

THE RELATIONSHIP BETWEEN ORGANISATIONAL CULTURE AND CORPORATE ENTREPRENEURSHIP – CONCLUSIONS FROM A MULTINATIONAL COMPANY IN THE ITC INDUSTRY

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ABSTRACT

Digitisation is increasing exponentially in the global economy and the major challenge for businesses is transforming the current business model into a competitive one for the future. Globalisation, trade liberalisation and technological developments in the ITC industry have made the world a global market in which companies compete across national borders. In such a context, this study seeks to present a series of results obtained through research aimed at identifying and implementing good management practices in an ITC company in Romania. The goal is to present a model for analysing and assessing the relationship between organisational culture and corporate entrepreneurship in analysed organisation. Among the main results of the study, we would like to point out that we have identified strong influences between organisational culture and corporate entrepreneurship, i.e., we have determined that commitment and consistency as components of organisational culture according to Denison’s model, have a strong impact on corporate entrepreneurship activities.

KEYWORDS: *corporate entrepreneurship, IT company, organisational culture.*

1. INTRODUCTION

Corporate entrepreneurship is the engine that drives stable organisations forward as new products are created, new markets are formed, modern technologies are discovered, and new businesses are established (Soleimani & Shahnazari, 2013).

The attention to entrepreneurs and analysis of their issues from an entrepreneurial point of view are key success factors for business organisations, as corporate entrepreneurship is a way to recreate organizational perspectives. Accordingly, corporate entrepreneurship is the application of entrepreneurial behaviour in an established organisation (Soleimani & Shahnazari, 2013, p. 1309).

Research shows a strong correlation between national economic growth and the degree of national and organisational entrepreneurial activity. Moreover, existing studies in the literature show the positive impact of corporate entrepreneurship on the performance of organisations (Soleimani & Shahnazari, 2013; Otache & Mahmood, 2015).

Entrepreneurship can only manifest itself under the right organisational conditions, therefore “the entrepreneurial behaviour of employees is strongly affected by organisational beliefs and values” (Behram & Özdemirci, 2014, p. 266).

In this context, an appropriate organisational culture with strong values shared by all members of the organisation ensures the effectiveness of change strategies and employee satisfaction and performance, which determine organisational performance (Behram & Özdemirci, 2014).

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Researchers in the field agree that when an organisation comes into being, its organisational culture reflects and responds to environmental conditions and embodies both the values of the community in which it is created and the values and behaviours of its founders (Robbins & Judge, 2022; Kinicki & Soignet, 2022).

Each organisation in the business environment and beyond has its own particularities, its own specific way of achieving its objectives based on appropriate rules and procedures. This requires the existence of an organisational culture that ensures a working climate based on trust and commitment to stimulate performance. An appropriate organisational culture makes it easier to meet employee expectations and is an important prerequisite for ensuring employee job satisfaction, which in turn influences individual and team performance (Soleimani & Shahnazari, 2013; Behram & Özdemirci, 2014; Otache & Mahmood, 2015).

Organisational culture is thus defined by group characteristics and rules governing status, authority, rewards, respect, penalties, etc., making it impossible to separate organisational culture from organisational strategy and organisational performance (Soleimani & Shahnazari, 2013; Behram & Özdemirci, 2014; Schein & Schein, 2019; Robbins & Judge, 2022; Kinicki & Soignet, 2022).

2. LITERATURE REVIEW

2.1 Organisational culture

The multitude of definitions, conceptualisations and dimensions used to describe the concept of organisational culture constitutes a considerable challenge for researchers studying organisational culture (OC) (Schein & Schein, 2019; Kinicki & Soignet, 2022).

Schein & Schein (2019) define culture as the values, beliefs, norms, and patterns of behaviour of a group of people in society, and organisational culture as those same elements for the members of an organisation.

Each organisation in the business environment and beyond has its own particularities, its own specific way of achieving its objectives based on appropriate rules and procedures. This requires the existence of an organisational culture that ensures a working climate based on trust and commitment to stimulate performance (Robbins & Judge, 2022; Kinicki & Soignet, 2022).

Schein & Schein (2019) suggests that an organisation's culture can be seen as a pattern of fundamental premises discovered or developed by the organisation as it has learnt to cope with issues, adapt to the dynamics of the external environment and achieve integration internally.

Supporting Schein's definition, Denison et al. (2012) define organisational culture as the core values, protocols, beliefs, and assumptions that are firmly rooted in the structure of an organisation (Denison & Mishra, 1995).

