

A Study On The Impact Of Organization Culture On Job Involvement

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Abstract: It is a fact acknowledged globally that employees are the greatest asset for any organization. But the real truth behind the said fact is that the biggest asset of any organization is not just "employee" rather its "engaged employee". However, posting right employee in right job within right working atmosphere is the main challenge for any of the organization. Employee participation in the organization is very much dependent on the working atmosphere and the culture of the organization, as every corporation differs in its culture and this may have its own influence on the employee's involvement in one or the other manner. Employee's involvement is one of the major factors playing a vital role in achieving Organizational "goal". The economy growth is also indirectly dependent on employee's involvement as employees involvement will lead to organization's growth which contributes to economy of the country. A sense of satisfaction is developed, if the employees finds the workplace to be interactive and as a result of which their involvement in the work will be far better as compared to an organization with a poor working environment and culture.. In this study, the focus has been centered on understanding the organization culture and its influence on Job Involvement.

Key Words: Job Involvement, Organizational Culture, Interrelationship, OATAPACE Culture

1. Introduction

A highly competitive market climate was developed with globalisation and deregulation. There is a strong effect on business companies of the enormous change in the market world. The drastic change from stable to rapidly shifting environments has led to brutal rivalry among the industry leaders leading the market.

In nutshell, corporate India's toxic society is alarming and distressing. It is an example of the absence of a deep roots of India's value-based wealthy community and ancient civilization.

The role of the Department of Human Resources is also multi-perspective, as per the employees' as well as the requirements of the organization in today's globalized world, in which countries become unbounded due to technological advances and high levels of labor force diversity. The strategy of sustainability for the organization is "Global Vision and Local Practice." Organizations need to focus on designing broad human resources plans that increase efficiency and morale to handle this multicultural organization. The Human Resources Department develops and implements a variety of strategies in order to build a competent and rigorous organizational culture that facilitates the success of the company.

Organizational culture: Every organization has its own unique personality, just as people do. The unique identity of an organization is known as its culture. Organizational culture in groups of people working together has an intangible but powerful impact that influences the activities of the members of its community. A collection of common attitudes, values, and beliefs that govern people's behavior, is known as Organization culture. The organization's people are directly influenced by such common beliefs and regulate their attitudes, behavior, and efficiency. Organizational culture plays a very important role in every working environment and also plays a key role in shaping newcomers to the company. It also impacts the Organization's performance both financial as well as the market.

Job Involvement: Job involvement refers to the participation of Organizational employees in achieving its objectives and in turn helping the organization to accomplish its "vision" and "mission" through his involvement in his efforts, ideas and expertise. The ideas of work participation and central function or work participation have existed for some time in the literature. Jobs participation is how the employee views his work success as aligned with features that are fundamental to his self-conception. The two things that follow indicate the need for participation in the study.

- It also facilitates the level of jobs and job engagement, enhanced employee participation and the organisation's benefits, improved performance and retention.
- It seeks to assess the degree of employee engagement at various hierarchical levels-top, middle and juniors.

The degree to which an employee engage in his job indicates participation, which helps fulfil needs such as reputation, self-regard, self-sufficiency and self-respect. Job involvement acts as a key factor in motivating the employees and affects his personal as well as professional growth, his performance, and satisfaction level. There may be numerous factors that may influence the employee's involvement level within the organization.

2. The objective of Job Involvement and Organizational Culture

After Industrial Revolution, the tradition of study and writing on job involvement and its impact on corporate success has achieved especially the following targets to be accomplished and to ensure corporate development and employee engagement are correlated with positive results. The main objectives which work together for the corporate culture and employee engagement in the job and are as under:

- Planning and establishing a philosophy of ownership
- Socio-moral dimension
- Democratic behavior standards
- Empower the workforce and create a positive atmosphere for the workforce
- Flexibility for improvements
- Act as a Team
- Build a Relationship

3. Organizational Culture Impact on Job Involvement:

3.1 Effect upon employee's efficiency

In a stable culture, the employee feels valued. They have at least some impact on their job, and never feel helpless. Regardless of whether they work from home, choose their tasks, or try out a new job, employees who are respected and have the option to choose will achieve a high level of performance. Strong organizational cultures also provide employees with opportunities to grow. It can motivate employees through promotions, career development programs, or training – which actually increases outcomes. When everybody is together, they will all make the extra effort to accomplish organizational goals.

