

Organizational Culture and Effectiveness: A Literature Review

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Abstract

This review examined studies concerning organizational culture theory, specifically how it affects the effectiveness of organizations. It starts with an introduction of Denison and Mishra's (1995) model and its use of the terms organizational culture and effectiveness in the field of management of organizations. Subsequently, it presents a table, chronologically organized, introducing significant research that highlighted major traits and developments of organizational culture theory as it relates to effectiveness. Next, beginning with Denison and Mishra's (1995) seminal article, this review discusses how the construct of organizational culture and effectiveness has advanced over the years, nationally and internationally and to various contexts. The examination largely concludes with a discussion of the current state of the organizational culture theory as it relates to effectiveness, addressing possible future developments and potential applications in educational settings.

Keywords: organizational culture, effectiveness

1. Introduction

Denison and Mishra (1995) groundbreaking research identified a critical gap in the organizational studies literature as it concerned the need for unambiguous theories of organizational culture and effectiveness. Their connection of the terms, "effectiveness" and "organizational culture" utilizing mixed methods, opened the doors for a scholarly discussion of the impact of organizational culture to the effectiveness of organizations. Such scholarly conversation continues to be a work in progress in the 21st century (Saad & Abbas, 2018).

Their seminal study, looked into the culture of organizations with a functionalist lens, seeking to, "develop and test a model of the cultural traits that appear to characterize effective organizations" (Denison & Mishra, 1995, p. 205). The concept challenged the predominant symbolic views of organizational culture at that time (Martin, 2002). Denison and Mishra indicated that often, "culture measures are compared, in most cases, to measures of business performance, defined in financial terms" (p. 206). Along this line of thought, the study substantially advanced the literature of organizational culture by proposing, "building a more general theory of the cultural traits and values associated with effectiveness" and, "test the impacts that these traits have on multiple dimensions of effectiveness" (Denison & Mishra, 1995, p. 207).

In spite of the criticisms of such a broad view (Smith & Shilbur, 2004), the indication that organizational culture may have an impact on effectiveness of organizations considering traits and values captured the interest of practitioner and scholars concerned with a holistic view of the phenomenon. While some researchers initially identified some shortcomings on Denison and Mishra's (1995) integrative approach of organizational culture (Martin, 2002), the same researchers later acknowledged that it contributed to the advancement of the literature by offering, "a different kind of insight" (Martin, 2002, p. 254). Overall, Denison and Mishra's (1995) seminal work indeed pioneered and contributed to a series of studies and scholarly discussions in the field of organizational culture, as it is highlighted chronologically on research table 1.

Seminal Audit Research Table 1.1

Article Title	Date/ Journal/ Discipline	Author(s)	Article Synopsis	Article Contributions
<p>Seminal: Toward a theory of organizational culture and effectiveness</p> <p>Cited by 2914 (Google metrics, 07/27/19)</p>	<p>1995/ <i>Organization Science/ Organizational Behavior</i></p>	<p>Denison, D. R., & Mishra, A. K. <i>Professor of Management and Organizations Ph.D. University of Michigan, Organizational Psychology</i> Mishra, A. K. <i>Professor of Business Ph.D. North Carolina Central University</i></p>	<ul style="list-style-type: none"> Developed a model and tested via mixed methods organization culture and effectiveness (p. 205). The model was based on involvement, consistency, adaptability, and mission (p. 204). Suggested that, "culture can be studied as an integral part of the adaptation process of organizations and that specific culture traits may be useful predictors of performance and effectiveness" (p. 204). 	<p>Seminal article</p> <ul style="list-style-type: none"> Identified a gap in the literature, and the need of, "explicit theories of organizational culture and effectiveness" (p. 205). Attempted to combine "functionalist and the phenomenological perspectives" (p. 205). Traced a parallel between OC and "outcomes" (p. 205). Advanced the O.C theory by promoting attention to "the issue of organizational culture and effectiveness" (p. 205).
<p>1) <i>What is the difference between organizational culture and organizational climate? A native's point of view on a decade of paradigm wars.</i></p> <p>Theoretical paper</p>	<p>1996/ <i>The Academy of Management Review/ Organizational Behavior</i></p>	<p>Denison, D. R <i>Professor of Management Ph.D. University of Michigan, Organizational Psychology</i></p>	<ul style="list-style-type: none"> It is a response to the reviews of Denison and Mishra's seminal article. Pointed out the criticisms Denison and Mishra's article received for its positivist and mixed method approach (p. 642). In response, the author clarified the approach employed in the previous article, making a connection between climate and culture in organizations (p. 619). 	<ul style="list-style-type: none"> Suggested that culture and climate may overlap, however they are two distinctive entities, thus clarifying that the usage of mixed methods to study OC and effectiveness in Denison and Mishra's (1995) article was doable, as it addresses the first, not the latter. Addressed the fact that studies on culture should not be rejected or accepted, "because the perceptive they had taken" (p. 647).
<p>2) <i>Organizational and strategic predictors of manufacturing technology</i></p>	<p>2001/<i>Technovation/Technol ogy</i></p>	<p>Stock, G. N., & <i>Assistant Professor in the College of Business at Northern Illinois University. Ph.D.</i></p>	<ul style="list-style-type: none"> Studied 470 higher-level executives and managers at a manufacturing plant. Examined, "how organizational and strategic variables are 	<ul style="list-style-type: none"> Utilized a similar data collection as Denison and Mishra's (1995) study. Advanced Denison and Mishra's (1995) article discussion by evaluating culture and effectiveness

