

Corporate Culture and Business Strategy: Which strategies can be applied more easily in which culture?

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Abstract

In the research, it is intended to fill the gap in the literature by identifying the impact of the corporate culture on business strategy. Quantitative research method was used in the study and the data were obtained using the survey technique. According to the results, the most important corporate culture type that has an impact on proactive strategies is adhocracy culture. In the firms where competitive characteristics are dominant, the firms usually prefer aggressive strategies. Imitative and defensive strategies are generally preferred in the firms dominated.

Keywords: Corporate Culture, Business Strategy, Corporate Culture Types, Business Strategy Types, Service Sector, Hotel Management

1. Introduction

Corporate culture has a potential effect on all the internal and external behavior (reactions) of organization. Organizations respond to environmental change taking into account their own cultural characteristics. In order to gain and maintain the organizational success, the corporate culture must adapt to the characteristics of the changing environment. Responses to environmental changes generally reflect the business strategies. As long as the strategies provide the organization to adapt to the environment, the businesses continue their lives. Therefore, the relationship between corporate culture and business strategy is a phenomenon that can be easily defended. In management literature, corporate culture is related many organizational features (such as structure, strategy, decision, performance, etc.). In particularly, the relationship between corporate culture and business strategy is quite interesting. The topics were examined for different sectors in European and American societies and continue to be discussed in detail. But the extensive researches that examine the specific relationship between the variables (corporate culture-strategy) are not enough numbers. This is considered to be a gap in terms of strategic management literature. This research aims to identify the relationships and interactions between corporate culture types and business strategies and to fill the gap in the scale of Turkey. Furthermore, because of the research examines the scales that has been developed for different cultures and industry, and evaluates them in terms of a new culture (Turkey business management culture) and sector (service-hospitality), it offers original information to international literature. On the other hand, determining corporate culture types and business strategies of hotels, and identifying which strategies can be applied more easily in which culture? offer quite a significant contribution to the application.

2. Literature Review

According to Schein (1990) one of the two basic functions of the corporate culture is to ensure organization to adapt to the external environment. The adaptation to the external environment requires being sensitive and responding in an effective way to the conditions and changes in micro and macro environment. In the organizational context, the analyzes performed to respond to the external environment, the decisions, the preferred method and behavior are related to organizational strategy. Consequently, it can be specified that there is a close relationship between organizational culture and strategy. Even, according to Tosti (2007) for organizational success, the adaptation of the organizational culture and strategy is a must. If the gap between strategy and culture is deepening, failure is inevitable. By increasing the fit between strategy and organizational culture, the adaptation of the firm to the external environment is increasing and reflects to performance in a positive way (Tsui et al., 2006). On the other hand, there are some studies demonstrating the relationship between business strategy and corporate culture in organizational behavior and strategic management literature. For example Hui and Fate (2007) argue that being good agreement between the external forces and the intrinsic properties of a company is very important for strategy to be effective. Ogbonna and Whipp (1999) suggest that any change living in the business strategy requires a composite change in company's organizational culture.

2.1. Corporate Culture

Corporate culture long time recognized as an important tool for companies trying to adapt to the external environment and to ensure the integrity of internal processes (Denison and Mishra, 1995; Schein, 1990) and is considered as a critical element for superior performance and sustainable competitive advantage in the management literature (Hall, 1993; Peteraf, 1993; Wernerfelt, 1984; Barney, 1986). The researchers interpret similar cultural phenomena in different ways using a range of theoretical approaches and assumptions to describe the corporate culture in the literature. In this case, it is seen that there is a number of disputes on theoretical perspectives in organizational culture literature (Alvesson, 2002; Martin, 2002). If the lack of consensus in paradigm aside, it can be said that organizational culture gives a major contribution to the understanding of how the businesses carry out the activities (Belassi et al., 2007). Despite the diversity of cultural dimensions and reviews, a number of common themes and similarities exist in organizational culture researches (Parker and Bradley, 2000). In this context, values, ideologies and beliefs are accepted particularly important in order to understand the culture of an organization and are studied as a trusted representative of the organizational culture (Howard, 1998; Ott, 1989). Therefore, the evaluation and measurement of the organizational culture usually focused on corporate values.

