A SYSTEMATIC LITERATURE REVIEW OF ORGANISATIONAL CULTURE IN DIFFERENT INDUSTRIES

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ABSTRACT

Purpose: This research paper aims to review organisational culture literature and report different definition, methodology, demographics and industries.

Design/methodology /approach: For this research paper total 300 papers have been identified. These papers have been reviewed subsequently filtered and finally 100 relevant papers were selected.

Findings: From the review, four significant Organisational Culture classifications were identified that deal with the spread of OC in different industries followed by observation for classification.

Research limitations/implications: This study considers only published journal articles, excluding books and conference proceedings. From this paper, readers can understand the quantum of its spread. For academicians, it will provide a list of papers for research.

Originality/value – This study provides review of 100 papers for their year, author profile, research methodology and type of industry. Various definitions and their theme are also reviewed. The review identifies the key literature related to organisational culture and provides an overview of past research.

Keywords: Research; Approach; Articles; Organisational Culture and Industries

INTRODUCTION:

Organisations in many industries, such as energy, banking and electronics, have faced increasingly complex and changing environments brought about by deregulation, technological revolution, foreign competition and unpredictable markets. Key to the success of these organisations is the development of a particular culture for the organisation (Philip & McKeown, 2004). This consists of fostering attitudes of flexibility, dynamism and responsiveness; seeking structures and cultures that are positive and organic; and developing the human resource to its maximum capacity (Pettinger, 2000).Organisational culture from 100 research articles published from 2005 to 2016 reflecting the purpose of this paper to compile the latest scenario of organisational culture deployment in various industries. Perhaps, from this study, it may help managers in organizations to understand the importance of organisational culture. Culture is an important activity for managers because it affects strategic development, productivity and learning at all level management.

VARIOUS DEFINITIONS OF ORGANISATIONAL CULTURE FOUND IN ARTICLES:

Various definitions have been given by authors (Shown in Table 1). These definitions were found in articles included in the study. Table 2 is showing that articles included in this paper were based on different themes such as Approach, Model, Process and Strategy and Structure.

Table 1

SN	Author(s)	Definitions
1	Hill 2007	"Culture viewed as the norms, values shared within organisation among employees".
2	Mavondo & Ferrell 2003	"Organisational culture is viewed as a set of broadly tacitly understood rules and procedure that inform organisational members on what and how, to do under variety undefined situation".
3	Cameron & Quinn 1999	"Organisational Culture is defined as the set of values, norms, belief shared by member of the organisation".
4	Hofstede 1998	"Culture is collective programming of the mind which distinguish the member of one organisation from another"
5	Deal & Kennedy 1982	"Organisational culture can be defined as the way things are done in Organisation".
6	Schein 1982	"Organisational culture is a patterns of basic assumptions invented, discovered or developed by a given group as it learns to cope with its problem with external adaptation and integral integration".

METHODOLOGY:

The systematic literature review consists of three phases adopted from Tranfield et al. (2003). In the first phase, papers has been downloaded related to organisational culture dated from 2005 to 2016 (shown in Table 2) from leading databases such as Google Scholar, Taylor and Francis, Elsevier, Emerald and Science direct.

In the second phase, the contents of these papers were studied and classified based on their year of publication, Author profile, country of research, research methodology and type of industry, medium of language used was English. Because of innumerable articles, book reviews, prefaces, editorial notes were excluded, leaving 100 relevant articles.

During the final phase, these papers were grouped under four classifications as journals, type of industries, demography and research methodology (shown in Figure 1). Table IV shows the analysis of the classification and further it is followed by discussion, some key findings and scope for future research. The next section is followed by identification of gaps, scope for future research, limitations and conclusion of this study.

Table 2

SN	OC themes	Authors
1	Approach	Hansen (2007), Yin et. al., (2014), Satsomboon, & Pruetipibultham (2014),Saifi (2015)
2	Model	Hogan & Coote (2014), Lee et. al., (2016), Green (2012)
3	Practice & Policy	Czerniewicz & Brown (2009), Bortolotti et. al., (2015)
4	Process	Kondra & Husrt (2008)
5	Strategy and Structure	Zheng, Yang & McLean (2010)
6	Theory	Lau et. al., (2016), Taormina (2007)