<p>implementation success: An exploratory study.</p> <p>Empirical Study</p>		<p><i>Operations Management, University of North Carolina. McDermott, C. M. Associate Professor Lally School of Management. Ph.D. Business, University of North Carolina.</i></p>	<p>related to success in technology implementation” (p. 625).</p> <ul style="list-style-type: none"> • The authors observed that, “culture as a factor in technology implementation has received little attention” (p. 626),and call for more studies addressing, “the relationship between organizational culture, operations strategy and technology implementation effectiveness” (p. 635). 	<p>in the context of manufacturing, adding the layers of technology and strategy (p. 626).</p> <ul style="list-style-type: none"> • Suggested that future studies should investigate “strategy and culture variables” (p. 635). • The results indicated, “that both culture and strategy variables are significant related to technology implementation” (p. 625). • Advanced the literature by pointing out that not only culture has impact on effectiveness but also “operations strategy will lead to positives results” (p. 634).
<p>3) <i>Organizational culture and effectiveness: Can American theory be applied in Russia?</i></p> <p>Empirical study</p>	<p>2003/Organization Science/ International Business</p>	<p>Fey, C. F., & Professor of International Business Stockholm School of Economics Ph.D. University of Western Ontario</p> <p>Denison, D. R Professor of Management Ph.D. University of Michigan, Organizational Psychology</p>	<ul style="list-style-type: none"> • Examined 179 companies in Russia, exploring, “the link between organizational culture and effectiveness for foreign-owned firms operating in Russia” and utilizing Denison and Mishra’s model (p. 686). • Utilized Denison and Mishra “survey items” (p. 691). • Linked, “functional incompleteness, subcultures, time perspective, and coordination to help explain the differences that we observed in effectiveness” (p. 702). 	<ul style="list-style-type: none"> • The authors’ build “on the framework developed by Denison and his colleagues” (p. 688). • Provided a cross-cultural analysis. • Advanced the OC theory as it relates to effectiveness by expanding the theory in other settings besides the US, and by adding new layers to the original model. • Modified the model adding the subculture layer, suggesting that even though Denison and Mishra study, “has shown that different cultural traits are related to different criteria of effectiveness”, their research in Russia points out that, “differences in national culture may influence the specific impact that the four traits have in Russia” (p.690). •

<p>4) <i>Culture in family-owned enterprises: Recognizing and leveraging unique strengths.</i></p> <p>Empirical study</p>	<p>2004/ Family Business Review/ Management</p>	<p>Denison, D. R Professor of Management Ph.D. University of Michigan, Organizational Psychology Lief, C., Ph.D., University Glasgow, Business Economy Family business Writer at IMD. Ward, J. L and Geert, S. Ph.D., Business, Stanford. Professor of Family business</p>	<ul style="list-style-type: none"> Utilized Denison and Mishra's model to study, "the culture profiles of 20 family-owned firms and compares those results to a larger data archive of 389 firms that are not family owned" (p. 67). Examined, "if a family firm's culture can be operationally described, contrasted to the culture of nonfamily firms, and related to company performance" (p. 68). The findings suggested, "that family-controlled firms do have a distinct, performance-enhancing culture" (p. 68). 	<ul style="list-style-type: none"> Advanced the OC theory by applying Denison and Mishra's model in the context of family business. Traced a parallel between "disciplines of family business and organizational behavior" (p. 61). Suggested that future studies should address, "How is culture translated into strategy and business performance" (p. 68). Advanced OC by suggesting that family owned companies are effective "because of who they are" and "what they do strategically" (p. 61), thus validating the importance of strategy, discussed in previous conversations cited in this table, (e.g. Stock & McDermott, 2003).
<p>5) <i>Defining, measuring, and comparing organisational cultures.</i></p> <p>Theoretical paper</p>	<p>2004/ Applied Psychology/ Organizational Psychology</p>	<p>Berg, P. T., & Wilderom, C. P. Prof. of Org. Psychology Tilburg Universiteit Ph.D. Tilburg Universiteit. Prof. of Change Management and Org. Behavior the Netherlands. Ph.D. Psychology, New York State</p>	<ul style="list-style-type: none"> Discussed how earlier theories and models present weakness. Compares Denison and Mishra's model with three other models. Discussed the lack of, "large-scale studies reporting on comparative studies" (p. 570). Suggested that OC, "forms the glue that holds the organisation together and stimulates employees to commit to the organisation and to perform" (p. 579). 	<ul style="list-style-type: none"> Discussed how theory advanced, but still lacks "large-scale, multi-organisational studies" and "longitudinal studies" (p. 579). Observed the importance of, "causal relationships" Points out that comparative OC surveys, such as the one used on the seminal, should focus on "employees' day-to-day organisational work practices" (p. 573) Advanced the theory of by acknowledging "differences and the similarities with national culture" as it relates to OC, and also adding the importance of the "leadership

