

COMPETITIVE INTELLIGENCE AND ORGANISATIONAL CULTURE OF NIGERIAN BANKS: A REVIEW

Orishede, Felix¹

Abstract

Competitive intelligence and organisational culture of Nigerian of banks in Nigeria have been studied and a clear link between them has been established by certain-studies. The main aim of this research is to review competitive intelligence and organisational culture in a turbulent business environment. Other specific objectives are; to examine if there is need to understand competitors as well as customers through competitor analysis for long-term survival of the firm, to examine if organisational culture, norms and value enhances organisational survival, and to examine if there is need for balancing customer and competitor orientations in becoming a truly market-cantered organisation. Extant literature review methodology was adopted for the study. The paper shows that there is need to understand competitors as well as customers through competitor analysis for long-term survival of the firm, organisational culture, norms and value enhance organisational survival and there is need for balancing customer and competitor orientations in becoming truly a market-centred organisation. The paper recommends that Organisations should ensure that they constantly monitor the movements of their competitors in the industry, so that they can always counter act in order to maintain the leadership position in the market.

Keywords: *Business environment, Competitive intelligence, Nigerian banks, Organisational culture, Performance.*

Introduction

Fundamental age and accelerated changes characterised by globalisation, turbulence and complexity has forced many companies to face increasing number of competitors entering new markets. Boundaries that once separated competitors are evaporating and the companies do not hesitate to cross industrial or geographic borders (Hoffman, 1999). Groom and David (2001) asserted that many firms are finding the only way to grow is by taking market share from the competition. Pressures from competitors, changing customer needs, and the macro economy continuously confront businesses, requiring them to constantly change and evaluate specific strategic goals.

Competitive intelligence is a substantial sub-area of knowledge management, which leads companies to successfully acquire relevant information and transform them into strategic knowledge. Information as a whole is perceived as the purest

¹ Department of Business Management & Marketing, Faculty of Management Sciences, Delta State University, Asaba Campus, Nigeria. orishedefelix@gmail.com 08033454611

form of raw data that is not associated to context and meaning. However, the definition of competitive intelligence implies that information becomes competitive intelligence once it is analysed and provides implications for strategic planning and decision-making (Groom & David, 2001). Too many executives, competitive intelligence seems to be nothing more than what marketing or market research departments have been doing for years (Metayer, 1999). According to Hoffman (1999), CI has two meanings as a process and a product. The process is the methodical acquisition, analysis, and evaluation of information about competitors, both known and potential.

Individuals in a company often hire like-minded individuals in order to promote a specific, well-defined purpose. This allows the business or organisation to have a singular focus in terms of culture. The product is useful information and how the customers perceive the firms cultural value – information that enables managers to make informed decisions about everything from marketing and R&D to long-term business strategies. Good CI does not just provide data; it suggests a course of action or warns of a potential problem.

Organisational culture is one among the veritable tools that attracts, retain and maintain customers of an organisation over a long period. The significance of organisation culture is to sustain and survive firms most importantly banking sector in a turbulent environment such as Nigeria cannot be overemphasis. Contemporary work on marketing management is grounded implicitly in a structural functionalist or contingency perspective of organisational functioning.

However, the field of organisational behaviour from which such a perspective derives has recently developed a major thrust into theoretical modelling and empirical research on organisational culture. At this point, it is of great importance for us to note that the Nigeria banking industry is characterised with a whole lot of threats, opportunities and it is highly competitive. Overviewing organisational culture in a turbulent business environment in the CI context, individual CI practitioner becomes the subject. The overall object is to develop accurate and efficient intelligence through information-processing model of CI cycle identified by (Bouthillier & Shearer, 2003). In the context, different people may play different roles because of division of labour (e.g. accountant, IT, sales), but they could also be competitive information providers, CI clients, or both. Through all the social interactions between the elements, CI practitioners are expected to achieve their overall object and bring the organisation with competitive advantage. Therefore, for an organisation to succeed in the industry, the management must be able to have a conceptual view of both the internal and external environments strategically as related to their corporate cultural perspectives, to be able to gain a competitive edge over competitors in the industry.

