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ANALYSIS OF ORGANIZATIONAL CULTURE: A MULTIPLE CASE STUDY

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ABSTRACT

The aim of the study is to explore the cultural dimensions in three companies: Turkish Airlines, CAC-Bank and Fajr-e-jam Gas Refining Co. The multiple case study method was used for this study, so the cultural dimension can be deeply researched. There are dimensions like Involvement, Cooperation, Information system, Learning, Care about clients, Adaptability, Strategic direction, Reward and incentive, System of control, Communication, Agreement and Coordination. The paper reveals multidimensional nature of organizational culture. The findings show that all the dimensions are influencing corporate culture. It is important to note that organizational culture is a complex and multifaceted concept, and it can be challenging to fully understand and analyze the cultural dimensions of a company. Limited time and information can make it difficult to fully explore the cultural dimensions of an organization. However, understanding the cultural dimensions of a company can be important for a number of reasons. As a conclusion the dimensions have a positive impact on the corporate performance where the companies are growing and globalizing. Moreover, the analysis shows cultural differences at organizational level in terms of firm type, size, and age. A positive organizational culture can lead to increased employee engagement and productivity, while a negative organizational culture can have the opposite effect. Understanding the cultural dimensions of a company can also be important for stakeholders, such as investors and customers, as it can provide insight into the values and practices of the organization.

Keywords: Organizational Culture, Organizational performance, Involvement, Communication

INTRODUCTION

Organizational culture is the established values, trust, expectations, norms and symbols created by certain groups of people and shared by the employees of the institution, which affect the way the institution works or the results of its activities. It is one of the important concepts that has recently affected the actions and thinking styles of professionals from constitutions from all world. This concept has grown as a result of pressures that demand better understanding and increased competitiveness of organizations and their components so that they can endure and thrive in new situations. The evolution of the idea of organizational culture has been supported by a major rethinking of the role played by human resources.

Although there are many different definitions of organizational culture, they all describe the same process. In the process, it is sharing. Organizational researchers define organizational culture as the assumptions, priorities, meanings and values shared by organizational members. In other words, it is a system of values shared collectively within the organization. Members of the organization show different sensitivities to the demands, expectations, situations and

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difficulties they encounter in the workplace. Culture is a tool that members use to organize their experiences in relation to the environment. From this point of view, organizational culture acts as a social glue within the organization and between the departments of the organization.

In this paper it was explained the importance and concepts of organizational culture and its effect on the process of change and improving performance. Turkish Airlines was chosen as a model where the company strategies explained in the process of change and the consolidation of the organizational culture.

The dimensions are developed according to the study of Ginevičius & Vaitkūnaite, (2006). This study shows a relationship between organizational culture and performance. It has been added extra dimensions after evaluating the organizational culture dimensions in three companies.

The research also discussed the companies organizational culture, its diversity, and its impact on improving performance and enhancing the company's competitive advantage. It explores the relationships between tangible and intangible elements in companies.

Literature Review

Organizational Culture

The thinking process basically helps to form one member from another (Hofstede, 1980). Success guidance based on different values and norms that make culture effective (Schein, 1990). Beliefs, behaviors, norms, and a set of values are helpful tools for making the culture most effective (Kotter & Heskett, 1992).

Culture is an abstract concept and the forces created in the social and organizational situations that arise from it are powerful. Cultural forces operate outside of our awareness. It is necessary to study them not for their strength, but because they help explain our diverse experiences in social and organizational life. Most importantly, recognizing cultural forces allows us to better understand ourselves (Schein, 1993)

Organizational culture encompasses core group values and messages; group presents shared organizational ideas and feelings to its members. This situation is not easily understood by those outside the organization. Organizational culture, continuity of actions, compliance in organizational behavior thus, it has an important role in the emergence of the organizational climate.

Employee performance is considered to be the backbone of the organization and it effectively leads its development. Employee commitment is based on cultural knowledge and awareness that improves the behavior of the organization (Ian, 2006). Organizational culture was first defined quarterly by Administrative Sciences (Pettigrew, 1979).