				style”(p. 578)
6) Mapping cultural dimensions in Australian sporting organisations. <i>Empirical study</i>	2004/ Sport Management review/ Management and Sports	Smith, A. C. T., & Shilbury, D. Professor La Trobe University Ph.D. La Trobe University Professor Strategic Management - Deakin University Ph.D. Monash University	<ul style="list-style-type: none"> Identified a gap in the literature, suggesting that, “no research focusing on sport has yet provided a method of charting culture’s potential dimensions” (p. 133). Qualitatively collected data via interviews. Compared several models, including Denison and Mishra’s model. Identify”12 dimensions and 68 sub-dimensions of culture” at Australian the sports firms (p. 133). 	<ul style="list-style-type: none"> Advanced the theory by challenging Denison and Denison and Mishra’s study and its dimensions. Suggested that many studies, including Denison and Mishra’s study may have overlooked “industry sector differences” (p. 134). Observed that the literature often “choose their particular element of culture, describing what is left as insignificant, or existing only as a symptom of the “deeper” phenomenon”, thus suggesting the need of a holistic approach (p. 136).
7) Differential impact of cultural elements on financial performance. <i>Empirical Study</i>	2005/European Management Journal / Organizational Behavior and Management	Flamholtz, E., & Kannan-Narasimhan, R. Prof. UCLA, Ph.D. Org. Behavior Michigan Prof. San Jose University, Ph.D. UCLA Org. Behavior/ Management	<ul style="list-style-type: none"> Provided, “empirical evidence that some elements of an organization’s culture have a differential impact on the financial performance of a firm” (p. 50). Collected data “from different divisions of a US- based medium sized industrial enterprise” of 702 participants. (p. 50). 	<ul style="list-style-type: none"> Argued that, “the cultural element of customer service was found to be the dimension of culture with the greatest impact upon financial performance” (p. 63). Advanced the theory by exploring, “the effects of culture on corporate financial performance” (p. 62). Provides “empirical support for the conclusions of prior research by Denison and Mishra (1995)” (p.63). Validated Denison and Mishra’s study by suggesting that, “the customer scale of the present study is, at least in part, similar to the adaptability scale mentioned in the Denison and Mishra (1995) study” (p. 63).
8) Organizational culture and firm	2008/Journal of World Business/ International	Yilmaz, C., & Professor of Business	<ul style="list-style-type: none"> Examined the “effects on multiple dimensions of 	<ul style="list-style-type: none"> Advanced the theory by to expanding on “organizational