3.2 Effect on employee's happiness

A sound corporate culture guarantees that employees remain loyal and satisfied with their work. In the recruitment process, this can be extremely useful. People are much more likely to join (and expect to remain) a business culture that promotes autonomy, embraces workplace development, and offers a balance between work and life. Cost of selection, recruitment, and training are minimized while productivity and earnings are increased, through clear and welcoming corporate culture and improved employee involvement.

3.3 Effect on job involvement

There are no. of ways by which the Organization Culture impacts job involvement. Some of the major ways are identified below:

3.3.1 Communication

Employees recognize that in organizations with good organizational practices, opinions, and ideas are embraced. Employees are not disappointed if they feel that they are noticed as disappointment leads to absenteeism, bad morals, and dismissal. Increased engagement, innovation, and creativity are supported in communication-based business culture.

3.3.2 Well-Being

The company that respects its employees values their wellbeing, security, and safety, makes its employees become more attentive and dedicated to their tasks.

3.3.3 Teamwork

Organizations with good work culture promote the approach of "us" rather than "them". Flexibility, assessment, and teamwork are promoted in collaborative organizations. Employees are given opportunities to develop positive contacts with managers and colleagues, to participate, and to work for themselves.

3.3.4 Growth

Culture of an organization that encourages the development and formation of the employees, give them something to aim for and look forward to. Life is exciting, interesting and boredom, work dissatisfaction is avoided in organizations that have such a culture.

4. Literature Review

Harrison (1993) in his research has described organizational culture as "the distinctive set of principles, values, style of work, and relationships that differentiate from one organization to another". Furthermore, his organizational culture model can be broadly categorized into four cultural dimensions as Culture oriented towards power, role, achievement, and support.

Mudrack (2004) in his study indicated that work experience and work culture have a strong influence over job involvement

Ouyang, Cheng, and Hsieh (2010) have shown that participation in employment is a positive result of corporate and business conditions. The involvement in employment was also stated to be strongly affected by work experience and the business culture.

Ouyang (2009) conducted an analysis of the relationship between work insecurity induced. The role of people in the banking sector, work stress and work output remained the product of economic depression. The empirical findings of his research showed a negative impact on job performance and engagement of the employees of the banking service. In addition, career uncertainty has a significant positive effect on work stress. The stress on work and work success has a positive impact. The meditation impact of work stress and engagement in the job may have a positive influence on the performance of the job. The result shows further that work success is the most important thing.

Fortado & Fadil, (2012) in his study stated that researchers have identified for decades that the culture of a company creates a substantial competitive advantage in the working environment.

Lodhal and Kejner (1965) claimed that job involvement can be used to assess the degree of psychological identity and meaning in the extreme picture of an individual in his work.

Chalofsky (2003) in his research concluded that significance will be best at work if the employee's values and convictions are consistent with the organization. The more fascinating people take their jobs into account, the more they engage.

Fletcher (1998) in his study, found that the workplace culture had a substantial positive connection to employee's job involvement levels.

Manetje and Martins, (2009) in their research stated the relationship between organizational culture and commitment.

Syed Mohammad Azeem (2010) examined the impact of personality power, work participation and burnout among teachers of one of India's central universities. The findings in the study suggested that personality hardness and participation are negatively and significantly linked to depersonalization and to personal success in terms of burnout, engagement, management of challenges and overall personality hardness. Commitment and absolute resistance are also found to be linked to depersonalization.

5. The objective of the Study

The key objectives of the study are:

1. To investigate the relationship between corporate culture and employees involvement in their work, and
2. To assess if organizational culture is a statistically relevant indicator of work participation.

6. Methodology

A scientific quantitative survey was used to achieve the research objectives and test the hypotheses. Techniques for data analysis such as the Chi-square method, correlation, and regression, were employed to clarify subsequently the connections between and aspect of the Culture Organization and its employment participation and the predictive value of the element of Culture.

6.1 Sample and Data Collection

A systematic survey using questionnaires was conducted by involving 500 full-time employees in various sectors like banking, insurance, and finance organizations to test the suggested relationships. Data obtained from questionnaires were analyzed employing analytical tools.