Corporate culture is essential to the success of an organization (Sweand Kleiner, 1998), and accepted as an important component of organizational behavior and one of the main determinants for organizational change. Corporate culture is very effective in all of the issues how to use the human resources and how to respond the developments occurred in organizational environment (Harrison, 1975). Likewise for managers, corporate culture is a critical variable that can be used in forming the direction of the company (Smircich, 1983). In addition, it is a significant factor that effects the adaptation of organization to the sector / environmental pressures in the market (Appiah-Adu and Blankson, 1998). On the other hand, corporate culture is closely associated with many organizational issues. For example, how to design organization, how to relate people with each other, what is accepted as true, what's important counted, what criteria are used to make decisions, how organization treat to customers and etc.(Youngblood, 2000). Also it plays a key role in solving many fundamental problems (Schein, 1984; McCarthy, 1998), shaping organizational procedures (Deal and Kennedy, 1982; Jarnagin and Slocum 2007), integrating organizational capabilities in a harmonious way (Day, 1994) and facilitating or blocking the realization of the objectives of the organization (Denison, 1990). According to George et al., (1999) culture is a structure affecting and affected by the external environment of an organization. For example, such as product quality and price leadership characteristics of organization affect the behavior of the stakeholders in the sector, the same way as the industry's technology and growth level affect the cultural values of companies (Tsui et al., 2006). Also the connections between organizational strategies and organizational behavior can be observed through culture. For example, a set of shared values that permeates the organization directly affects the formation and implementation of the strategic plan (Whipp et al., 1989).Likewise Belassi et al., (2007) argue that organizational culture affect how to make a company's business, strategy, processes and the results.

According to Cameron and Quinn (1999), managing the organizational culture is the key, as well as compliance with the turbulent environment, for implementing the development strategies successfully (eg, TQM, downsizing, reengineering). McCarthy (1998) argues that there is a close relationship between corporate cultures and the means and manner of action chosen that are used to achieve the organizational objectives and goals of organization. This relationship is regarded as a sign of culture-strategy reflection. In the literature, there is no detailed a single model covering all aspects of organizational culture. But there are many models, have been accepted and validated in several studies as the scope and content, examine corporate culture from different perspectives such as Hofstede (1984), Harrison and Stokes (1992), Schneider (1994), Goffee and Jones (1998) Cameron and Quinn (1999) and Denison (2000). Among these models, Cameron and Quinn's competitive values model is considered as the most popular approach because of the many features (Linnenluecke and Griffiths, 2009; Gregory et al., 2009). For example, the model allows managers to understand the values underlying their corporate cultures and to take action to adapt the organization to desired outcomes, and can be used to examine the compatibility of organizational changes to the existing value structure of the organization (Harrington and Guimaraes, 2005). The model consists of four different types of corporate culture (Adhocracy, Clan, Market and Hierarchy). *Market culture* is based on the win and expediency; focuses on the realization of competitive actions and measurable goals and objectives; is related to organizational flexibility, improving the competitive position of the sector, a work environment that makes it necessary to give attention to learning and innovation. *Clan culture* focuses on internal issues and values rather than developments on external environment; manage the organization through criteria such as compliance, teamwork, participation; hold together the organization with tradition and loyalty emphasis; is related to create a more social work area to provide organization to protect itself and durability. *Hierarchy Culture* is based on formalized and structured relations; stability, predictability, and the effectiveness is at the forefront; is characterized by the lack of flexibility, specialization, a high level of formalization and central decision-making. *Adhocracy Culture* is quite dynamic and entrepreneurial and encourages innovation; focuses on the external issues; based on individuality, innovation and risk-taking; is related to a work environment where risk taking, individuality and flexibility are preferred rather than stability and control (Cameron and Quinn, 1999; Harrington and Guimaraes, 2005; Kangas, 2009; Adler and Borys, 1996). Although the four corporate culture types, in terms of features, is appearing in a structure incompatible and mutually exclusive, some research shows that the four culture types can be found together in an organization (Jones et al., 2005). In such a case, it is claimed that some cultural values would be more dominant than the others and one of the culture types (or more) represents the dominant culture in the organization (Cameron and Quinn, 1999; Linnenluecke and Griffiths, 2009).