Table 3

SN	Journal Name	Acronym	No. of Articles
1	Indian Journal of Industrial Relations	INDIAN J IND RELAT	8
2	Journal of Business Research	J BUSS RES	6
3	Journal for East European Management Studies	J EAST MANAG STUD	6
4	Human Resource Development International	HUM RESOUR DEV INT	4
5	Journal of Health Organization and Management	J HEALTH ORGAN MANAG	4
6	Journal of Knowledge Management	J KNOWL MANAG	4
7	Sport Management Review	SPORT MANAG REV	3
8	European Journal of work and organizational psychology	EUR J WORK ORGAN PSY	2
9	International Journal of Operations & Production Management	INT J OPER PROD MAN	2
10	International Journal of Production Economics	INT J PROD ECON	2
11	Journal of Change Management	J CHANGE MANAG	2
12	Journal of world business	J WORLD BUSS	2
13	Total Quality Management & Business Excellence	TOTAL QUAL MANAG BUS	2
14	Quality and Safety in Health Care	QUAL SAF HEALTH CARE	2
15	Vikalpa	Vikalpa	2
16	Asian Social Science	ASIAN SOC SCI	1
17	Accounting, Organizations and Society	ACCOUNT ORG SOC	1
18	Annual review of psychology	ANNU REV PSYCHOL	1
19	Baltic Journal of Economics	BALT J ECON	1
20	Career Development International	CAREER DEV INT	1
21	Computers & Education	COMPUT EDUC	1
22	Computers in Human Behavior	COMPUT HUM BEHAV	1
23	Construction Management and Economics	CONSTR MANAG ECON	1
24	Cross Cultural Management	CROSS-CULT MANAG	1
25	Culture and organization	CULT ORGA	1

SN	Journal Name	Acronym	No. of Articles
26	Educational Management Administration & Leadership	EDUC MANAG ADMIN LEADERSHIP	1
27	Enterprise and Society	ENTERP SOC	1
28	European Journal of Innovation Management	EUR J INNOV MANAG	1
29	European Journal of International Management	EUR J INT MANAG	1
30	European Sport Management Quarterly	EUR SPORT MANAG Q	1
31	Futures	Futures	1
32	Health services research	HEALTH SERV RES	1
33	Human Resource Management Journal	HUM RESOUR MANAG J	1
34	Humanomics	Humanomics	1
35	International Journal of Cultural Policy	INT J CULT POLICY	1
36	International journal of information management	INT J INFORM MANAGE	1
37	International Journal of Organisational Behaviour	INT J ORGAN BEHAV	1
38	International Journal of Economic Practices and Theories	INT J ECON THEORY	1
39	International Journal of Strategic Business Alliances	INT J STRATEG BUS ALL	1
40	International Journal of Enterprise Network Management	INT J NETW MANAG	1
41	International Journal of Indian Culture and Business Management	INT J INDIAN CUL BUSS MANAG	1
42	International Journal of Innovation and Learning	INT J INNOV LEARN	1
43	Journal of Indian Business Research	J INDIAN BUSS RES	1
44	Journal of Business and Management	J BUSS MANAG	1
45	Journal of enterprise information management	J ENTERP INFORM MANAG	1
46	Journal of Information & Knowledge Management	J INFO KNOWL MANAG	1
47	Journal of Management Development	J MANAG DEV	1
48	Journal of Management Studies	J MANAG STUD	1
49	Journal of Management Research	J MANAG RES	1
50	Journal of Managerial Psychology	J MANAG PSYCHOL	1
51	Journal of Organizational Change Management	J ORGAN CHANGE MANAG	1
52	Journal of Product & Brand Management	J PROD MANAG	1
53	Leadership & Organization Development Journal	LEADERSHIP ORG DEV J	1
54	Management Research News	MANAG RES NEWS	1
55	MIS Quarterly	MIS QUART	1
56	Performance Measurement and Metrics	PERF MES MET	1
57	Problems and Perspectives in Management	PROBL MANAG	1
58	Public administration review	PUBLIC ADMIN REV	1

| SN	Journal Name	Acronym	No. of Articles
59	Research in Organizational Behavior	RES ORGAN BEHAV	1
60	South Asian journal of management	S ASIAN J MANAG	1
61	The Leadership Quarterly	LED QUART	1
62	The Learning Organization	LEARN ORGAN	1
63	The Social Science Journal	SOC SCI J	1
64	The TQM Journal	TOTAL QUAL MANAG J	1
65	Tourism and Hospitality Research	TOUR HOSP RES	1

RESULTS AND DISCUSSIONS:

Time and Distribution of Organisational Culture Articles
The concept of organizational culture was introduced by Andrew Pettigrew in 1979 in his article "On Studying Organizational Cultures." organisational culture attracted a large amount of attention in the late 1980s and early 1990s. Organisational culture has long been recognised as a determining factor in the success of an organisation (Schein, 1992).
Since 2005, there is considerable rise in the number of organisational culture publications in academic journals (Figure 2). As shown in Figure 2, 2012 witnessed the highest number of publications, with 13 articles. In the past five years (2012 to 2016), 37 articles on OC have been published. This proves that the inclination toward OC has increased considerably.

