 and 1. Whenever 1 is achieved, this indicates that each variable is perfectly predicted without any error by the other variable. The researcher requires a sampling adequacy level above 0.50 in order to proceed with factor analysis. As value gets closer to 1, the results become better. Values between 0.8 and 0.9 are considered great while values above 0.9 are superb.

To determine the suitability of factor analysis, the entire correlation matrix was examined using the Bartlett test of Sphericity and Kaiser-Mayer-Olkin Measure of Sampling Adequacy (KMO MSA).

First, the Factor Analysis was performed on all the independent variables and later it was done for each independent variable alone.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.836
Bartlett's Test of Sphericity	Approx. Chi-Square	2909.633
	df	325
	Sig.	0.000

The KMO and Bartlett's Test shows that the KMO MSA is .836 which is greater than 0.5 and the Bartlett's Test of Sphericity is 0.000 which is less than 0.05. Thus, the results are considered significant and the factor analysis on independent variables can be processed.

In order to define the number of factors extracted, the latent root criterion was used. The basis is that any individual factor should account for the variance of at least one variable. Since with component analysis each variable contributes a value of 1 to the total eigenvalue, only the factors having latent roots or eigenvalues greater than 1 are considered significant.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9.354	35.976	35.976	9.354	35.976	35.976	5.087	19.567	19.567
2	1.750	6.732	42.707	1.750	6.732	42.707	2.717	10.450	30.017
3	1.454	5.594	48.301	1.454	5.594	48.301	2.590	9.962	39.979
4	1.310	5.038	53.338	1.310	5.038	53.338	2.184	8.399	48.378
5	1.132	4.354	57.693	1.132	4.354	57.693	2.001	7.695	56.073
6	1.050	4.038	61.731	1.050	4.038	**61.731**	1.471	5.658	61.731
7	.992	3.814	65.545						
8	.917	3.528	69.073						
9	.834	3.208	72.281						
10	.799	3.071	75.352						
11	.758	2.914	78.267						
12	.719	2.764	81.030						
13	.614	2.361	83.391						
14	.571	2.195	85.586						
15	.537	2.066	87.652						
16	.500	1.922	89.574						
17	.429	1.650	91.225						
18	.369	1.420	92.644						
19	.364	1.399	94.044						
20	.308	1.183	95.226						
21	.297	1.143	96.369						
22	.265	1.020	97.389						
23	.229	.880	98.268						
24	.188	.724	98.993						
25	.159	.612	99.604						
26	.103	.396	100.000						

Extraction Method: Principal Component Analysis.

Based on the above "Total Variance Explained" Table and with reference to the latent root criterion, six factors are extracted from the independent variables accounting to 61.731% of the total variance.

Factor Analysis for Empowerment Items

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.636
Bartlett's Test of Sphericity	Approx. Chi-Square	71.079
	df	10
	Sig.	.000

The KMO and Bartlett's Test shows that the KMO MSA is .636 which is greater than 0.5 and the Bartlett's Test of Sphericity is 0.000 which is less than 0.05. Thus, the results are considered significant and the factor analysis on empowerment items can be processed.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.735	34.699	34.699	1.735	34.699	34.699
2	.990	19.809	54.508			
3	.868	17.357	71.865			
4	.802	16.035	87.900			
5	.605	12.100	100.000			

Extraction Method: Principal Component Analysis.

Based on the above "Total Variance Explained" Table and with reference to the latent root criterion, one factor is extracted from the empowerment items variables accounting to 34.699% of the total variance.

Component Matrix[a]

		Component 1
Q2	Decisions in this organization are usually made at the level where the best information is available.	.757
Q1	Most employees in this organization are highly involved in their work.	.578
Q4	Everyone in this organization believes that s/he can have a positive impact.	.577
Q5	Business planning in our organization is ongoing and involves everyone in the process to some degree.	.550
Q3	Information is widely shared in this organization so that everyone can get the information s/he needs when it is needed.	.437

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

For the purpose of making the interpretation of the factor analysis easier, the rotated component Matrix is used to show the factor loadings of the variables on the extracted components. The correlation of each variable and the factor is represented by the factor loadings. The loadings indicate the degree of correspondence between variable and the factor. The higher loadings make the variable representative of the factor. They interpret the role each variable plays in defining each factor. For practical significance purposes, the factor loadings of 0.5 and above are necessary.

Since in the empowerment items only one component was extracted, the solution cannot be rotated meaning that it is a single construct.

Factor Analysis for Team Orientation Items

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.752
Bartlett's Test of Sphericity	Approx. Chi-Square	196.241
	df	10
	Sig.	.000

The KMO for Team Orientation items is .752 which is greater than 0.5 and the Barlett's Test of Spherity is 0.000 which is less than 0.05. Thus, the results are considered significant and the factor analysis on Team Orientation items can be processed.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.372	47.432	47.432	2.372	47.432	47.432
2	.797	15.941	63.373			
3	.707	14.135	77.508			
4	.663	13.250	90.758			
5	.462	9.242	100.000			

Extraction Method: Principal Component Analysis.

Based on the above "Total Variance Explained" table and according to the latent root criterion, one factor is extracted from the Team Orientation items variables accounting to 47.432% of the total variance.

Component Matrix[a]

		Component 1
Q9	Teams are the primary building block of this organization.	.758
Q8	Work is sensibly organized in this organization so that each person can see the relationship between his/her work and the goals of the organization.	.707
Q7	Working in this organization is like being part of a team.	.704
Q10	This organization relies on horizontal control and coordination to get work done, rather than hierarchy	.661
Q6	Cooperation and collaboration across functional roles are actively encouraged in this organization.	.602

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Since in the Team Orientation items only one component was extracted, the solution cannot be rotated meaning that it is a single construct.

Factor Analysis for Capability Development Items

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.716
Bartlett's Test of Sphericity	Approx. Chi-Square	203.053
	df	6
	Sig.	.000

The KMO for Capability Development items is .716 which is greater than 0.5 and the Barlett's Test of Spherity is 0.000 which is less than 0.05. Thus, the results are considered significant and the factor analysis on Capability Development items can be processed.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.264	56.589	56.589	2.264	56.589	56.589
2	.763	19.080	75.669			
3	.570	14.252	89.921			
4	.403	10.079	100.000			

Extraction Method: Principal Component Analysis.

Based on the above "Total Variance Explained" table and according to the latent root criterion, one factor is extracted from the Capability Development items variables accounting to 56.589% of the total variance.

Component Matrix[a]

		Component 1
Q13	This organization continuously invests in the skills of its employees.	.833
Q11	This organization delegates authority so that people can act on their own.	.743
Q12	The capability of the people in this organization is viewed as an important source of competitive advantage.	.730
Q14	Problems often arise in my organization because we do not have the skills necessary to do the job.	.696

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Since in the Capability Development items only one component was extracted, the solution cannot be rotated meaning that it is a single construct.

Factor Analysis for Coordination and Integration Items

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.694
Bartlett's Test of Sphericity	Approx. Chi-Square	97.167
	df	6
	Sig.	.000

The KMO for Coordination and Integration items is .694 which is greater than 0.5 and the Barlett's Test of Spherity is 0.000 which is less than 0.05. Thus, the results are considered significant and the factor analysis on Coordination and Integration items can be processed.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.893	47.336	47.336	1.893	47.336	47.336
2	.796	19.897	67.233			
3	.710	17.741	84.974			
4	.601	15.026	100.000			

Extraction Method: Principal Component Analysis.

Based on the above "Total Variance Explained" table and according to the latent root criterion, one factor is extracted from the Coordination and Integration items variables accounting to 47.336% of the total variance.

Since in the Coordination and Integration items only one component was extracted, the solution cannot be rotated meaning that it is a single construct.

Component Matrix[a]

		Component 1
Q17	It is easy to coordinate projects across functional units in this organization.	.724
Q15	There is good alignment of goals across levels of this organization.	.693
Q18	Working with someone from another part of this organization is like working with someone from a different company.	.680
Q16	People from different organizational units still share a common perspective.	.653

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Factor Analysis for Agreement Items

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.663
Bartlett's Test of Sphericity	Approx. Chi-Square	226.344
	df	6
	Sig.	.000

The KMO for Agreement items is .663 which is greater than 0.5 and the Barlett's Test of Spherity is 0.000 which is less than 0.05. Thus, the results are considered significant and the factor analysis on Agreement items can be processed.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.191	54.770	54.770	2.191	54.770	54.770
2	.972	24.295	79.065			
3	.506	12.642	91.706			
4	.332	8.294	100.000			

Extraction Method: Principal Component Analysis.

Based on the above "Total Variance Explained" table and according to the latent root criterion, one factor is extracted from the Agreement items variables accounting to 54.77% of the total variance.

Component Matrix[a]

		Component 1
Q20	There is clear agreement about the right way and the wrong way to do things in this organization.	.845
Q19	This organization has a strong culture.	.814
Q21	It is easy for us to reach consensus, even on difficult issues.	.786
Q22	We often have trouble reaching agreement on key issues.	.443

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Since in the Agreement items only one component was extracted, the solution cannot be rotated meaning that it is a single construct.