Company Performance

Company performance generally refers to the financial and operational success of a business. This can include measures such as revenue, profitability, market share, and efficiency. Company performance is often used to assess the overall health and success of a business. Corporate performance can include company performance as well as other factors such as sustainability, corporate social responsibility, and reputation.

Organizational outcomes refer to the results or effects that an organization is trying to achieve. These outcomes may be related to financial performance, but they can also include non-financial



goals such as improving customer satisfaction, increasing employee engagement, or achieving certain operational or strategic objectives.

Effective coordination between business functions is essential to ensure that the organization can meet the needs of its customers in a timely and cost-effective manner. This may involve aligning the goals and objectives of both functions, as well as establishing clear communication channels and processes to facilitate the exchange of information and coordination of activities.

In addition to coordination at an intra-organizational level, it is also important to consider the inter-organizational relationships between business functions. This may involve working with external partners, such as suppliers and distributors. It is complex and multifaceted, and requires careful planning and coordination to ensure that both functions are working effectively to support the overall goals and objectives of the organization. In summary, company performance and corporate performance are generally used to describe the financial and operational success of a business, while organizational outcomes refer to the specific results or effects that an organization is trying to achieve (Schramm-Klein & Morschett, 2006).

MATERIALS AND METHODS

A case study is a research method that involves an in-depth, detailed examination of a specific subject, such as a person, group, or organization. A multiple-case study consists of two or more cases or replications across the cases to examine the same phenomena. It is aimed to highlight different industries.

Multiple cases are used in a descriptive viewpoint. Multiple case studies are conducted for exploring the similarities and differences among different subjects or cases. It is possible to gain a more comprehensive understanding of a particular phenomenon or issue, and identify patterns or trends that may not be apparent when studying just one case. It raised convergence and divergence (Carrier *et al.*, 2004).

RESULTS AND DISCUSSION

The analysis of organizational culture using a multiple case study method allows for a deeper understanding of the cultural dimensions within an organization. This approach involves studying multiple organizations within a specific industry or sector to identify commonalities and differences in their cultural characteristics. The case study method allows for the collection of both quantitative and qualitative data, providing a comprehensive understanding of the organizational culture. The dimensions that are typically analyzed in an organizational culture study include involvement, cooperation, information systems, learning, care for clients, adaptability, strategic direction, reward and incentive systems, control systems, communication, agreement, and coordination.

The findings of such a study can reveal the multidimensional nature of organizational culture and how different dimensions interact with each other. It can also provide insight into how the organizational culture may impact the performance of the company and the engagement and productivity of employees. Additionally, understanding the cultural dimensions of a company can be valuable for stakeholders such as investors and customers, as it can give them a better understanding of the values and practices of the organization.



The study of Oliver, S., & Kandadi, K. R. (2006) explains ten major factors which are influencing knowledge culture like leadership, organizational structure, and evangelization, communities of practice, reward systems, time allocation, business processes, recruitment, infrastructure and physical attributes.

Santti, *et al.* (2017) focused on the effects of business model development projects on organizational culture. This study shows the difficulties to create a business culture with a multiple case study in SME's.

However, it is important to note that studying organizational culture can be challenging as it is a complex and multifaceted concept. Additionally, limited time and information can make it difficult to fully explore the cultural dimensions of an organization. Despite these challenges, understanding the cultural dimensions of a company can be critical for its success in today's globalized business environment.

Turkish Airlines Incorporation

Turkish Airlines is the flag carrier airline of Turkey founded in 1933. It is a joint stock company operating in the airline sector, and its major activity is passenger and cargo transportation around the world. The airline flies 305 cities and carries passengers from all around the world. Having the title of "Europe's Best Airline" in the Skytrax passenger rating for the last six years, together with its subsidiaries, Turkish Airlines employs around 60 thousand people worldwide. Turkish Airlines has doubled its growth twice in the last 10 years, becoming one of the airlines with the largest global network in the world, maintaining a solid profitability ratio and reaching one of the highest margins in the industry.