<p><i>effectiveness: An examination of relative effects of culture traits and the balanced culture hypothesis in an emerging economy.</i></p> <p>Empirical Study</p>	<p><i>Business</i></p>	<p><i>Bogāzici University.</i> Ergun, E. <i>Professor of management Gebze Institute of Technology</i></p>	<p>effectiveness” utilizing Denison’s model and scale.</p> <ul style="list-style-type: none"> • Looked at quantitatively at, “100 firms representing 18 major manufacturing industries in Turkey” (p. 291). • Suggested that the results are, “in line” and “consistent with the findings in western contexts”(p. 300). 	<p>culture elements with effectiveness” utilizing Denison’s model in Turkey (p. 291).</p> <ul style="list-style-type: none"> • Provided validation of Denison’s model and survey by having as a base the study on “Denison’s theory of organizational culture and effectiveness” (p. 291). • Contributed to the OC literature by, “examining the effects” of Denison’s model considering “several dimensions of organizational effectiveness” in Turkey (p. 300).
<p>9) <i>Organizational culture and effectiveness: A study of values, attitudes, and organizational outcomes.</i></p> <p>Empirical study</p>	<p>2009/Journal of Business Research/ Business Management</p>	<p>Gregory, B. T., <i>Professor of Business, Northern Arizona University.</i> Armenakis, A. A., <i>&Professor Auburn University College of Business</i> Shook B, C. L. <i>Professor Auburn University College of Business</i></p>	<ul style="list-style-type: none"> • Examined, “employee attitudes” in 99 healthcare sites in the US (p. 673). • Concurs with Denison and Mishra that OC that place emphasis on certain group values are more effective, and that, “cultural balance is positively related to employee satisfaction”(p. 674). • Argued that, “the group domain appears to be a more consistent predictor of effectiveness than the other three domains” (p. 675). 	<ul style="list-style-type: none"> • Advanced the theory of by suggesting that scholars should, “identify other mediating variables in the culture–effectiveness relationship” in order to fully understand how an “organization’s culture has an impact on its effectiveness” (p. 679). • Supported, “that the group domain has a significant impact on the effectiveness of the organization” (p. 678). • Suggested that, “employee attitudes mediate the culture– effectiveness relationship” (p. 673). • Advanced the literature by looking deeper into the “impact of the group domain and cultural balance on organizational effectiveness” (p. 675). • Advances the theory by expanding to the health care field.

<p>10) Linking organizational culture, structure, strategy, and organizational effectiveness: Mediating role of knowledge management.</p> <p>Empirical study</p>	<p>2010/ Journal of Business Research Business and Human Resources</p>	<p>Zheng, W., Prof. HR- Northern Illinois Ph.D. Zheiang Un. Yang, B., & Prof. HRM and Org. Behavior, Tsinghua Ph.D. HRM University of Georgia McLean, G. N. Prof. of HR Texas A&M University</p>	<ul style="list-style-type: none"> • Examined quantitatively via survey 1585 HR professionals in 301 organizations. • Utilized Denison and Mishra's model and an adaptation of its survey. • Explored, "the possible mediating role of knowledge management in the relationship between organizational culture, structure, strategy, and organizational effectiveness" (p. 763). 	<ul style="list-style-type: none"> • Advanced the literature by providing a different perspective on Denison and Mishra's study takes, suggesting that OC, "does not directly lend its influence on organizational effectiveness; rather, it exerts its influence through shaping the behavior of organizational members" (p. 765). • The results suggest that, "knowledge management can influence organizational effectiveness when it is in alignment with organizational culture, structure, and strategy" (p. 769). • Advances the field by pointing out the importance of studying structure when studying OC effectiveness.
<p>11) Estimating the impact of Denison's (1996), "What is the difference between organizational culture and organizational climate? A native's point of view on a decade of paradigm wars"</p> <p>Theoretical study</p>	<p>2011/ Journal of Business/ Business Management</p>	<p>Asif, F. Professor Business and Law, Auckland University of Technology, New Zealand.</p>	<ul style="list-style-type: none"> • Addressed Denison's study conducted in 1966, which provided clarification of Culture and Climate, an article in response to the criticisms of Denison and Mishra's methods and model for the study of OC and effectiveness. 	<ul style="list-style-type: none"> • Provided support for the methods utilized by Denison and Mishra's study by reviewing the impact of Denison's 1996, thus, supporting "the contributions the article makes emerge in the scope of disciplinary and interdisciplinary academic areas as management, HR practices, Medical care, psychology, and marketing" (p. 455). • Provided a comprehensive literature review and, "an analytical overview of the academic contribution that Denison's article makes across disciplinary and interdisciplinary research areas" (p. 455).
<p>12) Organizational culture and</p>	<p>2011/ Journal of Applied Psychology/ Business and</p>	<p>Hartnell, C. A., Professor Arizona</p>	<ul style="list-style-type: none"> • Empirically examined, 84 studies related to OC and 	<ul style="list-style-type: none"> • Advanced the theory by comparing Denison and Mishra's model with