Factor Analysis for Core Values items

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.785
Bartlett's Test of Sphericity	Approx. Chi-Square	350.711
	df	6
	Sig.	.000

The KMO for Core Values items is .785 which is greater than 0.5 and the Barlett's Test of Spherity is 0.000 which is less than 0.05. Thus, the results are considered significant and the factor analysis on Core Values items can be processed.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.686	67.144	67.144	2.686	67.144	67.144
2	.580	14.508	81.652			
3	.434	10.855	92.507			
4	.300	7.493	100.000			

Extraction Method: Principal Component Analysis.

Based on the above "Total Variance Explained" table and according to the latent root criterion, one factor is extracted from the Core Values items variables accounting to 67.144% of the total variance.

Component Matrix[a]

		Component 1
Q26	This organization has an ethical code that guides our behavior and tells us right from wrong.	.882
Q24	This company has a characteristic management style and a distinct set of management practices.	.821
Q23	There is a clear and consistent set of values in this company that governs the way we do business.	.795
Q25	The managers in this company "practice what they preach."	.776

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Since in the Core Values items only one component was extracted, the solution cannot be rotated meaning that it is a single construct.

MULTIPLE REGRESSION ANALYSIS

Due to the fact we are having various independent variables, multiple regression with stepwise method was used to determine the parsimonious set of predictors that mostly effect in predicting the dependent variables.

Our goal was to include as few possible variables because each irrelevant regressor reduces the precision of the estimated coefficients and predicted values. In addition, the presence of extra variables increases the data collection complexity and the maintenance of the model.

Stepwise is the method of selecting variables for inclusion in the regression model that starts by selecting the best predictor of the dependent variable.

The independent variable with the greatest contribution to the regression model is added first. Additional independent variables are selected in terms of the incremental explanatory power they can add to the regression model. The independent variables will be added as long as their partial correlation coefficients are statistically significant. Independent variables may also be dropped if their predictive power drops to a non-significant level when another independent variable is added to the model.

Variables are added to the regression equation one at a time, using the statistical criterion of maximizing the R-squared of the included variables. When none of the possible addition can make a statistically significant improvement in R-squared, the analysis stops.

In Stepwise Multiple Regression, the independent variables are entered based on their statistical contribution in clarifying the variance in the dependent variable. Therefore, since variables will not be put in the regression equation unless they add statistical significance to the

analysis, all the selected independent variables for inclusion will be having a significant statistical relationship with the dependent variable.

Multicollinearity exists when two or more predictors in a regression model are moderately or highly correlated. The existence of multicollinearity limits the research findings. Thus, when a variable is included in the Stepwise analysis, this implies that it will not have a collinear relationship.

However, prior to performing the regression analyses, the assumption of Normality of Error Term Distribution is tested. Graphical check for a distribution approaching normal distribution is done through the histogram of Regression Standardized Residuals. The Normal P-P Plot of Regression Standardized Residual examines the observed standardized residuals against expected standardized residuals from a normal distribution. If it is a normal distribution, then the residual line will closely fit into the straight diagonal line of normal distribution.

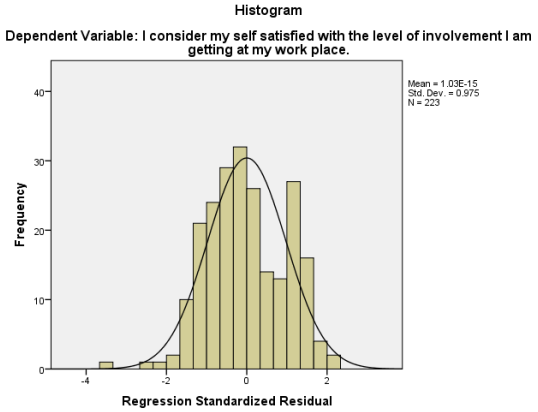
The degree to which a regression model is predicting the output variable is shown through the ANOVA table. The coefficients for the independent variable presents how much the dependent variable varies if the independent variable changes by one unit.

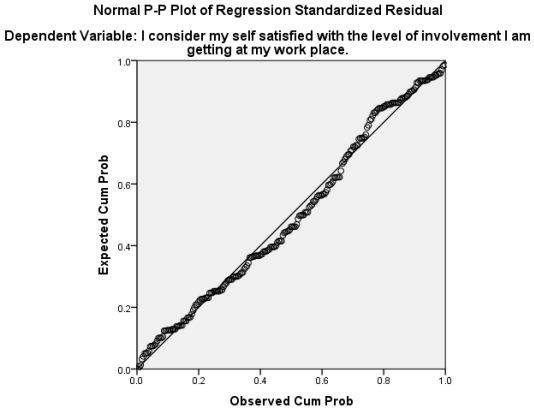
The Multiple Regression with Stepwise method was performed for all the 26 independent variables against each of the two dependent variables.

The independent variables are grouped into two sets. First, the items for the independent variables “empowerment, team orientation, and capability development” were regressed against the dependent variable Q27 and the items for the independent variables “coordination and integration, agreement, and core values” were regressed against the dependent variable Q28. Later,

each independent variable of the first set was regressed against the dependent variable Q27 and each independent variable of the second set was regressed against the dependent variable Q28.

The independent variables for the first set regressed against Q27, "level of employees' involvement at workplace"





The histogram shows a bell-shaped curve and the normal plot of the residuals shows the points close to the diagonal line.

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed
1	This organization continuously invests in the skills of its employees.	.
2	Work is sensibly organized in this organization so that each person can see the relationship between his/her work and the goals of the organization.	.
3	Teams are the primary building block of this organization.	.
4	Decisions in this organization are usually made at the level where the best information is available.	.
5	Information is widely shared in this organization so that everyone can get the information s/he needs when it is needed.	.
6	Problems often arise in my organization because we do not have the skills necessary to do the job.	.
7	Everyone in this organization believes that s/he can have a positive impact.	.
8	Working in this organization is like being part of a team.	.
9	The capability of the people in this organization is viewed as an important source of competitive advantage.	.
10	Most employees in this organization are highly involved in their work.	.
11	Business planning in our organization is ongoing and involves everyone in the process to some degree.	.

a. Dependent Variable: I consider my self satisfied with the level of involvement I am getting at my work place.
Method: Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

Model Summary[l]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.666[a]	.444	.442	.503	.444	176.563	1	221	.000
2	.795[b]	.633	.629	.409	.189	112.976	1	220	.000
3	.844[c]	.712	.708	.363	.080	60.528	1	219	.000
4	.869[d]	.755	.751	.336	.043	38.280	1	218	.000
5	.887[e]	.788	.783	.314	.032	33.023	1	217	.000
6	.894[f]	.800	.794	.305	.012	13.329	1	216	.000
7	.901[g]	.811	.805	.297	.012	13.207	1	215	.000
8	.906[h]	.821	.815	.290	.010	11.709	1	214	.001
9	.909[i]	.826	.819	.286	.005	5.713	1	213	.018
10	.911[j]	.830	.822	.284	.004	4.858	1	212	.029
11	.913[k]	.834	.825	.281	.004	5.021	1	211	.026

a. Predictors: (Constant), Q13
b. Predictors: (Constant), Q13, Q8
c. Predictors: (Constant), Q13, Q8 , Q9
d. Predictors: (Constant), Q13, Q8 , Q9, Q2
e. Predictors: (Constant), Q13, Q8 , Q9, Q2 , Q3
f. Predictors: (Constant), Q13, Q8 , Q9, Q2 , Q3, Q14
g. Predictors: (Constant), Q13, Q8 , Q9, Q2 , Q3, Q14, Q4
h. Predictors: (Constant), Q13, Q8 , Q9, Q2 , Q3, Q14, Q4, Q7,
i. Predictors: (Constant), Q13, Q8 , Q9, Q2 , Q3, Q14, Q4, Q7, Q12
j. Predictors: (Constant), Q13, Q8 , Q9, Q2 , Q3, Q14, Q4, Q7, Q12 ,Q1
k. Predictors: (Constant), Q13, Q8 , Q9, Q2 , Q3, Q14, Q4, Q7, Q12 ,Q1, Q5
l. Dependent Variable: I consider my self satisfied with the level of involvement I am getting at my work place.

Regression model 11 includes the best subset of independent variables (Q1, Q2, Q3, Q4, Q5, Q7, Q8, Q9, Q12, Q13, Q14) explaining 83.4% of the total variance in level of Involvement (Q27).

