

## Impact of participative leadership and hierarchical organizational culture on performance in Oman's food processing industry

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**Abstract:** This study investigates the complex interaction between organizational culture, employee engagement, leadership styles, and overall performance in Oman's Food Processing Sector, with a specific focus on the State-owned Oman Food Investment Holding Company (OFIC). A uniform questionnaire is distributed to 2,394 OFIC personnel across different divisions. Statistical analyses indicate that there are relationships at the organizational level. Specifically, participative leadership has a significant positive effect on performance ( $\beta = 0.144$ ,  $p = 0.004$ ). Additionally, a hierarchical corporate culture improves effectiveness ( $\beta = 0.555$ ,  $p < 0.001$ ) and also influences the connection between participative leadership and performance ( $\beta = -0.413$ ,  $p < 0.001$ ). Employee engagement does not play a role in moderating the relationship between participatory leadership and performance. The report highlights the importance of customized leadership and cultural strategies to maximize success in Oman's food business, with a focus on particular suggestions for improving organizations.

**Keywords:** Employee engagement, Hierarchical corporate culture, Leadership styles, Organizational culture, Overall performance, Participative leadership.

### 1. Introduction

The achievement of an organization is primarily ascertained by the basic idea of organizational performance, which encompasses the complex interactions of several components crucial to its success. Organizational performance, according to Omotayo (2015), is a critical indicator that reflects effectiveness, dependability, and the capacity to meet predetermined objectives. A company's ability to accomplish its goals effectively emphasizes how important strategic decision-making, organizational culture, and leadership are to determining its future. By emphasizing organizational performance, in particular, In Oman's food investment landscape, Oman Food Investment Holding Company (OFIC) is unique. The OFIC is integral in arranging the complications of the Omani victuals leaguer query since it's a nation-clenched affiliation commissioned with guarantying food aegis Cross (2022).

Meaningful collision is applied to the assiduity's future by leadership modes, organizational associations, and angle betrothal arrangements inside the OFIC. The complicated couplings between leadership modes, corporate cultivation, and angle betrothal illustrate the broad range of variables that form an affiliation flourishing. These rudiments are necessary for finalizing general organizational authority, as observed by Abubakar, Elrehail et al. (2019). Distinct classes of leadership, from authoritative to participative, command a collision on the cultivation of the affiliation, which in amble affects how affianced employees are. The complexity of these couplings is accented in Oman's agricultural region, where attaining victuals aegis is dynamic in line with across-the-board sustainability. This precinct supports the extensive across-the-board sustainability program outlined in One of the Sustainable Development Goals (SDGs) established by the UN annex to strategic imperatives for food aegis Valencia, Simon et al. (2019). Organizational interpretation is complex, as can exist when catechizing the solitary contingencies of the OFIC, an indictment of an assemblage of concerns in the food section. Owing to the complex ways in which the OFIC operates, a thorough

exploration is necessary to examine how organizational culture, hand engagement, and leadership styles are interrelated.

In trouble to slip light on the craft of these connections, this study offers essential perceptivity into how the OFIC's dynamic leadership terrain affects the direction the food sedulity takes Sánchez-Hernández and Castilla-Polo (2021). On the ground of the productive administration of associations, this study is in line with others like it. Strategic pretenses for food protection and universal sustainability intersect at the OFIC.

## 2. Literature Review

The significant impact of leadership styles on an association's overall effectiveness is stressed by the association between rates regarding the organization's functioning. There's a strong relationship between the executive styles( autocratic and participative) and the culture and performance of an association, as refocused by Al Khajeh (2018). Aligning leadership styles with organizational objectives is crucial for optimal outcomes, according to Aarons, Ehrhart et al. (2014). By highlighting the complex interplay between leadership styles and organizational success across various contexts, Aarons, Ehrhart et al. (2014) adds to this ongoing discussion. Leadership dynamics are complicated and significantly affect organizational effectiveness, as this corpus of research shows.

Organizational culture becomes a vital mediator when examining the connection between leadership styles and organizational success. Norms, expectations, and practices make up corporate culture, according to Khan, Ismail et al. (2020), who argue that it has a significant impact on what is considered appropriate conduct at work Bailey, Madden et al. (2017) note that many companies' cultures are very hierarchical and suggests that there may be constraints to participatory leadership in these types of settings. To make intelligent decisions at work, you must know how company culture affects the connection between performance and leadership philosophies.