Figure 1: Distribution of Organisational culture Articles
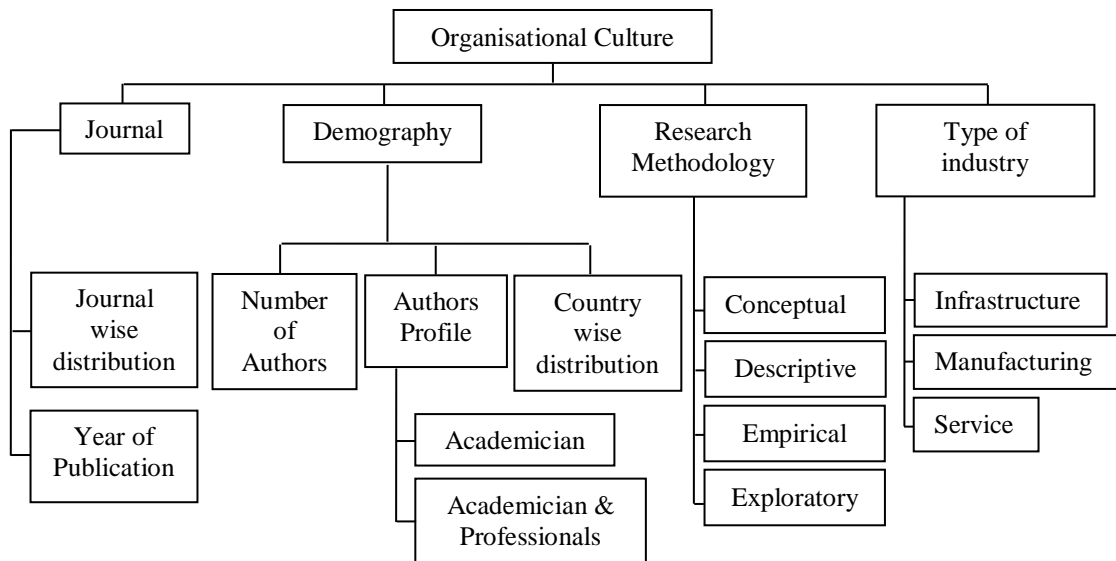
Distribution of publication across the different countries:
This research paper shows the publication of organisational culture across the different countries: approximately 35 countries with single authorship and 7 with multiple countries (shown in Table 4).Out of 100 articles, 18 studies were conducted in India, followed by UK and Australia (shown in figure 3). Out of 100 articles, 84 articles (84 per cent) were contributed by academicians, 16 articles (16 per cent) were contributed by Academician and professionals together (shown in Figure 4).

Analysis of Research methodology:
For this study, the articles were classified using the Research methodology proposed by Reosekar and Pohekar (2014). Out of 100 articles, 32 articles were qualitative and 68 were

quantitative. Most of the articles follow empirical approach methodologies. Jasti and Kodali (2014) report that most of the theory building is taking place through the procedure of conceptual approach methodologies, whereas only a few follow the empirical approach methodologies. The focus of researchers should now be on creating and testing a new hypothesis with the aid of techniques like case studies and surveys, etc.

Table 4: Demographic Profile

S. no. Year Authors	Profile of Authors	Country	Methodology	Types of Industries
1. 2005 Gray et.al.,	Academic	Australia	Exploratory	
2. 2005 Jones et.al.,	Academic	Australia	Longitudinal	Govt. Dpt. system
3. 2005 Maclntosh et. al.,	Academic	Canada	QT &QL	Fitness Corporation
4. 2005 Nazir	Academic	India	Empirical	Bank
5. 2005 Panda et.al.,	Academic	India	Empirical	Hi-tech Comm. Limited
6. 2006 Bititci et. al.,	Both	UK	Exploratory	Manufacturing Sector
7. 2006 Henry	Academic	Canada	Cross sectional	Manufacturing
8. 2006 Lukášová et. al.,	Academic	Europe	Empirical	Manufacturing
9. 2006 Singh	Academic	India, Nepal Bangladesh & Korea	Empirical	IT, Bank Financial Consultancy
10. 2006 Twati et. al.,	Academic	Libya	Exploratory	Telecommunication Oil & bank
11. 2006 Zhang &Liu (Qt)	Professionals	China	Exploratory	Construction Enterprise
12. 2007 Aidla et. al.,	Academic	Estonia	Empirical	School
13. 2007 Hansen (Quli)	Academic	Denmark	Descriptive	Bank
14. 2007 Korte et. al.,	Academic	USA	Conceptual	
15. 2007 Livari et.al.,	Academic	South Africa	Exploratory	IT
16. 2007 MacIntosh et.al., (Qt)	Academic	Canada	Descriptive	Fitness Corporation
17. 2007 Milne	Academic	Australia	Conceptual	
18. 2007 Mishra et.al.,	Academic	India	Descriptive	Software
19. 2007 Purang et.al.,	Academic	India	Empirical	Heavy Engi. & automobile
20. 2007 Stock et.al.,	Academic	US	Exploratory	Hospital