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
11	Regression	83.708	11	7.610	96.225	.000[l]
	Residual	16.687	211	.079		
	Total	100.395	222			

a. Dependent Variable: Q27
b. Predictors: (Constant), Q13
c. Predictors: (Constant), Q13, Q8
d. Predictors: (Constant), Q13, Q8 , Q9
e. Predictors: (Constant), Q13, Q8 , Q9, Q2
f. Predictors: (Constant), Q13, Q8 , Q9, Q2 , Q3
g. Predictors: (Constant), Q13, Q8 , Q9, Q2 , Q3, Q14
h. Predictors: (Constant), Q13, Q8 , Q9, Q2 , Q3, Q14, Q4
i. Predictors: (Constant), Q13, Q8 , Q9, Q2 , Q3, Q14, Q4, Q7,
j. Predictors: (Constant), Q13, Q8 , Q9, Q2 , Q3, Q14, Q4, Q7, Q12
k. Predictors: (Constant), Q13, Q8 , Q9, Q2 , Q3, Q14, Q4, Q7, Q12 ,Q1
l. Predictors: (Constant), Q13, Q8 , Q9, Q2 , Q3, Q14, Q4, Q7, Q12 ,Q1, Q5

The probability of the F statistic (96.225) for the regression Model 11 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant relationship between the best subset of independent variables and the dependent variable, that is, ***the regression model 11 is statistically significant in predicting the dependent variable Q27.***

Coefficients[a]

Model		Unstandardized Coefficients		T	Sig.
		B	Std. Error		
11	(Constant)	-.036	.128		.781
	Q13	.098	.020	.184	.000
	Q8	.147	.022	.242	.000
	Q9	.135	.023	.206	.000
	Q2	.095	.022	.141	.000
	Q3	.122	.019	.184	.000
	Q14	.084	.024	.123	.001
	Q4	.081	.024	.105	.001
	Q7	.080	.025	.107	.002
	Q12	.059	.022	.096	.008
	Q1	.046	.019	.071	.019
	Q5	.046	.020	.077	.026

a. Dependent Variable: I consider my self satisfied with the level of involvement I am getting at my work place.

We can represent the regression equation n as:

Y = -0.036 + 0.098(X1) + 0.147(X2) + 0.135(X3) + 0.095(X4) + 0.122(X5) +0.084(X6) + 0.081(X7) +0.08(X8) +0.059(X9) + 0.046(X10) +0.046(X11)

Where Y: level of employees' involvement

X1: Investing in employees' skills

X2: Relationship between each employee's work and the goals of organization

X3: Teams are the primary building block

X4: Availability of information influencing decision making

X5: Information sharing

X6: Availability of the necessary skills

X7: Employees' belief in having a positive impact

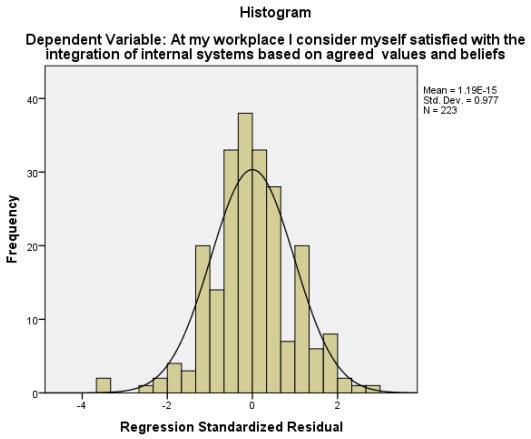
X8: Team work

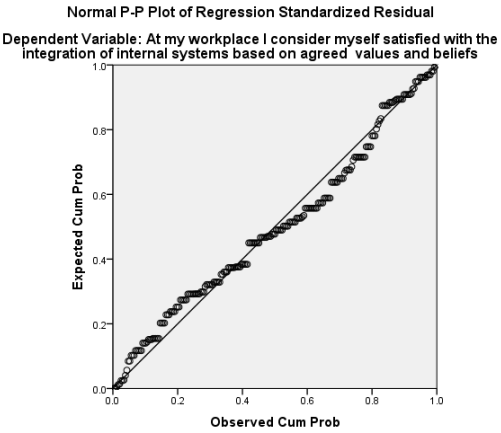
X9: Employees' capability as an important source of competitive advantage

X10: Degree of involvement at work

X11: Nature of business planning

The independent variables for the second set regressed against Q28, "the level of consistency at workplace".





The histogram shows a bell-shaped curve and the normal plot of the residuals shows the points close to the diagonal line.

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed
1	This organization has an ethical code that guides our behavior and tells us right from wrong.	.
2	It is easy for us to reach consensus, even on difficult issues.	.
3	This organization has a strong culture.	.
4	People from different organizational units still share a common perspective.	.
5	There is clear agreement about the right way and the wrong way to do things in this organization.	.
6	It is easy to coordinate projects across functional units in this organization.	.
7	There is a clear and consistent set of values in this company that governs the way we do business.	.
8	The managers in this company "practice what they preach."	.
9	We often have trouble reaching agreement on key issues.	.
10	Working with someone from another part of this organization is like working with someone from a different company.	.

a. Dependent Variable: At my workplace I consider myself satisfied with the integration of internal systems based on agreed values and beliefs

Method: Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

Model Summary[k]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.781[a]	.610	.608	.469	.610	345.491	1	221	.000
2	.871[b]	.758	.756	.370	.148	135.160	1	220	.000
3	.910[c]	.828	.826	.313	.070	89.047	1	219	.000
4	.923[d]	.851	.849	.292	.023	33.820	1	218	.000
5	.932[e]	.869	.866	.274	.018	29.443	1	217	.000
6	.938[f]	.880	.877	.263	.011	19.722	1	216	.000
7	.940[g]	.884	.880	.260	.004	6.690	1	215	.010
8	.942[h]	.887	.883	.256	.004	7.367	1	214	.007
9	.944[i]	.891	.887	.252	.004	7.390	1	213	.007
10	.945[j]	.894	.889	.250	.003	5.097	1	212	.025

a. Predictors: (Constant), Q26
b. Predictors: (Constant), Q26, Q21
c. Predictors: (Constant), Q26, Q21 Q19
d. Predictors: (Constant), Q26, Q21, Q19, Q16
e. Predictors: (Constant), Q26, Q21, Q19, Q16,Q20
f. Predictors: (Constant), Q26, Q21, Q19, Q16,Q20, Q17
g. Predictors: (Constant), Q26, Q21, Q19, Q16,Q20, Q17, Q23
h. Predictors: (Constant), Q26, Q21, Q19, Q16,Q20, Q17, Q23, Q25
i. Predictors: (Constant), Q26, Q21, Q19, Q16,Q20, Q17, Q23, Q25 , Q22
j. Predictors: (Constant), Q26, Q21, Q19, Q16,Q20, Q17, Q23, Q25 , Q22, Q18
k. Dependent Variable: At my workplace I consider myself satisfied with the integration of internal systems based on agreed values and beliefs

Regression model 10 includes the best subset of independent variables (Q16, Q17, Q18, Q19, Q20, Q21, Q22, Q23, Q25, Q26) explaining 89.4% of the total variance in level of consistency (Q28).

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
10	Regression	111.507	10	11.151	178.458	.000[k]
	Residual	13.247	212	.062		
	Total	124.753	222			

a. Dependent Variable: Q28
b. Predictors: (Constant), Q26
c. Predictors: (Constant), Q26, Q21
d. Predictors: (Constant), Q26, Q21 Q19
e. Predictors: (Constant), Q26, Q21, Q19, Q16
f. Predictors: (Constant), Q26, Q21, Q19, Q16,Q20
g. Predictors: (Constant), Q26, Q21, Q19, Q16,Q20, Q17
h. Predictors: (Constant), Q26, Q21, Q19, Q16,Q20, Q17, Q23
i. Predictors: (Constant), Q26, Q21, Q19, Q16,Q20, Q17, Q23, Q25
j. Predictors: (Constant), Q26, Q21, Q19, Q16,Q20, Q17, Q23, Q25 , Q22
k. Predictors: (Constant), Q26, Q21, Q19, Q16,Q20, Q17, Q23, Q25 , Q22, Q18

The probability of the F statistic (178.458) for the regression Model 11 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant

relationship between the best subset of independent variables and the dependent variable, that is, ***the regression model 10 is statistically significant in predicting the dependent variable Q28.***

Coefficients[a]

Model		Unstandardized Coefficients		T	Sig.
		B	Std. Error		
10	(Constant)	-.330	.155		.034
	Q26	.152	.026	.214	.000
	Q21	.157	.023	.209	.000
	Q19	.148	.027	.193	.000
	Q16	.146	.021	.178	.000
	Q20	.094	.030	.120	.002
	Q17	.054	.025	.070	.033
	Q23	.118	.031	.142	.000
	Q25	.068	.021	.097	.002
	Q22	.102	.035	.077	.004
	Q18	.052	.023	.060	.025

a. Dependent Variable: At my workplace I consider myself satisfied with the integration of internal systems based on agreed values and beliefs

We can represent the regression equation as:

Y = -0.33 + 0.152 (X1) + 0.157 (X2) + 0.148 (X3) + 0.146 (X4) + 0.094 (X5) +0.054(X6) + 0.118(X7) + 0.068 (X8) + 0.102(X9) +0.052(X10)

Where Y is the level of consistency of procedures and systems

X1: Ethical code guiding behavior

X2: Ease of consensus on difficult issues

X3: Strong culture

X4: Common perspective across

X5: Clear agreement about the right way and wrong way to do things

X6: Coordination of projects across different units

X7: Clear and consistent set of values

X8: Managers practice what they preach

X9: Difficulty of reaching agreement on key issues

X10: Ease of work between different between employees from different units

The average for the independent variables of the first set regressed against "level of involvement at workplace"

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed
1	TEAM ORIENTATION	.
2	CAPABILITY DEVELOPMENT	.
3	EMPOWERMENT	.

