

Impact of Process Oriented Business Culture in Transforming Organizational Performance: A Case of Texaco

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Abstract

The rapid advent of industrialization has confronted majority of the people with complexity and novelty of their respective organization. They are forced to cope up with an increasing number of tasks along with the open dynamic processes and changing parameters. The present study aims to evaluate the perceptions regarding Texaco's learning culture and the role of learning cultures in achieving organizational transformation. The study also investigates national and non-national respondents employed at Texaco's facility in Neutral Partition Zone between Saudi Arabia and Kuwait. The study has employed mixed research design using a survey based on 3-point Likert scale. The questionnaire was designed to examine the employee behavior and organizational support, whereas personal interviews were conducted for examining the awareness of employees towards the learning organization models. The results showed significant level of employee participation (p-value 0.049), commitment (0.068), innovation (p-value 0.033) and feedback (0.025). Whereas, the interview results showed that employees had a higher degree of awareness regarding organizational learning models. However, they requested training sessions for learning how to implement these models. These results have clarified that Texaco has evolved into an innovative and culturally diverse organization following Chevron's takeover. Therefore, the study has concluded that Texaco employs knowledge sharing learning models through their knowledge management (KM) initiatives.

Keywords: learning models, organizational culture, Texaco, chevron

1. Introduction

Competition in today's organizational environment is based on the company's ability to deploy the strategic assets. In the modern global economy, competition is significantly associated with effective skills and knowledge among the employees that are exercised through organizational processes (McCormack et al., 2009). Majority of the organization aims to consider their organizational processes as strategic assets, owing to the new business approach. Nowadays, organizations are not known as a collection of functional areas, rather they are considered as a combination of highly integrated processes (Glavan & Vuksic, 2017). Process-oriented business plays a major role in the establishment of an organization as it focuses on its relevant core processes. The core processes focused by process-oriented business culture involves cutting down of the operational costs, promoting customer relation by satisfying their needs and increasing employee satisfaction by harnessing benefits in organizational knowledge (Glavan & Vuksic, 2017).

Texaco was acquired by Chevron Corporation, an oil company known for its aggressive innovation and rapid decision-making abilities. Texaco's business culture began to see a positive evolution after the acquirement and sparked rapid growth in terms of share prices and production. Organizations can obtain various degrees of process-oriented business culture by adjusting in their business processes as it is a complex process that is performed over an extended time period (Cameron & Green, 2015). Adoption of a process view of the business helps organizations in enhancing their overall performance (Milanovic & Glavan, 2014). Texaco Inc. has built itself into a contending force of the modern oil industry and stands as a key player in this sector. However, Texaco's growth in the corporate sector has not been one of spontaneity and linearity. Rather, Texaco's initial business culture was one that was representative of rigidity and bureaucracy; as a consequence, the business suffered setbacks in the face of competitors such as Chevron (Makridakis, 1991). Their cautious management style was reflective of their strong antipathy towards risk-taking and rapid decision making. This sluggish pace

of business conduction had subsequently cost the company greatly over time in terms of a decline in share prices and production (Milanovic & Glavan, 2014).

The concept of a learning organization offers an alternative paradigm by which systems can enable the redefinition of the economy and society (Hatch, 2018). There is a positive impact of process-oriented business culture on the business performance as it utilizes structural equation modeling (Kumar et al., 2010). The concept of business culture is one that ties in deeply with the organizational transformation of a company. The awareness regarding process-oriented business culture has been raised to reach a significant management paradigm in the competitive global market. Moreover, it has been shown that the overall performance of an organization can be enhanced by adopting a process view of business (Glavan & Vuksic, 2017). However, empirical research regarding this aspect is lacking; therefore, studies are needed to investigate both the concept of organizational transformation and ways in which it can be implemented in a corporate setting. Majority of the people are confronted with the complexity and novelty of their respective organizations with the rapid advent of industrialization. They are forced to cope up with an increasing number of tasks along with the open dynamic processes and changing parameters (Scott, 2015).

In a similar context, the present study aims to evaluate the perceptions regarding Texaco's learning culture and the role of learning cultures in achieving organizational transformation. The study has investigated of national and non-national respondents employed at Texaco's facility in Neutral Partition Zone between Saudi Arabia and Kuwait.