21. 2007 Zsoka	Academic	Hungary	Empirical	
22. 2008 Cheng et. al.,	Both	Taiwan	Empirical	IT Company
23. 2008 Chernatony et.al.,	Academic	UK	Descriptive	Financial Services
24. 2008 Gillespie et. al.,	Academic	USA	Empirical	Home building &automobiles
25. 2008 Kayas et.al.,	Academic	UK	Descriptive	Education institute
26. 2008 Lee et.al.,	Academic	Taiwan	Empirical	High tech industry
27. 2008 Lucas et.al.,(Qt)	Both	Canada	Descriptive	Fire department
28. 2008 **losekoot et.al.,**	Academic	UK	Conceptual	Hospitality & Tourism
29. 2008 Ole	Academic	Denmark	Exploratory	Libraries
30. 2008 Yilmaz et. Al.,	Academic	Turkey	Empirical	Manufacturing firm
31. 2009 Agrawal et.al.,	Academic	India	Empirical	Consulting, Mfg. Services & IT
32. 2009 Biswas	Academic	India	Exploratory	HR Department
33. 2009 Czerniewicz et. al.,	Academic	South Africa	Qt & Qu	Hospital
34. 2009 Gregory et.al.,	Academic	US	Empirical	Healthcare
35. 2009 Dirani (Qut)	Academic	Lebnan	Descriptive	Bank
36. 2009 Jung et. al.,	Both	UK	Exploratory	
37. 2009 Kondra et.al.,	Academic	UK	Descriptive	Financial Services
38. 2009 Mannion et.al	Academic	UK	Exploratory	Healthcare
39. 2009 Murugan	Academic	India	Descriptive	IT Industry
40. 2009 Singh	Academic	India	Exploratory	Public & private Organisation
41. 2009 Smallon et.al.,	Academic	New Zealand	Exploratory	
42. 2009 trivellas et. al.,	Both	Larissa	Empirical	Educational institute
43. 2009 Victoria et.al.,	Academic	Brazil	Exploratory	Energy Dist. Company
44. 2010 Bellou	Academic	Greece	Empirical	Hospital
45. 2010 Catana et.al., (Qt)	Academic	Romania	Descriptive	Bank
46. 2010 Linnenluecke et. al.,	Academic	Australia	Exploratory	
47. 2010 MacIntosh et. al.,	Academic	Canada	Conceptual	Fitness Industry
48. 2010 Naranjo et.al.,	Academic	Turkey	Empirical	Bank
49. 2010 Speroff	Both	US	Cross sectional	Hospital

50.	2010	Zavyalove et. al.,	Academic	Russia	Empirical	Buss. Enterprise
51.	2010	Zheng	Academic	US & China	Empirical	Service
						Manufacturing
						& Agriculture
52.	2011	Armenakis et.al., (Ql)	Academic	USA	Descriptive	
53.	2011	Asif	Academic	New Zealand	Exploratory	
54.	2011	Lok et. al.,	Academic	India	Longitudinal	Healthcare
55.	2011	Montgomery et.al.,	Academic	US & Europe	Conceptual	Hospital
56.	2011	Omerzel et.al.,	Academic	Europe	Empirical	University
57.	2011	Prajogo et. al.,	Academic	Australia	Empirical	Manufacturing &
						Non manufacturing
58.	2011	Rai	Academic	India	Conceptual	
59.	2011	Singh	Academic	India	Empirical	Power sector, Textile
						Mill & Electrical
						Engineering
60.	2011	Škerlavaj et.al.,	Both	Macedonia	Empirical	Macedonian
						Companies
61.	2011	Suppiah et. al.,	Academic	Malaysia	Empirical	Agri., Financial,
						Tobacco, IT &
						Healthcare
62.	2011	Zhou et.al.,	Both	China	Empirical	Hospital
63.	2012	Carlstrom et.al.,	Academic	Sweden	Empirical	Healthcare
64.	2012	Green	Academic	UK	Conceptual	
65.	2012	Lumby	Academic	UK	Descriptive	
66.	2012	Mohr et. al.,	Both	Boston	Empirical	Healthcares
67.	2012	Sarangi et.al.,	Academic	India	Empirical	Bank
68.	2012	Sadegh et.al.,	Both	Iran	Empirical	Auto Company
69.	2012	Stare	Academic	Slovia	Empirical	
70.	2012	Vukonjanski et.al.,	Academic	Serbia	Empirical	
71.	2012	Wilderom et.al.,	Academic	Dutch	Longitudinal	Bank
72.	2013	Aldulaimi et. al.,	Academic	Malaysia	Cross Sect.	Qataris public
73.	2013	Cho et.al.,	Academic	Korea	Empirical	Service Industry
74.	2013	Dwivedi	Academic	India	Empirical	BPO
75.	2013	Falemu et.al.,	Academic	Nigerian	Empirical	Construction

