

**TABLE 2
ELEMENTS OF CULTURE RELATED TO PERFORMANCE**

| ELEMENT OF CULTURE | Gordon & DiTomaso 1992 | Kotter & Heskett 1992 | Sheridan 1992 | O'Reilly, et. al. 1991 | Gordon 1985 | Dennison 1984 |
|-------------------------------------|---------------------------------------|---|--------------------------|---|-------------------------------------|---|
| Strength | X | X | | | | X |
| Adaptability | X | X | | | | X |
| Value Customers | | X | | | | |
| Value Employees | | X | | | | |
| Value Shareholders | | X | | | | |
| General Profile of Values | | | | X | X | |
| Organization of Work | | | | | | X |
| Decision-Making Practices | | | | | | X |
| Person-Organization Fit | | | | X | | |
| Cultural Contrast | | | X | | | |
| <u>STUDY CHARACTERISTICS</u> | | | | | | |
| Industry | Insurance | Cross Sectional | Accounting | MBAs Accountants Government Managers | Utilities Financial Institutions | Cross Sectional 34 Large Firms |
| Performance Measure(s) | Asset Growth Premium Growth | Net Income Growth Return on Invested Capital Average Stock Price Increase | Employee Retention | Person-Organization Fit Organizational Commitment Job Satisfaction Intent to Leave Turnover | Profitability Revenue Growth | Return on Investment Return on Sales |