

# The Role of Organizational Change, Organizational Culture, Organizational Politics on Organizational Learning

Tahira Nazir<sup>a</sup>, Syed Fida Hussain Shah<sup>a\*</sup>, Yasin Munir<sup>b</sup>

<sup>a</sup>Department of Management Sciences, COMSATS Institute of Information Technology, Wah Cantt, Pakistan

<sup>b</sup>Department of Management Sciences, Universiti Teknologi Malaysia, 81310 UTM Johor Bahru, Johor, Malaysia

\*Corresponding author: fida@ciit.net.pk

## Abstract

We endeavor to emphasize the latest advances in thought with the help of research and practice. The study extends the existing research in this area by focusing on the impact of these forces on organization. Our purpose is to make our research a useful resource for scholars who want to have well-incorporated reviews of the literature, advancement in research methods, and thoughts about practice which would open new ways of working with organizations to create successful change. To analyze the role of organizational change, organizational culture, and organizational politics on organizational learning, around 300 questionnaires were distributed in Manufacturing, Education, Energy, Banking and Telecommunication sector in Pakistan. Complete survey received of two hundred and sixty four at the response rate of 88%. Pearson's moment correlation, descriptive statistics and linear regression is applied to determine the role of organizational change, organizational culture, and organizational politics on organizational learning. The result show that Organizational Change, Organizational Culture, and Organizational Politics have a significant and positive relationship with the Organizational Learning. Limitations and future directions are also discussed in this study.

**Keywords:** Organizational change; organizational culture; organizational politics; organizational learning

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## 1.0 INTRODUCTION

The nature of organizational structure greatly influences its change when it decides to bring change in its structure and practices. It should divide its knowledge and communicate properly among its member (Barbaroux, 2011). By keeping in view that consistency view should be maintained. Due to the uniqueness of organizational practices and setup it is difficult to administer the change in skills and knowledge of members that are beneficial for the organization (Andrews, Cameron, & Harris, 2008). Environmental forces have a significant impact on organizational forces so the desired technical and cultural changes are not obtained in organization (Azzone & Palermo, 2011).

Socialization and motivational aspects of employees bring significant change in organizational culture (Taormina, 2009). Mechanistic and organic culture have important role to play organizational culture (Rad, 2006). The level of efficiency and effectiveness and performance of individual depend on the norms and values of organization (Balthazard, Cooke, & Potter, 2006). Organizational performance and profit would be enhanced by promoting the leadership competencies and culture of the organization among its members so that the organization is able to get the full response from its members (Asree, Zain, & Razalli, 2010). Organizational culture is greatly influenced by adhocracy culture that promotes innovation and by bureaucratic culture that promote imitation (Valencia, Jimenez and Valle, 2011). The success of the organization relies on effective management of its leader (Taormina, 2008). Transactional leadership, transformational leadership and contingent reward are the leadership theories that are positively related to the knowledge management (Nguyen & Mohamed, 2011).

As organizational politics is a search of self-interest of individual but some of the selfish organizational member primarily promotes self-interest even at the expense of the organizational objectives and revealed their activities in the direction of greater organizational goal (Gotsis & Kortezi, 2011). When an organization engaged in the development of new product it sometime do not consider the element of political unfairness (Weissenberger-Eibl & Teufel, 2011). Content of job and level of hierarchy also decide about the politics of the organization. Empowerment and the four factors hierarchy, organizational context, micro politics and suspicion are quite influencing in order to consider knowledge sharing within the project team (Ford, 2006) (Friesl, Sackmann, & Kremser, 2001).

Organizational learning is influenced by the culture, changing physiological contract and power differential between groups and leadership (Lucas & Kline, 2008). All human resource management activities largely reflect the organizational learning that has positive relation with organization performance (Sharma, 2006).

Trust in supervisor and employee willing to assist the coworker will observed less politics (Poon, 2006). By protecting the interest of organizational member's proper renegotiation and better performance management are helpful for organizational change, culture, politics and learning (Field, 2011). Positive working attitude of employees and the learning environment are the important factor for the success of organization (Alas, Vadi, & Sun, 2009).

The purpose of this study is to determine the role of organizational change, organizational culture, organizational politics and organizational learning on organization. We endeavor to emphasize the latest advances in thought with the help of research and practice. The study extends the existing research in this area by focusing on the impact of these forces on organization. Our purpose is to make our research a useful resource for scholars who want to have well-incorporated reviews of the literature, advancement in research methods, and thoughts about practice which will open new ways of working with organizations to create successful change.