<p>organizational effectiveness: A meta-analytic investigation of the competing values framework's theoretical suppositions.</p> <p>Empirical study</p>	<p><i>Organization Behavior</i></p>	<p>State <i>Ph.D.</i> <i>Management</i> – <i>Org.Behavior</i>, Ou, A. Y., & <i>Prof.Singapore Ph.D.</i> <i>Management</i> –Arizona State Kinicki, A. <i>D.B.A. Kent State Prof.</i> <i>Arizona State</i></p>	<p>effectiveness (p. 682).</p> <ul style="list-style-type: none"> Utilized meta-analysis to examine “organizational culture theory as well as culture’s relationship with firm effectiveness” (p.678). Adapted a competing values framework for the investigation, and compare it with the Denison and Mishra’s study. 	<p>other models to study culture and effectiveness.</p> <ul style="list-style-type: none"> Agreed with Denison and Mishra’s study that, “culture is a key ingredient of organizational effectiveness” (p. 678). Suggested that the results of the study are consistent Denison and Mishra’s findings that, “cultures should exhibit a positive association with financial effectiveness” (p. 682)
<p>13) Organizational effectiveness: American subsidiaries in Romania</p> <p>Empirical study</p>	<p>2011/ Journal of International Business and Economy/Business and Management</p>	<p>Banto, A., & Chandan, H. <i>Professor of Management Argosy University,</i> <i>Professor of Business Argosy University,</i></p>	<ul style="list-style-type: none"> Examined 51 U.S. firms in Romania. Addresses “associations between the independent variables” using the Denison and Mishra’s OC survey and model. The study supported Denison and Mishra’s notion, “that there is a link between organizational culture and performance” (p. 46). 	<ul style="list-style-type: none"> Provided empirical support for in an international setting for Denison and Mishra’s OC survey and model of organizational culture and effectiveness. Concurs with Denison and Mishra’s study that the four organizational culture traits in their model have a positive influence on effectiveness of organizations (p. 46)
<p>14) Do consistent corporate cultures have better business performance? Exploring the interaction effects</p> <p>Empirical Study</p>	<p>2012/ Human Relations/ Human Resources and Management</p>	<p>Kotrba, L. M., Gillespie, M. A., Schmidt, A. M., Smerek, R. E., Ritchie, S. A., & Denison, D. R. <i>Denison Consulting</i> <i>University of South Florida</i> <i>The University of Minnesota</i> <i>Northwestern University</i> <i>Novo Nordisk Inc.,</i></p>	<ul style="list-style-type: none"> Collected data from 88,879 participants in 137 public companies. Utilized an adapted version of the Denison’s OC Survey and model. Outlines ideas for potential future research. Presented, “an empirical demonstration of the importance of the interaction among cultural dimensions on performance” (p. 258). 	<ul style="list-style-type: none"> Advanced the theory by acknowledging that, Denison and Mishra’s study may be incomplete and, “the links between specific cultural traits and specific performance outcomes represent significant progress but it may also present an overly simplistic view of culture’s impact on performance” (p. 242). Suggested that the earlier finds of Denison and Mishra’s study may not give a complete picture, and

		<i>Prof. IIMD</i>		indicate that even though the “interplay between various aspects of an organization’s culture is important” (p. 257), “there is still much to learn about how various culture traits combine to predict organizational outcomes” (p. 257).
15) Organizational culture in hotel industry: Perceptions and preferences among staff. <i>Empirical study</i>	2013/ Advances in Management/ Human Resources Management	Mushtaq, A. L., Fayyaz, A. S., & Tanveer <i>Professors, University of Kashmir, Srinagar.</i>	<ul style="list-style-type: none"> • Conducted a study with 20 hotels in Kashmir valley. • Suggested that, “culture provides a base for understanding the differences that may exist between successful firms operating in the same national culture and differentiates truly high performing organizations from others” (p. 55). 	<ul style="list-style-type: none"> • Advanced the OC literature by extending the studies of OC and effectiveness to the Asia continent, and by including the service sector. • Suggested that OC, “is what distinguishes one successful company from the others” (p. 56). • Advanced the theory on OC by suggesting that, “collaboration, employee focus, knowledge-sharing and team work are the key cultural characteristics in the best performing” companies in the tourism sector in the Kashmir valley (p. 56).
16) The impact of organizational culture on job performance: a study of Saudi Arabian public sector work culture. <i>Empirical study</i>	2018/ <i>Problems and Perspectives in Management</i>	Saad, G. B., & Abbas, M. <i>Professors, College, Prince Sattam Bin Abdulaziz University</i>	<ul style="list-style-type: none"> • Qualitatively examined OC and effectiveness of higher education institutions in the Saudi context. • Suggested that, “The results of our research indicate a positive association between organization culture and job performance” (p. 216) • Proposed that, “the university should make necessary measures in order to allow changes in the organization and appreciate goals’ achievers” (p. 216). 	<ul style="list-style-type: none"> • Advanced the OC literature by extending the studies of OC and effectiveness to the Saudi higher education context. • Recommended that future research should, “evaluate separately the impact of each element of organizational culture on performance” (p. 216).

