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Organizational Culture Role in Developing Job Involvement

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წარდგენილია ბიზნესის ადმინისტრირების დოქტორის აკადემიური  
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As the author of the submitted work, I hereby declare that this submission is my own work and to the best of my knowledge it contains no materials previously published, accepted for publication or written by another person, or substantial proportions of material that have been accepted for the award of any other degree or diploma, except where due acknowledgement is made in the dissertation.

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Irina Khechoshvili

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# Organizational Culture Role in Developing Job Involvement

## Abstract

The thesis is dedicated to the concepts of organizational culture and job involvement. In the contemporary management (organizational behavior studies specifically) there is an interest in integral approaches. This study integrates the organizational culture frame as the shared set of values, belief and programs of activity, and job involvement, - one of the work-related attitudes, less studied for now. This research attempts to study the possible influence of organizational culture type (Clan, Adhocracy, Market, Hierarchy) on employees' job involvement from the data collected by involving 161 respondents from banking, communication/service, governmental and healthcare organizations.

Goal: to find possible connection between organizational culture and job involvement, and as well to find out the role of organizational culture influence in developing and creating a positive job involvement state.

The objectives of the study are:

- to research the concept of organizational culture;
- to explore organizational culture elements and forms;
- to identify job involvement as an attitude, behavior and psychological state;
- to define the dominant organizational culture types in the target organizations;
- to reveal the possible influence of organizational culture and/or organizational culture type on job involvement;
- to analyze the context of organizational culture and job involvement correlation.

To realize the objectives of this research, a contingency theory is adopted. Organizational culture as a contingent variable was identified from the literature and appropriate statistical tests were undertaken to determine its influence on involvement. Both qualitative and quantitative research methods are used. The research instrument used is questionnaires: the organizational culture assessment instrument (OCAI) devised by Cameron & Quinn (Cameron & Quinn, 2006) which was chosen to be the conceptual model for determining the organizational culture type. Using OCAI, an organizational culture profile could be verified by determining the organization's dominant culture type characteristics. For measuring the level of employees' job involvement, Likert Scale questionnaire developed by Kanungo (Kanungo, 1982) was used.

Dissertation consists of two main parts. Part one includes theoretical background, literature review, and is composed of three main sections. The first two sections

explore the concepts of organizational culture and job involvement, their theoretical background, understanding and main models, furthermore their place in contemporary management. Section three reveals the potential context of organizational culture and job involvement relation, Section three reveals the potential context of organizational culture and job involvement relation, in order to derive the following research hypotheses for the practical part the following research hypotheses for the practical part:

- Hypothesis 1: Clan culture makes an impact on developing high job involvement.
- Hypothesis 2: Adhocracy culture makes an impact on developing high job involvement.
- Hypothesis 3: Hierarchy culture makes an impact on creating low job involvement.
- Hypothesis 4: Market culture makes an impact on creating low job involvement.

Part two represents practical findings, analysis, and discussion, including methodology, and incorporates three sections. In the first section 'Research Design and Procedures' there are described the research design, population, sample and demographic data, data collection, and response rate. The second section is focused on the research data analysis and results, including the detailed description of the used model for statistical data analysis, and the results general description according the main research objectives: 1. Organizational Culture type, 2. Job Involvement, and 3. Organizational Culture Impact on Job Involvement. Data analysis and interpretation of the research findings are done to summarize, interpret data and communicate the results in a meaningful way. The visual tools like percentages, bar charts, graphs, tables have also been used to show the comparison during this analysis. Section three offers the interpretation and analysis of the study results within the theoretical background and models. Based on the research results, we can assume that the organizational culture and job involvement link is potentially more complex. In the section is discusses the need of the integral concept development, - 'Organizational Culture Identity', where job involvement is presented as a core incorporated into organizational culture.

Finally, summary of the findings, recommendations and conclusion in relation to the objectives of the study are discussed, including the final summary of the thesis, research limitations and several recommendations for the professionals in the academic sphere, practitioners and experts in the Management field of Business Administration.

## ორგანიზაციული კულტურის როლი თანამშრომელთა სამუშაოში ჩართულობის განვითარებისათვის

### რეზიუმე

კორპორატიული კულტურის მკვლევარები და ორგანიზაციების წარმომადგენლები აღიარებენ, რომ კონკურენტულ და დინამიურ გარემოში გადარჩენისთვის მნიშვნელოვანია აქცენტის გაკეთება იმაზე თუ რა პროცესებს აქვს ადგილი კომპანიას ფუნქციონირებისას. თანამედროვე მენეჯმენტში, ორგანიზაციული კულტურის ცნება გაფართოვდა და კომპანიაში ერთ-ერთი უმნიშვნელოვანესი შიდა მახასიათებლის მნიშვნელობა შეიძინა, რომელსაც გარკვეული წვლილი შეაქვს ორგანიზაციის იმიჯის ჩამოყალიბებაში და ისეთ ღირებულებებს, დაშვებებს, დამოკიდებულებებს, ქცევებს, სტანდარტებსა და რწმენებს გულისხმობს, რომელიც ახასიათებს ორგანიზაციის ბუნებას და ზეგავლენას ახდენს ადამიანურ ურთიერთობებზე. აღნიშნული კვლევა აერთიანებს ორგანიზაციულ კულტურას, როგორც ფასეულობების, ღირებულებების, რწმენის, აქტივობების ჩარჩოს და სამუშაოსთან დაკავშირებულ ნაკლებად შესწავლილ დამოკიდებულებას - როგორც არის სამუშაოში ჩართულობა.

მოცემული კვლევა წარმოადგენს მცდელობას გააანალიზოს შესაძლო ორგანიზაციული კულტურის: კლანური (Clan), ადჰოკრატული (Adhocracy), საბაზრო (Market), იერარქიული (Hierarchy) ტიპების გავლენა თანამშრომლების სამუშაოში ჩართულობაზე. აღნიშნულ კვლევაში მონაწილეობას იღებს ინდუსტრიის სხვადასხვა სფეროში (საბანკო, კომუნიკაციების/მომსახურების, სახელწიფო და ჯანდაცვის ორგანიზაციები) დასაქმებული 161 თანამშრომელი (რესპონდენტი)

ნაშრომის მიზანი: ორგანიზაციული კულტურის და სამუშაოში ჩართულობას შორის შესაძლო კავშირის მოძიება და ორგანიზაციული კულტურის გავლენის როლის გარკვევა სამუშაოში ჩართულობის პოზიტიურ განვითარებასა და შექმნაში.

კვლევის მიზნებია:

- ორგანიზაციული კულტურის მნიშვნელობის (კონცეფციის) შესწავლა;
- ორგანიზაციული კულტურის ელემენტების და ფორმების შესწავლა;
- სამუშაოში ჩართულობის იდენტიფიცირება, როგორც დამოკიდებულება, ქცევა და ფსიქოლოგიური მდგომარეობა;
- დომინანტური ორგანიზაციული კულტურის ტიპის განსაზღვრა სამიზნე ორგანიზაციებში.



- ორგანიზაციული კულტურის ან/და ორგანიზაციული კულტურის ტიპის შესაძლო გავლენის გამოვლენა თანამშრომლების სამუშაოში ჩართულობაზე.
- ორგანიზაციული კულტურის და სამუშაოში ჩართულობის კორელაციის კონტექსტის ანალიზი.

