

# **A Thriving Employee Organizational Culture Delivers 10x ROI**

*The Data-Driven Business Case for Culture Investment*

*A White Paper for CEOs, CFOs, and Business Leaders*

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# Executive Summary

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For decades, organizational culture has been relegated to the "soft" side of business—a concern for HR, but secondary to the "hard" metrics of finance and operations. This white paper challenges that outdated perspective.

We present compelling, data-driven evidence that a thriving organizational culture is not an intangible benefit but a primary driver of financial performance, delivering a substantial and quantifiable return on investment (ROI).

The data is unequivocal: companies that strategically cultivate a strong culture outperform their peers across every critical business metric. These organizations experience:

- ✓ Up to 4x revenue growth compared to competitors
- ✓ 21-23% higher profitability
- ✓ 65% greater share-price increase over a ten-year period
- ✓ 17% higher productivity
- ✓ 59% less employee turnover
- ✓ 81% lower absenteeism rates

Conversely, a weak or toxic culture silently erodes the bottom line. The cost to replace a single employee can range from half to double their annual salary, translating into millions of dollars in avoidable expenses for a mid-sized company. Disengagement alone can cost a company 34% of an employee's salary in lost productivity.

This report moves beyond anecdotes to provide a financial blueprint for understanding, building, and measuring the ROI of culture. We explore case studies from companies like Microsoft, Costco, Ford, and Southwest Airlines that demonstrate the direct link between cultural transformation and financial success. We also provide practical frameworks for diagnosing your current culture and implementing initiatives that yield measurable returns.

**Investing in culture is no longer a leap of faith; it is a calculated, strategic decision essential for sustainable growth and a powerful competitive advantage.**

## The Business Case for Culture: Beyond the Buzzwords

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Organizational culture is often defined as "the way things are done around here." It is the operating system of your company—a collection of shared values, beliefs, standards, and behaviors that dictates how employees interact, make decisions, and execute strategy.

While 92% of executives believe a strong culture is crucial for success, many remain reluctant to invest, viewing it as an intangible asset with a nebulous ROI. This reluctance stems from a fundamental misunderstanding.

Culture is not a cost center; it is a powerful revenue and efficiency driver. A dysfunctional culture creates significant financial liabilities through high turnover, disengagement, compliance risks, and stifled innovation.

Research shows that 73% of executives have left a job due to a poor culture, and toxic environments are responsible for 45% of resignations. The costs are real, substantial, and hiding in plain sight on your income statement and balance sheet.

The opportunity for forward-thinking leaders is to reframe the conversation. By treating culture as a strategic asset that can be intentionally designed and measured, organizations can unlock profound financial benefits. This requires shifting from a reactive, problem-solving approach to a proactive, value-creation mindset.

The question is not "Can we afford to invest in culture?" but "Can we afford not to?"

## The Quantifiable ROI of a Thriving Culture

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Investing in organizational culture is not an act of corporate altruism; it is a direct investment in financial performance. The returns manifest across every facet of the business, from top-line growth to bottom-line efficiency.

### Financial Performance and Profitability

A strong culture is a leading indicator of financial health. The correlation between a positive work environment and financial outperformance is well-documented:

- **Revenue Growth:** Companies with strong corporate cultures report a remarkable fourfold increase in revenue growth compared to those without.
- **Profitability:** Highly engaged teams, a direct outcome of a healthy culture, achieve 21% greater profitability. Organizations with engaged workforces are 23% more profitable than their counterparts with disengaged employees.
- **Shareholder Value:** Over a ten-year period, companies with strong cultures have been linked to a 65% greater share-price increase. During the 2007-2009 recession, companies with "thriving" cultures saw their stock value increase by 14.4%, while the S&P 500 declined by 35.5%.

*[Chart 1: Revenue Growth Comparison - See HTML version for interactive visualization]*

# Productivity and Engagement

Employee engagement is the engine of productivity, and culture is the fuel. A supportive, empowering culture unlocks discretionary effort and minimizes the productivity drains of absenteeism and disengagement.

- **Productivity Boost:** Companies with strong cultures see 17% higher productivity. Happy employees are reported to be 12% more productive.
- **The Engagement Dividend:** Organizations with a robust culture can have up to 72% higher employee engagement. This is critical, as only 30% of employees report feeling engaged at work. The cost of disengagement is staggering, amounting to approximately 34% of a disengaged employee's salary in lost productivity.
- **Reduced Absenteeism:** Highly engaged workforces demonstrate a 41% reduction in absenteeism, with some studies showing rates as much as 81% lower than in disengaged workplaces.