2. Literature Review

Existing literature describing learning organizations has a clear distinction from the literature addressing the concept of organizational learning. The concept of a learning organization is more concerned with the development of normative models and methodologies to show a change in the direction of improved learning processes. The long-term success of an organization in the competitive market depends on innovation that is among the major factors. The role of process-oriented business culture has been emphasized as it is capable of stimulating or restraining innovation that affects the overall performance of the organization (Naranjo-Valencia, Jiménez-Jiménez & Sanz-Valle, 2016). The main aspect of a learning organization is its adaptability to culture. This cultural adaptability was a concept that was initially lacking in Texaco's rigid business culture and which contributed greatly to the business losses it incurred over time.

Texaco was seen to evolve over time into a learning organization due to its takeover by Chevron Corporation. Texaco's metamorphosis into a learning organization contributed greatly to its increased share value and production over time. This was highlighted in Texaco's official report (2000), which emphasized the role of innovative programs in contributing to a culture of learning and growth, with regard to the sciences, art, mathematics, and music. Furthermore, the report highlighted Texaco's strong focus on utilizing innovation as a means to enhance the firm's corporate social responsibility (CSR) value. Chevron's takeover of Texaco proved to be advantageous in a number of ways. Firstly, Chevron's culture of intra-organizational communication was implemented at Texaco to great success (Grant, 2013). Additionally, Chevron's knowledge management programs were implemented at Texaco as a means to promote profitable growth and operational excellence (Grant, 2013).

A recent study has highlighted five primary disciplines of learning organizations including the systems thinking, team learning, personal skills, shared vision, and mental models (Tahmir & Nawawi, 2016). The study extensively discussed these five disciplines by highlighting that system thinking refers to the synchronous working of an organizational system to achieve efficient output. In this way, the study has highlighted the collaborative efforts of the organizational team to supplement their learning and growth process. An organization's shared vision refers to the mutual aspirations of every employee to contribute to its development. Furthermore, personal skills referred to an employee's personal views could be to contribute to individual and organizational growth. Lastly, the study described mental models by referring to them as a means through which decision-making processes may be carried out within the organizational framework.

Another recent study referring to organizational transformation discussed that the concepts of 'learning' and 'knowledge' are forced to move away from the simplistic mechanisms to manage the on-going change (Worley & Mohrman, 2014). Thereby, it has been concluded that 'learning' and 'knowledge' are two different processes that are essentially inclusive of the human ability to appreciate and discriminate while applying judgments. Thus, the learning organization is believed to move decisively towards its vision and it needs to develop a unique consciousness designed for the purpose (Park et al., 2014). This consciousness can only exist in the collective consciousness of the people; therefore, the dialogue is necessary to develop an organizational consciousness that

is proactive and effective. This approach affects the organization effectively and helps it in evolving into a learning organization (Park et al., 2014).

The current developments in global businesses have contributed to increased organizational efficiency through sparking change in capability, environmental complexity, consumer satisfaction, and technology. Moreover, capability maximization is considered as an advanced tool to compete with organizations entering economic apprehensions (Gomez-Mejia, Berrone & Franco-Santos, 2014). The probability of success of an organization significantly depends on its competitive relationship with contending organizations (Teece, Peteraf & Leih, 2016), where the common outcome for monopolistic and imperfect competitions is a failure (Kern & Ackermann, 2014). Advancements in business culture are augmented by the combination of increased revenue along with the altered investments with the minimum resources provided. Thus, organizations need to regulate their strategies to generate cost-effective revenue (Ward & Peppard, 2016). Irefin (2013) evaluated the effects of project management on the performance of stakeholders in the construction firms. A total of 40 top and middle management staff of the company were enrolled using a survey method. The findings have shown that business success is significantly associated with project quality management. Similarly, technical success was significantly associated with project quality. Thereby, the study has recommended that the planning and execution of construction projects should be based on project management skills and strategies.

The role of the five-discipline learning model had been emphasized the role of instigating an organization's learning process (Senge, 2014). However, this learning model received criticism as being rather abstract, due to which more recent models came into being. The five components of a learning organization as highlighted by Snyder (2016) included; experimentation, past experience-based learning, systematic troubleshooting, sharing knowledge, and learning from other people. This was followed by Marquardt's (1996) model that defined adaptive, anticipatory, deutro and action learning as the four ways in which organizations were to approach the learning process (Snyder, 2016). Adaptive learning was based on learning from prior experiences, anticipatory learning was carried out by envisioning future aims, deutro learning was characterized by learning about learning, and action learning was based on including employees in the troubleshooting process (Snyder, 2016). Thereby, past learning techniques were critiqued and newer ones were formulated.