Openness, fairness and safety form the basis of Turkish Airlines' unique organizational culture. There are 11 in total, mainly consisting of companies providing services in the fields of training, ground handling, maintenance, catering and fuel supply (THY, 2022).

Fajr-e-jam (Kangan) Gas Refining Co

JAM GROUP CO. as a prominent manufacturer and supplier of Chemical Additives for various industrial fields, such as Oil & Gas, Mining, Water Treatment, Textile, Leather Tanning, PVC, Detergent and etc. was established in 2014 by an experienced group of business and technical experts. Based on observance of the commercial and technical principles, JAM GROUP managed to pave the way into international markets promptly.

All the sub-organizations of this group started to extract from the 6 million phase of South Pars gas by creating a dynamic, continuous and permanent process in improving the quality of the produced gas, which was a great change in R&D research and development that had not started in previous years.

Value chains in Jam Complex provide quality products based on customer satisfaction and market demand in the organizational system is defined. Selling all kinds of products of this complex with the aim of distributing products to its representatives in each region and then selling products from representatives to sub-groups, therefore, customer demand from the representatives of this complex is registered in each region. Submits proposals for its gas products to agents who request them from customers in accordance with the organization's internal rules.



In general, its management in its annual general in 2018, by creating the TQM process, succeeded in obtaining customer satisfaction and increasing its share in the regional markets.

Corporative Agriculture Credit Bank (Bank, 2012)

The Cooperative Agricultural Credit Bank was established pursuant to Law No. 9 for 1982, as a result of a merger between Agricultural Credit Bank, set up in 1975 and National Cooperative Development Bank, founded in 1979. As a consequence of the economic reform programs adopted by the Government in line with the requirements of globalization, the amalgamated Cooperative Agricultural Credit Bank has entered the banking industry market, reorganizing its structure, transforming the Bank by orderly stages, providing material and technological resources and selecting capable and qualified human cadres. All of these has been reflected in the development of the Bank's business to include more comprehensive banking services thus widening the size and activities of the Bank (CAC Bank, 2017).

Table 1. Dimensions of organizational culture in Turkish Airlines, Fajr-e-jam (kangan) Gas Refining Co. And CAC Bank

Dimensions	Turkish Airlines	Fajr-e-jam (kangan) Gas Refining Co.	CAC Bank
Involvement	<p>All employees have favorable condition for decision making and for giving various ideas, suggestion.</p> <p>The work environment allows employees to present their ideas and suggestions to solve and develop work problems.</p> <p>The work environment is conducive to cooperation and harmony among employees. There are good conditions for work, so employees get used to their work willingly.</p>	<p>There have good capture sentiment data that creates a scorecard which benchmarks the health of your workplace culture.</p> <p>The work environment it has reduce risk and claims and impact employee retention, productivity and diversity.</p> <p>Influenial workplace environment factors is the mention of how employees feel in the workplace, in addition to job opportunities.</p>	<p>The work environment is conducive to cooperation and harmony among employees.</p> <p>The work environment allows employees to present their ideas and suggestions to solve and develop work problems.</p>



	<p>Managers consult subordinates. When there are new projects, teams of different specializations are formed to implement the projects and cover all their requirements to achieve success. There are individual and group solutions, depending on the situation.</p> <p>There is cooperation between department managers to accomplish various tasks according to specialization and work relations.</p> <p>Employees work with managers in a team spirit where there is discussion and consultation to solve problems and develop work. Teamwork is used more often than individual work, especially when solving important questions.</p>	<p>Gives managers the practical guidance for how they can act on these instincts to help their firms succeed, through growing performance, strengthening company culture, and investing to win.</p> <p>There is cooperation that also play a role in marketing the company to customers and to society at large, thereby doubling as a form of public relations.</p> <p>Employees, might be attracted to companies whose cultures they identify with, which in turn can drive employee retention and new talent acquisition.</p> <p>Do your job better and help your company produce better results</p>	<p>Employees work with managers in a team spirit where there is discussion and consultation to solve problems and develop work. There is cooperation between department managers to accomplish various tasks according to specialization and work relations.</p> <p>There are individual and group solutions, depending on the situation.</p> <p>When there are new projects, teams of different specializations are formed to implement the projects and cover all their requirements to achieve success.</p>
<p>Cooperation (collaboration)</p>	<p>New or other important information reaches immediately through e-mail and SMS.</p>	<p>A quantitative measure of “information” is developed which is based on physical as contrasted with psychological considerations.</p>	<p>There is difficulty and slowness in the flow of data and information across departments (employees and managers), which leads to difficulty in making decisions.</p> <p>Sometimes personal differences interfere with the workflow. Where information is kept and not transferred in whole or in part to other parties. There is a boring routine in the process of information flow and use in decision-making.</p>