76. 2013	Hoque et.al.,	Academic	Bangladesh	Conceptual	
77. 2013	Leskaj et. al.,	Academic	Albania	Descriptive	Bank
78. 2013	Messner (qt)	Academic	India	Descriptive	IT Service
79. 2014	Denison et. al.,	Both	USA	Con& Emp	
80. 2014	Grant et.al.,	Academic	UK, the USA, Canada, Australia & New Zealand	Conceptual (QL)	Medical
81. 2014	Satsomboon et.al.,	Both	Thailand	QL	MFG. & Service
82. 2014	Yin et. al.,	Both	China	Descriptive	Equipment Manufacturing
83. 2014	Hogan et.al.,	Academic	Australia	Empirical	Law Firm
84. 2014	Muthukumar et. al.,	Both	India	Empirical	Manufacturing
85. 2014	Naidoo et.al.,	Academic	South Africa	Quantitative	ICT Company
86. 2014	Dwivedi et.al.,	Academic	India	Empirical	BPO
87. 2015	Bortolotti et.al.,	Academic	Australia, China, Finland, Germany, Italy, Japan, South Korea, Spain, Sweden & the US	Cross sectional	Manufacturing Plants
88. 2015	Jain	Academic	India	Empirical	Power generation Company
89. 2015	Maitland	Academic	UK	Conceptual	Sports
90. 2015	Rahmani et. al.,	Academic	Tehran	Descriptive	Hospital
91. 2015	Saifi	Academic	Oman	Conceptual	
92. 2015	Steed	Academic	UK	Descriptive	Exeter University
93. 2016	Chatman et. al.,	Academic	US	Conceptual	
94. 2016	Johnson et. al., (Qt)	Both	Europe, New Zealand, & South America	Descriptive	AVPRO
95. 2016	Lee et. al.,	Academic	Taiwan	Empirical	SPI Organisation
96. 2016	Lee et.al.,	Academic	USA	Quali(Des)	

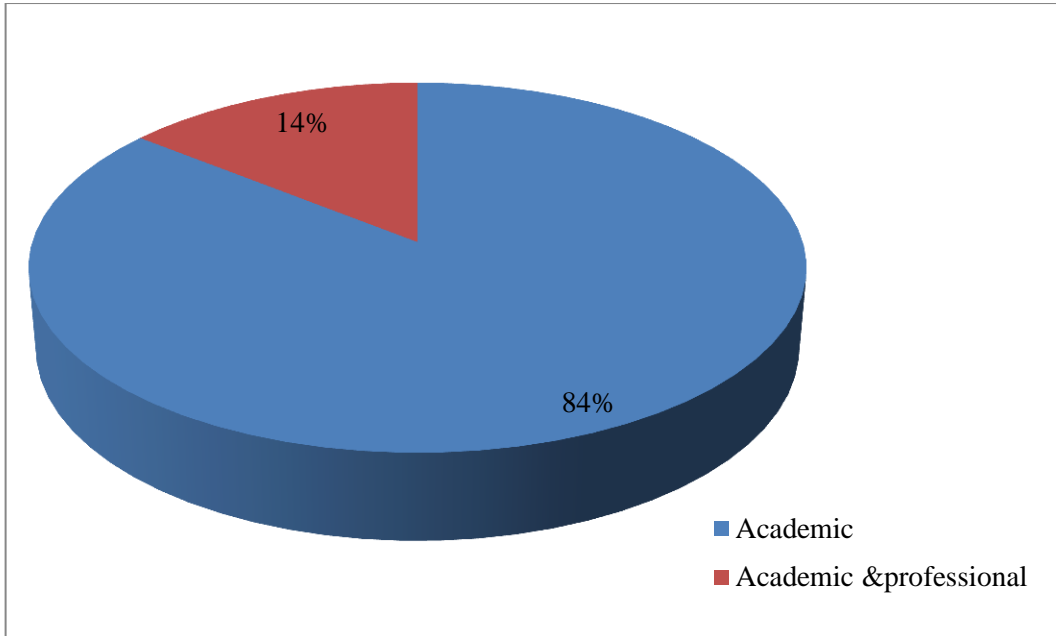| 97. 2016 Lau et.al., | Both | Malaysia | Empirical | Services, mfg, |
				&agriculture
98. 2016 Loach et.al.,	Academic	UK	Exploratory	Museum &
				Library
99. 2016 Reis et.al.,	Academic	Brazil	Empirical	Buss. School
100.2016 Yu et.al.,	Academic	China	Empirical	Chinese
				Firms