6.2 Measurement tool

Organization Culture Scale

The study was measured with the dependent and independent variables using some standard scales. OCTAPACE profile of Udai Pareek (2002) was used for evaluating the culture of the organization. The eight dimension of OCTAPACE are mentioned below:

Openness

There is freedom in which people (persons, dyads, teams and everyone in the organisation) may express themselves in their thoughts, opinions, sentiments regardless of their level, status, and so on. These terms have no obstacles. They are welcomed to express themselves and to be heard. They take their views seriously. This offers individuals a chance to discover their own talents. Openness can be described as spontaneity and sharing without defensiveness, as an expression of feelings and thoughts. Openness, receiving and sharing, is in both ways. Both can contribute to ideas (including suggestions), feedback, and emotions. Openness, for example, means accepting clients, colleagues and others without reservation and taking action to facilitate more input and suggestions.

Likewise, it means to offer ideas facts, feedback, feelings, etc. without hesitation. Transparency, in terms of usability, can also mean spatial transparency. Internal e-mailing can be a step in this direction: anyone with a computer terminal has access to data, which they can access at any time. Wall less offices are just another symbolic transparency system.

Even the Chief Executive Officer of some companies does not have an exclusive cabin; other employees at various levels of their company share floor areas. This desire to communicate contributes to greater clarification of goals and free contact between people because of transparency. Owing to transparency, more impartial performance reviews should be accessible. Effective meetings and better implementation of processes and technologies would be measures of transparency in an organisation.

Collaboration

Collaboration is the community in which people are willing to support one another, including the person, the dyads, the teams and the whole organisation. For one another and for greater reasons, there is a spirit of giving. Personal influence is played and people like organisation, nation and society are driven by broader goals. People are able to support each other and ensure that the wider organisational priorities are not compromised. The organisational priorities rule the decision-making process in particular and when appropriate, people do not have small department or team loyalties.

In the settlement of interdepartmental disputes there are less overheads. The feeling "we" is of the utmost consistency. The spirit of the team is fantastic. The interdepartmental relationship is not subject to intra-departmental loyalties. Coherence of small communities tends to reinforce and encourage the identity and cohesiveness of organisation. Collaboration provides assistance and demands assistance from others. It means partnering (persons and groups) to solve problems and the spirit of team.

The effect of the collaboration involves timely assistance, coordination, knowledge sharing, better communication, and better resource sharing. Productivity reports, more meetings and staff engagement, more collaborative decisions, increased resource usage and higher quality meetings may be suggested.

Trust

Trust encompasses a community of believers who, without the need to wait for written orders, operate on the basis of oral messages and orders. Monitoring and controls are not required. You don't have to check whether you believe what you're saying. The word is spoken by groups, dyads or teams. Trust and faithfulness are the highest quality of such a society. A culture of confidence is necessary in order to establish a culture of mutual trust.

When every person is trustworthy, trust follows automatically. Trust places the responsibility on the person who receives the pledge or a word. Trust in the moral sense is not used. It ensures that information exchanged by others is protected in confidentiality and not misused. It is also expressed in the confidence that others will assist when such assistance is necessary and respect shared obligations and commitments.

Trust often indicates approval of what another person says at face value, and does not look for additional reasons. Trust is an incredibly important factor in the process of building institutions. The trust's result involves increased empathy, timely assistance, reduced tension, reduced forms and procedures and simplification. This simplification is a sign of faith and decreased work on paper, productive delegation and improved productivity.

Authenticity

Authenticity is speaking fearlessly keeping reality and making promises. The degree to which people are saying and doing what they are saying is suggested. It's something more than faith and belief. Citizens, dyads and workers cannot rely on false promises. You never pledge or agree to satisfy other people. They are still working hard to deliver on their promises. They require no follow-up and, if they fail to do so, it is known that this is not their power due to any exceptional circumstances.

Authenticity is the congruence in what you believe, what you think and what you do. It consists in acknowledging the mistakes and expressing the feelings unreservedly. Closer to honesty is authenticity. The effect of an organisation's credibility is a decreased information distortion. The correspondence between the members of an organisation demonstrates this.