2.2. Business Strategy

There are three different types of strategies implemented by the company: Corporate Strategies, Business strategies and Functional strategies. Each of these strategies is discussed as different species concepts in strategic management literature. According to Bourgeois (1980), the differences between the types of strategy arise from the focus of the strategy. While corporate strategies focus on the company's general environment, business strategies focus on firm's task environment. In this respect, corporate strategies are termed domain definition or primary strategies, and business strategies are termed navigation strategy or secondary strategies. The most basic function of the business strategy is to determine, how the company's resources will be allocated effectively according to environmental conditions, how the firm achieve its short, medium and long-term goals and how the company organize itself for the implementation of the strategies. On the other hand the objective of the business strategy is to ensure the optimum balance between the dynamics in organization (internal) and the changes in the external environment (Zajac et al., 2000). Business strategy is considered as a win-faceted action plan that made for the firm's long-term survival and to create differences on performance its competition (Simerly and Li, 2000; Tan and Tan, 2005), and an adaptation effort to harmonize the organization's internal capabilities with the changes in external environment (Amitabh and Gupta, 2010). Business strategy is sometimes used as synonymously with strategic orientation (Morgan and Strong, 1998). Also, it is multidimensional and situational, and covers to locate and adapt the company's internal resources, capabilities and activities for evaluating the opportunities and eliminating the threat in external environment (Choy and Mula, 2008). Similarly the business strategy is not a static phenomenon, it is the result of a series of actions and reactions of organizations that evolve over time and linked. These actions and reactions create a strategic posture for each company. To describe the strategic posture of a company, business strategy researchers take into account the overall strategic orientation and actions of the company (Hutzschenreuter and Israel, 2009).

According to Miles and Snow (1978), there is variety of strategic posture categories that the firms may prefer such as prospector, defensive, reactive and etc. The main response given by the organization against the new state is in these categories. In addition, because of business strategy is a multi-dimensional and complex structure, to take place in one of the strategies is not mandatory for company. Organizations are able to apply a combination of multiple strategies (Andrews et al., 2009). Chandler (1962) explicates the business strategy as a long-term plan guiding the internal-external adaptation practices of a company in order to achieve its goals and objectives. Desarbo et al., (2005) comment the business strategy as asset of decisions making all management processes of a firm compatible with the environment. According to another definition, business strategy is related to the making of decisions that affect the success and survival conditions of a business and a summary of the main features of the organization's relationships with the environment (Narasimha, 2001). Various approaches are discussed in the literature on how to measure the structural characteristics of the business strategy. Business strategy scales developed by Miles and Snow (1978) and Venkatraman (1989) are among the most important of these measurement approaches. The two scales were used in this research to develop the research measurement scale. Miles and Snow's (1978) business strategy typology consists of four-dimensions including Prospector (opportunistic) strategy, defensive strategy, analyzer strategy and reactive strategy. *Prospect strategy* is related being in a constant quest for innovation; seeking and evaluating new opportunities; focusing on expanding its new product/service network. *Defensive strategy* is related to a thought and behavior style that require the organization to follow up a limited and less diversity in product/service policy; to protect its existence by focusing on a narrow section of the market; to be in the quest and the fight for market stability. *Analyzer strategy* is related to a thought and behavior style that require the organization to do the similar of the products and applications in the market (to imitate), and to continue his life by copying the successful applications and idea in the market. *The reactive strategy* is a strategy type in which the organization do not has a coherent strategic plan and a proper competitive tool; not prepared as resources and capabilities; makes action to disrupt the play of others, not to create a distinctive style of play.

Venkatraman's (1989) business strategy scale (STROBE) is six-dimensional including Aggressiveness, Analysis, Defensiveness, Futurity, Proactiveness and Riskiness. *Aggressive strategy* requires the firm to take market position more quickly from its competitors in the target market; to be innovative in product/service; to invest heavily increasing its market share and strengthening its competitive position; and usually to exhibit an attacker behavior for the effective realization of these applications. In *Analyzer strategy*, business prefer a style of thinking and behavior that requires to use effective problem-solving approaches to respond to environmental change; to investigate in depth the problems of resources to develop the best solution alternatives; to analyze their competitors actions in a systematic way, and to be in a new quest for product/services. *Defensive strategy* is related seeking effective methods for reducing the cost; developing systems that protect its basic features (such as technology, products, markets). *Futurist strategy* is associated with time conditions on strategic decisions. It has a style of thought and behavior that requires focusing on long-term effectiveness versus short-term effectiveness, prospective market conversions, customer preferences and environmental change trends. *Proactive strategy* is related to the company's entry into new emerging sectors; searching continuously opportunities in the market and develop potential responds against changing environmental trends; usually directing to the market with new products (to lead); branding beyond the competition, strategically moving away from the decline phase of the product life cycle. *Riskiness strategy* related to the scope of the risk that reflects the company's risk-taking attitude such as distribution of various resources, product and market selection issues. In literature there are many studies demonstrating the validity and reliability of the both approaches. While each of these approaches has specific aspects, there are similar aspects as content and the main emphasis points of the strategies in the both approaches. Therefore, it is foreseen that there will not be a conceptual problem with the combination. In this context, to shape the business strategy scale of the research, it is conducted a composite scale considering different and similar aspects of the two approaches.