Figure 2: Publication of OC in various industries
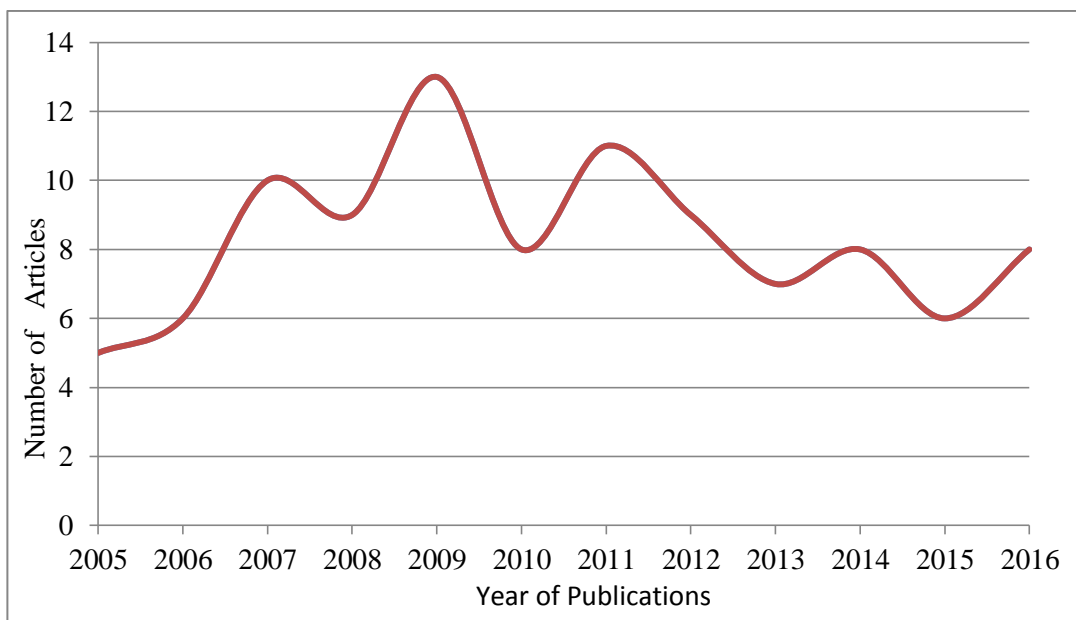
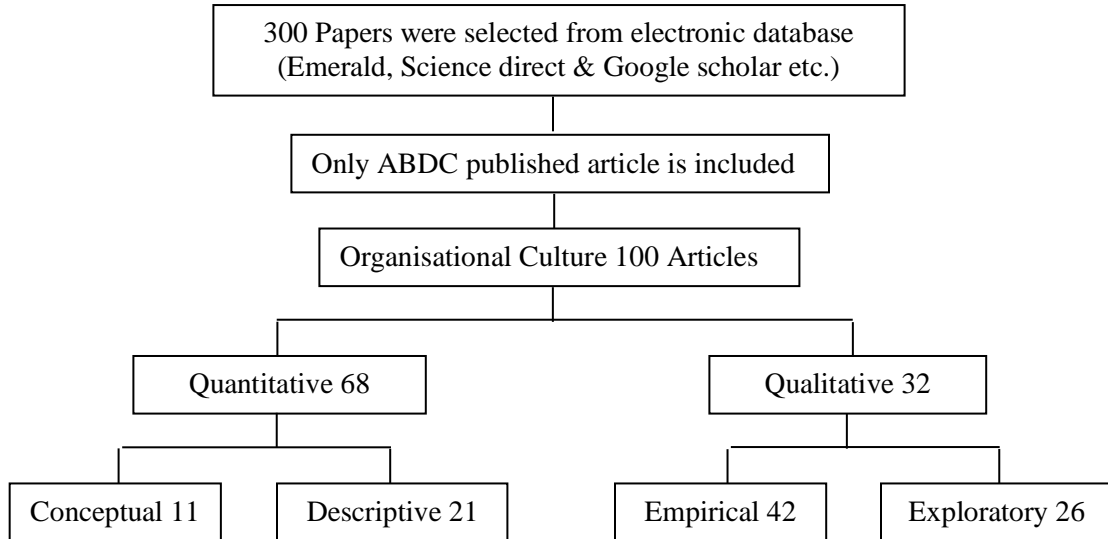**Figure 3: Country wise Publications**
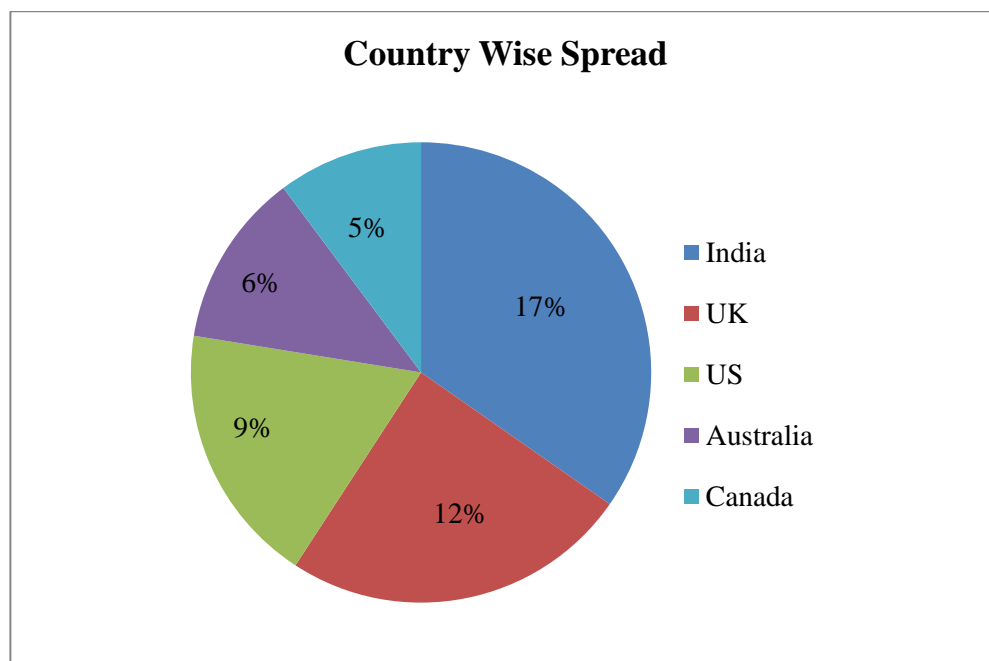
Figure 4: Background of Authors