The empirical studies discussed above categorically recommended analyzing the role of oriented business culture in the organizational transformation of Texaco. The effective engagement of stakeholders within the industries like Texaco revealed their contribution to the success and sustainability of different projects. Thereby, this study aims to analyze the perceptions regarding Texaco's learning culture and the role of learning cultures in achieving organizational transformation.

3. Conceptual Model

The adaptation of the BPO within an organization is a prerequisite for its enhancement of the performance. This adaptation goes through various processes that serves as the developmental stages. These stages with time become clearer, managed, and controlled (Glavan, & Vukšić, 2017). The higher maturity level helps the organization to achieve better control, reduced cost, improved performance, effectiveness, and capability to achieve the set goals. The first stage which instigates the maturation and adaptation of the BPO is the employees and their behavior in a firm that instigates learning culture (Heine, Beaujean, & Schmitt, 2016). Process orientated can cause a significant impact on various facets of the business, particularly its employees. This process alters the interaction and work practices of the employee, based on the awareness about the system (Beyene et al., 2016). This awareness leads to their alteration of the performance and the opportunities, which can be availed for achieving their performance targets. Introducing feedback mechanism, and opportunities for participation or an integrated system helps extending the impact of the processes outside the firm transactional boundaries-based formation of cooperation and establishment of the long-term partnership resulting in improved performance for all channels of the firm (Winkler, & Fyffe, 2016). Therefore, the study has formulated a conceptual framework based on the BPO, which is centered to the cooperation and satisfaction of the employees. Figure 1 has represented the conceptual model focused in the present study. It shows that business orientation process, being an independent variable comprise of employee behavior and organization support, which is mediated by organizational culture and is likely to affect the overall performance of the organization. The rationale behind it is that a satisfied workforce produces improved performance, and effectively executes the task. Moreover, these individuals are less likely to switch job and report frequent absenteeism, which influences the firms' financial performance, positively. Moreover, this also creates a healthy environment, where the employee feels empowered to innovate and experiment new ideas. These are also going to improve the relationship with the customer through better performance and sustain a healthy relationship with all the supply chain links, perpetuating firm performance.

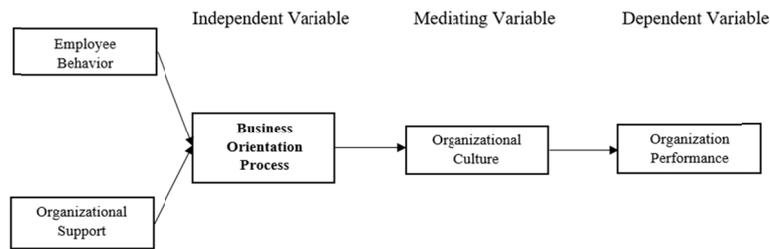


Figure 1. Conceptual framework

4. Method

4.1 Study Design

The study has employed the qualitative and quantitative research approach to evaluate the business culture and organizational transformation in Texaco. More often, it is further aimed to orient business culture and training within the organization.

4.2 Study Variables

The study evaluates the impact of the organizational business orientation process by incorporating twelve independent variables. The variables are awareness, openness to change, innovation, employee participation, feedback, commitment, training, employee adaptation, management support, flexibility, shared vision, and goal orientation. Whereas organization performance is set as a dependent variable. In addition, the conceptual model has culture as the mediating variable.

4.3 Study Population

For the study, the total of 650 permanent Texaco employees at two levels were recruited, namely Staff with Grade 1 to 9 and senior staff with Grade 10 and above. There are 350 staff employees and 300 senior staff employees. The questionnaire was distributed to the senior staff only. A total of 300 questionnaires were distributed but only 108 questionnaires were received. The questionnaires were distributed to employees throughout the organization for their valuable feedback.