3. Methodology

3.1. Subject, Population and Sample of the Research

In this research, quantitative research method was used and data were obtained by a questionnaire form. 3-4-5-star hotels managers were the research subjects in this study. Hotel lists involved in the official web pages of the Republic of Turkey Ministry of Culture and Tourism was used to determine the managers take placing in the research subject.

In this context, the study population consisted of the senior executives of three, four and five-star hotel companies in Turkey. According to the data obtained from the web page, the total number of hotel managers who constituting the population of the research is 1567. Later research sample has been identified. Determining the number of sample representing the research population, the sample formulation developed by Sekaran (2003) and the random sampling method was used. Finally the sample size of the research was identified as 310 managers.

3.2. Instruments and Survey

Based on the prior researches such as Miles and Snow (1978), Venkatraman (1989) and Cameron and Quinn (1999) in the literature, the survey instruments were developed and the instruments were firstly reviewed by three professors specialized in hospitality industry and strategic management fields. Then, the instrument was pretested through interviews with 7 senior managers of the three, four and five-star hotel companies that are the leader player in the hospitality industry. The suggestions obtained from professors and hotel senior executives were used to refine and polish the survey instrument with regard to content, arrangement, wording accuracy, and relevance. This helped to make the final survey questionnaire more valid and clearer and to improve the structure and content of the questionnaire. Finally, the questionnaire consisted of two parts. Part 1 was designed for soliciting the respondents’ demographic information. The second part created 38 propositions related corporate culture (24) and business strategies (14).

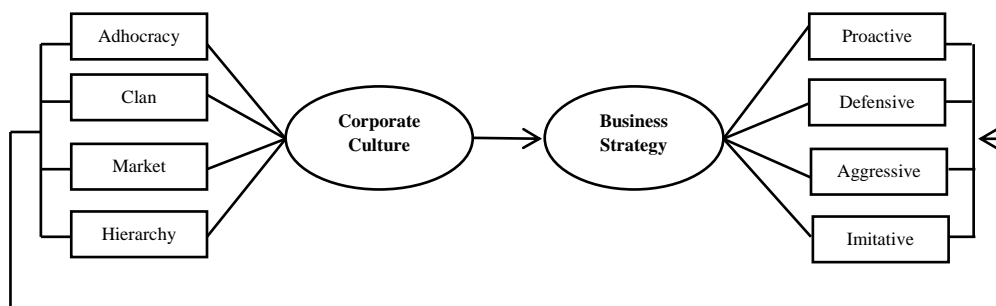
3.3. Data Collection

As the data collection method, 3 techniques were used together; e-mail, posting and face to face survey technique. The structured questionnaire with closed-end questions was sent by e-mail to the 500 hotel managers. Among the 500 hotel managers, 401 managers had a positive feedback about responding to the survey. Later, the questionnaire form was sent by post to the hotel managers. The data collection process took approximately 8 months (March–October). At the end of the data collection process, a total of 356 questionnaires were obtained (235 of these questionnaires through face to face interviews, 25 of them through the post, 96 of them by e-mail). Because 46 of them, obtained by e-mail way, are inadequate in terms of internal consistency, they have been removed from the data set. Finally the data set consisted of 310 surveys.

3.4. The Research Model and Hypotheses

The research model was formed based on the observation of the researcher related to the topics in the application and the findings of the studies on the research variables in the literature. The research model includes two structures (corporate culture and business strategy) and eight variables. Details on the model are presented in Figure 1.

Figure 1 is introduced here (The Research Model)



The impact of corporate culture on the business strategies is a phenomenon that has been generally accepted. In this context, the research hypotheses were developed by examining specific relationships between variables in the model. For market culture has a greater emphasis on issues such as competitive actions, achieving the objectives and goals, increasing market share and market penetration (Cameron and Quinn, 1999), improving the competitive position at the business environment (Harrington and Guimaraes, 2005), competitive advantage and market leadership, the change orientation of the company with the characteristics of this culture is quite high (Appiah-Adu and Blankson, 1998).Therefore, it can be said that in the business, this culture being dominant, the response to environmental change will be generally aggressive and proactive, and defensive and *imitative* behavior not often to be preferred.