Problem Statement

Today, the business enterprise is faced with fierce and intense competition due to the activities of competitors, their substitute service offerings and some government policies and environmental factors. Because of these pressures, increased productivity, profitability, firm survival in a turbulent business environment are seemingly difficult to attain in some organisation in Nigeria. Competitive intelligence is not only desired, but it is also a requirement for the survival of the Nigerian Banking Industry characterised by intense competition, high technological innovation, lower switching costs, powerful customers with diverse requirements, and continuous regulatory policies among other factors. The decision to embark upon competitive intelligence strategy in formulating organisational culture and policies is often encouraged for the fact that, firms are often in a better position to provide improved profitability, efficiency, survival and service delivery by being proactive in decision making, thereby increasing the competitive advantage of the firm. Finally, among the reasons for effective competitive intelligence is obviously by understanding competitors as well as customers, competitive marketing strategies based on creating value for customers, need for balancing customer and competitor orientations to increase the competitive edge the firm has over its rivals, to improve service quality and to enhance patronage for long term survival of the firm. The inability of firms to effectively execute competitive intelligence strategies, culture, norms and value to ensure organisational performance, productivity and survival.

Objectives of the Study

The objectives of the study are to examine the need for competitors to understand customers through competitor analysis for long-term survival of the firm; to examine if organisational culture, norms and value enhance organisational survival; and to examine the importance for balancing customer and competitor orientations in becoming market-centred organisation.

Literature Review

Competitive Intelligence

Wheelen and Hunger (2010) cited in Ezigbo and Uduji (2013) define competitive intelligence as a formal program of gathering information on company's competitors. Competitive intelligence is seen as actionable recommendations arising for a systematic process that involves planning, gathering, analysing and dissemination of information on the external environment for opportunities or developments that have the potential to affect a company's or countries competitive situation (Calof & Skinner, 1993 in Nasri, 2012). Competitive Intelligence (CI) is the process by which organisations gather and use information about products, customers, and competitors, for their short and long term strategic planning (Ettorre, 1995). It is visualised as an important source of information for business planning and other activities because it provides information about present and future behaviour of competitors and the general business environment (Vedder & Guynes, 2002).

Society of Competitive Intelligence Professionals (SCIP, 2007) defined Competitive intelligence (CI), in terms of systematic and ethical process for gathering and analysing information about the competition's activities and general business trends to business' own goals. In addition, "Competitive intelligence is the process of monitoring the competitive environment. To be more exact, CI is a systematic and ethical program for gathering, analysing, and managing information that can affect a company's plans, decisions, and operations (Kahaner, 1996 cited in Miller,). There is a misconception that information can be at pair to intelligence. CI does not exist in vacuum. Creation and use of CI is actually a social process, because CI practitioners keep developing human networks and mechanisms to facilitate information flow (Prescott, 2001). Davenport (1997) points out that, when information behaviour is examined in organisations, cultural factors cannot be ignored.

- i. The definitions of competitive intelligence and organisational culture as shown by the studies you reviewed and then adopt any of the definition or define the concepts in your own words to serve as the operational definition for your review.
- ii. Present a review of the empirical studies you mentioned in your abstract that proved competitive intelligence and organisational culture are related and can with stand a turbulent environment
- iii. Review theories or a theory that explains competitive intelligence and organisational culture. State the name of the theory and the owner of the theory