			<ul style="list-style-type: none"> • The study supported Denison and Mishra’s notion that there is a connection between organizational “cultural Strength” and performance (p. 207). • Elaborated further that, “cultural Strength”and other components have a positive effect on the“job performance” in the Saudi higher education context (p. 207). 	
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2. Denison and Mishra’s Research

Denison and Mishra (1995) traced a parallel between organizational culture and the organization's "outcomes" (p. 205). The study presented not only a fulfillment of a gap in the literature as it concerned organizational culture and effectiveness in various contexts but also offered a ground-breaking integration of the "functionalist and the phenomenological perspectives" (Denison & Mishra, 1995, p. 205).

In their seminal study, the authors developed and tested, via mixed methods, an organizational culture and effectiveness model they developed along with a survey based on four components: (1) involvement, (2) consistency, (3) adaptability, and (4) mission (Denison & Mishra, 1995, p. 204). In this light, Denison and Mishra advocated that "culture can be studied as an integral part of the adaptation process of organizations and that specific culture traits may be useful predictors of performance and effectiveness" (p. 204). The authors advanced the organizational culture theory by promoting attention to the concept of organizational culture and effectiveness, and by offering a different perspective to the field of organizational studies.

In summary, Denison and Mishra's (1995) study provided an essential contribution to the field of organizational culture. Ultimately, Denison and Mishra's research not only advanced OC in terms of presenting a groundbreaking connection of organizational culture and effectiveness with functionalist and the phenomenological viewpoints, but also by integrating both quantitative and qualitative methods.

2.1 The Evolution of Denison and Mishra's Research

In the past decades, Denison and Mishra's (1995) cutting-edge study of organizational culture and effectiveness of organizations has evolved into a scholarly discussion that continues to be a work in progress. Over the years, Denison and Mishra's study has received clarification of terms (Denison, 1996), criticisms (Smith & Shilbur, 2004; Berg & Wilderom, 2004), and empirical support (Banto & Chandan, 2011; Hartnell, Ou & Kinicki, 2011). In addition, Denison and Mishra's study has been adapted and explored not only theoretically, but also via empirical studies. Scholars, such as Stock and McDermott (2001), concur with Denison and Mishra's research that organizational culture impacts operation and processes of organizations in many ways (p. 626), while others advanced the theory by challenging Denison and Mishra's study and its dimensions (Smith & Shilbury, 2004). In this light, the authors observed that scholars, such as Denison and Mishra, "choose their particular element of culture, describing what is left as insignificant, or existing only as a symptom of the ‘deeper’ phenomenon", thus suggesting the need of a more holistic approach (Smith & Shilbury, 2004, p. 136).

Attempting to expand and decipher the phenomenon, scholars have conducted studies seeking to validate and to test it nationally (Hartnell, Ou & Kinicki, 2011; Gregory, Harris, Armenakis & Shook, 2009), internationally (Banto & Chandan, 2011; Saad & Abbas, 2018; Smith & Shilbury, 2004; Zheng, Yang & McLean, 2010), and in various sectors and industries (Mushtaq, Fayyaz, & Tanveer, Saad & Abbas, 2018; Smith & Shilbury, 2004). For example, Yilmaz and Ergun (2008) advanced the theory by expanding on the organizational culture, and effectiveness constructs utilizing Denison and Mishra's model and applying it in organizations located in Turkey (p. 291).

Yilmaz and Ergun (2008) examined the, "effects on multiple dimensions of effectiveness" in organizations utilizing the Denison and Mishra's model and scale, looking quantitatively at 100 manufacturing industries in Turkey (Yilmaz & Ergun, 2008, p. 291). In this study, the results appear to be "in line" and "consistent with the findings in western contexts" that the Denison and Mishra's study presented earlier in 1995 (p. 300).

Mushtaq, Fayyaz, and Tanveer (2009) conducted a study with 20 hotels in Kashmir Valley. The study suggested that organizational culture offers a foundation for the comprehension of, "the differences that may exist between successful firms operating in the same national culture" (Mushtaq et al., p. 55), such comprehension of differences may aid to distinguish a high performing organization from a low performing one (Mushtaq et al., p. 55). In a similar vein, Banto and Chandan (2011) examined 51 U.S. organizations in Romania. Banto and Chandan addressed the relations among independent organizational culture variables using the Denison and Mishra organizational culture survey and model (p. 46). The study supported Denison and Mishra's notion of possible connections between organizational culture and effectiveness of organizations (Banto & Chandan, 2011).

Fey and Denison (2003) examined 179 companies in Russia, exploring connections between organizational culture and effectiveness in foreign-owned organizations in Russia, also utilizing Denison and Mishra's model. The study sheds light to the construct by providing an interesting cross-cultural analysis of the phenomenon, and by modifying the original model, adding a "subculture" stream to the construct (Fey & Denison, 2003, p. 690). Even though Denison and Mishra's study revealed that each cultural dimension of the model is associated with a specific criterion of performance, their research in Russia points out that, "differences in national culture" in Russian organizations might affect the potentialities of the four dimensions of Denison and Mishra's model in organizations in that country, and that subcultures should be considered in future studies of Russian organizations (Fey & Denison, 2003, p. 690).