In light of this information, the research hypothesis is created as; **H1_{a,b,c,d}**: “Market culture has a positive impact on a) Proactive Strategy, b) Aggressive Strategy, and a negative impact on c) Imitative Strategy, d) Defensive strategy”. Clan culture is a kind of conservative (closed) culture that focused on internal issues and values rather than external developments (Kangas, 2009). Because it generally emphasizes loyalty, tradition and internal consistency, there can be problems in making timely and effective response to changing market needs (Deshpande et al., 1993). The degree of compliance with the changing conditions of the companies with this kind of culture is usually low (Appiah-Adu and Blankson, 1998). Therefore, it can be said that in the business, this culture being dominant, the response to environmental change will be generally defensive and *imitative*, and aggressive and proactive behavior not often to be preferred. In light of this information, the research hypothesis is created as; **H2_{a,b,c,d}**: “Clan culture has a negative impact on a) Proactive Strategy, b) Aggressive Strategy, and a positive impact on c) Imitative Strategy, d) Defensive strategy”. The hierarchy culture is a working atmosphere where stability, predictability and effectiveness issues are overly noticed and there are too many official rules and levels (Cameron and Quinn, 1999; Dastmalchian et al., 2000; Kangas, 2009). For the hierarchy culture emphasis on control, generally it exhibit resistance or is acting less sensitive to the change (Fiol and Lyles, 1985). In the literature there are several studies showed that the hierarchy culture not produce good scores at the performance indicators related to the change (Quinn and Spreitzer, 1991), and the market orientation of the hierarchy culture is low (Appiah-Adu and Blankson, 1998). Therefore, it can be said that in the business, the hierarchy culture being dominant, the response to environmental change will be generally defensive and *imitative*, and aggressive and proactive behavior not often to be preferred. In light of this information, the research hypothesis is created as; **H3_{a,b,c,d}**: “Hierarchy culture has a negative impact on a) Proactive Strategy, b) Aggressive Strategy, and a positive impact on c) Imitative Strategy, d) Defensive strategy”.

Adhocracy Culture is focused on external issues consisting of basic values such as flexibility, innovation and risk-taking. It is based on the philosophy of being prepared for the future by developing new products and services and be in the position to respond to highly complex conditions. Features such as rapid growth, obtaining new sources and capable of producing unique and original products and services are the most important long-term goals of the organization (Cameron and Quinn, 1999; Kangas, 2009). In this culture failures are tolerated and learning is encouraged (Wallach, 1983). Because of these features, the level of compliance of the company that has adhocracy culture to the change is higher than the organizations with clan or hierarchy cultures (Appiah-Adu and Blankson, 1998). Therefore, it can be said that in the business, this culture being dominant, the response to environmental change will be generally aggressive and proactive, and defensive and *imitative* behavior not often to be preferred. In light of this information, the research hypothesis is created as; **H4_{a,b,c,d}**: “Adhocracy culture has a positive impact on a) Proactive Strategy, b) Aggressive Strategy, and a negative impact on c) Imitative Strategy, d) Defensive strategy”.

4. Findings and Discussions

According to the results of descriptive analyzes related to the company characteristics in the research sample, most of companies are three and four-star hotels and generally are located in Mediterranean, Aegean and Marmara regions. In terms of activity time, the businesses serve usually all seasons and most of them are the individual hotels. Also the managers have managerial experience over 4 years and have been working in senior executive positions in business. Most of them are men and university graduates. The results of exploratory factor analysis show that the companies have four different types of corporate culture: Adhocracy, Market, Hierarchy and Clan culture (KMO: ,862. Approx. Chi-Square: 1707,801. Bartlett's Test of Sphericity: ,000. Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. Explained Variance: Total: 55,875). On the other hand, the companies prefer four different strategy types: Defensive, Proactive, Aggressive and Imitative strategy (KMO: ,822. Approx. Chi-Square: 1676,174. Bartlett's Test of Sphericity: ,000. Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. Explained Variance: Total: 61,970). After exploratory factor analysis, descriptive statistics about the corporate culture and strategy types have been studied. For each variable, means, standard deviations, reliability coefficients, number of questions and scales are presented in Table 1.