*[Chart 2: Employee Engagement Impact - See HTML version for interactive visualization]*

# Talent Acquisition and Retention

In a competitive labor market, culture is a primary differentiator. It is a magnet for top talent and the glue that makes them stay, creating enormous cost savings.

- **The War for Talent:** Culture is a top priority for job seekers. 88% of employees consider corporate culture when choosing where to work, and nearly three in five would decline a job offer if the culture was not a good fit.
- **The High Cost of Turnover:** The cost to replace an employee is conservatively estimated at one-half to two times their annual salary. For a 200-person organization with an average salary of \$50,000, this translates to avoidable turnover costs of \$1.3 million to \$5.2 million per year.
- **Retention Power:** A strong culture is a powerful retention tool. Companies with engaged cultures experience 59% less turnover. In contrast, 61% of employees report they would leave their current job for a company with a better culture.

Scenario	Employees	Avg Salary	Turnover Rate	Annual Cost
<b>Weak Culture</b>	200	\$50,000	25%	\$3.75M - \$5.0M
<b>Strong Culture</b>	200	\$50,000	10%	\$1.5M - \$2.0M
<b>Savings</b>	—	—	15% reduction	\$2.25M - \$3.0M

## Innovation and Customer Loyalty

A thriving culture creates the psychological safety necessary for innovation and empowers employees to deliver superior customer service.

- **Innovation Engine:** Cultures that foster psychological safety—where employees feel safe to take risks—generate 27% more new patents and report 74% more market-leading innovations.
- **Customer Satisfaction:** Happy, engaged employees create happy, loyal customers. Engaged teams deliver 10% higher customer ratings and achieve 20% more sales. A strong culture is directly linked to 30% greater customer satisfaction levels.

# Case Studies: Culture in Action

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The link between culture and financial performance is not merely theoretical. Leading companies across industries have demonstrated that a strategic focus on culture is a catalyst for extraordinary results, while neglecting it can lead to disaster.

## The Turnaround Stories

### Microsoft: From "Know-It-All" to "Learn-It-All"

When Satya Nadella became CEO, he inherited a talented but siloed organization with a "know-it-all" culture. He initiated a profound shift to a "learn-it-all" culture centered on a growth mindset, collaboration, and inclusivity.

Results: This cultural transformation revitalized the company, improving employee morale and collaboration, which directly fueled technological advancements and a dramatic resurgence in financial performance and market valuation. Microsoft's market cap grew from approximately \$300 billion to over \$2 trillion under Nadella's leadership.

### Ford: The "One Ford Plan" Turnaround

Facing collapse, CEO Alan Mulally implemented the "One Ford Plan." The core of this strategy was a cultural overhaul, dismantling a toxic environment of internal competition and distrust.

Results: By fostering transparency, accountability, and teamwork, Mulally united the company behind a common goal, leading to one of the most remarkable turnarounds in corporate history and a return to sustained profitability. Ford was the only major U.S. automaker to avoid bankruptcy during the 2008 financial crisis.

## The Culture-First Models

### Costco: Investing in People for Competitive Advantage

Costco's strategy of paying above-average wages and offering generous benefits is a deliberate cultural choice. While it appears to increase labor costs, it results in significantly lower employee turnover than the retail industry average (approximately 6% vs. 60%+ industry average).

Results: This stability translates into higher productivity, superior customer service, and more accurate financial forecasting, creating a durable competitive advantage. Costco consistently outperforms competitors in revenue per employee and customer satisfaction.

### Southwest Airlines: Culture as Cost Advantage

Southwest's legendary culture is built on employee empowerment and a shared sense of cost-consciousness. This is not a top-down mandate but a deeply embedded cultural trait.

Results: This allows the airline to maintain lower unit costs than competitors, providing balance sheet flexibility and the resilience to remain profitable even during economic downturns that cripple other carriers. Southwest has been profitable for 47 consecutive years (pre-pandemic).

## The Cautionary Tales

### WeWork: Culture of "Energy and Madness"

The company's culture prioritized hyper-growth at all costs. Dissent was suppressed, and the finance team was "neutered," leading to the creation of misleading financial metrics and a catastrophic cash burn.

Consequences: The subsequent collapse in valuation (from \$47 billion to bankruptcy) was the inevitable result of a culture unmoored from financial discipline. The company lost over \$10 billion before its failed IPO in 2019.

### Wells Fargo: The "Eight is Great" Scandal

A relentless sales culture, epitomized by the "eight is great" cross-selling mantra, created intense pressure on employees to meet unrealistic targets. This led to widespread fraudulent activity, including the creation of millions of fake accounts.