Organisational Culture

Organisational culture is the atmosphere that pervades the interior of a company or association. There are phenomena that occur in and around individuals in an organisation this phenomenon tends to explain the Theories of organisational culture that are played out in an organisation. The conceptual study regarding organisational culture is often called the phenomenon of interest. Rather than a mathematical formula, the study of organisational culture includes shared understanding, intangible values and assumptions, and the effects culture has on human behaviour. Understanding the phenomenon of organisational culture allows companies to strengthen their working environments. The study of theories of organisational culture is often difficult due to the lack of concrete evidence on various cultures. Analysts often use historical clues to determine how organisational culture evolved. For example, the industrial age had many companies that were manufacturing or production-style businesses. The organisational culture present in those companies was certainly different from the companies present in the information age. In the words of (Hofstede, 1998) Organisational culture is generally considered to be, at its deepest level, a cognitive phenomenon, "the collective programming of the mind" and "the basic assumptions and beliefs that are shared by members of an organisation, that operate unconsciously" (Schein, 1999). In an effort to understand the full complexity of organisational culture, researchers have attempted to identify the components that

comprise an organisation's culture. One component that recurs in descriptions of organisational culture is the values that are held by the members of the organisation.

In the theory of human activity in social community, artefacts (instruments) are limited by rules such as norms, culture and roles. A subject is motivated by certain object to perform sequence of actions consciously undertaken to fulfil the subject; through social interactions between the elements, the subject transforms the total setting and results in certain outcome (Engeström & Kuutti, 1996). Activity theorists emphasise the following viewpoints, which includes human activities are shaped by motivation; the relationship between the elements is not direct but mutually mediated; and human activity is dynamic and in a historical continuum. A shared understanding of organisational culture is one of the different theories among private and public sector organisations.

Organisational culture is set of important assumptions-often unstated-that members of an organisation share in common. There are two major assumptions in common beliefs and values. Beliefs are assumptions about reality and are derived and reinforced by experience. The assumption of Azhar, (2003) on that values are ideals, which are desirable, and worth striving. When beliefs and values are shared, they create a corporate culture in Organisation. Organisational culture is the collection of values and norms of people and groups in an organisation and that control the way they interact with each other and with stakeholders outside the organisation. Organisational values are beliefs and ideas about what kind of goals members of an organisation should pursue and ideas about the appropriate kinds or standards of behaviour organisational members should use to achieve these goals.

According to Black & Richard (2003), organisational values develop organisational norms, guidelines, or expectations that prescribe appropriate kinds of behaviour by employees in particular situations and control the behaviour of organisational members towards one another. Schein (2004) defines organisational culture as a pattern of shared basic assumptions that was learned by a group as it solved its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way they perceive, think, and feel in relation to those problems. Trice & Beyer (1993) believe that values are part of the substance of organisational cultures, or the basic ideology undergirding a culture. According to (Hofstede, Neuijen, Ohayv & Sanders, 1990) they postulated that values that are held within an organisational culture has an impact on the relevance for organisations

Functions and Effects of Organisational Culture

Culture serves four functions, including providing a sense of identity to members and promoting a sense of commitment. Culture helps organisational members attribute sense and meaning to organisational events, and reinforces the values in

the organisation. Finally, culture serves as a control mechanism for shaping behaviour.

Motivation is the key component of organisational culture. Organisational culture plays a significant role in an organisation regarding how people feel about their work, levels of motivation, commitment, and in turn job satisfaction. Sempane et al. (2002), further back these views by explaining that people are the key factors for competitiveness and organisations can demonstrate highly complex social structure because of their cultural strength. There is a clear mutual interdependence between organisation and its employees, where both the parties have an impact on each other's potential in achieving success. Such a relation gives birth to the relation of employee motivation and job satisfaction (Schneider & Synder, 1975). There are evidences from researches that motivation and job satisfaction cannot be treated in isolation. Organisational culture should be prompted to ensure employee motivation in order to achieve organisational goals Sempane *et al.*, (2002). Motivated staffs take pride whilst doing their job and thus feel responsible for the organisational success. However, it has been an issue for some managers regarding how to motivate their employees, (Kuultit, 1996). According to Hofstede (2001), recognition of the work done by the employees will make them work harder in future.