Proaction

A Proactive community allows all workers to take measures and test them. A positive culture inspires others to take responsibility and do things. There is enthusiasm for innovative ideas and new ways to do stuff. Such actions can occur in any field including making roles (through new perceptions of the role played by managers or by teams), taking roles (taking new projects, introducing new events, altering old working methods), working methodologies, cost savings, improves efficiency, building culture, HRM, etc.

Pro Action means the policy, pre-plan, evaluation and the payoffs of an alternative path are considered before action is taken. The act may be opposed to the reaction term. In the latter case, an act is carried out from some source (and in the pattern of) while in the former, the action is carried out independently of the source. For instance, he shows reactive actions if a man cries back on his friend's accusation.

Though, if he does not use this pattern but reacts politely and proposes that together, he shows constructive behaviour. Pro activity gives the individual the opportunity to initiate a new method or to create a new behavioural pattern. Unusual behaviour, per behaviour implies. Pro-activity in this context involves releasing yourself from immediate problems and taking action. An individual who demonstrates his or her action functions on all three levels.

Autonomy

Autonomy is present if, irrespective of their rank, every role-holder in an organisation has the potential to use discretion in its work. The choice may be focused on working processes, decision-making, communication or some other area. Choosing one's activities and position should be possible. It can be 10% or 20% of the time. The more the choice you have to vote for, the more control you have in the way you want to do.

Autonomy is using and offering freedom in one's own domain to plan and act. It means that citizens and autonomy are valued and encouraged. It encourages mutual respect and is vulnerable to the desire for accountability, individual initiative and better preparation of succession. Productive organisational delegation and the elimination of references to senior citizens to approve the proposed acts constitute key measures of autonomy. Many academic and research institutions have been found to be autonomous.

Confrontation

Confrontation can be described facing instead of being afraid of problems. It is the society of the problems. People chat about problems with little fear of each other getting injured. And if one has to damage the other, the problem is dealt with and not put under the tap. People should rely on issues not as a personal attack, but as areas of focus that need to be changed. This atmosphere increases the ability to solve problems. It also means a study of interpersonal concerns in greater detail. All of this needs challenges.

The word confrontation is typically employed with some caution and means that a front is imposed in comparison to placing one's back on the issue. Confrontation and analysis would be a better word. Let us use the word conflict, i.e. face a problem and work together with others to find a solution to the problem in this context. The result is greater understanding of responsibilities, better problem management and ability to face the challenges and "difficult" staff and customers. The results are often more successful. Teams actively address the

sensitive issues and resolve them. Person talks with customers, brave acts and no pause in sticky matters boost the indicators, which are also outcomes.

Experimentation

Experimentation is the employee's orientation to try to make better choices about different ways of doing stuff. It characterises the organisation's risk-taking attitude. There's no growth without risk. There is no space for life reconstruction, rejuvenation and simplification without innovation. It means that creative approaches to solving the problems are used and promoted, suggestions are used, items are checked, innovation promoted.

Our daily activities are so vast that we use only conventional, known and tested methods of coping with problems. Although these approaches save time and resources, they blind us to the value of new ways in which an issue can be overcome. The more pressurised we are, the less likely we are to pursue a new strategy, because the risk is too great. And yet complicated challenges warrant new ways of addressing them. Organizational learning does not require taking action; it requires applying previous experiences to current challenges that go beyond them. This could be known as creativity. The same definition also comes from other words like inventions, experiments, modern methods, etc.

In a company there are different forms of innovation. Creativity is embodied in innovative ideas from workers, efforts to develop previous work practises, exploring a new concept, innovating new approaches and dreaming about a problem while ignoring so-called limitations. The last is often referred to as lateral thought, that is to say looking to produce alternatives. Such analysis leads to creating new goods, new approaches, and new processes. There is enough evidence.

There are two sections in this tool. Part I points out the values in items 1 to 24 (3 statements per 8 values) and it's designed to answer the importance of each object in its organizations (on a 4-point scale). Part II includes 16 belief statements, two for eight values each, and the respondent investigates how broadly they are expressed throughout the organization (on a scale of 4 points).

Job Involvement Scale

For evaluating Job Involvement, the Job Involvement Scale by Rabindra N. Kanuno (1982) was used. The scale consists of 10 items. The score in the dimension of a person is literally the sum of the scores for all 10 items. In this respect, the ratings are between 10 and 60 to maximize job involvement. Therefore, higher the point indicates greater job involvement.