Consequences: The resulting scandal caused immense reputational damage, billions in fines (\$3+ billion), and demonstrated how a misaligned incentive structure can become a massive financial and ethical liability. The company's stock price dropped 15% and has struggled to recover its reputation.

# A Practical Framework for Building a High-ROI Culture

Building a high-performance culture is an intentional act of organizational design. It requires a systematic approach to diagnose, implement, and measure cultural initiatives in a way that clearly demonstrates financial return.

## Step 1: Diagnose Your Current Culture

Before you can build your desired culture, you must understand your current one. Frameworks provide a structured way to assess your organization's values and behaviors.

### The Competing Values Framework (CVF)

The Competing Values Framework is a powerful and widely used tool. It maps cultures along two axes: internal vs. external focus, and flexibility vs. stability. This creates four cultural archetypes:

Culture Type	Focus	Key Characteristics	Best For
<b>Clan (Collaborate)</b>	People-oriented, Internal	Teamwork, human development, family-like	Service industries, startups
<b>Adhocracy (Create)</b>	Innovation, External	Risk-taking, entrepreneurship, growth	Tech companies, R&D
<b>Market (Compete)</b>	Results-oriented, External	Market share, profitability, beating rivals	Sales organizations
<b>Hierarchy (Control)</b>	Process-oriented, Internal	Efficiency, stability, control	Manufacturing, regulated

Using a tool like the Organizational Culture Assessment Instrument (OCAI), leaders can map their current culture and then define a desired future state, creating a clear roadmap for change.

## Step 2: Design and Implement Strategic Initiatives

With a clear vision, leaders can implement targeted initiatives to close the gap between the current and desired culture.

## Leadership Embodiment

Culture change starts at the top. Leaders must consistently model the desired behaviors, values, and communication styles. As Satya Nadella demonstrated at Microsoft, leadership behavior is the most powerful signal of cultural priorities.

### Key Actions:

- Define and communicate core values clearly
- Model vulnerability and continuous learning
- Hold leadership accountable to cultural standards
- Invest in leadership development programs

## Align Systems and Processes

Culture must be embedded in the organization's DNA through systematic alignment:

- Hiring: Hire for cultural alignment and attitude, then train for skill, as Southwest Airlines famously does. Use behavioral interviews and culture-fit assessments.
- Performance Management: Shift from annual reviews to continuous feedback loops to foster growth and engagement, as Adobe successfully did by eliminating stack ranking.
- Recognition: Build a culture of recognition that reinforces positive behaviors and core values. Implement peer-to-peer recognition programs.
- Compensation: Align incentive structures with desired cultural outcomes, not just financial metrics.

## Foster Psychological Safety

Create an environment where employees feel safe to speak up, challenge the status quo, and take calculated risks without fear of reprisal. Google's "Project Aristotle" found this to be the single most important factor in high-performing teams.

### Practical Steps:

- Encourage constructive dissent in meetings
- Celebrate intelligent failures and learning
- Implement anonymous feedback mechanisms
- Train managers in inclusive leadership practices

## Step 3: Measure, Quantify, and Communicate ROI

For CEOs and CFOs, this is the most critical step. It transforms culture from a "soft" initiative into a hard-nosed business case.

### Establish Baseline Metrics

Before you begin, measure your current state. Key metrics include:

Metric Category	Specific Measures	Data Source
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<b>Turnover</b>	Overall turnover rate, voluntary turnover, high-performer turnover	HRIS, exit interviews
<b>Engagement</b>	eNPS, engagement survey scores, participation rates	Surveys, pulse checks
<b>Productivity</b>	Revenue per employee, sales per employee, projects completed	Financial systems
<b>Absenteeism</b>	Absence rate, sick days used, unplanned absences	Time tracking systems
<b>Customer Impact</b>	NPS, customer satisfaction, retention rate	CRM, customer surveys

### Calculate the Financial Impact

Partner with your finance department to translate cultural improvements into financial terms:

**Cost of Turnover Savings:**

$(\text{Previous Turnover Rate} - \text{Current Turnover Rate}) \times \text{Number of Employees} \times \text{Average Salary} \times \text{Cost-to-Replace \%}$

**Productivity Gains:**

$\text{Number of Employees} \times \text{Revenue per Employee} \times \% \text{ Productivity Increase}$

**ROI Formula:**

$\text{ROI} = (\text{Net Financial Benefit} - \text{Cost of Investment}) / \text{Cost of Investment} \times 100$