ამ კვლევის მიზნების გასაანალიზებლად მიღებულ იქნა შემთხვევითობის თეორია. ორგანიზაციული კულტურა- როგორც პირობითი ცვლადი გამოვლენილია ლიტერატურაში არსებული თეორიებიდან და ჩატარდა შესაბამისი სტატისტიკური ტესტები მისი სამუშაოში ჩართულობაზე გავლენის დასადგენად. კვლევაში გამოყენებულია, რაოდენობრივი და თვისებრივი კვლევის მეთოდები.

გამოყენებული კვლევის ინტრუმენტი არის კითხვარები: ორგანიზაციული კულტურის შეფასების ინსტრუმენტი (OCAI) გამოგონილი კამერონის და ქუინის მიერ (Cameron & Quinn, 2006), რომელიც შეირჩა კონცეპტუალურ მოდელად ორგანიზაციული კულტურის ტიპის დასადგენად. (OCAI) ორგანიზაციული კულტურის შეფასების ინსტრუმენტის გამოყენება, შესაძლებელს ხდის გადამოწმდეს ორგანიზაციული კულტურის პროფილი, რომელიც განისაზღვრება ორგანიზაციული კულტურის დომინანტური ტიპით და მახასიათებლებით. დასაქმებულთა სამუშაოში ჩართულობის დონის გასაზომად და შეფასებისთვის გამოყენებულია კანუნგოს (Kanungo, 1982) მიერ შემუშავებული კითხავრი Likert-ის შკალით.

დისერტაცია შედგება ორი ძირითადი ნაწილისგან. პირველი ნაწილი წარმოადგენს მსოფლიო ლიტერატურაში არსებული თეორიებზე და კვლევებზე დაკვირვებას, შესწავლას, მიმოხილვას და შედგება სამი ძირითადი თავისგან. პირველი და მეორე თავი შეისწავლის ორგანიზაციული კულტურის და სამუშაოში ჩართულობის ცნებებს, მათ არსს, მნიშვნელობას, შემადგენელ კომპონენტებს და როლს სამუშაო გარემოში და უფრო მეტიც მათ ადგილს თანამედროვე მენეჯმენტში. მესამე თავი ავლენს ორგანიზაციული კულტურის და სამუშაოში ჩართულობის შესაძლო დამოკიდებულებას, კვლევის პრაქტიკულ ნაწილში შემდეგი ჰიპოთეზების შემუშავების მიზნით:

ჰიპოთეზა 1: კლანური (Clan) ორგანიზაციული კულტურა გავლენას ახდენს სამუშაოში მაღალი ჩართულობის განვითარებაზე.

ჰიპოთეზა 2: ადჰოკრატული (Adhocracy) ორგანიზაციული კულტურა გავლენას ახდენს სამუშაოში მაღალი ჩართულობის განვითარებაზე.

ჰიპოთეზა 3: იერარქიული (Hierarchical) ორგანიზაციული კულტურა გავლენას ახდენს სამუშაოში დაბალი ჩართულობის შექმნაზე.

ჰიპოთეზა 4: საბაზრო (Market) ორგანიზაციული კულტურა გავლენას ახდენს სამუშაოში დაბალი ჩართულობის შექმნაზე.

დისერტაციის მეორე ნაწილი წარმოადგენს პრაქტიკულ დასკვნებს, ანალიზს, დისკუსიას მეთოდოლოგიის ჩათვლით და მოიცავს სამ განყოფილებას. პირველ განყოფილებაში „კვლევის დიზაინი და პროცედურები“ აღწერილია კვლევის დიზაინი, ფოკუს ჯგუფი, რესპონდენტების დემოგრაფიული მონაცემები, მონაცემების შეგროვება და რეაგირების მაჩვენებელი. მეორე თავი ფოკუსირებულია კვლევის მონაცემების ანალიზზე და შედეგებზე, მათ შორის სტატისტიკური მონაცემების ანალიზისთვის გამოყენებული მოდელის და მიღებული შედეგების დეტალურ აღწერაზე კვლევის ძირითადი მიზნების შესაბამისად: 1. ორგანიზაციული კულტურის ტიპი; 2. სამუშაოში ჩართულობა; 3. ორგანიზაციული კულტურის გავლენა სამუშაოში ჩართულობაზე.

მონაცემთა ანალიზი და კვლევის შედეგები განხილული და გადმოცემულია შინაარსიანი გზით. ანალიზის და შედეგების შედარების საჩვენებლად გამოყენებულია ვიზუალური მეთოდები და საშუალებები, როგორცაა: პროცენტები, დიაგრამები, გრაფიკები, ცხრილები.

მესამე თავი გთავაზობთ კვლევის შედეგების ინტერპრეტაციასა და ანალიზს თეორიული საფუძვლების და მოდელების ფარგლებში. კვლევის შედეგების საფუძველზე, შეგვიძლია ვივარაუდოთ, რომ კავშირი ორგანიზაციულ კულტურასა და სამუშაოში ჩართულობას შორის ბევრად უფრო კომპლექსურია. აღნიშნულ თავში განიხილება კონცეფციის შემუშავების აუცილებლობა, როგორცაა-„ორგანიზაციული კულტურის იდენტურობა“, სადაც სამუშაოში ჩართულობა წარმოდგენილია, როგორც ორგანიზაციული კულტურის შემადგენელი ბირთვი.

და ბოლოს განხილულია, დასკვნები კვლევის მიზნებთან დაკავშირებით, დისერტაციის შემაჯამებელი საბოლოო დასკვნები, რეკომენდაციები. ასევე განხილულია კვლევის შეზღუდვები და რეკომენდაციები აკადემიური დარგის წარმომადგენლებისთვის, პროფესიონალი პრაქტიკოსებისთვის და ბიზნესის ადმინისტრირების სფეროში მოღვაწე ექსპერტებისთვის.

## **Introduction**

The fast improvement and development of industries in recent years around the world makes businesses confront with a tremendous challenges to improve their viability and effectiveness so as to pit against businesses in today's worldwide economy. Aspiration to improve effectiveness has energized numerous studies in the discipline of organization culture and especially on the culture type essential for fulfillment and success, which plays a very vital role in creating a work environment where employees are involved and can help organizations succeed. "The way we do things around here" (Deal & Kennedy, 2002), with the focus on 'how' - is the foremost perception of understanding definition of organizational culture.

It is imperative of every organization to understand its own organizational culture, whether dynamic or static, strong, or weak, therefore managers will capitalize on the insights from this thesis, which would help them to expand the awareness and practical implications of the cultural perspective to develop a greater control in the organizations.

### **Relevance of the Topic**

This thesis is important and applicable for both theoretical and practical uses. Many management approaches nowadays incorporate organizational culture, but there is a gap in integrating culture with the work-related attitudes in organization, like organizational culture seems to be a separate intangible concept, with no clearly realized use. The research presents a comprehensive understanding of organizational culture, describing the origins and some basic and contemporary views on the concept. Companies with a strong organizational, displaying support, attract more talented, qualified and committed employees, who are ready to work for the company's interests and goals.