Learning	<p>Turkish Airlines invests in employees through trainings according to the international civil aviation rules.</p>	<p>To evaluate and analyze the gap according to TQM (totally quality management) indicators in Fajr Jam Gas Refinery, first data should be collected from managers and experts of Fajr Gas Refinery and the importance of each TQM indicators should be calculated using a new and very efficient BWM(best world method) technique.</p>	<p>The Bank invests in employees through continuous training plans and programs according to the needs that are identified in advance. Sometimes a certain percentage of financial support is provided to employees who develop themselves, such as high education studies and specialized professional programs.</p>
Care about clients	<p>Turkish Airlines invests in developing its current services and new services that meet the needs of customers.</p> <p>Turkish Airlines inquire customers opinion about the company and improvement of services constantly.</p> <p>The company is customer oriented, Turkish Airlines cares about its customers and meet their needs.</p>	<p>Systems, processes and forms of communications are automated.</p> <p>In Fajr Gas Refinery Customers have so many options as to where they can take their business, and it's important to be authentic and honest in your dealings with them.</p> <p>Fajr Gas Company willing to partner with them and have a two-way dialogue to ensure the see the "support" part of "customer support" being demonstrated, and not just being given lip service.</p>	<p>Customer satisfaction is studied annually done or upon a specific change.</p> <p>The bank invests in developing its current services and new services that meet the needs of customers, especially electronic services.</p> <p>The bank cares about its customers and meets their needs.</p> <p>Sometimes there is resentment from customers about the routine of some procedures that require a return to the head quarter.</p> <p>Branch managers build good relationships with customers especially VIP.</p>




Adaptability	<p>The company responds always to the changes in external environment.</p> <p>Employees have the ability to adapt to the changes in the organization since the fleet grows rapidly and the rules are based on aviation regulations.</p>	<p>The company planned ability to react effectively when business and environmental factors change unexpectedly.</p> <p>Employees o adjust your approach or actions in response to changes in your external environment</p>	<p>Response to external variables is slow. The employees always try to improve their performance.</p> <p>Employees have the ability to adapt to the continuous changes in the organization even if there is dissatisfaction in some things.</p> <p>There are some issues that go unresolved for long periods of time. There is teamwork among co-workers to solve complex problems.</p>
Strategic direction	<p>The company has long-term strategy, plans and goals.</p> <p>Often work is carried out according to pre-executive plans that emanate from the objectives and the strategic plan.</p> <p>There are clear policies and procedures for carrying out the tasks at the level of departments, sectors and individuals.</p> <p>There are strategic directions in Turkish Airlines, goals and strategic and operational plans.</p> <p>Turkish Airline's vision was realized in many aspects during lock-down period, even gained profits.</p>	<p>There are strategic directions in unite a company's strategies and provides for greater stability into the future.</p> <p>Often work is carried out according to pre-executive plans that emanate from the objectives and the strategic plan.</p> <p>This kind of Companies use their mission as a guide for meeting its goals.</p> <p>Fajr Gas Company's vision A company's vision highlights what the organization hopes to be and achieve in the future.</p>	<p>There are strategic directions in the bank, goals and strategic and operational plans.</p> <p>The Bank's vision was realized in many aspects during the study period.</p> <p>There are clear policies and procedures for carrying out the tasks at the level of departments, sectors and individuals.</p> <p>Often work is carried out according to pre-executive plans that emanate from the objectives and the strategic plan.</p>
Reward and incentive system	<p>Employees are paid much more salaries compared to other airlines which put the company in the first rank in the country for new graduates.</p> <p>Turkish Airlines operates in accordance with the regulations and laws to ensure a safe</p>	<p>Rewards packages motivate employees to achieve specific objectives, goals or other milestones. It creates a positive work environment.</p>	<p>Employees receive rewarding benefits in terms of salaries and incentives, in addition to exceptional business rewards. There are financial and moral rewards for innovation.</p>