6.3 Reliability Test

Reliability testing by split-half technology was conducted on the chosen instruments (Kaplan and Saccuzo, 2009). Reliability values for the 2 half of the questionnaires were found to be over 0.86, and the Cronbach alpha standard set by Aiken (2003) was able to qualify by the tools used in the present study.

Table 1: Reliability Test Summary

S. No.	Factors	Reliability Co-efficient
1	Organization Culture	0.86
2	Job Involvement	0.94

6.4 Hypothesis

H₀₁: There is no significant association between Organization culture and its dimension with job involvement.

7. Result and Discussion

The data was evaluated according to the research objectives and summarized under three sections: (1) Employee Profile (2) Significance tests between variables (3) Interaction tests between variables.

- Employee Profile:**

Table 2: Respondents Demographic Profile

Profile	Category	N	Percentage
Gender	Male	295	59.00%
	Female	205	41.00%
Age	Below 30 yrs.	127	25.40%
	31-40 yrs.	246	49.20%
	41-50 yrs.	97	19.40%

	51 yrs. Above	30	6.00%
Marital Status	Single	207	41.40%
	Married	293	58.60%
Family Type	Nuclear	255	51.00%
	Joint	245	49.00%
Job Profile	Management	75	15.00%
	Specialist	55	11.00%
	Supervisor	170	34.00%
	Operational	200	40.00%
Income	Below Rs. 25000	43	8.60%
	Rs. 26000-35000	48	9.60%
	Rs.36000-45000	122	24.40%
	Rs.46000-55000	112	22.40%
	Rs. 56000-65000	105	21.00%
	Above Rs. 65000	70	14%

The above table indicates that the workforce demographic of the respondents consists of 59% males and 41% women. This has been observed that 25.40% of respondents are under the age of 30 years, 6% are above the age of 50 years and the age distribution from 31 to 50 is 68.6%. The above table shows the various categories of employees based upon their designation chosen for the research include Management level 15%, 11% specialist, 34% Supervisor, 40% Operational. It has been observed that 49% of the employees are living in a joint family and the rest are living in a nuclear family i.e. 51%. From the above table, it is concluded that the majority of 58.60% of respondents are married. It reveals that 8.6% of employees have a monthly salary below Rs. 25,000 and 77.40% of employees have a monthly income of Rs. 26,000 to 65,000 and 14% of employees have monthly income above Rs. 65,000.

Significance Test between variables

Table 3: Chi-square test indicating the relationship of organizational culture with variable sex and age

Profile	Category	Organization Culture			X ²	P
		Low	Medium	High		
Gender	Male	58	190	47	976.50	0.05
	Female	25	155	25		
Age	Below 30 yrs.	20	84	23	11.08	0.116
	31-40 yrs.	47	155	44		
	41-50 yrs.	21	64	12		
	50 yrs. above	6	20	4		

The Chi-square test was carried out in order to determine the importance of the relationship in an organizational culture centered on employee sex and age. The research evidence reveals that the corporate culture has a major correlation between men and women, which means that cultures are the same, regardless of gender, and that these cultures are prevalent in everyone in an organization. The test reveals that age and organizational culture are not related significantly.

Table 4: Chi-square test indicating the relationship of organizational culture with job involvement

		Organization Culture			Total	X ²	P
		Low	Medium	High			
Job Involvement	Low	22	42	17	81	16.720	0.003
	Medium	47	240	43	330		
	High	24	41	24	89		
	Total	93	323	84	500		

The maximum frequency (240) from the table above is found in the cell that has moderate job participation and medium organizational culture and the lowest frequency is found in the cell formed at the intersection of high

organizational culture and low job participation. The Chi-square value 16.720 and P-value = 0.003 are statistically significant at 5% level. Hence it can also be concluded that workplace involvement and organizational culture are closely related.