A third strand in the complex web of organizational performance is employee engagement. Businesses with engaged workers are more productive, according to Imperatori (2017). According to Ćulibrk, Delić et al. (2018), job satisfaction and organizational success are greatly affected by employee involvement. To better use our workforce, we must examine how employee engagement influences leadership styles and organizational success by acting as a mediator. When taken as a whole, the results of this literature review lay a solid groundwork for comprehending the complex interplay between leadership styles, company culture, employee engagement, and the organization's functioning.

## 3. Methods

Several firms comprise Oman's food processing industry: Oman Flour Mills Company, Al Namma Poultry Company, Al Bashayer Meat Company, Mazoon Dairy Company, Oman National Livestock Development Company and Oman Dates Production and Packaging Company was the target population and with total number of 2,394 employees. In order to minimize bias and guarantee thorough representation, we will use a stratified random selection technique. This involves splitting the population into strata and randomly selecting individuals from each stratum. Using Cochran's method, we can predict that there should be 331 respondents. This number accounts for certain features (such as personnel with more than two years of experience in Oman Food Holdings) and a margin of error of 5%.

**Table 1.**  
Research using targeted sampling.

Samples	Details
Population	Oman food processing sector
Entities included	Agriculture companies, Al Morooj Dairy, National Livestock, Al Bashayer Meat.
Total employees	2,394
Sampling strategy	Stratified random sampling
Sample size calculation	Cochran's formula with 95% confidence, 5% margin of error, and specific attributes
Calculated sample size	221,331 respondents
Data collection tool	Structured Questionnaire
Sampling units	Employees from various departments within Oman food investment holdings
Selection criteria	Employed for more than 2 years, diverse department representation
Data collection permission	Obtained from organizations
Data collection method	Random selection, electronic or in-person, based on participant convenience
Data analysis methods	Descriptive statistics, correlation analysis, regression analysis
Unit of analysis	Individual employees within Oman Food Investment holdings

A standardized questionnaire will gather data from employees across all departments and levels of the participating organizations. The questionnaire will measure organizational culture, performance, employee engagement, and leadership style. Staff members from several divisions within Oman Food Investment's holdings will serve as sampling units. These divisions include Human Resources, Finance, Procurement, Operations, and Sales. To ensure diversity of opinion, the selection criteria include individuals engaged for more than two years in one of the twelve firms comprising Oman Food Investment Holdings Pauceanu (2016). We will ask for permission to gather data and then randomly choose participants (online or in person, depending on their preference). Quantitative methods, such as descriptive statistics, correlation analysis, and regression analysis, will investigate the connections between different parts of the organization. With each employee as its unit of study, Oman Food Investment Holdings provides a bird's-eye perspective of the dynamics at work across all levels and divisions.

## 4. Results

The distribution of respondents' demographic attributes showed that gender, age, education, experience, designation, and department representation were evenly distributed. Males made up the majority (59.2%), with the bulk of ages (53.1%) and university-educated individuals (77.7%) falling within the 25–35 age range. Other organizational perspectives, such as employee engagement, financial outlook, social and environmental perspective, employee perspective, internal process perspective, hierarchical corporate culture, and organizational performance, received largely neutral responses. In contrast, participation leadership received the majority of positive responses.

### 4.1. Examinations for Normality

Normalcy tests (Shapiro-Wilk and Kolmogorov-Smirnov) were performed for every organizational viewpoint. Although several views suggested a deviation from the normal distribution, the research took the lowest bound of significance into account. Non-normal distribution was further verified visually with Q-Q plots.