4.4 Data Collection

For collecting the data, the survey was conducted. The survey followed both the qualitative and quantitative approach based on the mixed design employed by the study. Considering the questionnaire, ten items were included based on a 3-point Likert scale. It was further divided into two parts where the first part gathered demographical details whereas the second part explored the impact of the business orientation process based on the learning culture of the organization. For the qualitative data collection, personal interviews were conducted keeping the study and Texaco paradigm in consideration. The interviews mainly examined the awareness of employee towards the learning organization (LO) models and their opinions pertaining to training sessions conducted in this regard. Personal interviews were conducted to estimate the degree of paradigm shifts, that is, from the previous training culture to the LO models. The interview questionnaire comprised of 11 main statements which aided in gaining a comprehensive understanding of this discussion. Apart from these demographic details of the respondents was also recorded.

Generally, all the basic rules and principles of questions in designing the survey questionnaires were fully considered; irrespective of whether the questionnaire was written in English or Arabic. However, extreme care was taken to prevent any misinterpretation of words when translating the instrument into Arabic as it may result in communication failure and affect the results. Furthermore, participants were also contacted through mobile calls in case sentences were found ambiguous.

4.5 Ethical Consideration

Prior to data collection, an approval was obtained from the ethical committee. Following it, written consent was also achieved from the participants subsequent to the deliverance of the study objective and its significance. In addition, the participants were also communicated with data confidentiality as well as anonymity.

4.6 Statistical Analysis

The data acquired through the questionnaire was entered in Statistical Package of Social Sciences (SPSS) version

20.0 and analyzed using descriptive statistics. The data collected from the questionnaire was then assessed using Chi-square.

5. Results

5.1 Quantitative Analysis

Before dissemination of the questionnaire, Cronbach Alpha was also calculated for the questionnaire items. The value achieved was 0.967, which signifies towards the reliability of the questionnaire items (Table 1).

Table 1. Questionnaire reliability

Cronbach's Alpha	N of Items
0.967	17

A total of 300 questionnaires and interviews were targeted to be conducted, out of which only 108 interviews could be taken. This corresponded to around 72.0% of the response rate with suitably complete information required with 107 male respondents and 1 female respondent. The stark gender-based disparity may be attributed to the male-dominated workplaces within Saudi Arabia. The demographic profile of the respondents has been summarized in Table 2.

Table 2. Demographic Profile of the respondents

Measures	Frequency	Percent (%)
Age		
20-30 years	4	3.7
31-40 years	54	50.0
41-50 years	42	38.9
51-60 years	8	7.4
Academic Qualifications		
Doctorate (Ph.D.)	3	2.8
Graduate (M.S.)	21	19.4
Undergraduate (B.S.)	60	55.6
High School	14	13.0
Others	10	9.3
Nationality		
National	73	68.2
Non-National	34	31.8
Years of Experience		
Less than 5 years	10	9.3
5 – 10 years	50	46.3
11 – 15 years	33	30.6
16 – 20	9	8.3
More than 20 years	6	5.6
Industrial Status		
Executive (Senior management)	1	0.9
Upper management (Managers)	14	13.0
Middle management (Superintendents)	31	28.7
Lower management (Supervisors)	44	40.7

In terms of age, the respondents were relatively middle-aged with the youngest age group ranging between 20-30 years accounting for only 3.7%. The middle-age group comprising of the age group between 30-40 years accounted for 50.0%; while, the age group between 40-50 years old accounts for 38.9% or a total of 89.0%. The oldest group (between 50-60 years old) accounted for the remaining 7.4%. Concerning the academic qualifications of the respondents, the results showed that the majority of the respondents (55.6%) were undergraduate (B.S); whereas, 19.4% were graduate (M.S). Small percentages of respondents that is 13% and 2.8%

were high school graduates and doctorate (Ph.D.), respectively.

Majority of the respondents (46.3) had 5 – 10 years of total working experience; while, 30.6% had 11 – 15 years of work experience. It has been shown that 9.3% of the respondents had experience of fewer than 5 years; whereas, only 5% has experience of more than 20 years. Among the recruited respondents, the majority of them i.e. 40.7% belonged to lower management that is they were working as supervisors. Only, 0.9% belonged to senior management, who were working as executives. Middle and upper management including the superintendents and managers comprised of 28.7% and 13%, respectively of the total study population (Table 1).

Based upon the response gathered, it is found that the majority of the participants were aware of the Texaco's learning culture as 90 participants stated Yes, whereas 68 neutral. The achieved p-value i.e. 0.032 also highlights its significance. Employee's openness to change of the culture provided that 89 were positive towards the changes, whereas 37 participants were rigid. The achieved p-value (0.138) also indicates its insignificant impact (Table 3).