Motivation can be seen to be linked to culture by looking at the five sources of motivation proposed by Kanter (1989). He details that employees are motivated through mission (inspiring employees to believe in the importance of their work), agenda control (enabling employees to control their careers), a share of value creation (rewarding employees for successful efforts), learning (providing learning opportunities) and reputation (giving employee's opportunity to get a name for themselves). These five sources of motivation link in with the work of Denison (1990) and Truskie (1999) as all three sources focus upon the same general areas. Consequently, it can be seen that there is a link between motivation and culture, as strongly integrated cultures will often result in motivated workforce.

According to Ogbonna and Harris (2000), there are lots of literature defining the link between culture and performance of an organisation. Despite the fact that some authors have written against the link between the two, most of the theorists have come up with sufficient evidences describing the link between organisation's culture and performance. For instance, Brown (1998) suggested that one of the important consequences of the strong organisational culture is its impact on the performance of the company. Studies conducted by Ogbonna and Harris (2000), revealed that all the variables used to measure organisational culture had direct or indirect impact on the organisation's performance. Besides, Suppiah and Sandhu (2011) found that organisational culture types influence tacit knowledge sharing behaviour and that such influences may be positive or negative depending on the culture type. According to Richard *et al.*, (2009), organisational performance encompasses three specific areas of firm outcomes: financial performance (profits,

return on assets, return on investment, etc.); product market performance (sales, market share, etc.) and shareholder return (total shareholder return, economic value added). Specialists in many fields are concerned with organisational performance including strategic planners, operations, finance, legal, and organisational development.

Improving the productivity of an organisation is essential to its survival in the competitive world. The purpose of all productivity related endeavours is to bring about lasting improvements in the performance of an organisation (Shrestha, 2005). Performance is something for which all organisations strive for, regardless of their size. Small organisations want to get big, big organisations want to get bigger. Indeed, organisations have to grow at least a bit every year in order to accommodate the increased training needs that emerge over time. With the passage of time, salaries increase and the costs of employment benefits rise as well. Even if no other organisational expenses rise, these two cost areas usually increase over time. It is not always possible to pass along these increased costs to customers and clients in the form of higher fee. Consequently, performance and growth must occur if the organisations wish to keep up (Smart *et al*, 1996). Organisational performance has the potential to provide training with a myriad of benefits, including things like greater efficiencies from economies of scale, increased power, a greater ability to withstand market fluctuations, an increased survival rate, greater profits (for profit making organisations), and increased prestige for organisational members. Many small organisations desire performance because it is seen generally as a sign of success and progress.

Organisational performance is one indicator of effectiveness for small institutions and is a fundamental concern of many practicing managers (Smart & Hamm, 2003). Smart and Hamm (2003) further state that, measuring performance in organisation is very important. They further observe that, if an academic institution wants to deliver quality graduates through the coursework they offer, then they should know how to do this accurately. If there is anything that an institution should do, it should be the evaluation of its performance. This is very important, especially in the case of multinationals and global corporations. This is because the quality of training being offered by these institutions is of vital importance because it is this quality that is instilled in the individuals that they produce in the corporate world in due time.

Measuring performance in organisation is then an essential, and any person employed in the banking industry would certainly attest to that. Organisational performance, however, means different things to different institutions. There are many parameters an institution may use to measure its performance such as profitability, growth, survival etc. Since the ultimate goal of most business organisations is profitability, most organisations measure their performance in terms of net income, revenue, and other financial data. However, most education institutions are for-no-profit and the institutional owners may use one of the

following criteria for assessing their performance: number of employees, number of customers, number of market driven programs, physical expansion, success of their programs, increased market share, financial sustainability among other parameters.

