

## **Organizational Culture Assessment of Small & Medium-Sized Enterprises**

**Arshad Zaheer<sup>\*</sup>, Kashif ur Rehman<sup>\*\*</sup> and Abrar Ahmad<sup>\*\*\*</sup>**

### ***Abstract***

*This paper is an ethnographic study defining and assessing the organizational culture exhibited by Small and Medium Enterprises (SMEs). It primarily focuses on four cultural categories: clan, adhocracy, hierarchy and market-driven. These conceptual domains have been examined by the Organizational Culture Assessment Instrument. Results from a sample of 162 SMEs in the Rawalpindi/Islamabad area indicate that SME culture lacks creativity, innovation, freedom and risk taking. SMEs are not looking to change in the future, preferring the status quo. The most important finding is that SMEs exhibit a market-oriented culture focusing on results, competition and achievements.*

**Full-text is available in the library**