a. Dependent Variable: LEVEL OF INVOLVEMENT

Method: Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

Model Summary[d]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.770[a]	.593	.591	.430	.593	322.153	1	221	.000
2	.836[b]	.699	.697	.370	.106	77.646	1	220	.000
3	.869[c]	.755	.752	.335	.056	49.741	1	219	.000

a. Predictors: (Constant), TEAM ORIENTATION

b. Predictors: (Constant), TEAM ORIENTATION, CAPABILITY DEVELOPMENT

c. Predictors: (Constant), TEAM ORIENTATION, CAPABILITY DEVELOPMENT, EMPOWERMENT

d. Dependent Variable: LEVEL OF INVOLVEMENT

Regression model 3 includes the best subset of independent variables (Empowerment, Team Orientation, and Capability Development) explaining 75.5% of the total variance in the Level of Involvement at workplace.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
3	Regression	75.790	3	25.263	224.864	.000[d]
	Residual	24.605	219	.112		
	Total	100.395	222			

a. Dependent Variable: LEVEL OF INVOLVEMENT

b. Predictors: (Constant), TEAM ORIENTATION

c. Predictors: (Constant), TEAM ORIENTATION, CAPABILITY DEVELOPMENT

d. Predictors: (Constant), TEAM ORIENTATION, CAPABILITY DEVELOPMENT, EMPOWERMENT

The probability of the F statistic (224.86) for the regression Model 11 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant relationship between the best subset of independent variables and the dependent variable, that is, ***the regression model 3 is statistically significant in predicting level of involvement.***

Coefficients[a]

Model		Coefficients		T	Sig.
		B	Std. Error		
3	(Constant)	.032	.137	.236	.814
	TEAM ORIENTATION	.412	.041	10.070	.000
	CAPABILITY DEVELOPMENT	.253	.032	7.799	.000
	EMPOWERMENT	.304	.043	7.053	.000

a. Dependent Variable: LEVEL OF INVOLVEMENT

We can represent the regression equation as:

$$\mathbf{Y = 0.32 + 0.412(X1) + 0.253(X2) + 0.304(X3)}$$

Where Y: level of employees' involvement

X1: Team Orientation

X2: Capability Development

X3: Empowerment

The average for the independent variables for the second set regressed against "the level of consistency at workplace"

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed
1	CORE VALUES	
2	AGREEMENT	
3	COORDINATION & INTEGRATION	

a. Dependent Variable: LEVEL OF CONSISTENCY AT WORKPLACE

Method: Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.863[a]	.744	.743	.380	.744	643.890	1	221	.000
2	.901[b]	.811	.809	.327	.067	77.648	1	220	.000
3	.917[c]	.841	.839	.301	.030	41.599	1	219	.000

a. Predictors: (Constant), CORE VALUES

b. Predictors: (Constant), CORE VALUES, AGREEMENT

c. Predictors: (Constant), CORE VALUES, AGREEMENT, COORDINATION & INTEGRATION

Regression model 3 includes the best subset of independent variables (Coordination & Integration, Agreement, and Core Values) explaining 84.1% of the total variance in the Level of consistency at workplace.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
3	Regression	104.953	3	34.984	386.940	.000[d]
	Residual	19.800	219	.090		
	Total	124.753	222			

a. Dependent Variable: LEVEL OF CONSISTENCY AT WORKPLACE

b. Predictors: (Constant), COREVALUES

c. Predictors: (Constant), COREVALUES, AGREEMENT

d. Predictors: (Constant), COREVALUES, AGREEMENT, COORDINATION & INTEGRATION

The probability of the F statistic (386.94) for the regression Model 3 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant relationship between the best subset of independent variables and the dependent variable, that is, ***the regression model 3 is statistically significant in predicting level of consistency.***

Coefficients[a]

Model		Coefficients		T	Sig.
		B	Std. Error		
3	(Constant)	-.090	.116	-.781	.436
	COREVALUES	.443	.034	13.023	.000
	AGREEMENT	.304	.042	7.199	.000
	COORDINATION & INTEGRATION	.242	.038	6.450	.000

a. Dependent Variable: LEVEL OF CONSISTENCY AT WORKPLACE

We can represent the regression equation as:

$$\mathbf{Y = -0.09 + 0.443(X1) + 0.304(X2) + 0.242(X3)}$$

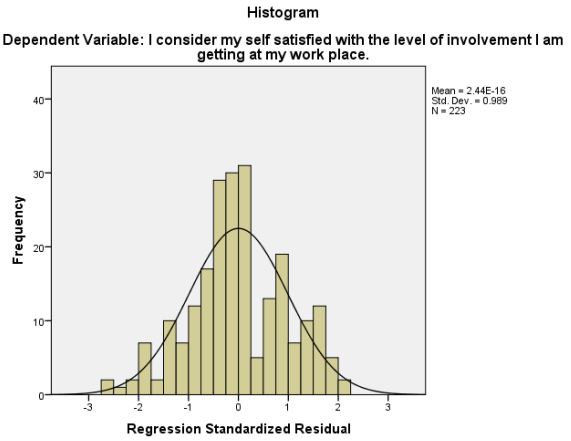
Where Y: level of consistency of procedures

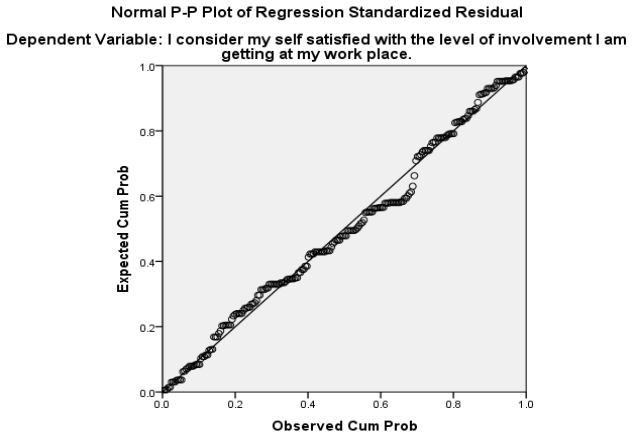
X1: Core Values

X2: Agreement

X3: Coordination & Integration

The Empowerment items regressed against Q27, “the level of involvement at workplace”.





The histogram shows a bell-shaped curve and the normal plot of the residuals shows the points close to the diagonal line.

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed
1	Business planning in our organization is ongoing and involves everyone in the process to some degree.	.
2	Everyone in this organization believes that s/he can have a positive impact.	.
3	Information is widely shared in this organization so that everyone can get the information s/he needs when it is needed.	.
4	Decisions in this organization are usually made at the level where the best information is available.	.
5	Most employees in this organization are highly involved in their work.	.

a. Dependent Variable: I consider my self satisfied with the level of involvement I am getting at my work place.

Method: Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

Model Summary[f]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.521[a]	.271	.268	.575	.271	82.340	1	221	.000
2	.633[b]	.401	.395	.523	.129	47.365	1	220	.000
3	.696[c]	.485	.478	.486	.084	35.711	1	219	.000
4	.731[d]	.534	.526	.463	.050	23.174	1	218	.000
5	.745[e]	.555	.545	.454	.021	10.277	1	217	.002

a. Predictors: (Constant), Q5
b. Predictors: (Constant), Q5 & Q4
c. Predictors: (Constant),Q5 , Q4, & Q3
d. Predictors: (Constant), Q5 , Q4, Q3, & Q2
e. Predictors: (Constant), Q5 , Q4, Q3, Q2, & Q1
f. Dependent Variable: I consider my self satisfied with the level of involvement I am getting at

Regression model 5 includes the best subset of independent variables (Q1, Q2, Q3, Q4, Q5) explaining 55.5% of the total variance in level of Involvement (Q27).

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
5	Regression	55.735	5	11.147	54.162	.000[f]
	Residual	44.660	217	.206		
	Total	100.395	222			

a. Dependent Variable: Q27
b. Predictors: (Constant), Q5
c. Predictors: (Constant), Q5 & Q4
d. Predictors: (Constant),Q5 , Q4, & Q3
e. Predictors: (Constant), Q5 , Q4, Q3, & Q2
f. Predictors: (Constant), Q5 , Q4, Q3, Q2, & Q1

The probability of the F statistic (54.162) for the regression Model 5 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant relationship between the best subset of independent variables and the dependent variable, that is, ***the regression model 5 is statistically significant in predicting the dependent variable Q27.***

Coefficients[a]

Model		Unstandardized Coefficients		T	Sig.
		B	Std. Error		
5	(Constant)	.569	.178	3.207	.002
	Q5	.224	.028	7.886	.000
	Q4	.197	.037	5.379	.000
	Q3	.174	.031	5.684	.000
	Q2	.141	.034	4.124	.000
	Q1	.098	.031	3.206	.002

a. Dependent Variable: Level of involvement

We can represent the regression equation as:

Y = 0.569 + 0.224 (X1) + 0.197 (X2) + 0.174 (X3) + 0.141 (X4) + 0.098 (X5)