## ■ 2.0 LITERATURE REVIEW

According to Barbaroux (2011) change in organizational structure and the connection between communication and organizational structure has been brought due to the changes made in military organizations. Other than this, transformation of military organizations also explain new versions in which organization divides its knowledge among particular members and then communicate it among its members, however keeping in view that consistency should not be gone away. According to Andrews, Camron and Harris (2008) every organization has unique environment and culture so the change in organizations practices is difficult to administer. The managers accept only those skills and knowledge beneficial for the organization that seems fit for organizational change. These authors wanted to bring change in management by applying timely informative and deep approaches. According to Azzone and Palermo (2011) the cases which were under consideration presented organizational change in distinguished way which seems to be quite problematic. Because organizational forces have to face the environmental forces so the preferred technical and cultural transformations in organizations are not obtained. According to Prenket (2006), in an organized activity if paradox which is inconsistency occurs then it may change some elements of organized activity or either there comes a need to replace some elements of that activity. According to Eikeland and Nicolini (2011) turning into practice does not necessarily mean that you have actually practicing everything or strictly follow the social science. It is actually a matter of developing a theory which gives a clear sense to practitioners about what they already do so they may be aware of their doings. The model generated as a result of such theory would not create subjects based on some laws but rather a discipline like grammar in which things are known to him well who knows them well.

According to Taormina (2009) the needs to bring motivational aspects in employees call for significant change in all socialization areas of organization; whereas socialization calls to bring significant changes in organizational cultures. Different models which have been used to develop understanding found that employees' needs are linked to organizational culture because of organizational socialization. According to Hilal, Wetzel and Ferreira (2009) managers and employees in the organization believe that differences exist in organizational culture which is evident by the presence of two organizational culture clusters. However results also emphasize to improve the consistency between the factors that enhances performance and different aspects of Organizational culture. According to Rad (2006) there was average emphasis of total quality management in Isfahan University Hospitals. The main areas of focus of total quality management are process management, customers, leadership and management whereas the less focused areas are dealers, output of the performance, long term planning and physical resources. The main factors which affect the total quality management success are human resource problems, performance appraisals and strategic problems. According to research more than half percentage of hospitals follow mechanistic structure and few follow organic structure. Out of the total hospitals which were under consideration slightly lesser had week emphasis on organizational norms and values whereas remaining had somehow emphasis on this. The successful implication of quality management in hospitals that follow simple, decentralized, low formalized structure and the hospitals where organizational norms and values are somehow followed was higher than those with complex, formalized, centralized structure and where rules are highly followed. According to Balthazard, Cooke and Potter (2006) correlation analysis reveal that all individuals and other forces in the organization that are responsible for maintaining its performance have positive relation with productive norms and values of organization but have negative impact of impair functioning styles. However it is clear from results that dysfunctional or impairs styles result in lowering of efficiency, effectiveness and performance of organization. According to Chang and Lin (2007) it was found that those organizations which are fully controlled by management in such organizations information security management values of secrecy, honesty, accessibility and answerability have strong positive relation with effectiveness and consistency which are important characteristics of such organization. Whereas such organizations which are flexible in their working and whose main characteristics are cooperativeness and innovativeness, there the information security management principles have no affective relationship with its such characteristics as it is clear that confidentiality and cooperativeness are negatively correlated.

Asree, Zain and Razalli (2010) pointed out that headship competencies and culture of organization both have the direct relationship with receptiveness. These are leadership skills and behaviors that promotes and generates cooperation among the persons to achieve a collective outcome and a common vision and contributes to superior performance. Moreover, this supportiveness of employees makes a positive relationship of responsiveness with the revenue of the organization. These important factors would make the operational practices more approachable to the clients and this would get better the organization performance and profit. According to Valencia, Jimenez and Valle (2011) organizational culture is one of the major determinant of innovation and imitation. Organization focusing on adhocracy culture are very good at problem solving and innovation and has a strategy of developing and introducing innovative new products and services into the market before their competitors. On the other hand, organizations focusing on hierarchical culture will promote imitation culture. They try to avoid the cost associated with the basic investigation and the development of technologies and adopt competitor's ideas and technology. Taormina (2008) pointed out that leader behaviors are more controlled in the culture of bureaucracy to reach certain predetermined goals more efficiently and more elastic in the culture of innovation in dealing with ever changing demands and goals. But against the hopes it is more controlled in the culture of supportiveness. These results are proved by many models and showed that headship and philosophy of socialization both showed an important discrepancy in all the cultures. The headship behaviors are attached diversely with socialization that it supports the majority of aspects and disprove few features of the theory of the organization. According to Nguyen and Mohamed (2011) the success of the organization relies on the effective management of its leader. There are four leadership theories that are positively related to the knowledge management practices. Transactional leadership is the influence of a leader towards its subordinates in which a leader has to give something to his followers in exchange for performing certain tasks. In transformational leadership the leader works as a model and a motivator to encourage the followers to work not because of an exchange of value but for the love of their work. Charismatic leadership is leadership based on the leader's ability to communicate and behave in ways that reach