The goal of any organization is to become a place in which employees share the values of the organization and even identify with them (and the organization itself), where employees talk about the organization in terms of 'we', not 'them', in which individuals understand the organization's objectives and the role each of them plays in achieving these objectives, an organization in which these individuals see the connection between the work of each of them and the results achieved and more important, having highly involved employees, involvement in a workplace is defined as a favorable, satisfying, motivational condition of work-related welfare. Job involvement building is a never ending process which lays its foundation the work experience with the meaning and emotional involvement. The meaning on the job can be more important in retaining people, than benefits and pay schemes. The way to improve employees' job involvement is always a challenge. The research highlights the challenging goal, - to find if there is any correlation in organizational culture and job involvement, and can organizational culture type have impact on job involvement as psychological identification with the job meaning.

The importance of the dissertation topic is revealed in theoretical and practical management. The thesis can help to enrich the studies of organizational culture and adjust its focus on most important organizational culture type that can bring employee high job involvement. Moreover, the thesis presents a research conducted in Georgian companies, and it is a unique results and analysis as on the dominant organizational culture types in Georgian companies, the same on the job involvement level. Both managers and workers in organization work in a meaningful environment, people usually do not work without any value or sense. The organizational culture governs their work environment (Ritchie, 2000), it indicates that the culture either is a glue to bond employees, or a reason to push them away from the organization.

## **Goals and Objectives of the Thesis**

The main goal of this thesis is to examine the possible effect of organizational culture on employee job involvement, and in the line with this goal the research study is aimed at providing proved answers on the possibility and intensity of organizational culture and job involvement connection. The research objectives in the dissertation are the following:

- to research the concept of organizational culture;
- to explore organizational culture elements and forms;
- to identify job involvement as an attitude, behavior and psychological state;
- to define the dominant organizational culture types in the target organizations;
- to reveal the possible influence of organizational culture and/or organizational culture type on job involvement;
- to analyze the context of organizational culture and job involvement correlation.

## **Research methodology**

There are used qualitative and quantitative research methods to follow the practical research objectives of the thesis. The qualitative data is used for the quantitative analysis of data according to the main goal and research objectives. For testing the proposed relationships, primary source of data collection was used, a structured survey using questionnaires was performed by taking participation of 161 full-time workers in banking, healthcare, governmental and communication and service organizations, which was received answer from the respondents. Detailed instructions were provided along with the questionnaire; the survey was collected mostly by e-mail.

Job involvement, which is an indicator to gauge the intrinsically involvement of employees in a specific job, was evaluated using the 10-index scale, developed by

Kanungo (Kanungo, 1982), responses are recorded on Likert 6-point scale extending from strongly agree (6) to strongly disagree (1).

For organizational culture exploration, it is used the Organizational Culture Assessment Instrument (known as OCAI), designed by Cameron and Quinn (Cameron & Quinn, 2006). This instrument allows to measure organizational culture profiles (called archetypes in the practical part statistical model description) with the help of 24 item questionnaire called OCAI. It is based on the approach to ask employees for providing the meaningful elements of their current and desired organizational culture, along the six OCAI measurements, provides the premise for analyzing consistencies in culture conceptualization across employee perception.

The quantitative methodology is used on the statistical analyses, which were carried out using responses to the items measuring corporate culture of organization, dominant characteristics, leadership style, management of employees, organizational glue, strategic emphasis, criterion of success, these factors were analyzed, and the results in scores were used for the data analyses. The Goal of the statistical model is to investigate and measure the dependence of average job involvement on each culture respectively to determine if company culture is a significant predictor of job involvement. We start by constructing the linear regression models for each of the variables. These ultimately help us estimate the average involvement scores based on the preferred scores given by the respondents. The quantitative research model assisted in describing final result by the hypotheses as shown below:

- Hypothesis 1: Clan culture makes an impact on developing high job involvement.
- Hypothesis 2: Adhocracy culture makes an impact on developing high job involvement.

- Hypothesis 3: Hierarchy culture makes an impact on creating low job involvement.
- Hypothesis 4: Market culture makes an impact on creating low job involvement.

### **Scientific novelty**

Scientific novelty of this thesis is displayed in revealing the role of organizational culture type in forming job involvement, and testing the related hypotheses for the Georgian market organizations. It was found that two organizational culture types influence job involvement (hierarchy and adhocracy) and two do not have any impact on this work-related attitude (clan and market).

Moreover, the thesis offered a novel for the contemporary management, concept – organizational culture identity, - the extent of the employee's identification with the organizational values through the nature of the job, as well the degree how much the job tasks are inhabited in the system of organizational shared values and beliefs (in organizational culture). This concept can assist managers in diagnosing the impact of intangible (symbolic) systems on the organizational performance, in blending the organizational culture and job involvement.

## **Part 1. Organizational Culture and Job Involvement**

The great importance of company culture originates from its influence on business and a company's business results. In organizational development, organizational culture accompanies corporate success. Organizational culture has been studied from numerous perspectives; however, little research has been conducted on how organizational culture is formed, the way it influences organizational performance and the integral relations among attitudes, culture and behavior in organizations, because of the intangibility of the concept. Organizational culture is a crucial factor that determines the atmosphere of a business, creates identity and integrity, moreover, can be leverage in organizational change success.

Culture has been surrounding us as humans all the time. It exists in several levels, from small level as team or group to big level as organization or nation. Culture is additionally important in any organization, because it may be a significant element to grow a dynamic and forceful organization. Organizational culture plays an essential role in company, assuming the essence of the culture of an organization and its values, will simplify the adaptation of the organizations in a time of global turbulent economic environment and primary, the improvement of employees' job involvement.

Organizational culture is considered to play an important, even critical role in building a work environment, in which there are involved employees, contributing to the organizational success. Workplace culture evaluation helps to identify the need for changes or the gaps in changes for structure, leadership style, values, management activities, which would enhance the positive and rewarding climate for the employees to get results and feel meaning in them. Culture is invisible power of any organization.

Kondalrk (Kondalrk, 2010) states that, when thinking and actions of employees are institutionalized, an organizational culture is deemed to have taken birth. One



of the challenges that face organization is job involvement. Furthermore, employee job involvement influences organizational performance (Levinson, 2007) and optimizes organization productivity and revenue (Lloyd, 2008).

Job involvement is affected by a number of things. Researchers have linked employee job involvement directly with organizational culture (Williams, Dobson, & Walters, 1993). The way to improve employees' job involvement is always a challenge, and organizational culture is a way to improve it. Corace (Corace, 2007) underlines that organizations are keen to understand why, in certain circumstances, employees exhibit different job involvement levels. Given an organization's culture context and inner values, if they influence the employee-related variables, the study is aimed to reveal such link, and explore it more specifically, i.e. the link between organizational culture and job involvement.

By doing this we can identify:

- if there is influence of organizational culture on employees' job involvement;
- type of organizational culture which has the effect on employees' job involvement;
- circumstances and working conditions which make the workers to be involved in their jobs;
- How organizational culture and specifically different organizational culture types can or cannot impact in developing high employee job involvement.