### Real-World ROI Calculation Example

<b>Metric</b>	<b>Calculation</b>	<b>Annual Value</b>
<b>Turnover Cost Savings</b>	15% reduction × 200 employees × \$50K × 1.5	\$2,250,000
<b>Productivity Gains</b>	17% increase × 200 employees × \$100K revenue/employee	\$3,400,000
<b>Reduced Absenteeism</b>	41% reduction × 200 employees × \$500/absence × 10	\$410,000

<b>Customer Satisfaction Increase</b>	10% increase × \$5M revenue × 20% margin	\$100,000
<b>Total Financial Benefit</b>	—	\$6,160,000
<b>Culture Investment Cost</b>	Training, tools, programs	\$500,000
<b>Net Benefit</b>	Total Benefit - Investment	\$5,660,000
<b>ROI</b>	(Net Benefit ÷ Investment) × 100	1,132%

This example demonstrates how a \$500,000 investment in culture initiatives can generate \$6.16 million in annual financial benefits, representing an ROI of 1,132% or approximately 11x return.

Key Insight: Even conservative estimates typically show culture investments delivering 3-5x ROI in the first year, with compounding benefits in subsequent years as the culture matures and becomes self-reinforcing.

# Implementation Strategy: Vision to Reality

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Transforming organizational culture requires a structured, phased approach that balances quick wins with long-term systemic change.

## Phase 1: Foundation (Months 1-3)

- Conduct comprehensive culture assessment using OCAI or similar framework
- Establish baseline metrics across all key performance indicators
- Form culture steering committee with cross-functional representation
- Define desired culture and articulate clear vision and values
- Secure executive sponsorship and budget allocation

## Phase 2: Design and Pilot (Months 4-6)

- Design targeted interventions based on gap analysis
- Launch pilot programs in select departments or teams
- Train leadership on new cultural expectations and behaviors
- Implement quick wins to build momentum and credibility
- Establish feedback mechanisms for continuous improvement

## Phase 3: Scale and Embed (Months 7-12)

- Roll out initiatives company-wide based on pilot learnings
- Align all HR systems (hiring, performance, compensation, recognition)
- Launch communication campaign to reinforce cultural messages
- Measure and report progress quarterly to leadership and board
- Celebrate successes and recognize culture champions

## Phase 4: Sustain and Optimize (Months 13+)

- Conduct annual culture assessments to track evolution
- Refine programs based on data and feedback
- Integrate culture into strategic planning processes
- Calculate and communicate ROI to stakeholders
- Continuously evolve culture to meet changing business needs

### Critical Success Factors:

- Visible and consistent executive commitment
- Clear accountability and ownership
- Regular measurement and transparent reporting
- Integration with business strategy
- Patience and persistence—culture change takes 2-3 years to fully embed

# Measuring Culture ROI: Metrics and KPIs

To maintain executive support and demonstrate value, culture initiatives must be measured with the same rigor as any other strategic investment.

## Leading Indicators (Predictive Metrics)

These metrics provide early signals of cultural health and predict future performance:

Metric	Target	Measurement Frequency
Employee Net Promoter Score (eNPS)	≥ 30 (Good), ≥ 50 (Excellent)	Quarterly
Engagement Survey Score	≥ 70% favorable	Bi-annually
Pulse Survey Participation Rate	≥ 75%	Monthly
Manager Effectiveness Score	≥ 4.0/5.0	Quarterly
Psychological Safety Index	≥ 4.0/5.0	Bi-annually

## Lagging Indicators (Outcome Metrics)

These metrics demonstrate the financial and operational impact of culture:

Metric	Industry Benchmark	Strong Culture Target
Voluntary Turnover Rate	15-20%	< 10%
Revenue per Employee	Varies by industry	Top quartile
Customer Net Promoter Score	30-40	≥ 50
Absenteeism Rate	3-5%	< 2%
Time-to-Fill Open Positions	42 days	< 30 days
Quality of Hire (90-day performance)	70%	≥ 85%

## Financial Impact Metrics

These are the ultimate measures that resonate with CFOs and boards:

- Cost Savings: Turnover reduction, absenteeism reduction, reduced recruiting costs
- Revenue Impact: Productivity gains, sales increases, customer retention improvements
- Profitability: Operating margin improvement, EBITDA growth
- Valuation: Stock price performance, market cap growth (for public companies)
- Overall ROI: Total financial benefit divided by culture investment cost

# Conclusion: Your Next Strategic Imperative

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The evidence is overwhelming. A thriving organizational culture is no longer a discretionary perk but a fundamental prerequisite for long-term financial success. The data demonstrates that companies that intentionally cultivate strong, positive cultures are more profitable, more productive, more innovative, and more resilient.