Denison and Mishra (1995) conceptualized organizational culture into four features: involvement, consistency, adaptability, and mission. In addition, Denison's organisational culture features (Table 1) were further divided into smaller categories (skill development; team orientation; empowerment; core values; agreement; integration and coordination; promoting/creating change; customer orientation; organisational learning; vision; strategic orientation/direction; goals and objectives) to make the outcomes appropriate by reflecting the organisation's need for strength and flexibility (Bagga et. al., 2022, p. 3).

Table 1. Denison's organisational culture model

Feature	Feature Definition	Index	Index Definition
Involvement	This refers to the extent to which employees at all levels of the organisation are involved in achieving the organisation's mission and performing its activities.	Empowerment	Employees have initiative and the ability to get their work done.
		Team Orientation	Individuals work together to achieve goals.
		Capability Development	Continuous concern for employee development.
Consistency	It is considered one of the organisation's core values, enabling problem solving, effectiveness and efficiency at every level of the organisation and beyond.	Core Values	The organisation's employees share a common set of norms and values.
		Agreement	There is general agreement on the main objectives of the organisation.
		Coordination and Integration	Employees work together to achieve common goals.
Adaptability	This refers to the organisation's ability to assess the external environment in order to respond appropriately and in a timely manner to the changing needs of its customers and other stakeholders.	Creating Change	The organisation takes steps to address external needs for change.
		Customer Focus	The organisation understands the needs of its customers and anticipates their future needs.
		Organisational Learning	The organisation manages learning and innovation effectively.
Mission	The mission is the extent to which the organisation and its members know where the organisation is going.	Strategic Direction and Intent	The organisation develops a sound strategy to implement its plan for future objectives.
		Goals and Objectives	The organisation's employees share a common set of goals and objectives.
		Vision	The organisation's employees share a common vision of the desired future state.

Source: adapted from Bagga et. al. (2022, p.3)

Organisational culture can therefore be seen as a collective social system, built and shared by the members of an organisation and comprising values, beliefs, norms, ideologies, myths and rituals. It can motivate employees to improve their performance, making it a valuable source of effectiveness and efficiency (Kinicki & Soignet, 2022).

Important features of organisational culture result from the collective experience of its members, which gives the culture its uniqueness and can provide a substantial competitive advantage to organisations in the business environment. Some of these features can be directly observed in the day-to-day practices of the organisation whilst others can be discovered through descriptions of specific events by its members. We can only understand organisational culture by observing the actions of the members of the organisation and listening to them (Robbins & Judge, 2022).

2.2 Corporate Entrepreneurship

Corporate entrepreneurship (CE) could be defined as the activities an organisation undertakes to enhance product innovation, risk-taking and proactive response to external forces (Seong, 2011; Soleimani & Shahnazari, 2013; Pham et al., 2020).

In the literature the concept of corporate entrepreneurship is approached as including three main elements: proactivity, innovation and risk-taking. The concept is also seen as being based on innovation, risk-taking and strategic business renewal (Soleimani & Shahnazari, 2013, p. 1310).

The same authors (Soleimani & Shahnazari, 2013, p. 1310) cite Lumpkin and Dess (1996), who introduced autonomy, innovation, risk-taking, proactivity and aggressive competitiveness as a set of organisational behaviours characterising corporate entrepreneurship.

Soleimani & Shahnazari (2013, p. 1310) also define the dimensions of corporate entrepreneurship based on the following elements, which can be found in the literature:

- Creation of new units implying development of company-dependent units.
- Product/service innovation.
- Technology/process innovation.
- Self-renewal reflecting organisational change by renewing the values on which the organisation was built.

Given the effectiveness of corporate entrepreneurship in improving organisational growth and profitability, identifying effective factors in the organisation's work is crucial. An essential factor present in the literature is the personal characteristics that characterize entrepreneurs and entrepreneurship. Schuler 1986 (Soleimani & Shahnazari, 2013, p. 1310) specified the characteristics of entrepreneurs as:

- cooperation;
- creative behaviour;
- risk-taking;
- long-term vision;
- focus on results;
- flexibility in the face of change;
- independent behaviour;
- tolerance for uncertainty;
- the intention of accepting responsibility.

Other researchers have pointed out that employees need to be more opportunistic, creative and results-oriented to be entrepreneurial (Soleimani & Shahnazari, 2013, p. 1310; Pham et al., 2020).

Strengthening corporate entrepreneurship requires a clearer vision of management with regard to decentralisation of power, participation in decision-making, employee involvement, cooperation, avoidance of bureaucracy and the promotion of risk-taking and creativity, which are elements of the internal structure of organisations and therefore a product of organisational culture (Seong, 2011).