The study could also lead to a deeper understanding of the organizational culture concept and types in Georgia and improvements in workplaces to help employees become more involved to their jobs. Based on the assumption that culture provides resources and values-based working conditions by creating specific unique work environment, different culture types will have varying effect or probably no effect on job involvement, this is the foundation of the study aim, - to find out in what ways culture may influence employees in relation to work

attitudes, specifically, job involvement. Therefore, this study can help managers in dealing with organizational culture and job involvement as work-related attitude in organizational development and change, to understand how much focus is needed for job involvement and how much organizational culture can or cannot be used as a mechanism of managing organizational behavior for promoting positive attitudes and higher performance in the workplace. Moreover, if the impact would be revealed, then the study will bring important recommendations in adjusting the focus on the important organizational culture types that can bring employee high job involvement.

### 1.1 Organizational Culture Concept

The concept of organizational culture, particularly, has been generating enormous interest in both research and practice in recent times. It has so far attracted considerable interest in both the academic and business world due to a tantalizing promise: that culture is also a key to enhancing financial performance (Siehl & Martin, 1990).

Botz-Bornstein (Botz-Bornstein, 2012) defines culture as the way within which one element interacts with another (it may be employees, or organizational variables), a set of rules, beliefs and potential behavior, shared by the members in a way that each insider follows to be considered a member of this group, society, unit, etc. Organizational anthropologists, scientists and managers study organizational culture's assumptions, beliefs and values, along with company's strategies, management systems, structures, instruments, technologies, business models, marketing efforts (Murphy, Cooke, & Lopez, 2013) .

The concept of organizational culture was introduced to the area of management and organization studies within the late 1970s, and it began to draw in significant scholarly attention within the early to mid-1980s.

To interpret the idea of organizational culture, it is essential to explore common definitions referred to the term. Recognizes the blurriness of the term 'culture' Schein (Schein E. H., 2004) provides an example of the concept by concentrating on the similarity among most definitions: specifically, the notion that particular things are shared or kept in common within communities and points out, that two essential components are referred to the term 'culture' : structural/functional stability and integration.

The first component, structural stability, is connected to 'deep' beliefs commonly held within the organization, which cannot easily detect identifiable when observing surface behaviors and practices. These strongly held values distinguish one organizational culture from another and create the organization's identity. Schein (Schein E. H., 2004) describes the second component, integration as the various patterns of behavior, 'rituals, climates, and values' that combination to mold character and identity of the organization's. In a fundamental understanding, a culture exists when people come to share a common structure of reference for interpreting and behave towards one another and towards the world in which they live. This general frame of reference includes: language, values, beliefs and interpretation of experiences. It is mirrored in customs, folkways, communication and observable features of the community including rituals, rites, celebrations, legends, myths and heroic saga.

Concept is composed in people's mind – that is, it must be materialized, defined and refined. Culture is a set of characteristics that an organization possesses. For decades, most scholars and practitioners observing organizations put forward the concept of culture is the environment and behaviors formed by these organizations around their handling of people (Schein E. H., 2004) in addition, some advocates suggest that the concept of culture should take on board both the way organizations conduct business as well as the way they treat people.

If someone asks an employee what a specific company is like to work for, the answer they get is usually a good outline of that company's organizational culture

and the work environment, and how employees relate to each other, how the rules are accepted, how communication occurs, what are the organization's priorities, and how stressful the atmosphere is like, these all aspects of a company's culture are intervened with the performance.

Organizational culture is a concept which originated in cultural anthropology and has been the focus of many researchers attempting to explain organizational dynamics, organizational behavior, organizational effectiveness, and leadership (Hartnell, Amy, & Kinicki, 2011); (Hogan & Coote, 2014) (Quinn & Rohrbaugh, A Spatial Model of Effectiveness Criteria: Towards a Competing Values, 1983). An organization is a created system influenced and even produced by the culture in organization, which is a significant framework for behavioral patterns and interactions. For a few factors, organizational culture can be a significant concept. Firstly, it could be helpful for candidates to be aware of an organization's culture. They may have a positive idea as to whether they would like to work for a company.

Secondly, awareness of an organization's culture can assist in training new employees.

Thirdly, understanding organizational culture will assist leaders in finding potential causes of organizational challenges. The initial phase of understanding and awareness of culture is generally coherent from managerial viewpoint, as long as there is a variety of cultural outlook and numerous organizational elements within a culture. The creation of a culture is also characterized by the approach in management functions and leadership style. Managers must note their roles as cultural ambassadors and their obligation to build a framework for effectively instilling the culture of the company. Management is in charge of both developing culture and transmitting it accurately through the company must be vigilant to preserve the culture that is the most helpful over the long term to both the organization strategy and objectives. Good management and healthy organizational culture can better achieve its mission. A crucial thing that leaders

must take into account when it comes to designing a culture is if the right and experienced people are in the proper places to carry out the mission. Organizational culture can reflect the core values, shared by members, and influence the ways managers conduct business, build relations with stakeholders, and manage work activities. Culture, this, is a complex unity of beliefs, values, patterns of behavior existing in organizations and essential for business endeavors.

### **1.1.1 Classical views on organizational culture**

Understanding organizational culture begins with an understanding what leads to an organization's effectiveness. Hogan and Coote (Hogan & Coote, 2014) suggested organizations consist of both social and physical constructs. Lawrence and Lorsch (Lawrence & Lorsch, 1967) define organization as a system of interrelated behaviors, where they see people performing their tasks, and this system is differentiated into subsystems, where each subsystem acts some part of the task. The efforts of individuals and subsystems are integrated to achieve the effectiveness and high performance in the system itself. Cameron and Quinn (Cameron & Quinn, 2006) described organizational culture as a continual set of principles, beliefs, assumptions, that characterize the organization and form the organizations member behaviors. Schein described culture as a pattern of basic assumptions, shared and learned by an individual, assisting in the external adaptation and internal integration (as socialization, or acculturation in the specific organizational culture), built and developed enough to be perceived as fair, and in result to teach new organizational members the ways how to view, think, and feel about the critical issues inside organization and in relation to the outside environment. Organizational culture was identified as a powerful and sustaining force (Schein E. H., 2004). Howard (Howard, 1998) suggested organizational culture was a concept where members within an organization share similar assumptions, values, and artifacts. However, Howard (Howard, 1998) also suggested the lack of a standardized definition for organizational

culture may be a result of having adopted the concept from anthropology where culture had not yet been definitively defined. Hartnell (Hartnell, Amy, & Kinicki, 2011) proposed organizational culture was a complex social phenomenon consisting of common beliefs, values, norms, and behaviors shared by organizational members. Ivancevich, Konopaske, and Matteson (Ivancevich, Konopaske, & Matteson, 2007) suggested organizational culture is an invisible force but its existence can be sensed through the attitudes and behaviors of people within an organization.

A company's culture is formed by a number of tangible and intangible components that together create an environment that is conducive, or not, to good work. It aims to integrate members, support an organization's abilities to adapt to change and reduce the uncertainty of members. The initial view of organizational culture focused on the uniqueness and non-generalizability of cultural elements, with an interest in understanding how individual meanings are communicated through them (Denison, 1990).

More than any other view, Schein's view of culture was widely adopted by researchers inside and outside of organizational studies. He described organizational (as called by him 'corporate', as in connection with business) culture as a set of patterns for basic assumptions, that are shared by organizational members, and the company can learn for solving its problems related to external environment (adapting) and internal discretion (integrating) (Schein E. H., 2004).