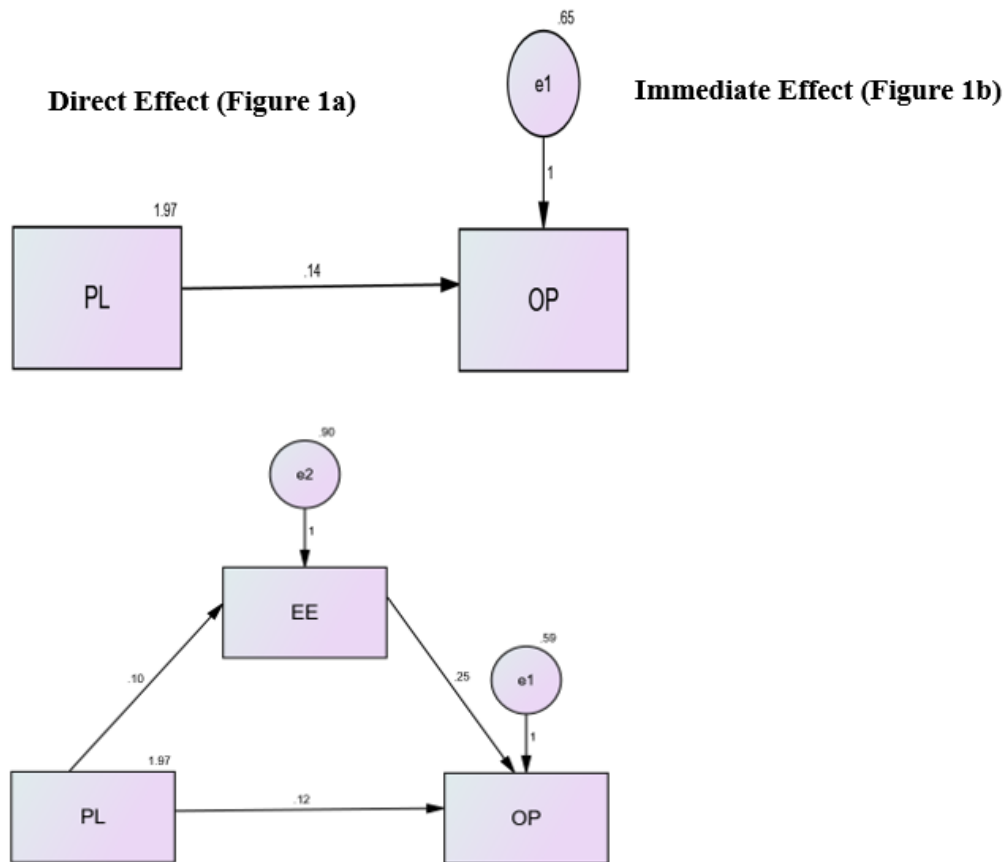
#### 4.2. Measurement Model Outcomes

Extensive validation, a concurrent and discriminant measurement model, was performed to guarantee content validity. On all variables, the composite reliability spans from 0.90 to 0.97, and Cronbach's alpha from 0.85 to 0.97 demonstrated strong internal consistency. The satisfactory average variance extracted (AVE) values (0.45 to 0.90) supported the converging validity hypothesis.

#### 4.3. Modeling Structural Equations (SEM)

SEM analysis of the structural model revealed assumptions and connections between latent components Bollen and Hoyle (2012). The analysis was conducted using AMOS 22.0, and goodness-of-fit statistics were assessed compared to suggested thresholds. The model fit criteria, which include  $\chi^2/df$  less than 5, GFI and AGFI exceeding 0.9, RMSEA less than 0.08, and CFI higher than 0.9, were met by the model, which showed a close alignment with the data. These findings point to a robust verification of the goals of the study, which included examining the connections between leadership philosophies, organizational culture, and employee engagement at Oman Food Investment Holding Company, which involved adapting the structural model to the data.

*Q1: Employee engagement has a mediation effect on the relationship between participatory leadership and organizational success.*



**Figure 1.**

Impact of participative leadership on organizational performance when mediated by employee engagement.

Total Effect:  $b(YX)$  represents the full Effect of the independent variable X on the dependent variable Y. It is statistically significant ( $\beta=0.143$ ,  $p=0.017<0.05$ ), indicating that X directly impacts Y.

**Table 2.**  
Effect of participative leadership on organizational performance.

Effect type	PL	EE	OP
Total	0.143 (p=0.017)	0.096 (p=0.000)	0.252 (p=0.252)
Direct	0.119 (p=0.057)	0.096 (p=0.000)	0.252 (p=0.252)
Indirect	0.024 (p=0.160)	0.000	0.000

**Note:** PL: Participative leadership, EE: Employee engagement, OP: Organizational performance.

**Direct Effect:** The direct impact of independent variable X on dependent variable Y is denoted by b (YX). The data does not exhibit statistical significance ( $\beta=0.119$ ,  $p=0.057>0.05$ ), suggesting that X does not directly affect Y.