followers on a basic, emotional way, to inspire and motivate. Contingent reward leadership involves the leader assigning follower agreement on what needs to be done with promised and actual rewards in exchange for satisfactorily carried out the assignment. According to Xenikou and Simosi (2006) the accomplishment and the organizational culture orientation have a direct impact on performance. Conversely transformational leadership and humanistic orientation have an indirect positive impact on performance in which the goal is to accomplish the performance of high quality.

According to Gotsis and Kortezi (2011) organizational politics is a search of self interest of individuals in the organization without consider to their effect on the efforts of the organization to achieve its objectives. By adopting an alternative view of behavioral assumptions it deduce a positive political behavior. This view claims to reduce the existing differences between the different types of political behavior in defending of a wide-ranging, participative and welfare enhancing political process. Bounded self interest assumption is more representative of actual human behavior. Some of the selfish organizational members primarily promote self-interest, even at the expense of organizational objectives and revealed their activities in the direction of greater organizational good. Weissenberger-Eibl and Teufel (2011) pointed out that there is an intersection between the effects of politics of organization and the selection of the project of new product development. In the selection decision of project the firms sometimes do not consider the element of political unfairness. The analysis also reflected the differences in assumptions in organizational politics. Future research could be beneficial by combining different political and methodological perspectives. According to Beyes and Volkmann (2010) the identification of political organization theory must be encouraged. This makes additional inquiries of drama of the politics of organization that encourages to add our voices. According to Muhammad (2007) the contents of job or work and the level of hierarchy are important interpreters of the politics of organization. On the other hand, formalization and centralization did not have an important impact on the perceptions of the politics of organization. Formalization is the degree to which an organization relies on rules and procedures to direct the behavior of employees. Centralization is the concentration of decision-making authority in upper management. According to Gadot (2007) the research only partly holds up the intervening effect of the politics of organization on the relationship between leadership and performance. Performance includes the mode by which the employees perform their work and the flexible behavior of individual to go ahead of the basic requirements of job for the benefit of organization. There was also found a direct and positive relationship between leadership and performance. The individuals who show high involvement in their jobs consider their work to be a very important part of their lives.

According to Ford (2006) empowerment give support to developing such environment which helpful for organizational change and learning. According to Friesl, Sackmann and Kremser (2001) new entities knowledge sharing influenced by the cultural imprint and re import of existing organization. Four factors hierarchy, organizational context, micro-politics and suspicion are recognized as an influencing factors in consider to knowledge sharing within concept development and experimentation projects team and also have impact between the team and line organization. According to Poon (2006) trust in supervisor and employee willingness to assist the coworker observes less politics. According to Field (2011) interest of members of organizational are intimidated by the pay renegotiation and performance management which are also helpful for organizational change and learning. According to the Sheard, Kakabadse and Kakabadse (2011) what is the political nature of manager behaviour when he taking leadership action and how will that behavior modified to ensure that leadership action is effective.

According to Alas, Vadi and Sun (2009) during the organizational changes phase employees working attitude for the organizational learning and changes is one of the most important factors of success. According to Pokharel and Hult (2010) the learning environment sway the organizational learning and its variation estimated by the penetration rate in local department. According to Lucas and Kline (2008) organizational change and learning were influenced by the culture, changing physiological contract and power differential between groups and leadership. According to Sharma (2006) Human Resource Management activities largely reflected the organizational learning and it has a positive correlation with organization performance. According to Varney (2008) in organization most oftenly small things impact leadership learning and advice of human resource professional to develop the leadership and learning programs in organization.

From above literature review some following hypothesis are subtracted to examine the role of organizational change, organizational culture and organizational politics on organizational learning.