Company' organizational culture was initially seen through a collective lens rather than the individualistic tradition of organizational studies. A major element of Schein's (Schein E. H., 2004) view of culture was his emphasis on culture's multiple levels. As long as he viewed underlying assumptions as actual culture, he accepted the importance of values which develop from these assumptions and artifacts which are manifestations of assumptions, including rituals, stories, and symbols. We broadly adopt the definition of corporate culture by Kotter and Heskett (Kotter & Heskett, 1992), who describe the culture of an

organization as a two-level collective. Corporate culture on the one hand, refers, to beliefs held by all members of the company.

Those values, as for example the deep caring about customer satisfaction, employee well-being, or even money, are less clearly visible outside the corporation and hard to change since the members of the organization might be unaware of their common values that bind them together. The first level should reflect the implicit self-sorting mechanism of workers as it has been described in Bandiera, Guiso, Prat, and Sadun (Bandiera, Prat, Sadun, & Giuso, July, 2015) that potential employees and especially CEOs might be just willing to accept a job offer of an organization if the shared values of this company are in line with their own beliefs. This understanding of organizational culture as a self-sorting of mechanism is also largely in line with the ideas of van den Steen (Van den Steen, 2010), who argues that managers with strong beliefs about the right course, which he calls perception can have a substantial indirect effect on the actions and success of an organization. By attracting people with similar beliefs, the manager corroborates the organizational culture that increases the endeavor and utility of employees and improves coordination among workers. Beginning with the beliefs of the founder, the organization should have hired only those worker, especially within the firm's management, that correspond to the initial values and beliefs in which organizational culture can be seen as a quite stable phenomenon.

The second level of organizational culture refers at a more visible stage to the image or behavioral pattern of the organization. Those group behavior norms set an example of the common work life to new employees as for example daily working overtime or wearing a particular dress code. This level of culture is generally automatically adopted by new employees, but might be more easily changed, e.g. in case of an appointment of new manager. given to understand the constant values and beliefs of employees over time, a CEO who self-select himself in a firm has rarely an incentive to change the stable pattern of this level of

organizational culture in normal times, should agree with the visible level of organizational culture.

This two-level organizational culture enables us to interpret the changes of the degree of the dimensions of organizational culture over time. Whilst we regard the first intrinsic level of organizational culture to sustain constant over a period of time, the second level, imitate as a specific culture type, for example after a year of bad success or after having had a bad press.

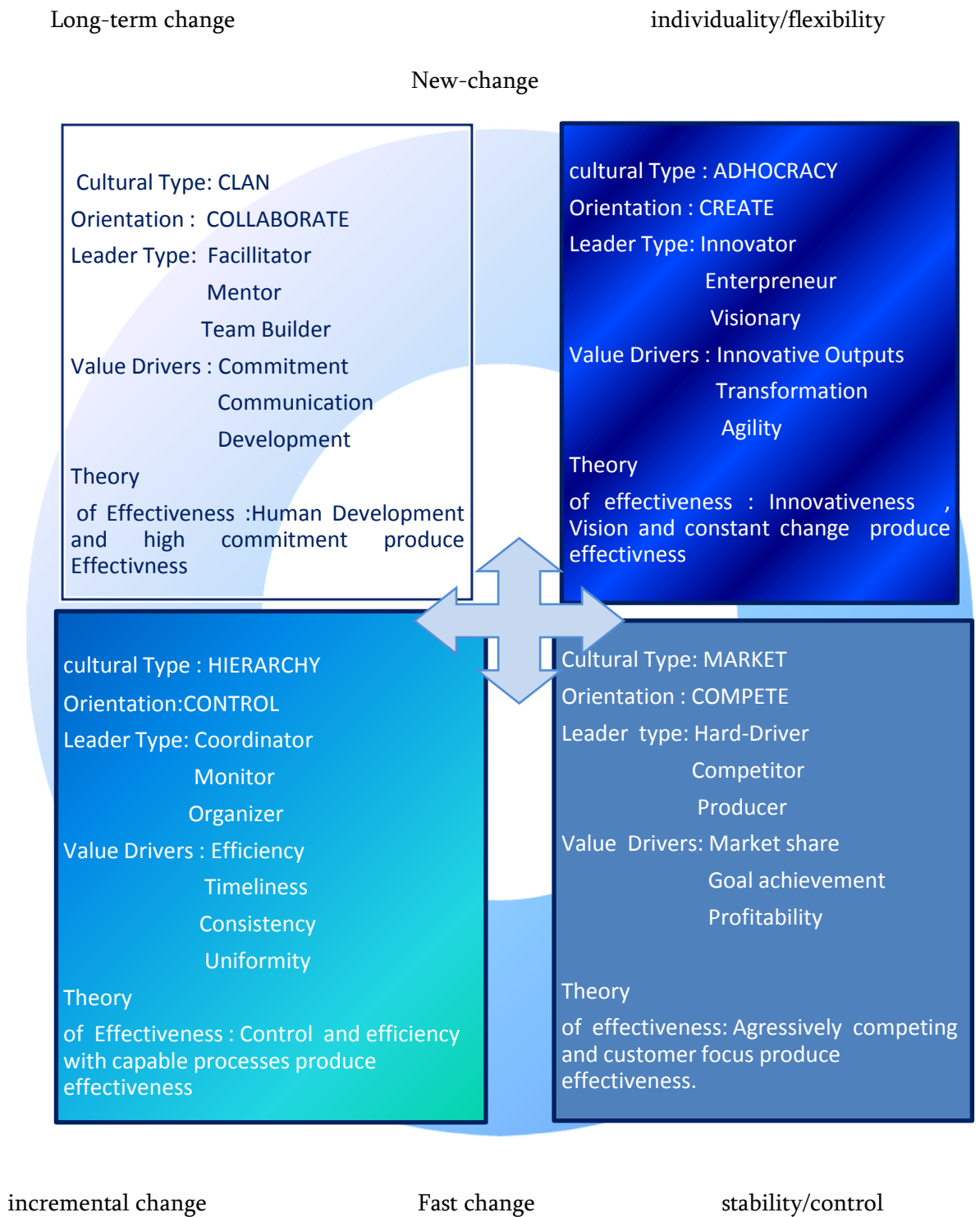
The core element of measure of organizational culture is the Competing Values Framework (CVF), a framework that originally emerged from the empirical analysis of the principles of an effective organization in Quinn and Rohrbaugh (Quinn & Rohrbaugh, A Spatial Model of Effectiveness Criteria: Towards a Competing Values, 1983). According to the CVF, organizational culture can be divided into two dimensions. The first extent specifies the degree of flexibility and discretion on the one hand versus stability and control on the other and. The second dimension distinguishes between the organizational orientation toward differentiation with outsiders and external opportunities, and the incorporation of processes, internal capacity.

With the aid of these two dimensions of an organization's focus and its structure, one can identify four quadrants of different organizational forms, as shown (see Exhibit 1). This framework will help to serve as a set of guidelines to help leaders comprehensively and consistently improve their organizations performance and value creation.

The upper left quadrant, the collaboration - oriented culture, represents an internal focused culture type with an emphasis on individual flexibility and adaptability. This quadrant is characterized by activities like developing people, building human competencies, and solidifying an organizational culture with mantra describing the collaboration culture as 'human development, human empowerment, and human commitment'.