**Indirect Effect:** b (YX) symbolizes how the independent variable X indirectly influences the dependent variable Y. Since  $\beta=0.024$  and  $p=0.160>0.05$  are not statistically significant, it cannot be concluded that X affects Y through the mediator.

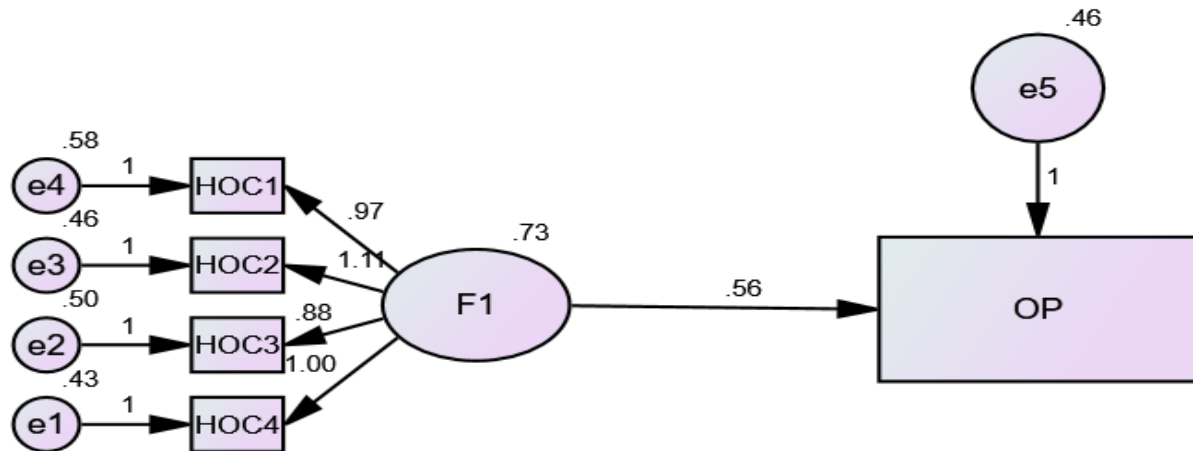
Evaluation of structural equation models' goodness-of-fit. A satisfactory match is shown by the chi-square value of 7.503 with five degrees of freedom and the chi-square/df ratio of 1.501, smaller than the required three criteria. The model and the data are comparable because the p-value is 0.186 ( $>0.05$ ). The adjusted Goodness of Fit Index (GFI) was 0.928, the GFI was 0.976, and the Comparative Fit Index (CFI) was 0.990, all bolstering the model's adequacy. All of which are higher than the 0.90 threshold. The RMSEA and the RMR are less than 0.08, at 0.062 and 0.031, respectively. These findings show that, for the observed data, the model satisfies the structural equation model fit criterion.

**Table 3.**  
Model fit summary.

Variable	Value	Suggested value
Chi-square value	7.503	N/A
Degrees of freedom (df)	5	N/A
Chi-square/df	1.501	< 3
P value	0.186	P-value > 0.05
GFI	0.976	> 0.90
AGFI	0.928	> 0.90
CFI	0.990	> 0.90
RMR	0.031	< 0.08
RMSEA	0.062	< 0.08

Q1: denies the theory that the relationship between participatory leadership and organizational performance is mediated by employee engagement.

Q2: Within the Omani food processing sector, hierarchical organizational culture significantly improves organizational performance.



**Figure 2.**  
Hierarchical organizational culture positively impacts organizational performance.

Figure 6 and Table 12 show the outcomes for the structural model containing the estimated standardized path coefficients and path significance among the constructs. The calculated standardized path coefficients indicate the degree to which the dependent and independent variables are related. Fassott, Henseler and Coelho (2016). Nearly all of the suggested theories are confirmed, as expected. Organizational performance is positively impacted by hierarchical organizational culture ( $\beta=0.555$ ,  $p<0.001$ ). This indicates that H5 has been recognized. Table 12 compiles the results for the direct influence hypothesis.