Table 1 is introduced here(Descriptive Statistics)

Culture-Strategy Types	Means	Standard Deviations	Number of Questions	Reliability Coefficients	Scales
Market Culture	4,5540	,41428	4	.747	5
Clan Culture	4,5016	,46216	4	.675	5
Hierarchy Culture	4,4024	,47164	4	.711	5
Adhocracy Culture	4,3285	,58160	6	.835	5
Proactive Strategy	3,6355	,63967	4	.814	5
Aggressive Strategy	4,2490	,55007	5	.771	5
Defensive Strategy	4,0976	,66400	4	.811	5
Imitative Strategy	4,6043	,50497	3	.744	5

According to Table 1, the reliability coefficients for all variables are above the current threshold mentioned in the literature (Cronbach's alpha coefficient is 0.60 or above (Nunnally, 1978)). These findings reveal that the formed scales are highly reliable. After determining the reliability of the dimensions, the correlation analysis was conducted. The results are presented in Table 2.

Table 2 is introduced here (Correlation Analysis Results)

Variables	Market Culture	Clan Culture	Hierarchy Culture	Adhocracy Culture
Defensive Strategy	,056	,493**	,216**	-,018
Proactive Strategy	,182**	,191**	,176**	,603**
Aggressive Strategy	,416**	,226**	,587**	,161**
Imitative Strategy	,081	,202**	,199**	,085

* Correlations significant at the 0.05 level (2-tailed)

** Correlations significant at the 0.01 level (2-tailed).

Viewing the results of the correlation analysis, it is seen that there is a significant, medium level and positive relationship between market culture, aggressive strategy and proactive strategy. But market culture has a stronger relationship with aggressive strategy. Clan culture and hierarchy culture have a positive correlation with the all strategy types at different levels. But clan culture is more related to the defensive strategy, hierarchy culture is more related to the aggressive strategy. Also adhocracy culture has a significant relationship in medium level with proactive strategy and aggressive strategy. But the relationship between adhocracy culture and proactive strategy is at higher level. These findings are largely consistent with the literature. Only at medium level relationship between hierarchy culture and aggressive strategy is seen strange at first sight, but it is an expected result for some cases (For example, in the cases the industry is dominated by uncertainty, pressure and complexity).

Table 3 is introduced here(Corporate Culture Types and Proactive Strategy Regression Analysis Results)

Model	B	Std Err.	β	t	Sig.	Partial	Part	Tol.	VIF
(Constant)	1,184	,390		3,037	,003				
Adhocracy Culture	,711	,058	,647	12,340	,000	,577	,560	,750	1,334
Clan Culture	-,007	,077	-,004	-,084	,933	-,005	-,004	,823	1,215
Hierarchy Culture	,008	,073	,006	,113	,910	,006	,005	,714	1,400
Market Culture	,141	,077	,102	1,835	,067	,104	,083	,670	1,493
Dependent Variable: Proactive Strategy									
r: ,610 r ² : ,372 F _(4,305) : 45,137 Sig.: ,000 Durbin-Watson: ,564									

When the model generated at Table3 examined it is seen that the corporate culture types are generally associated with proactive strategy positively and at intermediate level (r: ,610, r²: ,372, p: ,000) and explain 37% of the total variance at proactive strategy. According to the standardized regression coefficient (β), the relative order of importance of the corporate culture types on proactive strategy is: adhocracy culture, market culture, hierarchy culture and clan culture.

When t-test results are analyzed, it is seen that adhocracy culture has a positive significant effect on proactive strategy and market culture has a positive significant effect on proactive strategy (a two-tailed evaluation, $0.067/2 = 0.033$), and the other culture types do not have a significant effect. In the light of these findings; “**H1_a**: Market culture has a positive effect on proactive strategies” and “**H4_a**: Adhocracy culture has a positive effect on a proactive strategy” hypothesis are **accepted**, “**H2_a**: Clan culture has a negative effect on proactive strategies” and “**H3_a**: Hierarchy culture has a negative impact on the culture of proactive strategy” hypothesis are **rejected**.