Thomas et al. (2014) have reported the importance of empirical research and its effects on operations management. Empirical means, defined as "knowledge obtained from real-world observations and trial", are used here to describe field-based study which gathers data from naturally occurring circumstances rather than the laboratory studies, where the researchers have more control over the events being studied, which is one of the important uses of empirical data in theory building and verification. In addition, they were classified in the Figure 5. It can be seen from the figure that empirical methodology is about 42 per cent followed by descriptive which about 21 per cent is. While conceptual and exploratory methodology were about 11 and 26 per cent, respectively. On the whole, more importance is given to quantitative methods as compare to qualitative methods.

Organisational Culture spread in various industries

From Table V, it can be seen that organisational culture is studied in various industries such as manufacturing sectors, financial/banking service, healthcare, IT, textile, Education institutes, etc. Mannion et. al., (2009) used organisational culture as a tool to assess quality and safety improvement activity in healthcare organisation. Lee et.al., (2008) said that efficient culture not only seek high efficiency, productivity, quality and performance but also emphasises on cost reduction and flexibility. Organisational culture plays critical role in work performance and effectiveness, the apparently low effectiveness of the construction industry may be related to the culture of the contractor's organisation (Zang et. al., 2006).

From the Table 5 it can be concluded that spread of organisational culture is much in service sector that is about 51%.Most of them deals with healthcare followed by banking and finance which is good sign for country development. In this study 19% articles were based on conceptual and descriptive research design where industry was not identified. The Multiple companies like Power generation, IT, agriculture, consulting firms and manufacturing were accounted 12% of the articles. Scanty of studies has been conducted in infrastructure and manufacturing sector.