Table 3. Employee behavior

		Response Rate	P-value
Awareness	Yes	90	0.032
	Neutral	68	
	No	32	
Openness	Yes	89	0.138
	Neutral	54	
	No	37	
Participation	Yes	59	0.049
	Neutral	80	
	No	41	
Commitment	Yes	72	0.068
	Neutral	57	
	No	51	
Adaptation	Yes	79	0.043
	Neutral	60	
	No	41	

The participation of the employees is reported to be low as only 59 participants indicated their willingness whereas 80 somewhat and 41 no (p- value=0.049). Commitment level among the participants is found high with 72 positive responses and a p-value of 0.068. Texaco's employee also reported high adaptation where a total of 79 employees responded yes while 41 responded negatively (0.043).

Table 4 presents the organizational practices of the Texaco organization for improving its culture and driving its performance. Considering the practices, the responses of the participants show that the majority of the employees (69) considered a neutral level of opportunities for innovation; whereas, 62 of them agreed towards its innovative practices. The achieved p-value for the innovation was also high (0.033), indicating its significant influence on organizational performance.

Table 4. Organizational support

		Response	p-value
Innovation	Yes	62	0.033
	Neutral	69	
	No	49	
Feedback	Yes	45	0.025
	Neutral	89	
	No	45	
Training	Yes	59	0.049
	Neutral	34	
	No	93	
Management Support	Yes	41	0.210
	Neutral	88	
	No	50	
Flexibility	Yes	43	0.065
	Neutral	91	
	No	45	
Shared Vision	Yes	43	0.089
	Neutral	91	
	No	45	
Goal Orientation	Yes	67	0.012
	Neutral	45	
	No	68	

Equal replies i.e. 45 were stated concerning their feedback practice; whereas, the p-value obtained was significant (0.025). Training was found to be inadequate as pointed out by the participants i.e. 93 responses reported with a significant p-value of 0.049 highlighting its substantial influence. Management support was reported to be neutral which causes an insignificant impact on the performance as illustrated through the achieved p-value i.e. 0.210. Work flexibility was also negatively reported by the participants, which has a great influence on its culture indicated by 0.065 p-values. Concerning the shared vision, lack of shared vision is found among the employee as only 43 participants indicated towards it (0.089). Goal orientation was also reported low such as 68, though indicated p-value is found to be significant (0.012).

5.2 Qualitative Analysis

A total of 108 employees at managerial levels were recruited for this study. The selection of these personnels was based on educational levels and the leadership qualities. Basically, researchers focus interview process to observe the qualitative and quantitative parameters on the Texaco paradigm shift. The researchers interviewed 44 employees at lower managerial levels (supervisors), 31 employees at middle management levels (superintendents), 14 employees at upper managerial levels (managers) and 1 employee at a senior managerial level (executive). Moreover, 18 respondents were included who were not at any managerial level position. The managers had been recruited from operations, maintenance and safety departments and superintendents from oil exploration, finance, and human resources were involved for the interviews.

“Certain decisions and actions of employees are left to their own judgment, without involving the management. The business-related decisions have an ethical or moral dimension as they have an effect on stakeholders. I believe that taking ethical decisions tend to involve the choices regarding who should be involved in the process and how the decision should be made.”

Some decisions and options were left over to employees' responses, which showed that the respondents of upper and senior management staff were agreeing with learning objectives; whereas, low and middle management have

shown to have a low agreement. Individual's age ranging within 15-30 years showed low agreement; however, the older age group tends to agree with this statement. The senior management has shown to have greater freedom to organize their matters having a complete authority and decision-making power. In contrast, the middle-aged groups belong to middle management groups.

"The role of human resource management is essential to look after the uniform work distribution and balance the workload throughout the organization. There are some skills needed to be demonstrated regarding the accurate use of relevant management terms and analysis of business literature, information, and data. It is also important to evaluate various practices and processes for managing human resources."

Many respondents affirmed that Texaco's human resource management had a significant responsibility to evenly distribute work among the employees, so that unnecessary stress and burden on the employees could be alleviated to a major degree. The respondents of the human resource department belonging to the middle and low management side showed a similar response. The parameters for learning objectives were observed as "satisfactory". Using the responses from the key participants, a few significant suggestions were reached. For an organizational system, a tool to measure the employee's capability should be structurally designed, with having complete plans for their development. Furthermore, creativity and innovation should be enhanced. The efficient and effective organization must focus on teamwork, and training programs should be provided to improve that team works. With regard to an organizational learning system, the enhancement of quality should be the first line of actions. Additionally, the human resource communication platform should be generated with entrusted human resource departments. Lastly, to set up a developmental business culture, the aspect of respect should be kept constant regardless of the origin of the employees.