Table 5: Pearson Correlation analysis of job involvement with OCTAPACE culture

Correlations	Pearson Correlation ^a	Sig. (1-tailed) *
JI ^b with Openness	0.470	0.000
JI ^b with Confrontation	0.480	0.000
JI ^b with Trust	0.450	0.000
JI ^b with Authenticity	0.460	0.000
JI ^b with Proactive	0.470	0.000
JI ^b with Autonomy	0.150	0.000
JI ^b with Collaboration	0.420	0.000
JI ^b with Experimenting	0.500	0.000

a: Predictor (Constant): OCTAPACE Culture

b: dependent variable: Job involvement

*: p-value is statistically significant at 5% level

From the above table, it can be concluded that job involvement and openness ($r = .470, p < .001$) are correlated positively. The employees involved in his or her work and his perception that life is defined and revolving around this job and involves the free interaction between employees with others, emotions, abilities, and a sense of judgment. The job involvement and confrontation in the research were positively linked ($r = .480, p < .001$). Job Centric preferences make an individual stronger than evaluate relationship issues on a surface basis. The job involvement and trust ($r = .450, p < .001$) are correlated positively. The participation of employees in work and their commitment to it create rooms for the relationship between seniors and subordinates in which both benefit from their present employment. The involvement of the job is well-related with authenticity ($r = .460, p < .001$). The employees are tactful, wise, and even somewhat deceptive to do something because their priorities are organizationally driven. Job involvement and proactive are strongly interrelated ($r = .470, p < .001$). Workplace staff usually take a preventive step on most of their work-related issues. Job involvement is strongly associated with autonomy ($r = .150, p < .001$). Sometimes employees feel that freedom for people is in-disciplinary, but often it allows employees to complete work on time or even to take extra time before release schedule. Job involvement is positive correlated with collaboration ($r = .420, p < .001$). The employee shows team spirit and teamwork because he thinks that the most important thing for him is participation in his current job. Job involvement and experiments are positively correlated ($r = 0.500, p < 0.001$). Personnel with a deep dedication to function make sincere efforts to improve their actions based on the reviews received.

• **Interaction tests between variables.**

Table 6: Summary of Model

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	.963 ^a	0.927	0.926	3.711

a: Constant (Job involvement)

Table 7: Regression coefficient^a of organizational culture with Job involvement

	Model	Unstandardized Coefficient		Standardized Coefficient	T	P
		B	Std. Error	Beta		
1	Constant	46.715	2.751		16.98	0.00
	Job Involvement	0.222	0.031	0.118	7.151	0.00

a: Dependent variable (organization culture)

The regression analysis was conducted to evaluate the strength of the correlation between organizational culture and job involvement. The result is significant ($p < 0.000$). The job involvement is definitely influenced by atmosphere of the company. Employment involvement influences culture positively since it is his attitude towards his work and his behavior. The regression model was considered to be important in its entirety ($R = 0.963$; $p < 0.000$) while evaluating the hypotheses. Hence, the null hypothesis is rejected. Therefore, it can be concluded that the various dimension of organization culture has a significant impact on Job involvement.

7. Conclusion

The analysis of a culture of an organisation is important because it allows the organisation to develop essential policies, strategies and aims. Therefore, the congruence between individuals and the organisation of elements of culture is most important. It allows the company to define itself and shows the way for any improvements or modifications needed. A better culture will achieve the two benefits of enhanced management performance and organisational productivity. The goals of the analysis are ideally suited to determine the cultural background of the organization and job involvement of the employee

From the above study, it can be seen that there is a positive relationship between job involvement and organizational culture. The dimensions of organizational culture significantly impact job involvement. The organization culture plays a vital role in identifying whether the organization is having a joyful, healthy, and safe environment. The acceptance of the organization's culture by its employees can affect their attitude and behavior towards their work and in turn impacting the job involvement. It is a trust in your present work and it depends on the degree your work will fulfill your wishes. Highly working people find the profession a core component of their personal identity. In fact, the primary concern of individuals with high job participation is their jobs. Highly employed people may also experience a high degree of personal investment in their work and therefore in the organization as a whole and may, therefore, place greater importance on the success of their organizations. Organizational culture enhances the corporate values of the companies through developing employee-friendly practices and defining and holding both individual and organizational priorities equivalent. This will allow organizations to be more competitive and effective. Organizational culture acts as a backbone to support and help the organization in achieving its goals and objectives. An organization with good culture would get its employees committed and involved in their work. If employees experience their work to be valued and meaningful and facilitating their personal as well as professional growth, then their contribution towards organizational growth will be much higher as compared to that of a normal circumstance where there is lack of such an environment within the organization and that all depends upon the culture of the organization.

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