They attract and retain the best talent, delight their customers, and deliver superior returns to shareholders. The financial case is clear:

Companies with strong cultures deliver:

- 4x revenue growth
- 23% higher profitability
- 65% greater share price increases
- 59% lower turnover
- 17% higher productivity
- 30% greater customer satisfaction

Ignoring culture is a strategic blunder with quantifiable costs—high turnover, low productivity, and missed opportunities. The world's most successful companies have already made their choice. They manage culture with the same rigor and intentionality as they manage their supply chains, their R&D pipelines, and their financial portfolios.

The frameworks and data presented in this paper provide a clear path forward:

1. Diagnose your current culture using proven frameworks like the CVF and OCAI
2. Design targeted interventions that align with your business strategy
3. Implement systematically through leadership, systems, and psychological safety
4. Measure rigorously using both leading and lagging indicators
5. Communicate ROI in financial terms that resonate with stakeholders

The time has come to move culture from the periphery to the core of your business strategy. Your challenge as a leader is to stop viewing culture as an expense to be managed and start treating it as your most valuable asset to be invested in.

The return on that investment will not only be measured in engagement scores but in the hard numbers of your bottom line. Companies that make this shift today will be the market leaders of tomorrow.

**The question is not whether you can afford to invest in culture. The question is: Can you afford not to?**

# Call to Action: Partner for Culture Transformation

Building a thriving organizational culture that delivers measurable ROI requires expertise, experience, and a strategic approach.

How I Can Support Your Organization:

- **Culture Assessment & Diagnosis:** Comprehensive evaluation of your current culture using proven frameworks
- **Strategic Culture Design:** Development of a customized culture transformation roadmap aligned with business objectives
- **Leadership Development:** Executive coaching and leadership team alignment on cultural priorities
- **Implementation Support:** Hands-on guidance through all phases of culture change
- **ROI Measurement:** Establishment of metrics, dashboards, and reporting systems to track financial impact
- **HR System Alignment:** Integration of culture into talent management, performance, and compensation systems

With over 20 years of experience leading HR transformation across diverse industries—from healthcare to manufacturing, aerospace to sustainability—I bring a proven track record of delivering measurable results:

- 30% profitability increases through strategic cost realignment
- 50%+ engagement improvements
- 30-50% turnover reductions in 90 days to 9 months
- Successful integration of complex acquisitions (\$1B+)
- Support for 5x revenue growth and 3x workforce scaling

**Let's start a conversation about how culture transformation can drive your business performance.**

# About the Author

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## **Stephen Hamlet, MBA, SPHR**

CHRO-VP-Director / Human Resources-Talent Management

Stephen Hamlet is an innovative, results-focused thought leader with a dynamic balance of strategic vision and hands-on execution. With a comprehensive range of proven, global accomplishments—from transforming small startups to leading HR for large organizations—Stephen brings a successful, "will-do" mindset to the key areas of HR and business, driving organizational scalability, innovation, and sustainable growth.

### **Areas of Expertise:**

- Strong HR/Business Acumen: Building, leading, and scaling HR/business to meet and exceed demand
- Accountable Culture: Establishing aligned, purpose-driven, and accountable business cultures
- Transformative Leadership: Developing and guiding strong, mission-focused leadership teams
- Scaling/Growth: Building resilient and rapid growth-oriented talent frameworks and pipelines
- Results-Driven: Data-driven decision-making and execution to accomplish set goals and milestones
- Authentic Passion: Leading with genuine motivation for people, growth, and collaborative success

### **Career Highlights:**

- Human Resources Leader, OVIK Health - Milliken Health Division (2024-2025)
- Vice President, Human Resources, Agilyx & Cyclyx International (2022-2024)
- Director & Human Resources Leader, NeuroLogica-Boston Imaging, Samsung Medical (2019-2022)
- Director, Human Resources, Technical Division, Crane Currency (2014-2019)
- Director, Human Resources and Segment Integration, B/E Aerospace (2011-2014)
- Global Director, Talent Management, Wheelabrator/Waste Management (2001-2011)

### **Education & Credentials:**

- MBA, Strategic Human Resources - Louisiana State University-Shreveport
- Bachelor of Arts, Communication - North Carolina State University
- Senior Professional in Human Resources (SPHR)
- AI & Machine Learning - AIHR: Academy to Innovate HR (Current)
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