According to the results of the regression analysis, the proactive strategy is affected positively adhocracy culture and market culture, but could not detect any interaction with clan culture and hierarchy culture. These findings are partially consistent with the literature. Namely, clan culture and hierarchy culture is generally accepted as negative relationship with proactive strategy in the literature. If a company's corporate culture predominantly has the characteristics of clan and hierarchy culture, it is often seems difficult to implement proactive strategies for the company (some characteristics of business environment is exceptions). The market culture is due to the characteristics associated with proactive strategy for some situations. As in the literature, proactive strategy is most strongly associated with adhocracy culture in the research findings too. Therefore, for corporate can implement proactive strategies successfully, it is necessary to try to be leader in entrepreneurship, innovation and risk-taking; to obtain new resources and seek new opportunities; to focus on long-term success rather than short-term success; deal with achieving a competitive position in the future; to follow strictly the environmental changes trends and customer preferences. All of these features are the features of adhocracy culture. So it can be said that is an expected result that adhocracy culture has a strong impact on proactive strategy.

Table 4 is introduced here(Corporate Culture Types and Aggressive Strategy Regression Analysis Results)

Model	B	Std Err.	β	t	Sig.	Partial	Part
(Constant)	,777	,334		2,328	,021		
Adhocracy Culture	-,110	,049	-,116	-2,222	,027	-,126	-,100
Clan Culture	,048	,066	,036	,723	,470	,041	,033
Hierarchy Culture	,240	,066	,201	3,642	,000	,204	,165
Market Culture	,602	,062	,516	9,647	,000	,484	,436
Dependent Variable: Aggressive Strategy							
r: ,613		r ² : ,376		F _(4,305) : 46,016		p: ,000	
Durbin-Watson: ,732							

When the model generated at Table 4 examined it is seen that the corporate culture types are generally associated with aggressive strategy positively and at intermediate level (r: ,613, r²: ,376, p: ,000) and explain 37% of the total variance at aggressive strategy. According to the standardized regression coefficient (β), the relative order of importance of the corporate culture types on aggressive strategy is: market culture, hierarchy culture, adhocracy culture and clan culture. When t-test results are analyzed, it is seen that market culture and hierarchy culture have a positive significant effect on aggressive strategy and adhocracy culture has a negative significant effect on aggressive strategy, and the clan culture do not have a significant effect. In the light of these findings; “**H1_b**: Market culture has a positive effect on aggressive strategies” hypotheses is **accepted**, and “**H4_b**: Adhocracy culture has a positive effect on aggressive strategy”, “**H2_b**: Clan culture has a negative effect on aggressive strategies” and “**H3_b**: Hierarchy culture has a negative impact on the culture of aggressive strategy” hypotheses are **rejected**.

According to these results aggressive strategy is affected positively market culture and hierarchy culture, and negatively adhocracy culture, and do not correlate with the clan culture. These findings are partially consistent with the literature. Aggressive strategy is considered as a reasonable organizational behavior compatible with market culture characteristics in the literature. A company with market culture is generally based on strict competition, takes care of achieving objectives and the expansion of market share/service areas, emphasizes to win and to fight strictly and hardly in the market. Therefore, these features led the business to aggressive behaviors such as making sacrifices from the profitability to gain market share and to get a better market position from competitors, being in a variety of actions to disrupt the competitor' games. On the other hand, although it is expected from the company with adhocracy culture to exhibit aggressive behavior in some cases, the relationship between adhocracy culture and aggressive strategy is negative in this study. It is thought that this result arise from the industrial characteristics and managers' perspectives. Due to the features, hierarchy culture generally associated with defensive and imitative strategies.

In this study, it is showed that hierarchy culture is associated with the aggressive strategy; this result can be caused the structural features of the hotel industry such as no storage facilities, seasonality, and socio-economic crisis. Because of these features Hotels, no matter which culture with they have, can behave aggressively in some cases. On the other hand, although being not significant relationship between the clan culture and aggressive strategy is an expected result, this does not apply to the overall situations. Some companies with clan culture may prefer a more aggressive behavior in some business environment circumstances.