Theoretical Framework

Culture matters because decisions made without awareness of the operative cultural forces may have unanticipated and undesirable consequences” (Schein, 2002). Further, Schein (2002) has cautioned that researchers have underestimated the extent to which culture contributes to the performance of an organisation, as either an asset or a liability and as the explanatory construct underlying numerous organisational phenomena. Azhar (2003) asserts that the phenomenon, which often distinguishes good organisations from bad ones, could be summed up as “corporate culture.” He says that the well- managed organisations apparently have distinctive cultures that are, in some way, responsible for their ability to successfully implement strategies. He further observes that every organisation has a culture (which often includes several sub-cultures) that exerts powerful influences on the behaviour of employees and managers. Organisational Culture can be one of the most important means of improving organisational performance.

Organisational Culture has become very important in the last 25 years. Even though it is intangible in nature, it plays a role that is significant and affects employees and organisational operations. It may not guarantee success but companies with strong cultures have almost always, done better than their competitors. The fact that organisations may have a strong or weak culture affects their ability to perform strategically. Culture affects not only the way managers behave within organisations but also the decisions they make about the organisation’s relationships with its environment and its strategy (McCarthy, Minichiello & Curran, 2000). One key fact about culture stands out: What is important to our organisation? How are decisions made? Who is in charge? How does an employee relate to other employees and groups within our organisation? What behaviours are rewarded and recognised? What is compensation based upon? The answers to these questions vary from country to country, from industry to industry, from organisation to organisation and from institution to institution.

It is critical for all institutional managers to understand the underlying values of their institutions because these factors directly influence the institutional performance and the work required to ensure successful outcomes (Prosci, 2010). It has been claimed that, “an organisational culture is so important to the organisation that, in the long run, it may be the one decisive influence for the survival or fall of the organisation” (Hofstede,1998), and that a “ Culture matters because decisions made without awareness of the operative cultural forces may have unanticipated and undesirable consequences” (Schein, 2002).

Further, Schein (2002) cautioned that researchers have underestimated the extent to which culture contributes to the performance of an organisation, as either an asset or a liability and as the explanatory construct underlying numerous organisational phenomena. Pearce and Robinson (2004), observes that culture is strength but can also be a weakness. As a strength, culture can facilitate communication, decision making and control, and create cooperation and commitment. As a weakness, culture may obstruct the smooth implementation of strategy by creating resistance to change. An organisation's culture could be characterised as weak when many subcultures exist, few values and behavioural norms are shared, and traditions are rare. In such organisations, employees do not have a sense of commitment, loyalty, and a sense of identity. Rather than being members of an organisation, these are wage earners. Traits exhibited by organisations that have weak cultures include politicised organisational environment, hostility to change, promoting bureaucracy in preference to creativity and entrepreneurship, and unwillingness to look outside the organisation for the best practices (Kotter & Heskett, 2005).

Rousseau (2000) asserts that, it is essential to recognise that large-scale organisational improvement does not occur in a vacuum or sterile environment. It occurs in human systems, organisations, which already have beliefs, assumptions, expectations, norms, and values, both idiosyncratic to individual members of those organisations and shared. Deal (2005) referred to organisational culture as "the epicentre of change." Harris (2002) believed this so strongly that she asserted, "Successful school improvement can only occur when schools apply those strategies that best fit in their own context and particular developmental needs". Similar claims on the need to consider school climate and culture as part of the organisational change process are made by many of the leading authorities on school improvement, including Deal and Peterson (2004), who have demonstrated the pronounced effects of school climate and culture on the institutional change process. Deal & Peterson (2004) illustrated how dysfunctional school cultures, for example inward focus, short-term focus, low morale, fragmentation, inconsistency, emotional outbursts, and subculture values that supersede shared organisational values, can impede organisational improvement.

However, many researchers concurs that culture would remain linked with superior performance only if the culture is able to adapt to changes in environmental conditions. Furthermore, the culture must not only be extensively shared, but it must also have unique qualities, which cannot be imitated. Azhar (2003) observes that organisational culture is presumed to have far-reaching implications for organisations performance, making it an important topic to understand.