Where Y: level of employees' involvement

X1: Nature of business planning

X2: Employees' belief in having a positive impact

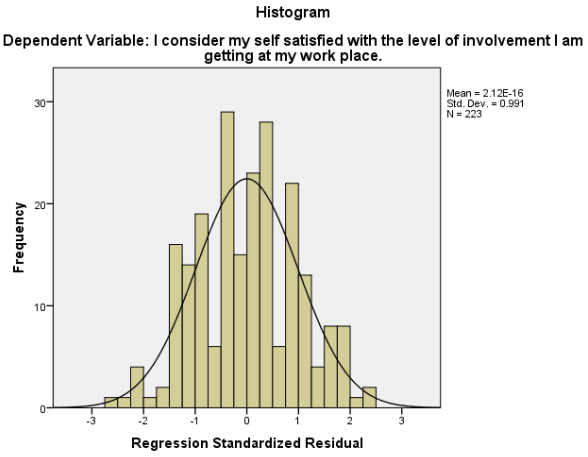
X3: Information sharing

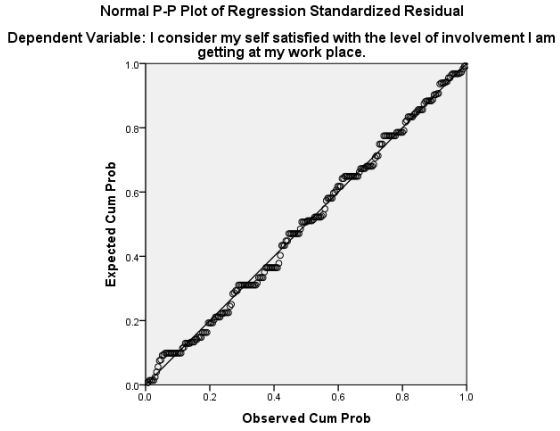
X4: Availability of information influencing decision making

X5: Degree of involvement at work

Since the significance of the t-values for all the variables are almost 0.000 that is lower than 0.05 and since all the coefficients have a positive value, we conclude that there is a statistically significant positive linear relationship between each of the variables (Q1, Q2, Q3, Q4, and Q5) and Q27.

The Team Orientation items regressed against Q27, "the level of involvement at workplace".





The histogram shows a bell-shaped curve and the normal plot of the residuals shows the points close to the diagonal line.

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed
1	Work is sensibly organized in this organization so that each person can see the relationship between his/her work and the goals of the organization.	.
2	Teams are the primary building block of this organization.	.
3	Working in this organization is like being part of a team.	.
4	This organization relies on horizontal control and coordination to get work done, rather than hierarchy	.

a. Dependent Variable: I consider my self satisfied with the level of involvement I am getting at my work place.

Method: Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

Model Summary[e]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.664[a]	.441	.438	.504	.441	174.173	1	221	.000
2	.771[b]	.594	.590	.431	.153	82.854	1	220	.000
3	.790[c]	.624	.619	.415	.030	17.590	1	219	.000
4	.808[d]	.653	.647	.400	.029	18.318	1	218	.000

a. Predictors: (Constant), Q8

b. Predictors: (Constant), Q8, Q9

c. Predictors: (Constant), Q8, Q9, Q7

d. Predictors: (Constant), Q8, Q9, Q7 & Q10

e. Dependent Variable: I consider my self satisfied with the level of involvement I am getting at my work place.

Regression model 4 includes the best subset of independent variables (Q8, Q9, Q7, Q10) explaining 65.3% of the total variance in level of Involvement (Q27).

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
4	Regression	65.568	4	16.392	102.607	.000[e]
	Residual	34.827	218	.160		
	Total	100.395	222			

a. Dependent Variable: Q27

b. Predictors: (Constant), Q8

c. Predictors: (Constant), Q8, Q9

d. Predictors: (Constant), Q8, Q9, Q7

e. Predictors: (Constant), Q8, Q9, Q7 & Q10

The probability of the F statistic (102.607) for the regression Model 4 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant relationship between the best subset of independent variables and the dependent variable, that is, ***the regression model 4 is statistically significant in predicting the dependent variable Q27.***

Coefficients[a]

Model		Unstandardized Coefficients		T	Sig.
		B	Std. Error		
4	(Constant)	.863	.133	6.490	.000
	Q8	.254	.028	9.141	.000
	Q9	.182	.032	5.788	.000
	Q7	.149	.035	4.288	.000
	Q10	.123	.029	4.280	.000

a. Dependent Variable: Level of involvement

We can represent the regression equation as:

$$\mathbf{Y = 0.863 + 0.254\ (X1) + 0.182\ (X2) + 0.149\ (X3) + 0.123\ (X4)}$$

Where Y: the level of employees' involvement

X1: Relationship between each employee's work and the goals of organization

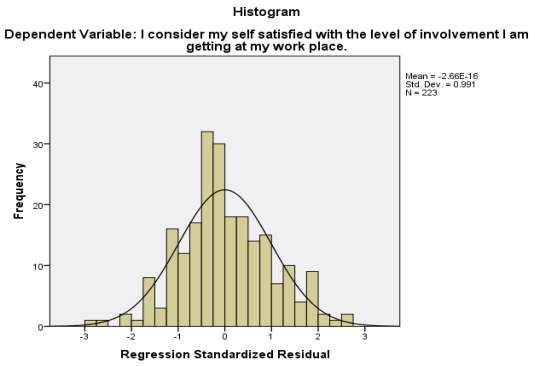
X2: Teams are the primary building block

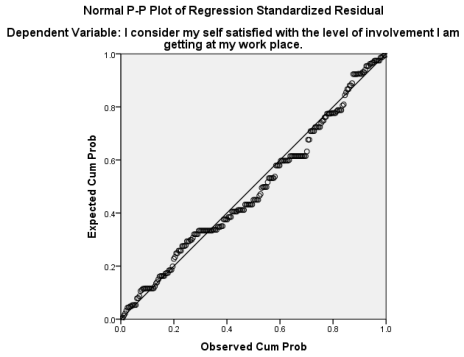
X3: Team work

X4: Horizontal control and coordination

Since the significance of the t-values for all the variables are almost 0.000 that is lower than 0.05 and since all the coefficients have a positive value, we conclude that there is a statistically significant positive linear relationship between each of the variables (Q7, Q8, Q9, and Q10) and Q27.

The Capability Development items regressed against Q27, "the level of involvement at workplace".





The histogram shows a bell-shaped curve and the normal plot of the residuals shows the points close to the diagonal line.

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed
1	This organization continuously invests in the skills of its employees.	
2	Problems often arise in my organization because we do not have the skills necessary to do the job.	
3	The capability of the people in this organization is viewed as an important source of competitive advantage.	
4	This organization delegates authority so that people can act on their own.	

a. Dependent Variable: I consider my self satisfied with the level of involvement I am getting at my work place.

Method: Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

Model Summary[e]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.666[a]	.444	.442	.503	.444	176.563	1	221	.000
2	.744[b]	.553	.549	.452	.109	53.626	1	220	.000
3	.769[c]	.591	.585	.433	.038	20.197	1	219	.000
4	.784[d]	.615	.608	.421	.024	13.690	1	218	.000

a. Predictors: (Constant), Q13

b. Predictors: (Constant), Q13, Q14

c. Predictors: (Constant), Q13, Q14, Q12

d. Predictors: (Constant), Q13, Q14, Q12, &Q11

e. Dependent Variable: I consider my self satisfied with the level of involvement I am getting at my work place.

Regression model 4 includes the best subset of independent variables (Q11, Q12, Q13, Q14) explaining 61.5% of the total variance in level of Involvement (Q27).

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
4	Regression	61.740	4	15.435	87.048	.000[e]
	Residual	38.655	218	.177		
	Total	100.395	222			

a. Dependent Variable: Q27
b. Predictors: (Constant), Q13
c. Predictors: (Constant), Q13, Q14
d. Predictors: (Constant), Q13, Q14, Q12
e. Predictors: (Constant), Q13, Q14, Q12, & Q11

The probability of the F statistic (87.048) for the regression Model 4 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant relationship between the best subset of independent variables and the dependent variable, that is, ***the regression model 4 is statistically significant in predicting the dependent variable Q27.***

Coefficients[a]

Model		Unstandardized Coefficients		T	Sig.
		B	Std. Error		
4	(Constant)	1.283	.124	10.313	.000
	Q13	.176	.030	5.925	.000
	Q14	.214	.033	6.391	.000
	Q12	.128	.032	4.018	.000
	Q11	.109	.029	3.700	.000

a. Dependent Variable: Level of involvement

We can represent the regression equation as:

$$\mathbf{Y = 1.283 + 0.176\ (X1) + 0.214\ (X2) + 0.128\ (X3) + 0.109\ (X4)}$$

Where Y: the level of employees' involvement

X1: Investing in employees' skills

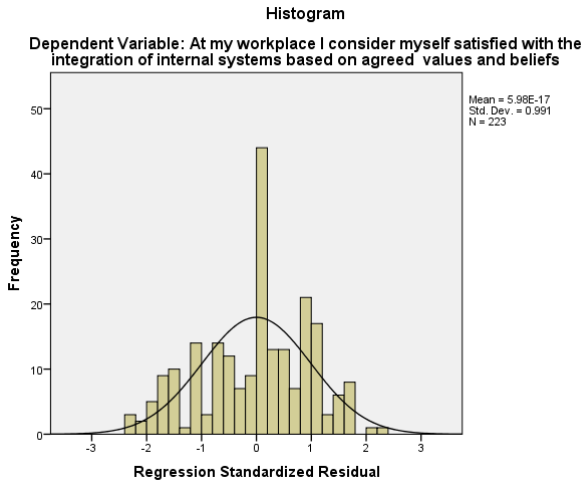
X2: Availability of the necessary skills

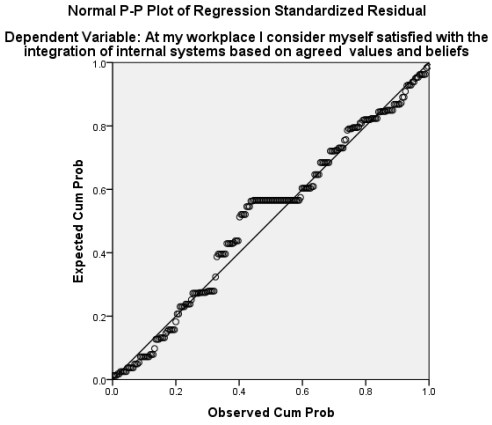
X3: Employees' capability as an important source of competitive advantage

X4: Authority delegation

Since the significance of the t-values for all the variables are almost 0.000 that is lower than 0.05 and since all the coefficients have a positive value, we conclude that there is a statistically significant positive linear relationship between each of the variables (Q11, Q12, Q13, and Q14) and Q27.