	<p>environment for the employees. Turkish Airlines offers additional financial benefits to its employees, such kinder garden school children fees, private insurance and double salary.</p>	<p>The bank operates in accordance with the regulations and laws to ensure a safe environment for the employee, which is governed by the principle of reward and punishment. The Bank offers additional benefits to its employees, such as study assistance for the children of employees, as well as for employees who develop themselves through higher education programs or specialized professional courses. There is assistance to the families of the deceased employees provided by all bank employees as a day's installment from the salary of each employee.</p>	
System of control	<p>There is a system and internal regulations that regulate the workflow. There is freedom to work with employees and deal with their managers to carry out tasks in the best way.</p>	<p>There is a system at Petrochemical companies are facing some facts as part of its use of output control. Outcome controls evaluate measurable production and other tangible outcomes</p>	<p>There is a system and internal regulations that regulate the workflow in the bank. There is freedom to work with employees and deal with their managers to carry out tasks in the best way.</p>
Communication	<p>Managers more often ask than command. Communication between employees is mostly friendly. Communication between managers and employees is formal, but there is open door policy for the problems.</p>	<p>Business communication objectives have a vital role in applying business strategies and should be specific and measurable. Communication between employees is mostly friendly. Communication targets are specific targets for communicating information, knowledge and emotion.</p>	<p>Communication with top management is often formal. Communication between managers is formal and friendly. Communication between managers and employees is often formal and friendly. Communication between employees is mostly informal.</p>



Agreement	<p>The employees of Turkish Airlines are treated as one family and the employees also vision the company as their family.</p> <p>There is cooperation and convergence of views among employees to solve problems. There is a resistance to change on the part of the employees, which is considered a normal percentage found in all organizations.</p>	<p>At Fajr Gas a purchase agreement is a sales contract for large purchases for things such as real estate, takeovers, mergers and frequent or large orders of supplies.</p> <p>Purchase agreements specify the date that the agreement is in effect. This date may be the date the buyer and seller sign the agreement or the last day either party signs.</p>	<p>The employees of the bank are treated as one family. Most of the rules and standards are agreed upon by the employees.</p> <p>There is cooperation and convergence of views among employees to solve problems. There is a percentage of resistance to change on the part of the employees, which is considered a normal percentage found in all organizations.</p>
 <p>Coordination and integration</p>	<p>There are common goals between departments and complementary tasks, and each party must carry out its tasks to achieve the goals and to reach the objectives of the Company.</p> <p>There is no difficulty in forming teams and working within one team to solve specific problems or establish new projects.</p> <p>There are procedures that coordinate the flow of information between departments to carry out tasks, every detail is described in the procedures and instructions of the Company.</p>	<p>Communicating areas of importance and priority. The feedback from sales department is a period that makes marketing and sales teams to work together to raise awareness for a brand or goods to aimed audience, and then change these audience into loyal customers.</p> <p>Staying on schedule and within budget aims the efficiency in coordination. The customer satisfaction is enhanced with client feedback.</p>	<p>There is no difficulty in forming teams and working within one team to solve specific problems or establish new projects.</p> <p>There are procedures that coordinate the flow of information between departments to carry out tasks.</p> <p>There are common goals between departments and complementary tasks, and each party must carry out its tasks to achieve the goals.</p>

Company Performance

Company performance refers the financial and non-financial aspects of an organization. These aspects measure how well companies executes their business strategy. There are several measures for improvement of companies.