A foundational part of the substance of the organisational culture is its values, which are assumed unique to the organisation. The culture prevailing in an organisation has a serious bearing on its performance. He further observes that the

fact that organisations may have a strong or weak culture affects their ability to perform strategically. He states that culture affects not only the way managers behave within an organisation but also the decisions they make about the organisation's relationships with its environment and its strategy. Several empirical studies have supported the positive link between culture and performance (Calori & Sarnin, 1991; Gordon & DiTomaso, 1992; Kotter & Heskett, 1992). Moreover, studies done by Chatman and Jehn (1994), Denison and Mishra (1995) and, Kotter and Heskett (1992), have contributed significantly to the field of culture and performance studies whereby culture has been treated as variable for a specific research purpose. For example, Denison & Mishra (1995) utilising a more rigorous methodology, discovered that cultural strength was significantly correlated with short-term financial performance.

However, Chow, Kato and Merchant (1996) observe that, there are some aspects of corporate culture that may enhance performance in one national setting, but they may not be effective, and may even be dysfunctional, in another. This implies that corporate cultures are not universal. Martin (1992) contends that the objective of studying organisational culture is to help understand organisational life more. Understanding organisational life is important as it is widely acknowledged that organisational cultures have an impact upon company performance (Denison, 1990; Kotter & Heskett, 1992; Truskie, 1999; Schein, 2004). However, some critics, such as Alvesson (2002) argue that the extent to which organisational cultures have a direct link upon performance is somewhat ambiguous.

Organisational Culture creates energy and momentum. The energy will permeate the organisation and create a new momentum for success. According to Boddy (2002), organisational culture has an important and direct influence on behaviour of the people of an organisation. He believes that either organisational culture can encourage an employee to give out his best for the sake of organisational goals or it can discourage or demoralise people, which can be dangerous for the performance of the organisation. In furtherance to this argument, it appears management of most organisations seem to associate performance of their team or employees to some unique cultural practices in their organisation while others think individual targets are the main driving force in improved performance. Finally, an institution's culture could be strong and cohesive when it conducts its business according to a clear and explicit set of principles and values.

Given the considerations, the conceptual framework for investigating the questions is constructed upon Activity Theory (AT). AT comes from the cultural-historical school of psychology in Russia. It is a framework for studying different forms of human practices, where individual and social levels interlinked (Kuutti, 1996). The three factors that greatly contribute to the building up of a strong culture are; a founder or an influential leader who established desirable values, a sincere and dedicated commitment to operate the business of the institution according to these desirable values and a genuine concern for the well-being of the institution's

stakeholders. From the foregoing discussion, there is no doubt that the type of culture prevailing in an institution has a great bearing on its performance and survival. This calls for the development and perpetuation of a strong culture in an institution that supports high performance.

Theories of organisational culture typically have different overall corporate mind-sets, such as ethics, profits, or philanthropy. The shared characteristics only change through time when hiring managers replace older workers

Methodology

The study depended on the reviewed of extant literature on competitive intelligence and organisational culture, The study specifically reviews related literature with a focused on the long term survival of an organisation and with regards to competitive intelligence and a good organisational culture. The research used extant literature elicited from textbooks, internet, journals and magazines for the study

Findings of the Study

The findings of the study are:

- i. there is a need to understand competitors and customers through competitor analysis for long-term survival of the firm.
- ii. organisational culture, norms and value enhance organisational survival.
- iii. finally, there is need for creating leverage for customer and competitor orientations in becoming a truly market-centred organisation.

Conclusion

Arguably, the concept of organisational culture in relation to competitive intelligence in a turbulent business environment like Nigeria, most especially in the banking sector is significant for understanding deeper meaning and assumptions in organisations, which lie behind and guide behaviour. Organisational culture is commonly expressed in language, stories, myths and other forms of artefacts that are suggestive of deeply held meaning and beliefs. Changing organisational culture is seen as very difficult; in some instances culture is even seen as beyond managerial control. Studies of organisational cultural change seem to confirm that culture is, at the least, very difficult to change.