Human resource practices could therefore play a considerable part in strengthening the entrepreneurial culture of business organisations. Human resource management affects creativity and innovation by creating a supportive employee culture (Pham et al., 2020).

Furthermore, certain studies state that a large number of policies related to human resource management can affect the corporate activity of entrepreneurship (Soleimani & Shahnazari, 2013, p. 1310).

Many researchers have stressed the importance of organisational culture in improving the informal and voluntary behaviours that lie at the heart of organisational entrepreneurship (Soleimani & Shahnazari, 2013, p. 1310). Values within an organisation are important for the development of corporate entrepreneurship. Other authors also suggest that support of the organisation by top management is an important factor for innovation (Otache & Mahmood, 2015).

Thus, corporate entrepreneurship is conceptualised and operationalised in two ways – entrepreneurial orientation and entrepreneurial management – which measure the entrepreneurial position or positioning of an organisation as reflected in its activities, processes, practices, and administrative routines (Shafique & Kalyar, 2018).

A summary of definitions of corporate entrepreneurship shows that this concept is about corporate risk, innovation, and strategic renewal.

3. RESEARCH METHODOLOGY

This study seeks to present a series of results obtained through research aimed at identifying and implementing good management practices in an ITC company in Romania.

The goal is to present a model for analysing and assessing the relationship between organisational culture (*OC*) and corporate entrepreneurship (*CE*) in the analysed organisation.

The aim is to present a model for the analysis and assessment of the four features of organisational culture according to Denison's model (Denison et al., 2012; Bagga et. al., 2022) and of corporate entrepreneurship activities, along with the influence these four dimensions of organisational culture have on corporate entrepreneurship activities in the company under study.

The questionnaire consists of items aimed at identifying the features of the organisational culture under analysis and corporate entrepreneurship activities. The variables analysed were rated on a Likert-type scale from 1 to 5 (1: strongly disagree; 2: disagree; 3: undecided; 4: agree; 5: strongly agree).

The research was based on a sample group of 158 respondents including managers and non-managerial employees.

The following variables were used to build the model for the analysis and assessment of the features of organisational culture according to Denison's model (Denison et al., 2012; Bagga et. al., 2022) and of the corporate entrepreneurship activities in the company under study:

- *Organisational Culture (OC)*:
 - I. *Involvement (IN)*:
 - (1) Empowerment (*EM*)
 - (2) Team Orientation (*TO*)
 - (3) Capability Development (*CD*)
 - II. *Consistency (CO)*:
 - (1) Core Values (*CV*)
 - (2) Agreement (*AG*)
 - (3) Coordination and Integration (*CI*)
 - III. *Adaptability (AD)*:
 - (1) Creating Change (*CC*)
 - (2) Customer Focus (*CF*)
 - (3) Organisational Learning (*OL*)
 - IV. *Mission (MI)*:
 - (1) Strategic Direction and Intent (*SD*)
 - (2) Goals and Objectives (*GO*)
 - (3) Vision (*VS*)
- *Corporate Entrepreneurship (CE)*.

4. RESULTS

The analysis of the main features of organisational culture and the identification of the main links between its features are based on a construct comprising 12 aggregated variables which summarise the features of organisational culture (Table 2).

The main statistical indicators presented in Table 2 show that the variables that were analysed have good values, e.g., *Involvement (IN)* has a good mean of 4.1014 and a standard deviation of 0.4835. The coefficient of variation $cv = 11.79\%$, indicates a good degree of homogeneity in the statistical population, and the standard error, $se(\text{mean}) = 0.0384$, expresses a closeness between the mean value and the true value in relation to the total statistical population. Regarding the variables that make up the *IN* feature, it can be observed that the *Team Orientation (TO)* variable has the best mean (4.1436), followed by *Capability Development (CD)* with a mean of 4.1378, then *Empowerment (EM)* with a mean of 4.0230.