Exhibit 1: Competing Values Framework



Source: Adapted from Fig 3.2, *The Competing Values of Leadership, effectiveness, and Organizational Theory*, Cameron & Quinn, 2011, p.53

The idea why this cultural strategy can enhance firm value is that, by achieving cooperative processes and obtaining cohesion through broad employee involvement and consensus, organizational culture can implement a positive employee attitude which again might result in well performing work groups, teamwork, or larger effort.

The internal focused culture type with a strong alignment to stability is given by control-oriented culture. This type features a permanent implementation of better processes and thus a continual improvement in efficiency (Kim, Cameron, Quinn, DeGraff, & Thakor, 2007) describes the mantra of this quadrant as 'better, cheaper, and surer' which is reflected by value-increasing activities like quality enhancements, costs and productivity measures, or efficiency enhancing measures.

The two quadrants on the right hand side represent the organizational culture types with a focus on an external strategic direction. The culture type with an external focus and individual flexibility in the upper right quadrant can be described as a corporation with a creative orientation. Organizations in this quadrant are characterized by the ability to deal effectively with discontinuity, change, and risk. They create a value by means of innovation in products and service in terms of developing either new options in distribution or new technologies. The mantra of this culture type is labeled by Cameron, Quinn, DeGraff, and Thakor (Kim, Cameron, Quinn, DeGraff, & Thakor, 2007) as 'create, innovate, and envision the future'.

Finally, institutions in the lower right quadrant, i.e. Firms, with a focus on differentiation as well as on stability and control, are characterized by Cameron, Quinn, DeGraff, and Thakor (Kim, Cameron, Quinn, DeGraff, & Thakor, 2007) with the mantra 'compete hard, move fast, and play to win'.

Culture type is oriented on competition and aims to act aggressive and forceful towards competitors with a typical demand of having immediately a good result.

This culture type emphasizes a strong focus on organizational effectiveness by competing very aggressive, responding fast to changes, and concentrating on customers. Effective competition increases productivity and contributes to more effective resource allocation, and a more varied supply of goods and services in lower prices. Competition thus creates growth and prosperity. It is vital for the company environment to support competition and hence firms are keyed into grasping the opportunities which competition offers.

The Competing Value Framework can be used to identify the components within a corporate body which are emphasized by the management board as the firm's basic strategy as for example innovation for the create type, increasing profit for the competition type, satisfaction for collaborate type, and efficiency for the control type culture.

Modern issues and current events have an impact on organizational culture and behavior alike. Changes in society impact how organizations operate. One of the crucial challenges faced by contemporary organizations arises from the breakdown of the boundary between their internal and external aspects. Organizational culture within a contemporary context assumes that a desired culture can be predetermined and intentionally managed to ensure that the institutions strategy and culture are in alignment. The contemporary approach to management reflects the fact that an organization is affected by various factors originating in close and distant environment, which constitute a certain context in which it functions. It is evident that, especially in the recent decades that the competition is becoming stronger and the companies, which do not learn and do not introduce changes are doomed to failure.

### **1.1.2 Organizational culture elements, forms and types**

Organizations develop their own culture. Every culture is unique and numerous factors go into creating one. The culture of an organization consists of elements

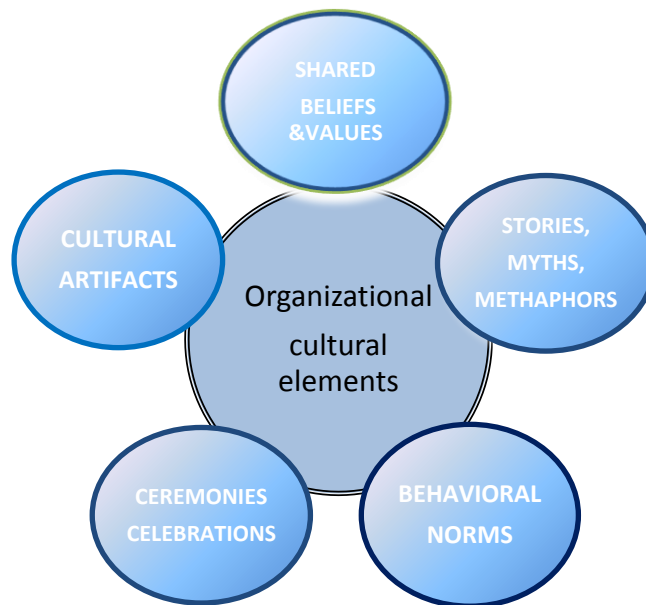
that are valued and adopted broad provided different models of organizational culture in the literature.

Whereas different, they all agree that organizational culture is a multi-dimensional construct composed of a variety of elements. Elements can be described as the first step to building a differentiated culture and a lasting organization which can be used to describe or influence organizational culture. Constituent parts of organizational culture can be regarded as values, norms and cultural patterns, developed and distributed in the social community. In relation to organizational culture this collectivity, which is based on a community of values, norms, cultural patterns, is the organization. The components of organizational culture began to be signed out by E. Schein, (Schein E. H., 2004) and the other authors are in the 70s of the twentieth century.

In connection with the consolidation of certain divisions in the literature and the analysis of cultural adaptation to the practice of business should indicate the kind of 'kaleidoscope' of organizational culture elements including (see Exhibit 2):

- Shared beliefs and values
- Ways to communicate, stories, myths, metaphors
- Cultural artifacts
- Ceremonies and celebrations
- Behavioral norms

Exhibit 2: Kaleidoscope of Culture Elements



*Source: adapted from Schein E.H (Organizational culture and Leadership. San-Francisco (2004))*

### **Shared Beliefs and Values**

Organizations have a particular set of fundamental principles and values held by most of their participants (also called moral and cultural codes); these are the mental presentation of organizational which form the basis for the organization's concept of right or wrong. If the company's predominant belief meets the demand of customers' and is necessary for success, any behavior which supposedly meets these standard is permissible, even if it breaches established rules and procedures. Values and beliefs focus organizational efforts on certain actions, while discouraging other behavioral patterns of behavior. Cultural values make the organizational culture of each company unique and it also has to be recognized as intangible dynamics. It guides people to certain behavioral norms and therefore plays three roles within a group. On the one hand, the organization has to define clearly its values and perceptions as possible thus the members can strongly socialize with the company and feel as a major part of the organization. On the other hand, organizational culture encourages commitment to the

organization's mission. feel as being a part of the whole organization, having a say and being involved in the company, employee begin to think beyond their own interests and realize that this is about something bigger than everyone's individual interests.

### **Ways to Communicate: Language, Stories, Myths, Metaphors**

In defining the culture of an organization, these constituent elements of culture play a vital role. As long as company's language is common communication tool, most businesses prefer to create their own specific words, phrases, acronyms and unique terminologies. The use of these terms and phrases makes company language meaningless and incomprehensible to those who are not part of that company, language thus becomes a way of identifying non-members from the members

Stories, myths-are, in a sense, an extension of the language of organization. They outline organizations life unwritten values and morals. It is also read like plots and themes, to collect the different stories, anecdotes and jokes that are exchanged in an organization, in which nothing changes except the characters. To allow predictable action-taking, they clarify the complexity and turbulence of operations and events

### **Cultural Artifacts**

The visible representation manifestations and key components of organizational culture are cultural artifacts. In terms of physical structure, use of facilities, centralization or dispersion of common utilities, and so on, visiting various organizations can discover, each culture is unique. Indeed, they represent the abstract manifestation of underling purpose, ideals and conviction that are shared by people in the organization. This uniqueness in not by chance, the atmosphere of the workplace greatly impacts the company's operation.