It is important to note that the contribution of Denison and Mishra's (1995) article in the field of organizational studies appears to go beyond the illumination of the construct of organizational culture and effectiveness in organizations. For instance, it also contributed to demystify the often symbolic perceptives linked to organizational culture studies in the early 1900's (Denison, 1996, p. 647). In this vein, scholars have advanced Denison and Mishra's research by addressing the fact that studies on culture should not be rejected or accepted, "because the perceptives they had taken" (Denison, 1996, p. 647). The study suggested that a positivist view of organizational culture has led to an advancement of the field. In addition, it stated that after Denison and Mishra's publication, research on organizational culture has been recognized and is, "being published in the leading organizational culture journals, only by emulating the same positivist research model culture researchers originally deployed" (Denison, 1996, p. 644).

3. The Discussion on Organizational Culture late 1990s earlier 2000s

The end of the 20th century and beginning of the 21st century have brought an intense and thought-provoking discussion among scholars regarding organizational culture and effectiveness, as it concerns the best methodology to study it and what additional variables should be considered in future studies as the concepts of organizational culture and effectiveness progresses in various contexts. In terms of the methodology to study it, in response to the reviews of Denison and Mishra's seminal article, Denison (1996) pointed out the criticisms Denison and Mishra's article received in 1995 for its positivist and mixed-method approach (p. 642). Denison (1996) clarified the approach employed in the article the author wrote with Mishra in 1995, by making connections and analogies about culture and climate in organizations, thus pointing out the importance of "dialogue", between integrative and interpretative studies (Denison and Mishra, 1995, p. 642).

Similarly, Stock and McDermott (2001) supported Denison and Mishra's methodology selection by suggesting that their study findings in their own study of 470 executives and managers at a manufacturing plant appear to be coherent "with Denison and Mishra's (1995) study of organizational culture and effectiveness" (p. 629). Despite its support, other scholars, such as Berg and Wilderom (2004), call for a more "creative" and "for a particular way of defining and measuring" organizational culture (p. 580). The authors advanced the theory by calling for a change in the way researchers study organizational culture and effectiveness (Berg & Wilderom, 2004, p. 579).

Furthermore, to contribute to the conversation as it concerns the addition of variables to be considered as the study of

organizational culture and effectiveness, Stock and McDermott (2001) advanced Denison and Mishra's (1995) discussion by presenting conclusions suggesting that, "both culture and strategy are linked to different types of outcomes" (p. 635). The authors also provided additional variables that may be considered to the study of OC and effectiveness, pointing out that a future study should also investigate strategy and organizational culture as it relates to effectiveness (Stock & McDermott, 2001, p. 635).

In a different vein, Flamholtz and Kannan-Narasimhan (2005) partially concur with the Denison and Mishra's (1995) study, suggesting that only, "some of the elements of an organization's culture" impact effectiveness (p. 52). Flamholtz and Kannan-Narasimhan advanced the theory by concluding, "that not all dimensions of culture are equal; some are more equal than others, or have a greater differential" in the effectiveness of organizations (p. 63). Other scholars, such as Stock and McDermott (2001), emphasized that not only culture has an impact on effectiveness but also, "operations strategy will lead to positive results" (p. 634). By evaluating culture and effectiveness in the context of manufacturing, the authors suggested that "technology", and "strategy" should also be considered as the study of organizational culture and effectiveness progresses (Stock & McDermott, 2001, p. 626). In response, later studies in the field endeavored to address the variants Stock and McDermott, (2001) suggested. For instance, Denison, Lief and Ward's (2004) study, as well as Zheng et al.'s (2010) investigation, included aspects of strategy into their studies of organizational culture and effectiveness.

3.1 Organizational Culture and Effectiveness in the 21st century

The 21st century also brought a noteworthy development in the field of organizational studies as it relates to organizational culture and its impact on the effectiveness of organizations as it concerns research and practice. Kotrba, Gillespie, Schmidt, Smerek, Ritchie and Denison (2012) conducted a large-scale study collecting data from 88,879 participants in 137 public companies. In the study, the authors provided a different perspective to Denison and Mishra's (1995) study conducted more than a decade earlier by adding extra importance of "consistency" in organizations when studying organizational culture and effectiveness, and by exploring the, "idea that the effects of cultural consistency on organizational performance may differ depending on the levels of other culture traits" (Kotrba et al., 2012, p. 64). Kotrba et al. (2012) suggested that earlier finds of Denison and Mishra's study did not provide a complete picture, and indicated that even though the "interplay between various aspects of an organization's culture is important", one needs to be careful when studying organizational culture as, "there is still much to learn about how various culture traits combine to predict organizational outcomes" (p. 257).