**H<sub>1</sub>:** There is a significant association between organizational change and organizational learning.

**H<sub>2</sub>:** There is a significant association between organizational culture and organizational learning.

**H<sub>3</sub>:** There is a significant association between organizational politics and organizational learning.

### ■ 3.0 METHODOLOGY

In order to get the information for our research purpose, we gathered information from our respondents through questionnaires. So for this purpose, questionnaires are distributed in employees, managers and faculty members to analyze the role of organizational change, organizational culture and organizational politics on organizational learning.

Questionnaires contain two sections:

- Demographic Section
- Subjective Section

Demographic section comprises of gender, age, education and occupation of the respondents. Subjective section comprises of organizational change, organizational culture, organizational politics and organizational learning. 129 managers, 54 employees, 76 faculty members and 5 students are selected to get responses for analysis. 300 questionnaires were distributed and 264 out of 300 were received complete questionnaires at the response rate of 88%. 40 items are deemed to gather responses for managers, employees, faculty members and students while 5 point Likert scale is used to measure these responses. Data is collected from educational, banking and industrial sectors with stratified random sampling techniques. The target population of this research was University of the Punjab Gujranwala

Campus, Gift University, Bank of Punjab, Habib Bank Limited, United Bank Limited, Alfalah Bank Limited, Coca Cola Company and Strategic Systems International Lahore. Sample size for the study was 300. A survey instrument in the form of close ended questionnaire was developed for the purpose of collection of data. The participants were 17% female and 83% male.

#### 4.0 ANALYSIS AND DISCUSSION

To analyze the role of organizational change, organizational culture and organizational politics on organizational learning, descriptive statistics and Pearson's moment correlation are applied while Cronbach's alpha is also mention regarding each question and results are shown in Table 1. To test the hypotheses and to determine the association of each variable, Pearson's Correlation Coefficient and descriptive statistics was determined and analyzed to compute mean and standard deviation of the variables and to analyze the tendency of the respondents. 5 point Likert scale was used to get the responses while Cronbach's alpha was also computed to test the reliability of the analysis.

**Table 1** Pearson's moment correlation N=264

Description of Variables	Mean	SD	Alpha	1	2	3	4
1. Organizational Change	3.9981	.41191	.785	1			
2. Organizational Culture	4.0668	.45871	.813	.737**	1		
3. Organizational Politics	4.0355	.51196	.797	.609**	.491**	1	
4. Organizational Learning	3.9048	.59295	.816	.560**	.510**	.652**	1

\*\* Correlation is significant at the 0.01 level (2-tailed).

In Table 1 each variable shows mean value of the given responses that represents overall population tendency and each variable represents standard deviation which represents total variation of each respondent against each variable and Cronbach's alpha was also determine against each variable for the reliability of analysis.

The mean value of Organizational change is 3.9981 that show the positive tendency of the respondents. 3.9981 is close to 4 that shows organizational change has significant role in organizational learning while 0.42 is the standard deviation that shows 42% variation among responses from strongly disagree to strongly agree of the respondents where as alpha is 0.785 that shows 78.5% reliability of the survey about adaptability of the respondents. Table 1 shows organizational change is strongly correlated with organizational learning and also significant correlate with rest of the variables.

The mean value of Organizational culture is 4.0668 that show the positive tendency of the respondents. 4.0668 is close to 4 that shows organizational culture has significant role in organizational learning while 0.46 is the standard deviation that shows 46% variation among responses from strongly disagree to strongly agree of the respondents where as alpha is 0.813 that shows 81.3% reliability of the survey about adaptability of the respondents. Table 1 shows organizational culture is strongly correlated with organizational learning and also significant correlate with rest of the variables.

The mean value of Organizational politics is 4.0355 that show the positive tendency of the respondents. 4.0355 is close to 4 that shows organizational politics has significant role in organizational learning while 0.51 is the standard deviation that shows 51% variation among responses from strongly disagree to strongly agree of the respondents where as alpha is 0.797 that shows 79.7% reliability of the survey about adaptability of the respondents. Table 1 shows organizational politics is strongly correlated with organizational learning and also significant correlate with rest of the variables.