**Table 4.**  
Hierarchical organizational culture has a positively significant impact on organizational performance.

			Unstandardized coefficient	S.E.	SC	P
HOC4	←	F1	1.000		0.792	
HOC3	←	F1	0.885	0.107	0.729	<0.001**
HOC2	←	F1	1.111	0.120	0.814	<0.001**
HOC1	←	F1	0.966	0.116	0.734	<0.001**
OP	←	F1	0.555	0.088	0.572	<0.001**

**Note:** 1. \*\* Denotes significance at 1 percent level, SC: Standardized coefficient.

The fit indices exhibit a decent match since the factors are demonstrated to be significant at  $p>0.05$  (Table 13). With GFI (Goodness of Fit Index) = 0.976, AGFI (Adjusted Goodness of Fit Index) = 0.928, and CFI (Comparative Fit Index) = 0.990, significantly exceeding the 0.90 criteria recommended by..., the structural model demonstrated a satisfactory quality of fit and accurately represented the sample data ( $\chi^2(5) = 7.503$ ,  $\chi^2 / df = 1.501 < 3$ ).

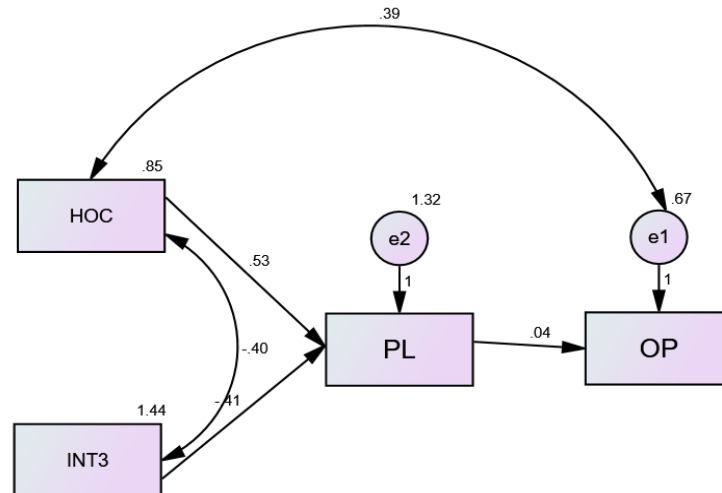
A summary of how well the structural equation model fits the data. With five degrees of freedom, the chi-square value and chi-square/df ratio, at 7.503 and 1.501, respectively, are less than the suggested threshold of three, indicating an acceptable match. The p-value of 0.186 ( $>0.05$ ) means there may not be a significant difference between the observed data and the model. Important fit indices also exceed the 0.90 threshold, including the Goodness of Fit Index (GFI) at 0.976, the Adjusted Goodness of Fit Index (AGFI) at 0.928, and the Comparative Fit Index (CFI) at 0.990. The parameters denoting the Root Mean Square Error of Approximation (RMSEA) and Root Mean Square Residual (RMR) are 0.031 and 0.062, respectively, in that order. Both are below the critical value of 0.08. Overall, these results support the acceptance of H5, indicating that hierarchical organizational culture has a significant beneficial impact on the Oman Food Processing Sector's organizational performance Khalfan, Jamaluddin and Widyarto (2022).

**Table 17.**  
Model fit summary.

Variable	Value	Suggested value
Chi-square value	7.503	N/A
Degrees of freedom (df)	5	N/A
Chi-square/df	1.501	< 3
P value	0.186	P-value >0.05
GFI	0.976	>0.90
AGFI	0.928	> 0.9
CFI	0.990	>0.90
RMR	0.031	< 0.08
RMSEA	0.062	< 0.08

Q2: It is acknowledged that a hierarchical organizational culture greatly enhances the Oman Food Processing Sector's organizational performance.

Q3: In the Oman Food Processing Sector, hierarchical organizational culture positively moderates participative leadership style and organizational performance.



**Figure 3.**  
Hierarchical structures have an excellent moderating effect on organizational performance and participative leadership. Organizational culture.