It was reported that Fajr Jam Gas Refining Company produced more than s 6% higher amount compared with the same period of last year by company directors Finanacial Tribune (2021).

Cooperative & Agricultural Credit Bank (Bank, 2012) founded in 1982 as a state bank and it served as a specialized lender for specific development sectors i.e. (Fisheries & Farmers).

Since 2004, and under its new management, the bank supported by the government has extended its line of services to cover all commercial banking services for both corporate and retail customers.

Within only 7 years of commercial banking operations, the bank has reflected excellent performance indicator, and as revealed by the financial statements of 2010 the bank achieved the highest growth rate in the market in terms of customers deposits - more than 141% (Bank, 2012).

Turkish airlines focused on growth strategies with new destinations and more focus on cargo transportation. The staff is raised % 10 and the profitability %2.

In the light of this information, it can be stated that THY completed 2019 as it had targeted. Although there have been epidemics in the past, it has been observed that not enough experience has been gained from the past during the COVID-19 epidemic. As it is known, crisis management is also expressed as a strategic process. Considering the effects of the crisis, flexible, mobile and easy-to-control management strategies can be created. In other words, reactive, proactive and interactive strategies can be implemented against the crisis. With reactive strategies, the emergence of the crisis is expected and appropriate actions are started to be implemented. In the proactive strategy, on the other hand, the emergence of the crisis is not expected and various measures can be taken by foreseeing its possible effects. Interactive strategy, on the other hand, means that with the crisis process, continuous learning and carrying out activities to improve the system according to the effects of the crisis. In this context, the whole world has not been able to display a proactive behavior. With the crisis starting to make its impact felt all over the world, it has been observed that all airlines have started to take measures to manage the crisis with an interactive strategic approach. It did not take long for Turkey to be included in this process. In the first quarter of 2020, it was determined that THY management started to manage the crisis with an interactive strategic approach. The basis of crisis management is to minimize the effects of the crisis and to return to normal as soon as possible. For this reason, when THY annual reports and the interviews given by the executives to the print media are examined in depth, it is determined that THY management has implemented the crisis management process quickly and has started the necessary studies to minimize the effects of the crisis. It has been seen that the areas that THY was affected by the crisis are the operational and administrative parts. There was no loss in their cooperation. However, with the effect of the crisis; It has been determined that the authorities become more centralized, the burden of the top management increases, there is a change in the organizational climate, high economic costs occur and the business is under a significant stress (Sucu, 2021).



CONCLUSION

The pandemic changed the lifestyle and expectations of the consumer. The purchasing behavior is influenced by many factors. Price, quality and convenience were important factors. But it can be observed that the customers are ready to pay extra for a safety in shopping, lodging, traveling etc.

The increase and change of customers affect the employees also. The decisions were taken faster because of the changes in the circumstances. The resilience is dependent on Agility and fast response. The Work from home Policy brings advantages to the employees and companies but

also some difficulties. The workload is higher. The several meetings take time. It's also difficult to sustain the motivation.

Turkish Airlines, CAC-Bank and Fajr-e-jam Gas Refining Co. maintains the basic elements of culture, but brings together the cultural aspects of different countries. One of the most important factors that increase success is brand culture and management. Organizational culture has a vital role in performance improvement for consistently success-oriented organizations. In addition, leadership has an important role in changing the organizational culture, adopting it and creating a healthy working environment.

Adopting the principles of transparency, fairness and responsibility in all its activities, the company pays utmost attention to comply with the mandatory and non-obligatory principles.

Limitations and Dimensions for Future Research

This study aims to show cultural differences in three different companies. Primary and secondary data is used to highlight in limited time frame. There are so many dimensions which show the organizational culture and performance. Culture is a complex phenomenon which has so many aspects. There are so many visible elements which are not in the web-sites. It's also important to consider the ethical considerations involved in conducting case studies, such as obtaining informed consent from participants and protecting their privacy. The study can be conducted longitudinal and with mixed methods for future research.

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