The mean value of Organizational learning is 3.9048 that show the positive tendency of the respondents. 3.9048 is close to 4 that shows organizational learning has significant role while 0.59 is the standard deviation that shows 59% variation among responses from strongly disagree to strongly agree of the respondents where as alpha is 0.816 that shows 81.6% reliability of the survey about adaptability of the respondents. Table 1 shows organizational learning is strongly correlated with organizational learning and also significant correlate with rest of the variables.

To test the relationship of organizational change, organizational culture and organizational politics on organizational learning linear regression is applied while to test the normality of data and nature of correlation Durbin-Watson is also applied.

**Table 2** Model summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.693 <sup>a</sup>	.480	.474	.43001	1.688

a. Predictors: (Constant), Organizational Politics, Organizational Culture, Organizational Change

b. Dependent Variable: Organizational Learning

R=0.693 shows 69.3% variation in organizational change, organizational culture and organizational politics on organizational learning. R square is the coefficient of determination which shows 48% total variation with its linear relationship of organizational change, organizational culture and organizational politics on organizational learning.

Durbin-Watson test is used to test the nature of correlation whether it is positive autocorrelation ( $d < 2$ ), negative autocorrelation ( $d > 2$ ) and zero autocorrelation ( $d = 2$ ). Since the value of “d” is less than 2 it means there is positive autocorrelation and data is fair, normal and suitable for analysis and also regression test is applicable.

**Table 3** ANOVA<sup>b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	44.391	3	14.797	80.022	.000 <sup>a</sup>
	Residual	48.077	260	.185		
	Total	92.468	263			

a. Predictors: (Constant), Organizational Politics, Organizational Culture, Organizational Change

b. Dependent Variable: Organizational Learning

Table 3 of ANOVA shows level of significance since the value of “P” is less than .05 so it is accepted the role of organizational change, organizational culture and organizational politics on organizational learning is highly significant.

**Table 4** Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.053	.274		-.195	.846		
	Organizational Change	.204	.105	.141	1.941	.053	.376	2.656
	Organizational Culture	.218	.086	.169	2.539	.012	.454	2.203
	Organizational Politics	.560	.065	.483	8.546	.000	.626	1.598

a. Dependent Variable: Organizational Learning

In Table 4 A = -0.053 is the average of organizational learning when organizational change, organizational culture and organizational politics are zero whereas 0.204, 0.218 and 0.560 are the values of “beta”. It shows one unit increase in organizational change will bring 0.204 unit increases in organizational learning. With one unit increase in organizational culture will bring 0.218 unit increases in organizational learning. Similarly, with one unit increase in organizational politics will bring 0.560 unit increases in organizational learning.

#### **Organizational Learning = -0.053 + 0.204 (Organizational Change)**

Above linear equation shows that one percent organizational change will bring 20.4% change in organizational learning.

#### **Organizational Learning = -0.053 + 0.218 (Organizational Culture)**

Above linear equation shows that one percent organizational culture will bring 21.8% change in organizational learning.

#### **Organizational Learning = -0.053 + 0.560 (Organizational Politics)**

Above linear equation shows that one percent organizational politics will bring 56.0% change in organizational learning.

According to Table 4 if tolerance value exceeds than 5 and VIF exceeds 10 it means Collinearity in data exist. In Table 4 indicates tolerance values of organizational change, organizational culture and organizational politics are 0.376, 0.454 and 0.626 which are less than 5 and VIF is also less than 10 that shows there is no Collinearity exist.

If significance value is greater than 0.05 than alternative hypothesis is rejected and if significance value is less than 0.05 than alternative hypothesis is accepted. So we conclude that:

- There is insignificant association between organizational change and organizational learning
- There is significant association between organizational culture and organizational learning
- There is insignificant association between organizational politics and organizational learning

## **5.0 PRACTICAL IMPLICATIONS**

This study provides some course of action to understand the role of organizational change, organizational culture and organizational politics on organizational learning. Managers should pay more attention on organizational change and organizational culture and less on organizational politics to enhance organizational learning. The research findings signify the importance to consist of the management of



both flaxen procedures and reasonable outcomes. These findings help the managers to realize how flaxen judgments have valuable workforce in the course of enhancing organizational learning.

## 6.0 LIMITATIONS AND FUTURE DIRECTIONS

Organizational change, organizational culture and organizational politics are considered as significant factors of organizational learning. Therefore, a further research should be examined in other sectors for more concrete results. Further research should also effort to achieve a larger population sample size. Future research should also effort to achieve a larger population sample size. Future researchers can get better the general application of the current study by replicating these outcomes using other statistical tools and methods.

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