Figure 7 and Table 14 display the structural model's predicted standardized path coefficients and path significance among the constructs. The calculated standardized path coefficients indicate the degree to which the dependent and independent variables are related. Participative leadership ( $\beta=0.041$ ,  $p=0.377>0.05$ ) does not significantly impact organizational performance. In moderation analysis, a moderating variable (M) is added to the model to assess its impact on how independent (X) and dependent (Y) variables are related. This is achieved by incorporating interaction terms. The interaction term INT3 (Participative leadership \* hierarchical organizational culture) ( $\beta=-0.413$ ,  $p<0.001$ ) has a substantial adverse effect on the performance of the organization. It suggests that the moderating variable significantly influences the connection between the independent and dependent variables. H5 is thus considered appropriate. Table 14 presents an overview of the outcomes of the direct effect hypothesis.



**Table 18.**

Hierarchical organizational culture positively impacts the performance of the organization.

			Unstandardized coefficient	S.E.	SC	p-value
PL	<input type="checkbox"/>	HOC	0.533	0.118	0.349	<0.001**
PL	<input type="checkbox"/>	INT3	-0.413	0.091	-0.351	<0.001**
OP	<input type="checkbox"/>	PL	0.041	0.047	0.070	0.377

**Note:** 1. \*\* Denotes significance at 1 percent level, SC: Standardized coefficient.

Table 15 shows a good fit based on the fit indices and that the factors are significant at  $p > 0.05$ . The healthy quality of the structural model ( $\chi^2 (1) = 0.460$ ,  $\chi^2 / \text{pdf} = 0.460 < 3$ ) 0.982 is the value of the adjusted goodness of fit index or AGFI. The comparative appropriate index, or CFI, is equal to 1.000 and was deemed adequate for representing the sample data, and this value is significantly higher than the 0.90 criteria proposed.

**Table 19.**

Model fit summary.

Variable	Value	Suggested value
Chi-square value	0.460	N/A
Degrees of freedom (df)	1	N/A
Chi-square/df	0.460	< 3
P value	0.498	P-value > 0.05
GFI	0.998	> 0.90
AGFI	0.982	> 0.90
CFI	1.000	> 0.90
RMR	0.024	< 0.08
RMSEA	0.000	< 0.08

Q3: It is acknowledged that organizational performance in the food processing industry in Oman is positively moderated by hierarchical corporate culture.

#### 4.4. Slop Analysis

The computed standardized path coefficients show the extent of what the dependent and independent variables' relationship is. Participatory leadership does not substantially impact organizational success ( $\beta = 0.041$ ,  $p = 0.377 > 0.05$ ). A moderating variable (M) is incorporated into the model in moderation analysis to evaluate its Effect on the relationship between the independent (X) and dependent (Y) variables. The use of interaction phrases helps achieve this. The hierarchical organizational culture \* participatory leadership interaction term (INT3) has a negative significant influence on organizational performance ( $\beta = -0.413$ ,  $p < 0.001$ ). It implies that the moderating variable significantly influences the shape of independent and dependent connections. Zhang, Li et al. (2018).