The Coordination and Integration items regressed against Q28, "the level of consistency at workplace".





The histogram shows a bell-shaped curve and the normal plot of the residuals shows the points close to the diagonal line.

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed
1	It is easy to coordinate projects across functional units in this organization.	.
2	There is good alignment of goals across levels of this organization.	.
3	People from different organizational units still share a common perspective.	.
4	Working with someone from another part of this organization is like working with someone from a different company.	.

a. Dependent Variable: At my workplace I consider myself satisfied with the integration of internal systems based on agreed values and beliefs

Method: Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

Model Summary[e]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.618[a]	.382	.379	.591	.382	136.355	1	221	.000
2	.705[b]	.497	.492	.534	.115	50.306	1	220	.000
3	.746[c]	.557	.551	.503	.060	29.602	1	219	.000
4	.763[d]	.583	.575	.489	.026	13.720	1	218	.000

a. Predictors: (Constant), Q17

b. Predictors: (Constant), Q17, Q15

c. Predictors: (Constant),Q17, Q15, Q16

d. Predictors: (Constant), Q17, Q15, Q16, Q18

e. Dependent Variable: At my workplace I consider myself satisfied with the integration of internal systems based on agreed values and beliefs

Regression model 4 includes the best subset of independent variables (Q15, Q16, Q17, Q18) explaining 58.3% of the total variance in level of Consistency (Q28).

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
4	Regression	72.713	4	18.178	76.149	.000[e]
	Residual	52.041	218	.239		
	Total	124.753	222			

a. Dependent Variable: Q28

b. Predictors: (Constant), Q17

c. Predictors: (Constant), Q17, Q15

d. Predictors: (Constant),Q17, Q15, Q16

e. Predictors: (Constant), Q17, Q15, Q16, Q18

The probability of the F statistic (76.149) for the regression Model 4 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant relationship between the best subset of independent variables and the dependent variable, that is, ***the regression model 4 is statistically significant in predicting the dependent variable Q28.***

Coefficients[a]

Model		Unstandardized Coefficients		T	Sig.
		B	Std. Error		
4	(Constant)	.345	.182		.060
	Q17	.312	.038	.401	.000
	Q15	.219	.042	.254	.000
	Q16	.209	.039	.255	.000
	Q18	.154	.042	.178	.000

a. Dependent Variable: Level of consistency

We can represent the regression equation as:

$$\mathbf{Y = 0.345 + 0.312\ (X1) + 0.219\ (X2) + 0.209\ (X3) + 0.154\ (X4)}$$

Where Y is the level of consistency of procedures and systems

X1: Coordination of projects across different units

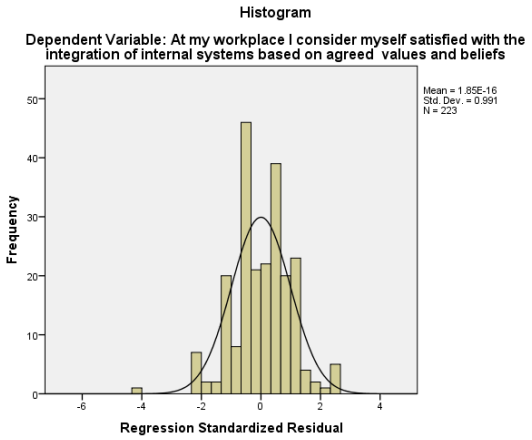
X2: Alignment of goals across different units

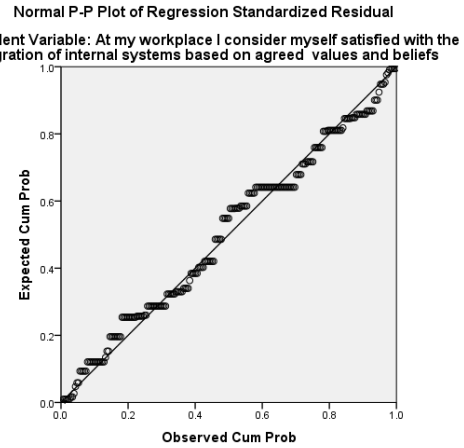
X3: Common perspective across

X4: Ease of work between different between employees from different units

Since the significance of the t-values for all the variables are almost 0.000 that is lower than 0.05 and since all the coefficients have a positive value, we conclude that there is a statistically significant positive linear relationship between each of the variables (Q15, Q16, Q17, and Q18) and Q28.

The Agreement items regressed against Q28, "the level of consistency at workplace".





The histogram shows a bell-shaped curve and the normal plot of the residuals shows the points close to the diagonal line.

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed
1	This organization has a strong culture.	.
2	It is easy for us to reach consensus, even on difficult issues.	.
3	There is clear agreement about the right way and the wrong way to do things in this organization.	.
4	We often have trouble reaching agreement on key issues.	.

a. Dependent Variable: At my workplace I consider myself satisfied with the integration of internal systems based on agreed values and beliefs

Method: Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

Model Summary[e]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.769[a]	.591	.589	.480	.591	319.486	1	221	.000
2	.862[b]	.742	.740	.382	.151	129.134	1	220	.000
3	.892[c]	.796	.794	.341	.054	58.226	1	219	.000
4	.898[d]	.806	.802	.333	.010	10.705	1	218	.001

a. Predictors: (Constant), Q19

b. Predictors: (Constant), Q19, Q21

c. Predictors: (Constant), Q19, Q21, Q20

d. Predictors: (Constant), Q19, Q21, Q20, & Q22

e. Dependent Variable: At my workplace I consider myself satisfied with the integration of internal systems based on agreed values and beliefs

Regression model 4 includes the best subset of independent variables (Q19, Q20, Q21, Q22) explaining 80.6% of the total variance in level of Consistency (Q28).

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
4	Regression	100.550	4	25.137	226.409	.000[e]
	Residual	24.204	218	.111		
	Total	124.753	222			

a. Dependent Variable: Q28
b. Predictors: (Constant), Q19
c. Predictors: (Constant), Q19, Q21
d. Predictors: (Constant), Q19, Q21, Q20
e. Predictors: (Constant), Q19, Q21, Q20, & Q22

The probability of the F statistic (226.409) for the regression Model 4 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant relationship between the best subset of independent variables and the dependent variable, that is, ***the regression model 4 is statistically significant in predicting the dependent variable Q28.***

Coefficients[a]

Model		Unstandardized Coefficients		T	Sig.
		B	Std. Error		
4	(Constant)	.137	.172		.427
	Q19	.308	.031	.400	.000
	Q21	.237	.028	.316	.000
	Q20	.253	.033	.323	.000
	Q22	.138	.042	.104	.001

a. Dependent Variable: Level of consistency

We can represent the regression equation as:

$$\mathbf{Y = 0.137 + 0.308\ (X1) + 0.237\ (X2) + 0.253(X3) + 0.138\ (X4)}$$

Where Y: The level of consistency of procedures and systems

X1: Strong culture

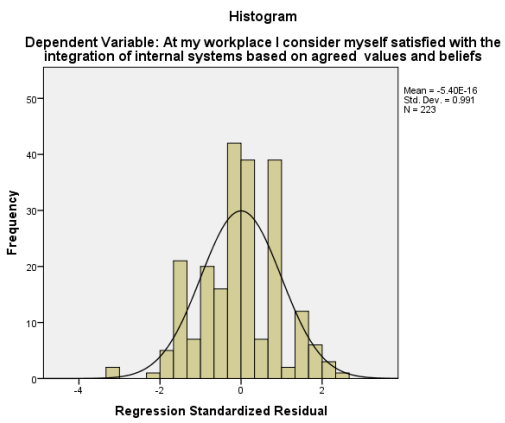
X2: Ease of consensus on difficult issues

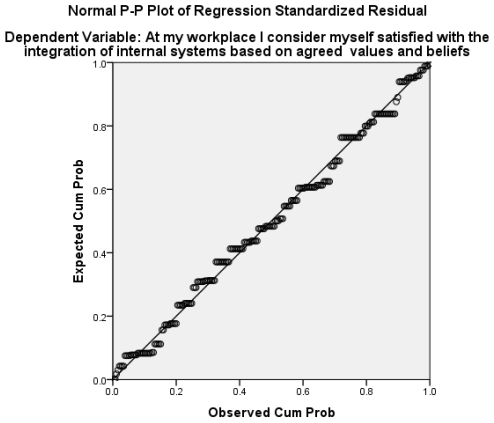
X3: Clear agreement about the right way and wrong way to do things

X4: Difficulty of reaching agreement on key issues

Since the significance of the t-values for all the variables are almost 0.000 that is lower than 0.05 and since all the coefficients have a positive value, we conclude that there is a statistically significant positive linear relationship between each of the variables (Q19, Q20, Q21, and Q22) and Q28.