Employees were further investigated regarding their personal satisfaction at Texaco. One respondent said;

"I enjoy what I do as an individual and/or as a group because here the environment is integrated with strong social dynamics that has captured a lot of momentum. Although, there is much difference in the social environment and a working environment, as it needs balance. I believe that a working environment is much beneficial for the employees through the incorporation of relaxed and friendly influences."

This feature was observed with more favorable findings, where respondents agreed with the concept of enjoying themselves at their workplace.

An additional respondent stated that;

"The training and educational initiatives boost each employee's learning capability and skills, leading towards the organizational objective. An enjoyable and friendly working environment not only increase employee satisfaction, rather it leads to an increased rate of engagement with work and therefore increased productivity. I try my best to maintain a more social and friendlier environment at Texaco."

In this regard, the training and educational initiatives referred to the familiarization of Texaco's employees with the organizational learning models that had been described earlier. It was seen that the respondents were in strong agreement with regard to the importance of such educational and training sessions. These sessions would aid in reorienting the perspectives of the employees pertaining to the development of their personal skills and their accomplishment of a shared vision for reaching organizational growth.

"The success of an organization can be achieved only through the success of each department. There is a flexible team behind the standing of a successful company like Texaco that can turn a vision into a growing business efficiently. I have observed an increase in efficiency and speed up the decision-making process as the employees of all the departments are aligned around the markets with flattened organizational structure. This may set a great example of matrix-rule management as I feel."

The success of an organization is dependent on the success of each department. This may be tied in with system thinking, whereby the synchronous working of each system is essential in order to lead to organizational success, as highlighted earlier.

"Employees should be given the privilege to learn from each other through formal and informal meetings and group discussions. Group discussion serves as a forum to plan, monitor, and communicate with our peer employees and they act as a mainstay of the entire organizational management process."

As highlighted earlier, knowledge sharing and idea transfers are the integral parts of an organization's learning and growth. It had previously been discussed that Texaco was stagnant in terms of innovation and learning prior to its takeover by Chevron. However, the influence of Chevron in promoting an innovative learning culture at Texaco may be noted through the responses of these participants. As seen above, the respondents were in strong

agreement regarding the positive role of information sharing as a means to promote organizational growth.

Non-national respondents were more aware regarding LO than national respondents. This may be attributed to the relative open-mindedness of non-national respondents as compared to national ones and their willingness to interact with people from diverse backgrounds.

“Employees should be allowed to understand the learning collaboratively and cooperatively to maximize their learning gains. As no one wishes to attend an unfocused and unproductive meeting, it is a waste of everyone’s time.”

The non-national respondents are more agreeable to this feature of LO as compared to the national respondents. Being in another country, the non-national respondents are already exposed and ready to work with other people other their own compatriot.

Another key respondent stated;

“Management is quite open for employee’s questions, comments, criticism on the organizational events and allows room for challenges against any organizational assumptions. I have observed that business-oriented cultures have positive effects on employee intention.”

This feature attracted stronger agreement from non-national respondents than from National respondents. The exposure of non-national respondents to other environment gives them the advantage to be more open and could allow criticism or comments more favorably.

One respondent commented;

“The employee learning can be improved through the training and development program of the human resource department”.

6. Discussion

The outcomes of the study reveal that the learning culture of the organization and its performance are significantly linked with each other. The results of the study show that the behavior of the employee serves as a stimulator for the culture. This is in line with the study of Ladeira et al (2016), who showed that a healthy culture drives the employees towards the achievement of the individual as well as collective goals. It has also been noted that the learning culture of the organization improves the employee skillset which is associated with the achievement of the critical outcomes (Glavan, & Vukšić, 2017). The results of the research reveal that the values and belief which the employee possess significantly improves the organizational performance outcomes, based on its integration with the firm goals. Moreover, it also suggests that the learning culture creates such a manifested atmosphere where efficacy is achieved in terms of the individual’s belief, their efforts, as well as change. Evidence from the literature suggests that the supportive environment helps the employee in the incorporation of the firm values with his own which promotes his efforts and enhances the firm’s performances.