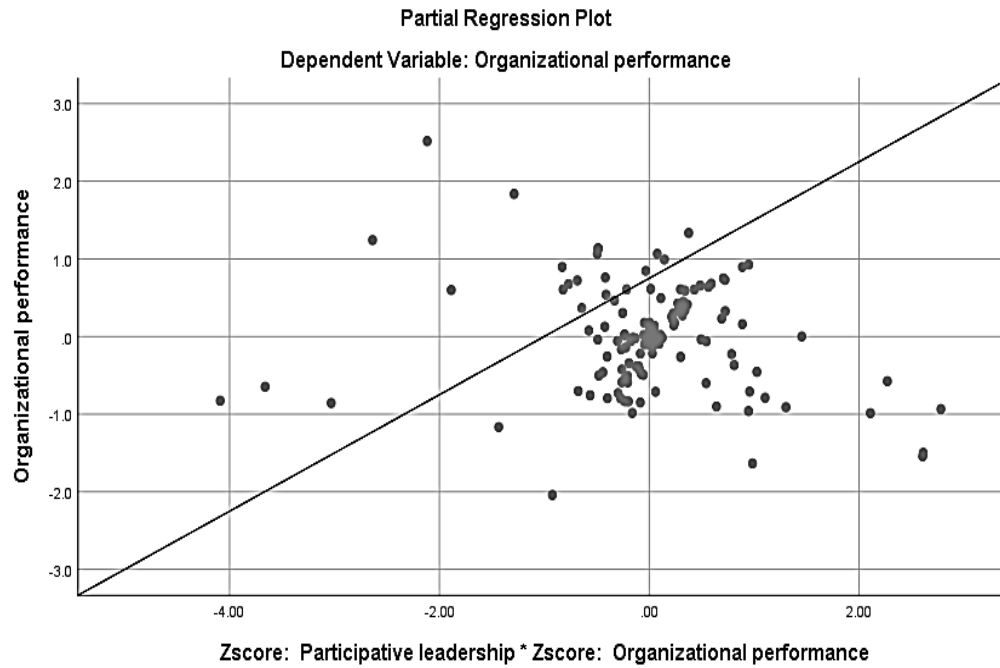


Figure 4.

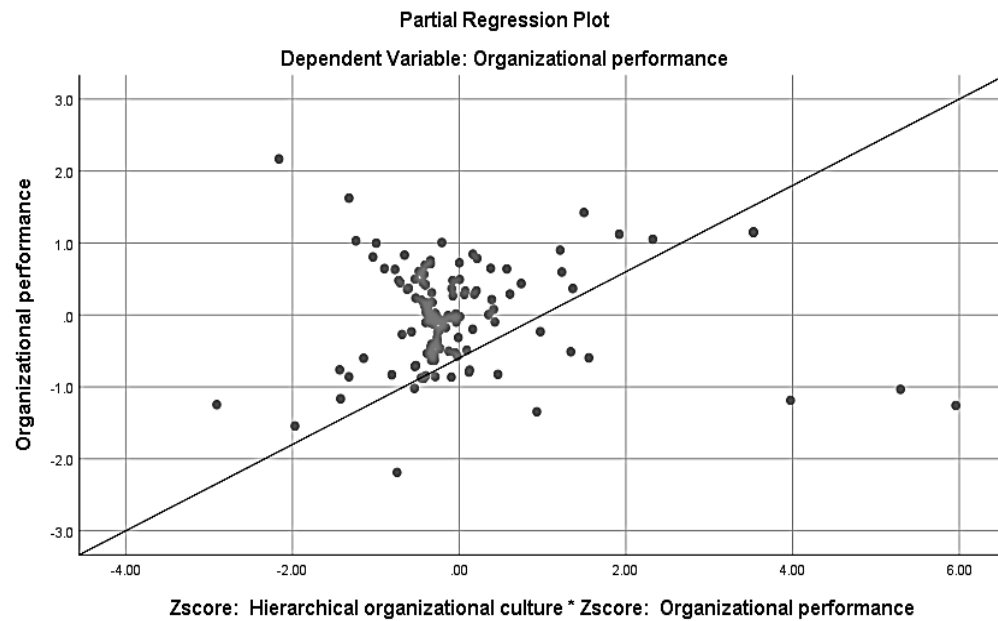


Figure 5.