The 21st century advanced the literature slowly, but steadily, providing new directions and emergence of new variables to study the phenomenon in research and practice. Conversely, presetting limitations, perspectives, and possibilities for future research and practice, scholars, such as Banto and Chandan (2011), suggested that future researchers interested in contributing to the understanding of the organizational culture literature as it concerns its effectiveness, should seek to explore the relationships between organizational culture and effectiveness of organizations and if those are consistent or not in different organizations. Complementing the suggestions of Kotrba et al. (2012) as it concerns the inclusions of different perspectives to the study of organizational culture, Banto and Chandan (2011) proposed that instead of approaching the impact of organizational culture on "performance outcomes", it may be noteworthy to explore the, "idea that the effects of cultural consistency on organizational performance may differ depending on the levels of other culture traits" (p. 64). In this vein, the authors also recommended that future research should address aspects of human resources in organizations such as cooperation among members and teamwork characteristics (Banto & Chandan, 2011, p. 56).

Asif (2011) provided a comprehensive literature review and, "an analytical overview of the academic contribution that Denison's article makes across disciplinary and interdisciplinary research" (p. 455). Asif's review provided theoretical support for the methods utilized by Denison and Mishra study in 1995. The author's review of the impact of Denison's (2016) study provided some clarification of Denison and Mishra's article, indicating that the latter provides more significant integration of "disciplinary and interdisciplinary" fields (Asif, 2011, p. 455).

Most recently, the study of the construct has been expanding to the higher education field internationally. Saad and Abbas (2018) qualitatively examined organizational culture and effectiveness of higher education institutions in the Saudi context. The study supported Denison and Mishra's notion that there is a connection between organizational "cultural Strength" and performance (p. 207) and explains further that, "cultural Strength" and other components have a positive effect on the "job performance" in the Saudi higher education context (p. 207). The study also suggested that, "The results of our research indicate a positive association between organization culture and job performance" (p. 216).

The study recommended that future research should, "evaluate separately the impact of each element of organizational

culture on performance" (p. 216), and it opens the doors for more studies of organizational culture and effectiveness in higher education.

Conclusion

In this seminal audit paper, the researchers presented a briefly review of the concept of the advancement of organizational culture and effectiveness, from its conception to the present, by examining and summarizing different theoretical and empirical studies that highlighted various stages that the construct has passed through, in addition to its recent developments, contexts, and methods of study. The theory started with a controversial, for that time, mixed-methods approach, and throughout the years, as scholars engaged in discussions, more dimensions, perspectives, and methods of study were added to the investigation of the theory in various contexts. Scholars such as Banto and Chandan (2011) appear to endorse that the original theory of Denison and Mishra succeeded in fulfilling its theoretical and empirical promises in 1995. Other scholars, such as Smith and Shilbur (2004) appear to criticize the practicality of Denison and Mishra's model.

The study of the construct of organizational culture and effectiveness is certainly very thought-provoking, and its applications and importance in higher education organizations seem boundless. The possibilities of testing the organizational culture and its effectiveness in different settings, such as in higher education institutions in the US, particularly within various departments seem important as higher education institutions are opening their doors to a range of occupations (instructional designers, adjuncts, advisors) in the online contexts with employees based in various states and countries. To this end, Saad and Abbas (2018) study could and should be replicated in the higher education institutions in the US.

This construct could also be used to examine the organizational culture newly developed higher education online departments and its effects on student's performance utilizing the adapted model of Denison and Mishra's seminal model presented in this paper. It would also be interesting to conduct a comparative study addressing organizational culture and job effectiveness of online higher education in various countries.

It would also be noteworthy to investigate the organizational culture effects, if any, on the learning outcomes of students in face-to-face environments and online higher education environments considering the subcultures and the leadership that may exist in specific departments and units. A study of this nature could contribute to the advancement of the literature concerning leadership, organizational culture, and effectiveness of higher education. To this end, such a study may contribute to the advancement of Denison and Mishra's model and Banto and Chandan's (2011) indication, "that there is a link between organizational culture and performance" (p. 46). The literature search, reviews and the construct of organizational culture, leadership, and effectiveness appear to show that no known studies have fully addressed this sector thus far in online higher education institutions in the U.S. Such study could potentially serve to refine, improve and further expand this scholarly discussion to this emerging, yet important educational context.

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