Table 5 is introduced here (Corporate Culture Types and Imitative Strategy Regression Analysis Results)

Model	B	Std Err.	β	t	Sig.	Partial	Part
(Constant)	3,159	,376		8,406	,000		
Adhocracy Culture	-,008	,056	-,009	-,138	,891	-,008	-,008
Clan Culture	,200	,074	,164	2,685	,008	,152	,149
Hierarchy Culture	,185	,070	,173	2,638	,009	,149	,146
Market Culture	-,055	,074	-,050	-,745	,457	-,043	-,041
Dependent Variable: Imitative Strategy							
R: ,250 r^2 : ,063 $F_{(4,305)}$: 5,094 p: ,000 Durbin-Watson: 1,016							

When the model generated at Table 5 examined it is seen that the corporate culture types are generally associated with imitative strategy positively and at low level (r: ,250, r^2 : ,063, p: ,000) and explain 6% of the total variance at imitative strategy. According to the standardized regression coefficient (β), the relative order of importance of the corporate culture types on imitative strategy is: clan culture, hierarchy culture, market culture and adhocracy culture. When t-test results are analyzed, it is seen that hierarchy culture and clan culture have a positive significant effect on imitative strategy and the other culture types has no significant effect on imitative strategy. In the light of these findings; “**H2c**: Clan culture has a positive effect on imitative strategy” and “**H3b**: Hierarchy culture has a positive effect on imitative strategy” hypotheses are **accepted**, “**H1c**: Market culture has a negative effect on imitative strategy” and **H4c**: Adhocracy culture has a negative effect on imitative strategy” hypotheses **rejected**.

Imitative strategy is affected positively clan culture and hierarchy culture, but could not detect any interaction with market culture and adhocracy culture. These findings are highly consistent with the literature. It is generally an expected case that clan culture and hierarchy cultures prefer imitative strategy. Because the company with hierarchy culture usually tries to copy the other’s successful application, to eliminate risk and uncertainty carrying out their activities depending on so much formal rules, procedures and structure, to be more conservative in terms of entrepreneurship and innovation. Similarly, the companies with clan culture focus generally on internal issues such as trust, loyalty and commitment, and they become difficult to follow the external changes. This tendency leads the businesses to demonstrate a reactive attitude towards change and to prefer imitative strategies.

Table 6: Corporate Culture Types and Defensive Strategy Regression Analysis Results

Model	B	Std Err.	β	t	Sig.	Partial	Part
(Constant)	,816	,426		1,916	,056		
Adhocracy Culture	-,253	,063	-,222	-4,014	,000	-,224	-,192
Clan Culture	,876	,084	,547	10,378	,000	,511	,496
Hierarchy Culture	,226	,080	,160	2,832	,005	,160	,135
Market Culture	-,135	,084	-,094	-1,608	,109	-,092	-,077
Dependent Variable: Defensive Strategy							
R: ,551 r^2 : ,303 $F_{(4,305)}$: 33,160 p: ,000Durbin-Watson: ,828							

Table 6 is introduced here(Corporate Culture Types and Defensive Strategy Regression Analysis Results)

When the model generated at Table 6 examined it is seen that the corporate culture types are generally associated with defensive strategy positively and at intermediate level (r: ,551, r^2 : ,303, p: ,000) and explain 30% of the total variance at defensive strategy. According to the standardized regression coefficient (β), the relative order of importance of the corporate culture types on defensive strategy is: clan culture, adhocracy culture, hierarchy culture and market culture. When t-test results are analyzed, it is seen that clan culture and hierarchy culture have a positive significant effect on defensive strategy and adhocracy culture has a negative significant effect on defensive strategy, and market culture do not have a significant effect.

In the light of these findings; “**H2_d**: Clan culture has a positive effect on defensive strategy”, “**H3_a**: Hierarchy culture has a positive effect on defensive strategy” and “**H4_a**: Adhocracy culture has a negative effect on defensive strategy” hypotheses are **accepted**, “**H1_a**: Market culture has a negative effect on defensive strategy” hypothesis **rejected**.

Defensive strategy is positively affected by clan culture and hierarchy culture; it is negatively affected by adhocracy culture. It is determined a lower level, negative and no significant relationship between market culture and defensive strategy. These findings are highly consistent with the literature, because of the characteristics of defensive behavior are consistent with the general characteristics of the clan culture and hierarchy culture. On the other hand, the characteristics of defensive strategy compared with the features of adhocracy culture and market culture, it is easily understood that why the relationship is negative. Because both the types of culture requires being aggressive and attack. In summary, it can be said that; the businesses that prefer proactive strategies, have the characteristics of adhocracy and market culture as a corporate culture. The companies that have the characteristics of the market and hierarchy culture choose aggressive strategy. On the other hand, defensive strategy and imitative strategy approaches are preferred by the businesses which have the properties of the clan and hierarchy culture. The businesses with adhocracy culture usually avoid from the defensive and aggressive strategy.

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