The study results have shown that the respondents strongly considered the presence of a strong organizational culture to be integral to the growth of Texaco. Moreover, the significance of organizational culture is highlighted in a previous study conducted by Hofstede (2011). The study has defined organizational culture as the collective programming of the mind which helped to determine the differences of perceptions between organizational members. Similarly, Schein (2004) explained organizational culture in three levels; these levels are interconnected to contribute to the proper ambiance. According to Srokowski (2012), the organizational culture has been elaborated as a platform, where an individual has the right to state their perspectives about the justification of organizational tools. The results of the present study have depicted that the non-national respondents could only look up to an institution that could protect their interests in the organization and that is the human resource department. For this, non-national respondents were more agreeable to this feature of LO than national respondents. This difference in perception between national and non-national respondents may be addressed by Texaco through their knowledge management (KM) initiatives, as a means to promote organizational excellence and development among their national employees (Grant, 2013).

In any organization, effective training of employees is among the main concerns that are to be addressed. At the same time, diversity-related knowledge, skills, attitude, beliefs, and values are essential for a dynamic leadership. Therefore, the qualitative evidence for such an organization is its paradigm shift from the several perspectives. This; in turn, helps to gain a better understanding of diversity and its alignment to their business success. A study has clearly depicted that organizational transformation towards its progress leads to a healthy environment, which may result in ultimate success (Cummings & Worley, 2014). On the contrary, interaction among the members and discussing their issues with the authority always plays an essential part during the organization’s

success. Therefore, the transition of an organization to the desired level requires the topmost priority of leaders (Shirey, 2016). These results have been demonstrated through the results of the present study, whereby the respondents affirmed the strong role of Texaco's human resource management in bringing about change at an organizational level. According to Schein (2004), level one is visible and furnishes the cultural artifacts, behavioral patterns, celebrating ceremonies and understanding their languages. The second level involves values, ideologies, collaborators perceptions and prohibitions. The third level has to confront many challenges created as human nature, surrounding activities and its relations to other employees (Schein, 2004). When an organization is transformed due to a reason for progression, some of them observed the results and responses within their organization for the future perspective. It helps them in reassuring the applicability of their results in real time and to design this for the future responses (Hatch & Cunliffe, 2013). The study enlightened the tools and methodologies to an organization's response and to accomplish its goals (Hatch & Cunliffe, 2013). Similar to this, the present study has considered Texaco as an example of an oil company to show a rapid boost in its progression.

As determined by this study, the respondents demonstrated awareness regarding the role of learning organization models in furthering the growth of the company. However, these respondents were unaware of the practical ways in which such learning models could be implemented. Therefore, they suggested training and educational models as a means through which a proper understanding and implementation of these models could be assured. The role of training as a means through which an organization's learning models could be implemented was highlighted in recent studies (Stocker, Burmester & Allen, 2014). The focus also stays the same for diversity-related knowledge, behavioral attitudes, creativity, regards and values given to the changing leadership qualities (Wagner & Hollenbeck, 2014).

Knowledge and learning are two important tools for an organization to move from its simple state to the desired stage (Hamel & Prahalad, 2013). For instance, the current organizational culture at Texaco is one that strongly promotes diversity, as opposed to earlier (Lynch, 2017). Moreover, as indicated by Texaco's (2000) report, innovation and knowledge sharing is a strong priority of this organization. The report further indicated that risk-taking and its appropriate management would be a primary concern of this company. Prior to Chevron's takeover, such a culture of innovation and diversity had not been noted at Texaco. Moreover, Texaco had earlier been regarded as a company that was less prone to take risks and therefore grow innovatively. As a result of Chevron's takeover, Texaco is now an innovative company which regards sustainable risks as a primary factor in enabling growth and development (Mukui, unknown). Therefore, it may be seen that Texaco implemented learning models in the form of knowledge sharing and information transfer, in order to inculcate a culture of growth and learning in this organization (Tkaczyk, 2015). However, future training and educational sessions are necessary in order to completely implement the learning models which were discussed earlier. Hence, these tools include appreciating and discriminating while judgments are given. Economic pressures including growth, advancements, and profit provided to an organization are the main challenges faced by any organization moving towards transformation (Harper, 2015). Organizational transformation activity must attain knowledge about how to deal with economic crisis.