## **Ceremonies and Celebrations**

These are purposefully incorporated behavioral objects that assist in enhancing the cultural values and assumptions of the company. Deal and Kennedy (Kennedy & Deal, 2000) described the value of ceremonies and festivities ,arguing that every community will die without expressive events, Given the lack of ceremony, important values have little or no impact.

## **Behavioral Norms**

This is the one of the most important components of organizational culture. This describes the essence of expectations that influence the actions of the members' and determine how the members will act, communicate and connect with each other. The group norms identify whether or not one can disagree openly with the superior, or whether or not the employees in peer departments should be friendly with each other. The shaping of employee behavior, while fostering the organizational culture, is an important and challenging task for many managers and a significant parameter in organizational performance. Forcing behavioral norms also weeds out those participants who do not 'fit' within the organization. However, leaders must take into account the culture of the organization or conflict can arise between groups having different values (Bolman & Terrence, 2008), (Schein E. H., 2004).

It should be remembered that no organizational culture exists on its own and plays a significant part in determining the effectiveness of an organization (Quinn & Rohrbaugh, A Spatial Model of Effectiveness Criteria: Towards a Competing Values, 1983)Each organization demonstrates a dominant culture, but it will often have fragments of other cultures typically in the form of sub-cultures. Cameron & Quinn stated that, there is no indication that one particular culture type is superior to another (Cameron & Quinn, 2006). According to Brown

(Brown A. , 1998), every organization is a blend of at least some elements of each of the four organizational types.

Bearing in mind that no culture is the 'right' culture is also extremely important. Any culture can be dysfunctional or functional. The organizational culture must balance the competitive environment and help the organization to achieve its goals and missions. However, leaders must take into account the culture of the organizational culture or dispute and conflict between groups with different values (Bolman & Terrence, 2008), (Schein E. H., 2004) . As described by Cameron, organizational success depends on the degree to which the culture of the company meets the demands of the competitive environment (Cameron & Quinn, 2006).

A cultural and environmental mismatch can create challenges for the survival of an organization. Every culture has a life-time and must be reviewed systematically to see if it still meets the needs the organization's needs. Understanding of organizational culture is fundamental to understanding what happens in organizations, how to manage them and how to make and improve them better (Schein E. H., 2004).

Since the organizational culture is considered as pivotal factor of company effectiveness in the long-term, it becomes essential to be able to measure organizational culture. The four organizational cultures described and repeatedly addressed by R.E. Quinn and K.S. Cameron (Cameron & Quinn, 2006) within different reviews and interpretations are the following: clan, adhocracy, hierarchy, and market. Every organization actually displays its culture in the different proportions combination of these four types, with the comparable dominance of one type, considered to be a leaning cultural style.



### **Clan culture**

Clan culture reflects a united cohesive group of people. The name itself displays the main idea of this culture type, which is about employees in a big family. The sameness or similarities are underlined, employees can be with the same interest, equal commitment levels, with a strong sense of work formal issues. Clan culture has a significant advantage, it creates a high level of trust, and promote strong positive relationships in the workplace. To fit this organization, an employee should value collaboration, teamwork, mutual support, open communication and high level of loyalty and readiness to sacrifice for the organization.

### **Adhocracy culture**

This culture type promotes creativity in all its forms, the employees and leaders have risk-taking and innovative traits and skills. Adhocracy is related to the new standards formulation, improvement focus, problem-solving, and finding creative solutions. Managers in this culture usually benefit from innovation, they develop and boost creativity in employees, help them to find new ways for solving the emerging problems. The most effective employee in a fit with this organizational culture type is creative, ready to make mistakes and take risks, questioning status quo, should be visionary, ready to take initiative, being highly intrinsically motivated.

### **Market culture**

In market culture the whole orientation and focus is on the result and achievements. The competitiveness and aggressiveness level usually is high. Managers hold high expectations, and leaders themselves are achievement-oriented. This is the culture where ends can justify the means, as the core values are to win, follow the challenging strategies, achieving the goals, getting results and following sometimes exaggerated expectations. The external focus is

important, the orientation on the market trends and building the competitive advantage are the main values in this organizational culture type. The perfect fit for this culture is an employee who is result-oriented, with ambitions, ready to compete and win, confident. The employee should be able to work under constant stress, and be ready to exceed the capabilities.

### **Hierarchy Culture**

This organizational culture type is based on control and clear structure, not only in operations, but as well in relationships. Hierarchy culture is as well associated with the bureaucratic system, where rules, policies and procedures define the behavior and relations. The values are efficiency, consistency, law of the rule. This culture type is characterized by high level of stability and managerial control. There are employees who are in a fit, as they prefer stability and less personal responsibility, are well following the rules and experience comfort with being under the supervision and authority, exercised by organizational leaders.

We generally accept that there are four different cognitive types of company culture (as well known as archetypes): hierarchy, market, clan, adhocracy culture, which should be considered as ideal types. These culture types reflect how a company functions.

On one hand some businesses require stability and control, while other carry out better thanks to flexibility and discretion. Simultaneously, some companies have an internal focus, whereas others have an external focus. Without a doubt, the difference between values is gradual and many businesses fall somewhere between. Building an organizational culture that is acceptable adds value to every organization. By environment or culture, leadership determines what is important to the organization. There isn't necessarily one culture that is better than others. In different settings different personalities will flourish and succeed and certain business realities will be generated by different cultures. No two

companies' organizational cultures are the same, but many company cultures have similar elements. That is reflected inOCAI and in other organizational culture's typologies.

### **1.1.3 Organizational culture in contemporary management theory and research**

Management is a part of any organization, based on the principle of universality for management, the early examples are found in the ancient civilizations. Contemporary management as the blend of supervision, leadership, operations, quality mechanisms, has grown in the humankind context, and is embodied in social interactions, economic field, and scientific models and movements. There is a viewpoint, that people are not working exclusively for money, that employees hold many expectations, including satisfying their spiritual and social needs.

Even as national cultures can influence and shape an organizational culture, so can a company's management strategy. In management there is a view which offers 'omnipotent' power of managers in issues related to inner organizational cultures, in simple way, managers have full control over the organizational culture elements and can manage them so that organization will come to effectiveness. The perception of executives as 'omnipotent' is logical with the take-charge executives' stereotypical image that can overcome any difficulty and challenge in carrying out the organization's, predict change, take advantage of opportunities, correct bad results, lead organization. Outcomes of companies greatly influenced by the management efforts invested. 'Omnipotent' perspective of management accords the leader unlimited control over the organization and its entire purpose. In this mode, the leader is at the center of all commitment (functions, purpose, and operations) at the company. Consequently, it is only the leadership (managers) who are responsible for the successes and failures of the organization. Finkelstein, Hambrick, & Cannella, (Finkelstein, Hambrick, & Cannella, 2009) refer to this type of management as an 'absolute' management

system. Although 'omnipotent' view yields positive outcomes since the leader's presence compel everyone to work hard and accomplish all tasks accurately and beneficially, this style of management may pose serious setback when not controlled or managed effectively, which may result in serious backlash to the organization. Therefore, 'omnipotent' view of management is aligned with the mission, vision and objectives of the organization.