Table 2. Statistics of the variables under analysis

Traits/Variable	Index	Cronbach's alpha α	item-test correlation α	mean	sd	variance	cv	se(mean)
Involvement	CD	0.9695	0.8400	4.137848	.5095838	.2596756	.1231519	.0405403
	TO	0.9683	0.9111	4.143608	.5965348	.3558538	.1439651	.0474578
	EM	0.9698	0.8221	4.023038	.5009147	.2509155	.1245116	.0398506
IN	-	0.9680	0.9536	4.101498	.4835716	.2338415	.1179012	.0384709
Consistency	CV	0.9687	0.9179	4.318797	.440783	.1942896	.1020615	.0350668
	AG	0.9687	0.8861	4.10943	.5760487	.3318321	.1401773	.045828
	CI	0.9709	0.7457	4.083861	.5335934	.2847219	.1306591	.0424504
CO	-	0.9683	0.9354	4.170696	.467855	.2188883	.1121767	.0372205
Adaptability	CC	0.9706	0.8276	3.782278	.7298476	.5326776	.1929651	.0580636
	CF	0.9700	0.8137	4.110253	.5992925	.3591515	.1458043	.0476772
	OL	0.9718	0.7829	4.044557	.7483047	.55996	.1850153	.0595319
AD	-	0.9682	0.9171	3.97903	.6097171	.3717549	.1532326	.0485065
Mission	VS	0.9716	0.7023	4.268987	.5438893	.2958155	.1274047	.0432695
	SD	0.9710	0.7335	4.286962	.4763405	.2269003	.1111138	.0378956
	GO	0.9713	0.7067	4.336709	.4283511	.1834847	.0987733	.0340778
MI	-	0.9699	0.8357	4.297553	.4124905	.1701484	.0959826	.032816
Organizational Culture OC	-	0.9676	1.0000	4.137194	.4506532	.2030883	.1089273	.035852
Corporate Entrepreneurship	CE1	0.9356	0.5072	3.886076	.7398974	.5474482	.1903971	.0588631
	CE2	0.9199	0.7701	3.993671	.5233021	.273845	.1310328	.0416317
	CE3	0.9196	0.7672	3.968354	.6225168	.3875272	.1568703	.0495248
	CE4	0.9229	0.6975	4.075949	.5815015	.338144	.1426665	.0462618
	CE5	0.9214	0.7439	4.088608	.7082745	.5016528	.1732312	.0563473
	CE6	0.9147	0.8518	4.044304	.7079614	.5012094	.1750515	.0563224
	CE7	0.9274	0.6301	4.075949	.6822994	.4655325	.1673964	.0542808
	CE8	0.9132	0.8758	3.949367	.7209112	.519713	.1825384	.0573526
	CE9	0.9167	0.8191	3.936709	.6835981	.4673063	.1736471	.0543841
	CE10	0.9165	0.8232	4.056962	.6887973	.4744417	.1697815	.0547978
CE	-	0.9105	1.0000	4.007595	.4979633	.2479674	.1242549	.0396158

The *Consistency (CO)* variable has a good mean of 4.1706 and a standard deviation of 0.4678, and the coefficient of variation, $cv = 11.21\%$, indicates a good degree of homogeneity in the statistical population. Regarding the other three variables that determine *CO*, *Core Values (CV)* has the highest mean (4.3187), whilst *Agreement (AG)* and *Coordination and Integration (CI)* have good means of 4.1094 and 4.0838, respectively.

The *Adaptability (AD)* variable has a good mean of 3.9790 and a standard deviation of 0.6097, i.e. the coefficient of variation, $cv = 15.32\%$, indicates a good degree of homogeneity in the statistical population. Regarding the other three variables that determine *AD*, *Customer Focus (CF)* has the highest mean (4.1102), whilst *Organisational Learning (OL)* and *Creating Change (CC)* have good means of 4.0445 and 3.7822, respectively.

The *Mission (MI)* variable has a very good mean of 4.2975 and a standard deviation of 0.4124, and the coefficient of variation, $cv = 9.59\%$, indicates a very good degree of homogeneity in the statistical population. Regarding the other three variables that determine *MI*, *Goals and Objectives (GO)* has the highest mean (4.3367), whilst *Strategic Direction and Intent (SD)* and *Vision (VS)* have very good means of 4.2869 and 4.2689, respectively.

In terms of corporate entrepreneurship activities summarised by the aggregate variable *Corporate Entrepreneurship (CE)* (Table 2), we observe a good mean of 4.0075 and a standard deviation of 0.4979, i.e. the coefficient of variation, $cv = 3.96\%$, indicates a very good degree of homogeneity in the statistical population. These values indicate that the respondents have a good perception of the existence of corporate entrepreneurship activities within the organisation under study. Therefore, among the 10 variables analysed, the most significant means are those of *CE5* (4.0886), which summarises the innovation activities in products and services, and *CE4* (4.0759) and *CE7* (4.0759), which summarise the innovation activities in technology, processes and risk taking. Stimulating creative behaviour (*CE10*) and independent behaviour (*CE2*) also have good means (4.0569 and 3.9936, respectively).