Figure 5: Research Methodologies in Organisational Culture Articles

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┌─────────────────────────────────────────────────────┐
│ 300 Papers were selected from electronic database    │
│ (Emerald, Science direct & Google scholar etc.)      │
└─────────────────────────────────────────────────────┘
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        ┌─────────────────────────────────────┐
        │ Only ABDC published article is included │
        └─────────────────────────────────────┘
                          │
          ┌───────────────────────────────────┐
          │ Organisational Culture 100 Articles │
          └───────────────────────────────────┘
                  │                    │
        ┌──────────────────┐  ┌──────────────────┐
        │ Quantitative 68  │  │  Qualitative 32  │
        └──────────────────┘  └──────────────────┘
          │          │            │          │
   ┌────────────┐ ┌──────────────┐ ┌────────────┐ ┌──────────────┐
   │Conceptual 11│ │Descriptive 21│ │Empirical 42│ │Exploratory 26│
   └────────────┘ └──────────────┘ └────────────┘ └──────────────┘
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Table 5: Frequencies distribution of type of sectors covered by OC articles

	Industry	**Number of Article**	**%**
A	Manufacturing Sector	08	08%
B	Service Sector	51	51%
	Banking /Finance	11	11%
	Education Institutes	07	07%
	Healthcare (Fitness & Sports)	16	16%
	Hospitality	02	02%
	Government organisation	06	06%
	IT (Telecommunication, BPO)	09	09%
C	Infrastructure	02	02%
D	Multiple Industries	12	12%
E	Not Clearly Defined	08	08%
F	None	19	19%
	Grand Total	**100**	**100**

Literature review – gaps & agenda for future research:
- The review of literature suggests that 68% studies employed quantitative techniques for evaluating organisational culture hence there is a need of more qualitative studies to a better understanding of the concepts culture.
- Plethora of studies has been conducted on organisational culture but no study has been conducted on systematic review of literature.
- Need for more conceptual methodology in research is required for practitioners to easily interpret organisational culture and help them to do work in dynamic environment.

CONCLUSION:

This paper presents a review of 100 research articles on organisational culture from the period of 2005-2016. The review of organisational culture spread by analysing the articles author profile, time distribution, research methodology and type of industry.
Following conclusion has been drawn from the literature:
- It can be concluded from the figure 5 that conceptual and descriptive studies have been focused on organisational culture. It can also be seen that most of the research is based on empirical studies than exploratory studies.

- From Figure 4 conclusion can draw that most of the papers were published by academician, fewer research papers were published by professionals.
- Research in different countries such as India, the US, the UK, and Australia & Canada etc. showed that studies on organisational culture are conducted across the globe. India and the US is major publisher followed by the UK, Australia and Canada.
- Most of the OC studies were focused on empirical type research which indicates that organisational culture plays significant role in solving complex problems of organisation.
- It can be concluded from the systematic review of literature that the market is very competitive across all the sectors, and organisations in all sectors have developed a culture of innovation and experimentation to remain competitive in today's business world.
- Organisational culture influence performance of organisation (Murugan 2009, Bititci 2006). Lack of organisational culture for knowledge creation, sharing and dissemination which could affect the competitiveness of these firms, the industry and the country as a whole (Pillania 2006).

LIMITATIONS:

Some papers on organisational culture have not been included in the paper due to inclusion and exclusion criteria that has been developed by the researcher to include pioneering journals. The criteria of including only published in a peer review journal articles, retrieved from different databases Emerald, Google scholar, Tylor & Francis, Science direct and Jstore from 2005 to 2016. It has certain inherent limitations such as forget the newest research due to time-consuming peer-review practices; researcher could not access all the peer-reviewed journals, due to lack of sources, the problem of overlapping arose because the researcher is not limited to any single database. Duplicate articles, the other publication forms (book, newspapers articles, conference proceedings, unpublished works, etc.) were excluded and number of articles published in late 2016, if any, were also excluded in this survey because of the limitation of reporting time. A future review could be expanded in scope.

IMPLEMENTATIONS:

This paper provides systematic review of literature related to organisational culture spread in various industries. This study has identified organisational culture attributed like themes, authors profile, research methodology, type of industry and name of country is important for researcher to understand that how organisational culture is evolved in various industries during any given time distribution. In addition this paper provides an insight into the contribution of author from developing and developed countries. Similarly practitioners can work more with academician to find solution of practical problems rather than theory building. The importance of the diagnosis and analysis of culture is to provide a clear map of organisational strengths and weaknesses. Researchers can refers to this study to learn about spread of organisational culture in various industries and understand what made it possible whereas practitioner refers to this study to understand the importance of organisational culture. This study has discussed methodologies in different industries. Of the 100, 42 were empirical in nature. This indicates that organisational culture provides feasible solution to solve practical problems in different industries. It is important for researcher and practitioner to understand the importance of organisational culture. Therefore this study could be used as a reference for both researcher and practitioner. It is recommended that managers should make s efforts in creating and developing a strong, efficient and integral organizational culture to ensure the efficiency of employees.

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