Based on some studies openness and receptiveness to new ideas, values and meanings are central to accomplishing cultural change. When it comes to views on how to accomplish change, it makes sense to distinguish between cultural change as a grand technocratic project and as everyday reframing. The job performance of organisation has a strong impact of strong organisation culture as it leads to enhance productivity. The norms and values of organisation based upon different cultures influence on work force management. In an organisation, strong culture enables to effective and efficient management of work force employees. The net profit in an organisation helps in enhancing performance of employees. The

common path for making perfect use of resources in same cultural association helps in positive development of organisation. On basis of particular conditions, organisational culture is helpful in improving and providing competitive edge. The employee commitment and group efficiency helps in improving performance based upon organisation sustainability.

The nature and power of organisation culture influence sustainability and effectiveness in organisations. This of course fuels cultural variety within organisations. Ways of working are not just mechanical effects of overall corporate structures or cultures or top management decisions, but are to some extent created by the people directly involved. Therefore, organisational should always be conscious of their cultures, norms and value system in the course of formulating strategies in order to gain competitive edge over rivals in the industry.

Recommendations

- i. Organisations should ultimately understand that they ought to adopt the concept of Competitive Intelligence to improve strategic formulation of corporate cultures, norms and value.
- ii. Organisations should also clearly state both their vision, and mission statements and communicate it to every member/staff of the firm, so as to serve as a guide toward achieving their goals.
- iii. Organisations should continuously training employees on cultural values, norms, ethics, and myths of the firm and ensure strict implementation.
- iv. Organisational should also ensure that they always look inward by comparing their internal factors to external factors and ensuring that there is a fit/match between both variables in the course of achieving their goals.
- v. Organisations should also ensure that they constantly monitor the movements of their competitors in the industry, so that they can always counter act should behave in order to maintain the leadership position in the market.

References

- Alvesson, M. (2002). *Understanding Organisational Culture*. UK: Sage Publication Limited.
- Azhar, K (2003). *Business Policy and Strategic Management*, NewDelhi, Tata McGraw-Hill.
- Bass. Shaun, L. & York, J. (1996). *Human Resource Management*. UK, Butter Worth-Heinemann. Beverly Hills, CA, Sage Publications.
- HRmarketer.com (2005). *Looking for ways to Boost your company's Bottom-Line Results? Research shows big impact of positive*, PR Newswire.

- Bouthillier, F. & Shearer, K. (2003). Assessing competitive intelligence software. Medford, New Company's Bottom-Line Results? Research shows big impact of positive, PR Newswire.
- Brown, A. (1998). *Organisational Culture*. Second ed. UK: Pearson Education Limited.
- Cameron, K. S., & Quinn, R. E. (1999). *Diagnosing and changing organisational culture: Based on the competing values framework*. Reading, MA: Addison-Wesley.
- Davenport, T. (1997). *Information ecology*. New York: Oxford University Press.
- Deal, T. E. (2005). Cultural change: Opportunity, silent killer, or metamorphosis? In R.H. Kilman, M.J.
- Denison, D. (1990). *Corporate Culture and Organisational Effectiveness*. John Wiley & Sons: New York.
- Etorre B. (1995). Managing competitive intelligence. *Management Review*, 84(10), 15-19.
- Groom, J.R., David, F.R (2001). Competitive intelligence activity among small firms. *Sam Advanced Management Journal*, p. 12-20.
- Hamm, J.A and Robinson, R.B, (2004). *Strategic Management- Strategy Formulation and Implementation*, Homewood, IL: Richard D Irwin. Performance-Based Management Special.
- Hills, CA, Sage Publications. HRmarketer.com (2005). *Looking for ways to Boost your*
- Hoffman, C. V. (1999). Competitive intelligence, a primer. *Harvard Management Update*, no. 9, p. 6-7.
- Hofstede, G. (2000). *Culture's Consequences: International Differences in Work Related Values*.
- Hofstede, G. (2005). *Culture's Consequences* 2nd ed. London: Sage Publication Limited.
- HRmarketer.com (2005), *Looking for ways to Boost your company's Bottom-Line Results? Research shows big impact of positive*, PR Newswire.
- Interest Group (PBM SIG) (2001). *The performance Based Management Handbook: Establishing an Integrated Performance Measurement System*. U.S.A, Oak Ridge Associated Universities. Jersey: Information Today.