We observed that all the analysed variables summarising organisational culture and corporate entrepreneurship activities expressed a good level of perception on the part of the respondents, leading us to wonder if there is any relationship between those variables. To determine if this was so, we undertook the correlational analysis (Table 3) showing the existence of significant and very strong correlation coefficients between the variables under study. Indeed, positive and very strong correlations are to be observed both between the variables summarising the organisational culture of the analysed company ($r = 0.6436 < 0.9536$) and between those variables and the one summarising corporate entrepreneurship activities (*CE*). Thus, we find that the strongest correlation exists between the variables summarising corporate entrepreneurship activities (*CE*) and *Involvement (IN)* ($r = 0.9015$), followed by the correlation between the *CE* variable and the aggregate variable summarising organisational culture *OC* ($r = 0.8545$). There are also strong correlations between *CE* and other features of organisational culture: *CE* and *CO* ($r = 0.7969$), *CE* and *AD* ($r = 0.7784$), *CE* and *MI* ($r = 0.6228$).

Table 3. Correlations

	CE	IN	CO	AD	MI	OC
CE	1.0000					
IN	0.9015	1.0000				
CO	0.7969	0.8922	1.0000			
AD	0.7784	0.8536	0.7805	1.0000		
MI	0.6228	0.7211	0.7539	0.6436	1.0000	
OC	0.8545	0.9536	0.9354	0.9171	0.8357	1.0000

To analyse the relationship between organisational culture and corporate entrepreneurship activities in depth, we undertook an analysis of the influence of organisational culture on corporate entrepreneurship activities in the organisation under study. A linear regression analysis was carried

out to determine to what degree the *OC* variable and the other variables summarising the organisational culture of the analysed company influenced the *CE* variable.

Table 4 presents a statistical analysis of the impact of the *OC* variables on the *CE* variable. The *OC* variable has a statistically significant impact on the *CE* variable (Prob > F = 0.0000). The change in *OC* explains 68.62% ($R^2 = 0.6862$) of the change in *CE*.

The *OC* variable has a coefficient of 0.9153, estimated with p-value = 0.000 ($P > |t| < 0.05$). The sign of the coefficient is positive, meaning that for an increase of one unit in the *OC* variable, the *CE* variable will increase by 0.9153 units.

Table 4. Linear regressions

Independent variable	Dependent variable	Prob > F	R-squared	Root MSE	Coef.	Robust Std. Err	t	P> t
IN	CE	0.0000	0.7558	.24688	.8952259	.053458	16.75	0.000
CO	CE	0.0000	0.6155	.30976	.8350388	.055278	15.11	0.000
AD	CE	0.0000	0.5665	.32891	.6147094	.0527518	11.65	0.000
MI	CE	0.0000	0.3580	.40025	.7223595	.0846742	8.53	0.000
OC	CE	0.0000	0.6862	.27986	.9153048	.0601952	15.21	0.000

We can say that for every increase of one unit in organisational culture, corporate entrepreneurship activities will increase by 0.9153 units. This indicates that the impact or influence of organisational culture on corporate entrepreneurship activities in the company under study is very high.

Table 4 also shows that there are statistically significant influences between all the variables summarising the components of organisational culture and corporate entrepreneurship activities. The highest influences are found for the variables *IN* ($R^2 = 0.7558$; coef = 0.8952) and *CO* ($R^2 = 0.6155$; coef = 0.8350). Therefore, of the four features of organisational culture, *Involvement* and *Consistency* have the greatest influence on corporate entrepreneurship activities.

5. CONCLUSIONS

Research indicates a strong correlation between national economic growth and the degree of national and organisational entrepreneurial activity. Moreover, existing studies in the relevant literature show the positive impact of corporate entrepreneurship on the performance of organisations (Soleimani & Shahnazari, 2013; Behram & Özdemirci, 2014; Otache & Mahmood, 2015). In this context, an appropriate organisational culture with strong values shared by all members of the organisation ensures the effectiveness of change strategies and employee satisfaction and performance, which determine organisational performance.

This study seeks to present a series of results obtained through research aimed at identifying and implementing good management practices in an ITC company in Romania.

The goal is to present a model for analysing and assessing the relationship between organisational culture and corporate entrepreneurship in the analysed organisation.

The results of the study are based on quantitative methods of data analysis used to assess the way in which respondents perceive the organisational culture behaviours and corporate entrepreneurship activities taking place in the analysed organisation.

The aim is to present a model for the analysis and assessment of the four features of organisational culture according to Denison's model (Denison et al., 2012; Bagga et. al., 2022) and of corporate entrepreneurship activities, along with the influence these four dimensions of organisational culture have on corporate entrepreneurship activities in the company under study.

Among the main results of this study, it can be observed that the influence of organisational culture on corporate entrepreneurship activities in the analysed company is very high: among the four components of organisational culture, *Involvement* and *Consistency* have the highest influence on corporate entrepreneurship activities.

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