The Core Values items regressed against Q28, "the level of consistency at workplace".





The histogram shows a bell-shaped curve and the normal plot of the residuals shows the points close to the diagonal line.

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed
1	This organization has an ethical code that guides our behavior and tells us right from wrong.	.
2	This company has a characteristic management style and a distinct set of management practices.	.
3	There is a clear and consistent set of values in this company that governs the way we do business.	.
4	The managers in this company "practice what they preach."	.

a. Dependent Variable: At my workplace I consider myself satisfied with the integration of internal systems based on agreed values and beliefs

Method: Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

Model Summary[e]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.781[a]	.610	.608	.469	.610	345.491	1	221	.000
2	.828[b]	.686	.683	.422	.076	53.585	1	220	.000
3	.855[c]	.731	.728	.391	.045	36.638	1	219	.000
4	.860[d]	.740	.736	.385	.009	7.692	1	218	.006

a. Predictors: (Constant), Q26

b. Predictors: (Constant), Q26, Q24

c. Predictors: (Constant), Q26, Q24,Q23

d. Predictors: (Constant), Q26, Q24,Q23, & Q25

e. Dependent Variable: At my workplace I consider myself satisfied with the integration of internal systems based on agreed values and beliefs

Regression model 4 includes the best subset of independent variables (Q23, Q24, Q25, Q26) explaining 74% of the total variance in level of Consistency (Q28).

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
4	Regression	92.368	4	23.092	155.446	.000[e]
	Residual	32.385	218	.149		
	Total	124.753	222			

a. Dependent Variable: Q28

b. Predictors: (Constant), Q26

c. Predictors: (Constant), Q26, Q24

d. Predictors: (Constant), Q26, Q24,Q23

e. Predictors: (Constant), Q26, Q24,Q23, & Q25

The probability of the F statistic (155.446) for the regression Model 4 is 0.000 which is less than 0.05 hence we accept the alternative hypothesis that there is a statistically significant

relationship between the best subset of independent variables and the dependent variable, that is, ***the regression model 4 is statistically significant in predicting the dependent variable Q28.***

Coefficients[a]

Model		Unstandardized Coefficients		T	Sig.
		B	Std. Error		
4	(Constant)	.820	.107		.000
	Q26	.256	.038	.360	.000
	Q24	.190	.034	.261	.000
	Q23	.237	.039	.285	.000
	Q25	.086	.031	.124	.006

a. Dependent Variable: Level of consistency

We can represent the regression equation as:

$$\mathbf{Y = 0.820 + 0.256\ (X1) + 0.190\ (X2) + 0.237(X3) + 0.086\ (X4)}$$

Where Y: The level of consistency of procedures and systems

X1: Ethical code guiding behavior

X2: Uniqueness of management style and practices

X3: Clear and consistent set of values

X4: Managers practice what they preach

Since the significance of the t-values for all the variables are almost 0.000 that is lower than 0.05 and since all the coefficients have a positive value, we conclude that there is a statistically significant positive linear relationship between each of the variables (Q23, Q24, Q25, and Q26) and Q28.

CHAPTER SIX

SUMMARY OF FINDINGS AND RECOMMENDATIONS

As stated through the research questions, this study mainly aimed to test the impact of organizational culture on the internal dynamics of organizational effectiveness and performance in the telecommunications industry in Lebanon. It tested whether the presence of empowerment, team orientation and capability development at workplace influence the involved performance of employees in decisions and day to day tasks. In addition, it tested whether the existence of coordination and integration, agreement, and core values at workplace influence the consistency of organizational procedures.

FINDINGS FROM REGRESSION ANALYSIS

The first set of hypotheses are tested to know whether each of the independent variables "empowerment, team orientation, and capability development" are positively related to the involved performance of employees.

The second set of hypotheses are tested to know whether each of the independent variables "coordination and integration, agreement, and core values" are positively related to the consistency of organizational procedures.

FINDING 1

The organizational cultural trait of Empowerment is statistically positively significant in predicting the employees' involved performance in the telecommunications companies in Lebanon.

The more the employees in the company perceive that:

1- Most employees are highly involved in their work.
2- Decisions are made at the level where the best information is available.
3- Information is widely shared so that everyone get the information s/he needs when it is needed.
4- Everyone believes that s/he can have a positive impact.
5- Business planning is ongoing and involves everyone in the process to some degree.

→ *The more the employees are satisfied with the level of involvement at workplace.*

According to the literature review, when the employee is "empowered" this means s/he has authority, initiative, and ability to manage his/her own work. This creates a sense of ownership and responsibility toward the company.

FINDING 2

The organizational cultural trait of Team Orientation is statistically positively significant in predicting the employees' involved performance in the telecommunications companies in Lebanon.

The more the company proves that:

1- Working in this company is like being part of a team.
2- Work is sensibly organized so that each person can see the relationship between his/her work and the goals of the company.
3- Teams are the primary building block of the company.
4- This company relies on horizontal control and coordination to get work done, rather than hierarchy.

→ *The more the employees are satisfied with the level of involvement at workplace.*

According to the literature review, the "team orientation" is enhanced through making all employees feel mutually accountable toward common goals while placing value on cooperative work. This means the company relies on team effort to get work done.

FINDING 3

The organizational cultural trait of Capability Development is statistically positively significant in predicting the employees' involved performance in the telecommunications companies in Lebanon.

The more the company shows that:

1- It delegates authority so that employees can act on their own.

2- The people capability is viewed as an important source of competitive advantage.

3- It continuously invests in the skills of its employees.

4- Problems don't often arise because employees do not have the skills necessary to do the job.

→ *The more the employees are satisfied with the level of involvement at workplace.*

Based on the literature review, "capability development" is maintained when the company continuously invests in the development of the skills of the employees for the purpose of staying competitive and meeting the current business needs.

FINDING 4

The organizational cultural trait of Coordination and Integration is statistically positively significant in predicting the consistency at workplace in the telecommunications companies in Lebanon.

The more the company demonstrates that:

1- There is a good alignment of goals across its different levels.

2- Employees from different units share a common perspective.

3- It is easy to coordinate projects across its functional units.

4- Working with someone from another part of the company is not like working with someone from a different company.

→ *The more the employees are satisfied with the level of consistency existing at workplace.*

Based on the literature review, "coordination and integration" is identified when different departments and units of the company are able to work properly together to achieve mutual goals. The external boundaries of the company should not get involved in getting the work finalized.

FINDING 5

The organizational cultural trait of Agreement is statistically positively significant in predicting the consistency at workplace in the telecommunications companies in Lebanon.

The more the company reveals that:

1- It has a strong culture.

2- There is clear agreement about the right way and the wrong way to do things in this company.

3- It is easy to reach consensus, even on difficult issues.

4- Often, there is no trouble reaching agreement on key issues.

→ *The more the employees are satisfied with the level of consistency existing at workplace.*

Based on the literature review, “agreement” is recognized when the company is able to have agreement on critical and sensitive issues. This consists of the primary and basic agreements along with the ability to deal with the differences when they exist.

FINDING 6

The organizational cultural trait of Core Values is statistically positively significant in predicting the consistency at workplace in the telecommunications companies in Lebanon.

The more the company proves that:

1- There is a clear and consistent set of values that governs the way they do business.

2- It has a characteristic management style and a distinct set of management practices.

3- The managers in the company "practice what they preach."

4- It has an ethical code that guides the behavior and tells us right from wrong.

→ *The more the employees are satisfied with the level of consistency existing at workplace.*

Based on the literature review, “core values” trait is enriched when the employees of the same company share the same set of values. This help in creating a sense of identity toward the company and building a clear set of potentials and opportunities.

FINDING 7

Among the first set of organizational cultural traits (Empowerment, Team Orientation, and capability Development):

- **Investing in employees skills**
- **Relationship between each employees' work and the goals of organization**
- **Teams are the primary building block**
- **Information sharing**
- **Availability of information influencing decision making**

→ **are the most significant items in predicting the employees' involved performance in the telecommunications industry in Lebanon.**

FINDING 8

Among the second set of organizational cultural traits (coordination & integration, agreement, and core values):

- **the ease of consensus on difficult issues**
- **ethical code guiding behavior**
- **strong culture**
- **common perspective**
- **clear and consistent set of values**
- **clear agreement about the right and wrong way to do things**

→ **are the most significant items in predicting the consistency at workplace in the telecommunications industry in Lebanon.**

FINDING 9

The organizational cultural trait of Team Orientation is the most statistically significant trait in predicting the employees' involved performance in the telecommunications industry in Lebanon.