- Jossey-Bass, Shaun, L. & York, J. (1996). *Human Resource Management*. UK, Butter Worth-Heinemann.
- Kanter, R. (1989). The New Managerial Work. *Harvard Business Review*, 89 (6), 85-92.
- Kilman, M.J. Saxton, & R. Serpa (Eds). *Gaining control of the corporate culture*. San Francisco: Jossey-Bass.
- Kotter, Boddy, D (2002). *Management*. 2nd ed; Pearson Education Limited, Essex UK.
- Kotter, J.P & Heskett, J.L (1992). *Corporate Culture and performance*. New York: Free Press. Mercer
- Kotter, P., Heskett, L. (1992). *Corporate Culture and Performance*. New York: Macmillan.
- Martin, J. (1992). *Cultures in Organisations*. Oxford University Press.
- Martin, P. (2000). *Organisational Culture and Identity*. London: Sage Publication Limited.
- McGonagle, J.J., Vella, C.M. (2002). A case for competitive intelligence. *The Information Management Journal*, vol., no.7/8, p. 35-40.
- Metayer, E. (1999). Demystifying competitive intelligence. *Ivey Business Journal*, no. 11/12, p. 70-74.
- Miller, J. P. (2000). *Millennium intelligence: understanding and conducting competitive intelligence in the digital age*. Medford, New Jersey, Cyber Age Books, xii, 276 p. ISBN:
- Miller, Stephen H. *Competitive Intelligence: an overview* [online]. [cit. 2007-07-27]. Available from <<http://www.scip.org/Library/overview.pdf>>.
- Ogbonna, E., Harris, L. (2000). Leadership Style, Organisational Culture and Performance: Empirical evidence from UK companies. *International Journal of Human Resources Management*, 11(4), 766-788.
- Pearce-II, J.A & Robinson, R.B. Jr, (2004). *Strategic Management- Strategy Formulation and Implementation*, Homewood, IL: Richard D Irwin. Performance-Based Management Special.
- Prescott, J. (2001). Competitive intelligence: lessons from trenches. In J. Prescott & S. Miller (Eds.), *proven strategies in competitive intelligence* (pp. 1-22). New York: John Wiley & Sons.

- Robbins, S.P. (1986). *Organisational Behaviour: Cases, Concepts and Controversies*. Prentice Hall, New Delhi.
- Rousseau, D. M. (2000). *Assessing organisational culture: The case for multiple methods*. In B.
- Saxton & R. Serpa (2001). *Gaining control of the corporate culture*. San Francisco: Jossey-Bass.
- Schein, E. H. (2004). *Organisational Culture and Leadership*. 3rd ed. USA: John Wiley and Sons Inc.
- Schein, E. H. (2009). *The Corporate Culture: Survival Guide*. 4th ed. USA: John Wiley and Sons Inc.
- Schein, E.H. (2004). *Organisational Culture and Leadership* 2nd ed., San Francisco: Jossey-Beverly
- Smart, J. C., & St. John, E. P. (1996). *Organisational culture and effectiveness in higher education: A test of the "Culture Type" and "Strong Culture" hypotheses*. Educational Evaluation and Policy Analysis, vol. 16 No3.
- Suppiah, V., Sandhu, M. S. (2011). Organizational Culture's Influence on Tacit Knowledge-sharing Behaviour. *Journal of Knowledge Management*, 15 (3), 462-477.
- Tenisha (1996), "Study Confirms it: Corporate culture matters". Cranes Detroit Business Nov, 1996 Pearce-II,
- Truskie, S. (1999). *Leadership in High-performance Organisational Cultures*. Quorum Books.