It was seen that following Chevron's takeover, there was knowledge management (KM) initiatives taken at Texaco in order to further the company's growth and development. The prime concern of the KM initiatives was to communicate and rationalize the business at its present situation and to take some important measures to overcome barriers (Grant, 2013). The study highlighted that the corporate strategy being utilized as '4+1', whereby '4' represented profitable development, operational excellence, effective management of capital funds and reducing costs, and '1' represented the organization's capability. The study further discussed that knowledge management was a key responsibility of the managers at Texaco and that different business units were to conduct knowledge management programs individually. Respondents in the form of Texaco's employees had been investigated, who affirmed the importance of KM initiatives in building a learning organization. However, the respondents struggled in terms of the utilization of IT for conducting information transfer (Grant, 2013). Therefore, it may be seen that Texaco needs to conduct training sessions in order to enable user adaptability to IT applications for knowledge management.

One of the challenges for the case organization is to capitalize on each potential learning experience by reflecting on, documenting and transferring knowledge. Thus, traditional business culture in organizations like Texaco strongly needed a shift in organizational patterns (Stocker, Burmester & Allen, 2014). The traditional business culture that was followed before the introduction of the new business organization culture at Texaco was tainted with biases and prejudices. White Americans were preferred over others in the workplace and other employees of another ethnicity were discriminated against. Apart from this, there was a major gender bias and discrimination

against immigrants that had moved to the United States to seek better work opportunities and a good standard of living (Anderson & Anderson, 2009). However, there was a major turnaround after the implementation of Chevron's innovative business organization model. The change in organizational ethics to socially pertinent problems gave essential leverage and power to Texaco in the business world. Additionally, it also brought a positive change in the overall performance of the organization (Trevino & Nelson, 2016). The increasing pressure of change on companies during this modern era forced them to turn towards learning organizations. This change can occur in several forms, in several types, at several stages within the organizational work process. Coping with this change is a challenging task to many organizations, especially to survive in the competitive world market characterized by leading-edge technology.

Assessment of the various factors such as learning culture illustrates that organization needs to introduce such initiatives which promote the employee participation, as well as his experimentation prospects which instigate innovation, a prerequisite for the performance enhancement. In addition to this, the study also suggests certain practical implications for the managers such as they themselves need to make effort for striving towards an improved level of orientation process as it enables them to develop effective relationship with the company stakeholders such as employees, suppliers, and customers as this formulates a fertile environment for business. Apparently, this also serves as a stimulator for improving employee performance. Consequently, this makes the environment more competitive, and assists in adopting innovative way for adapting to new conditions. Achievement of the maturity level in the business orientation process helps in escalating the organizational performance. Also, the managers need to assess their practices, management structure, and the implemented measures for paving way for better performance outcome.

7. Conclusion

The present study has evaluated the previous and current organizational culture of Texaco and highlighted the importance of learning organization models to promote organizational growth and efficiency of business processes. The results of the present study showed that interaction among organizations facilitates a process of institutional cooperation, the diffusion of institutional structures, and practices across organizations. The changes in the organizational process for the past decade clearly showed its paradigm shift from traditional training-oriented culture to a learning organization. Therefore, the study has concluded that the existing process of Texaco is in line with those of a learning organization.

The study has depicted the main purpose of Texaco that is to improve working conditions through effective methods for extracting crude oil and its supply to the rest of the world, achieving greater sustainability. To achieve this, Texaco needs to engage with organizations (government, other public sector or private sector) in the country. The results depicted in the present study would enable the managers to build up a good association with their customers, peer employees, and suppliers by establishing a fertile environment to conduct business as organizations adopt new practices to strive and attain higher levels of process orientations. Such an environment act as a catalyst for increasing the financial performance of the organization.

The present study guides the managers to familiarize themselves with the process-oriented business culture and issues related to its practical implications because higher levels of business process orientation maturity lead to better organizational performance. The process-oriented business culture would serve as a road map for the managers to bring about significant improvements and renewal efforts. However, future studies need to examine the association between the incorporation of process-oriented business culture and financial performance of an organization. Moreover, the present study is just based on a single company; therefore, it is difficult to conclude whether this approach is valid in different organizations. Therefore, future studies need to be conducted on a larger sample of companies from various countries to make proficient conclusions.

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