FINDING 10

The organizational cultural trait of Core Values is the most statistically significant trait in predicting the consistency at workplace in the telecommunications industry in Lebanon.

SUMMARY OF REGRESSION ANALYSIS FINDINGS

The tables below summarizes the findings of the regression analysis.

The relationship between empowerment, team orientation, capability development and involved performance of employees	R^2	Statistically Significant Relationship	
Degree of involvement at work	Involved performance of employee	83.40%	+
Availability of information influencing decision making			+
Level of information shared			+
Employees' positive impact			+
Business planning process			+
Team work			+
Work organization to express the relationship with the company's goals			+
Teams are the primary building block			+
Employees' capability			+
Investing in employees' skills			
The available skills of employees			+

The relationship between coordination and integration, agreement, core values and consistency of procedures	R^2	Statistically Significant Relationship	
Common perspective across different units	Consistency of procedures	89.40%	+
Coordination across different units			+
Work integration between different departments			+
Strong culture			+
Differentiation between right and wrong			+
Consensus on difficult issues			+
Agreement on key issues			+
Set of values governing the way of doing busine			+
Set of values governing the way of doing business			+
Manages practice what they preach			+
Ethical code guiding behavior			+

The relationship between empowerment and involved performance of employees	R^2	Statistically Significant Relationship	
Degree of involvement at work	Involved performance of employee	55.50%	+
Availability of information influencing decision making			+
Level of information shared			+
Employees' positive impact			+
Business planning process			+

The relationship between team orientation and involved performance of employees	R^2	Statistically Significant Relationship	
Team work	Involved performance of employee	65.30%	+
Work organization to express the relationship with the company's goals			+
Teams are the primary building block			+
Horizontal control and coordination			+

The relationship between capability development and involved performance of employees	R^2	Statistically Significant Relationship	
The available skills of employees	Involved performance of employee	61.50%	+
Employees' capability			+
Investing in employees' skills			+
The available skills of employees			+

The relationship between coordination and integration and consistency of procedures	R^2	Statistically Significant Relationship	
Alignment of goals across different units	Consistency of procedures	58.30%	+
Common perspective across different units			+
Coordination across different units			+
Work integration between different departments			+

The relationship between agreement and consistency of procedures	R^2	Statistically Significant Relationship	
Strong culture	Consistency of procedures	80.60%	+
Differentiation between right and wrong			+
Consensus on difficult issues			+
Agreement on key issues			+

The relationship between core values and consistency of procedures	R^2	Statistically Significant Relationship	
Set of values governing the way of doing business	Consistency of procedures	74.00%	+
Characteristic management style and practices			+
Manages practice what they preach			+
Ethical code guiding behavior			+

LIMITATIONS

We should be aware of some limitations that were attached to our study. Since this study was based on the managers' responses obtained via the distributed questionnaire, we should consider that managers might prefer to disclose positive or neutral answers to protect themselves in their positions and keep their competitive image in the market.

Also, this research only studied the effect of organizational culture on the internal dynamics of organizational performance and didn't consider the external environment affecting the performance.

Moreover, since managers are the right party to provide the combined strategic and interdisciplinary nature of the overall business, a more in-depth analysis can be conducted by administering interviews with top management levels to further study the impact of culture on their organizational performance because interviews can have open-ended questions and can show the different perspectives without being limited to the questions stated in the survey.

RECOMMENTATIONS

The management's responsibility is to provide a learning environment for its employees in order for them to know better their organizational culture. This will help in improving their overall performance and enhance their loyalty toward the firm. It is highly recommended that managers at Telecom companies are well educated on the concept of increasing the level of employees' involvement and the consistency of procedures and systems at work. They should also understand the impact of the organizational culture on their organizational performance and how the improvement of culture can be viewed as an opportunity for enhancing the development of organizational effectiveness.

EMPLOYEES' LEVEL OF INVOLVEMENT AT WORKPLACE

All employees need to be informed about the business. The necessary information related to quality, performance, customers, market competition and other related telecom aspects should be shared with employees. This can ease managers in decision making processes and in building the necessary strategies. Telecommunication companies should be able to create a sense of ownership and responsibility among their employees, have members who are highly committed to their work and feel that they have at least some input into decisions while being directly connected to the goals of the organization.

It is important to follow a "bottom up" input when taking decisions. Great ideas are not limited to executives and decision makers. Employees who are having direct interactions with the work itself and customers are considered as the key contributors to making the right decision.

Teams need to be considered as the primary block for any telecommunication company. The telecommunication companies should train their employees on how to work together for the

purpose of creating more value and increasing customer satisfaction. Team rewarding can be used to encourage the employees in progressing on the team learning curve and experience success in teamwork.

CONSISTENCY OF SYSTEMS AND PROCEDURES AT WORKPLACE

The telecommunication companies need to first identify a clear code of ethics and set of core values in a way that these values are clearly understood by the employees. The telecommunications companies should give more importance to coordination and integration among different units and functions and to developing corporate ethics at their companies through formulating a clear code of ethics showing perfectly the clear set of ‘do’s’ and ‘don’ts’ to their employees. This is because a strong culture emanates from reinforcing, sharing, and intensely holding common values, behavior patterns, and practices in the company.

Companies should work hard to create an alignment between the employees’ behavior and core values. The employees’ activities should be performed within the boundaries of core values. Once this is achieved, the right decisions can be made by employees by comparing the situation along with the core values of the company. The code of ethics put and the development of the staff skills to better understand the company’s goals are very crucial for surviving in such competitive market.

Building a strong culture takes years to be achieved. Hiring people and investing in their development is important for building a strong culture in the telecommunication industry. A common experience base can be created to help people concentrate on the common business interests through involving different employees from different units of the company.

FURTHER STUDIES

It is highly recommended for future researches that the level of involvement and consistency in the telecommunication industry is linked to different outcomes such as the level of satisfaction, market share, sales revenues and performance. Also, researchers should take into consideration certain indicators like job reward, decision making practices, inter unit coordination, HR emphasis, work organization, quality of services, and product development and innovation.

CHAPTER SEVEN

APPENDIX

QUESTIONNAIRE INVITATION LETTER

Dear Participants,

As a part of finishing the steps of my MBA Degree from Haigazian University, I am conducting a survey about the impact of organizational culture on Employees' Involvement and Consistency of procedures the telecommunications companies in Lebanon.

Giving me time to fill out the attached questionnaire will be really appreciated. Any of the personal information regarding your name or address is not required. All your responses will remain strictly confidential, and will be reported anonymously in the thesis. The questionnaire consists of 30 statements that should be filled according to your level of agreement regarding how each of the below statements relate to your workplace.

The scale will vary among Strongly Disagree to Strongly Agree. The name of the company should be mentioned and the cultural traits' effect on your performance will be evaluated when answering the questionnaire.

For any clarification, please do not hesitate to contact me at fatima.r.charara@gmail.com

Your cooperation and support are highly appreciated,

Sincerely,

Fatima Charara

QUESTIONNAIRE

This Questionnaire aims to measure some factors that affect the involvement and consistency of employees in the Telecommunications Companies. It would be highly appreciated if you could help in filling this survey which is needed for my MBA thesis research.

All the information provided will be confidential and will not be shared or used for any other purposes.

Position: Company: Employment Period:

Note: If your employment Period is less than Two (2) years, please don't fill the below

Kindly Read the below statements carefully and specify your degree of agreement or disagreement with them.

Nb.	**Please Specify how each of the below statements relate to your Company**	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
1	Most employees in this company are highly involved in their work.					
2	Decisions in this company are usually made at the level where the best information is available.					
3	Information is widely shared in this company so that everyone can get the information s/he needs when it is needed.					
4	Everyone in this company believes that s/he can have a positive impact.					
5	Business planning in our company is ongoing and involves everyone in the process to some degree.					

6	Cooperation and collaboration across functional roles are actively encouraged in this company.					
7	Working in this company is like being part of a team.					
8	Work is sensibly organized in this company so that each person can see the relationship between his/her work and the goals of the organization.					
9	Teams are the primary building block of this company.					
10	This company relies on horizontal control and coordination to get work done, rather than hierarchy					
11	This company delegates authority so that people can act on their own.					
12	The capability of the people in this company is viewed as an important source of competitive advantage.					
13	This company continuously invests in the skills of its employees.					
14	Problems often arise in my company because we do not have the skills necessary to do the job.					
15	There is good alignment of goals across levels of this company.					
16	People from different units still share a common perspective.					
17	It is easy to coordinate projects across functional units in this company.					
18	Working with someone from another part of this company is like working with someone from a different company.					
19	This company has a strong culture.					
20	There is clear agreement about the right way and the wrong way to do things in this company.					

21	It is easy for us to reach consensus, even on difficult issues.					
22	We often have trouble reaching agreement on key issues.					
23	There is a clear and consistent set of values in this company that governs the way we do business.					
24	This company has a characteristic management style and a distinct set of management practices.					
25	The managers in this company "practice what they preach."					
26	This company has an ethical code that guides our behavior and tells us right from wrong.					
27	I consider my self-satisfied with the level of involvement I am getting at my work place.					
28	At my workplace I consider myself satisfied with the integration of internal systems based on agreed values and beliefs					

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