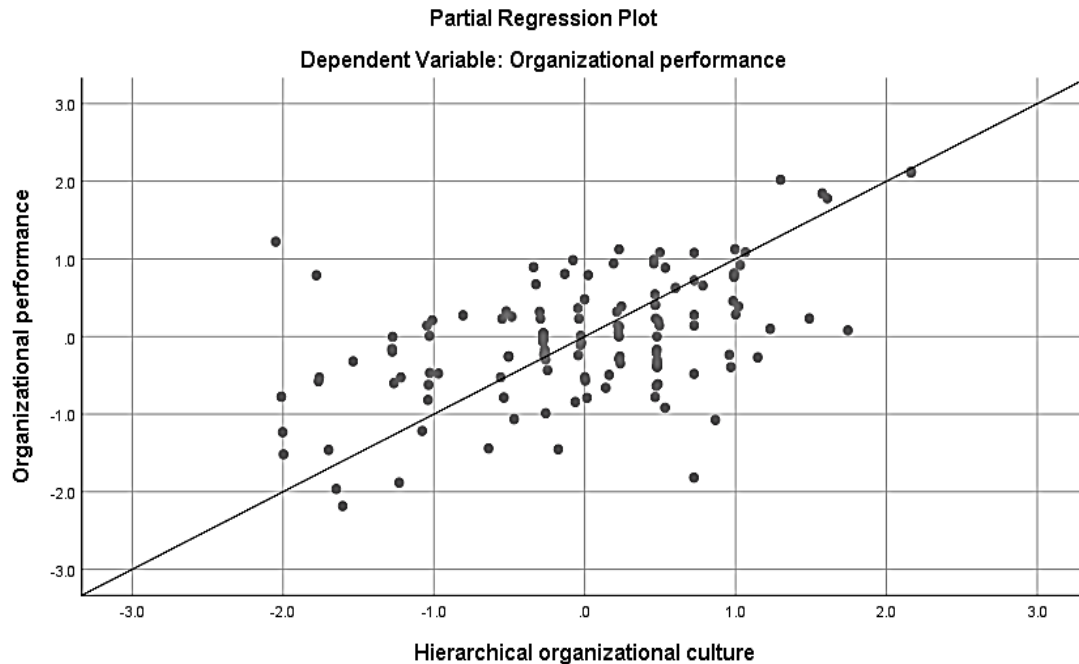


Figure 6.

- Q1: Participatory leadership and organizational success correlate, but employee engagement is a moderator.
- Q2: In the food processing industry in Oman, hierarchical organizational culture significantly improves organizational performance.
- 1. Q3: Hierarchical organizational culture has a positive moderating effect on the relationship between organizational performance and participative leadership in the food processing industry in Oman.

## 5. Discussion

The study's main focus was the Oman Food Processing Sector (OFIC), and it looked at the intricate relationships between organizational performance, leadership styles, organizational culture, and employee engagement. Given that the study emphasizes how leadership styles affect organizational effectiveness, the findings contribute to the growing corpus of information concerning efficient executive functioning. The results support the literature that formerly exists and emphasizes the significance of leadership styles in determining administrative issues by showing that participatory leadership has a beneficial impact on organizational performance in the Oman Food Processing Sector Al-Maqbali (2017)

The study also examined the intermediary role that hand engagement plays in the connection between successful organizations and participative leadership. According to the results, hand involvement is not an interceding factor in this relationship (Q1). The nuances of this study punctuate the necessity for associations to consider various factors that impact performance dynamics since not all goods can be attributed to direct hand engagement. Also, the influence of an organizational scale on the general efficacy of the association was examined in this study. As per Wanjohi (2014), the study's findings indicated a noteworthy affirmative impact, bolstering the conception that organizational culture unnaturally shapes performance issues. The results of H5 suggest a favorable relationship between a hierarchical corporate culture and the performance of the Oman Food Processing Sector. The treatise also examined how hierarchical organizational culture centrists the association between participative leadership and organizational effectiveness. According to Jamali, Bhutto et al. (2022), the

findings support the notion that corporate culture interacts with leadership styles to impact performance issues, as hierarchical organizational culture appreciatively centrists this commerce. This study clarifies the dynamics of leadership, organizational culture, and hand engagement within Oman's food processing sector. The findings stress the need to modify corporate morality and leadership testaments to achieve maximum organizational success. The absence of a interceding effect of hand engagement highlights the complexity of these relations and highlights the significance of companies considering multitudinous factors when managing performance dynamics Piening, Baluch and Salge (2013).

## 6. Conclusion

Fastening to the Oman Food Investment Holding Company (OFIC), this study delves deeply into the complex organizational culture, hand involvement, and leadership styles in relationships and the overall Effect on associations' performance in the Oman food processing sector. The results confirm that participatory leadership improves organizational performance and punctuates the significance of adaptable administration for better outcomes across industries. The study highlights the importance of evaluating multiple elements influencing organizational dynamics. However, it has yet to be discovered that employee involvement would lessen the correlation between participative leadership and performance. Also, the study shows that a hierarchical company culture is good for performance, which shows how influential culture is for the industry. The complex nature of these interactions is further highlighted by the confirmation of hierarchical organizational culture's moderating Effect; as a result, organizations in Oman's food processing sector would customize their leadership and cultural approaches for optimum performance.

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