Globalization has tremendous effect on the leaders and workers of today (Weadick, 2005). In fact, the world has truly become excessively turbulent and unexpected events have had a very dramatic effect on institutions and society as a whole. Omnipotent view has changed into the 'symbolic' view, which focuses more on organizational culture as an asset can be administered by managers.

Symbolic motion has become a very popular concept. Pfeffer (Pfeffer J. , 1981) proposes that leadership is a symbolic approach in which one person is attributed the role of leader. The position is a symbol of rights and responsibilities to the supporters. The leader's interpretation of the situation, giving some meaning to actions. In this sense, the leader becomes responsible for ingraining meaning in organization action and events. More precisely, Pfeffer states that it is the function of the leader to construct reality for the followers. Pfeffer (Pfeffer J. , 1981) suggests that there are two levels of analysis of leadership. One level is that of symbolic outcomes, or attitudes, values and sentiments which are a result of leadership. The second level is substantive outcomes, or the physical referents to decisions or allocations. Precise the two levels of analysis there are two primary measurements to the construct of leadership symbolic action and decision effectiveness. The symbolic activities of leaders relate to the belief that organizations are patterns of actions, actions which must be interpreted and given meaning in order to be understood. The relationship between leader and subordinates is one of developing a mutual and shared meaning for the activities. Symbols in the form of stories, myths, rituals and words are instrument for structuring and understanding. Leadership activities can be seen as providing

explanations for organization action by the use of symbols. The symbols become resources of communication and an organizing framework for interpretation and understanding and developing cohesion between individuals and the leader.

The second dimensions of leadership, decision effectiveness, rests on the premise that leaders are responsible for making choices ,or decisions (March & Simon, 1958) These decisions may be related to resource allocations, personnel, strategy, or choice of business. Since the leader is usually held responsible for the decisions s/he makes, determining the effectiveness of the leader may be related to the effectiveness of the decisions.

Symbols act as meaningful items, like the orientations and deep archetypical directions for behavior, communication, actions in organizations. In some models of organizational culture one can find symbols as the visual artifacts (like logos, brand names, colors etc.), however here we see them as important spiritual landmarks, defining organizational culture value system. Symbols are linked to culture, a culture can be regarded as a system of symbols (Geertz, 1973) but symbols and symbolism can also be observed as more limited phenomena without displaying the totality which culture constitutes into the picture. In his book 'Understanding Organizational Culture', Mats Alvesson distinguishes organizational results, following Pfeffer's symbolic management, as objective (measurable) and symbolic (attitudes, emotions, values, perception). Symbolic results from managerial actions and decisions create the opportunity for creating mutual understanding of the organizational goals and social reality events (Alvesson M. , 2002). Company culture is analyzed by Alvesson like the complex model of meanings, ideas and symbols. Symbolic management can contribute shared meanings for members of the organization to interpret and clarify the world and their role in it, and shared goals based on these meanings.

The organizational culture concept help understanding and analyzing the triggers that make contemporary management to develop, and perform. Contemporary management theories and practices can help in interpreting the changing nature

and dynamism of today's organizational environments. Before the beginning of management history, different theories were explored in other sciences, this is the reason why nowadays it is believed that there is no specific model that can be successfully applied to management and continue to be used long time. These theories include the contingency, system and the chaos theory.

### **Contingency Theory**

The ideas incorporated in the contingency theory, display the principles that when managers should assess and integrate all the elements of the current situation, to allocate the weights on these elements, and make decisions based on the unique combination of situational factors. In essence, it is a kind of scenario-based strategy. For example, the process of determining the most effective leadership style or the choice if the most effective structure depends on the contingency or situational factors.

### **Systems Theory**

Systems theory has a great impact on the management science and practice, as it says that organizations are open systems, it means they find themselves in the permanent interaction with the external environment. In both inputs and outcomes, the organizations actively interact with the external environment. That is one of the reasons, why in the OCAI model not only internal factors of the integration inside are incorporated in the organizational culture type, but as well the nature of interaction with the external environment. Organizations are treated as a system of interrelated elements and open in interacting with the external environment constituencies.

## **Chaos Theory**

Today the environment is too dynamic and chaotic, managers need to adapt and build more flexibility in organizations. This theory explains the foundations of this state for organizations, explaining that events can be rarely controlled, managers are not omnipotent. The theory argues that most events cannot be controlled and that the system experience significant changes as it increases in complexity and volatility and thereby organizations can witness events like splits and conflicts which will in the end impact the kind of strategy to be used.

Due to technology, globalization, and cutting-edge manufacturing, organizations today are changing swiftly, increasingly evolving, subsequently transitioning into new systems and workflow process. In leading companies of the 21<sup>st</sup> century, less conventional management strategies such as encouragement of creativity, collective problem solving and greater employee freedom have been the norm for their business success. In fact, as the world become turbulent and subject to unforeseen and unexpected events that have had a very dramatic impact on institutions and society, a more contemporary management perspective, based on complexity theory, would appear to challenge the assumption of being able to actively manage the organization's culture transformation process to ensure that desired culture is manifest within the institution. Business institutions face the problem in realigning their management response to a world of discontinuous change. Move towards the services dominant global and national economy inherently implies a change in the way business is conducted and consequently the culture of institutions. A vital assumption underlying traditional management paradigms is the aptitude to identify a future view of the world and develop strategic and operational plans to position an enterprise within this envisaged future (Mintzberg, 1994).

Organizations need strong managers, and as well the employees as the company resource, the employees are required to be managed in an effective way (Frederickson & Ghore, 2005). It is the reason why organizations try to find an

ideal chemistry in management strategies and models that can fit them. According to contemporary theory, manager is not always compelled to apply a specific strategy to address an issue, and instead manager should be guided by the circumstances at hand. This theory advocates for the flexibility and adaptability in decision making. A manager who makes decisions depending on the challenges faced is seen as responsive dynamic. Therefore, if a leader becomes flexible, s/he can be able to come up with decisions aimed at enabling the organization to tackle all its challenges no matter how difficult they might be.

There are many reasons why this theory is applied by the contemporary managers. Firstly, the theory is flexible and can give leaders an opportunity to examine the organization, know about the nature and magnitude of the obstacle and problem before coming up with a reasonable solution. Simultaneously, the theory can make it quite easier for the managers to consult and use theory critical thoughts to make a decision that will be relied on to turn the course of the organization. This verifies why it has been accepted as part of the contemporary management system. All of these were not done in the past, since the challenges faced were different from today. The changes in the company must be reflected in management strategies that match the current society. The leaders of Modern times are more versatile than they used to be in the past. Globalization brings along certain changes in the way people leave and interact, globalization brings along some shifts, the needs to communicate and manage with diverse employees in cultures, different from the own one of a manager or leader, it brings the needs for adapting in management style, adjusting the responsibilities, work duties, organizational strategies. It impacts organizational cultures as well.

Kanter points out, that the contemporary management methods vary from those used a few decades ago (Kanter, Stein, & Jick, 1992). Dynamic shifts in industries have come with globalization. The worldwide level of competition has risen and businesses have embarked on developments to achieve global competitive edge. Dekker says, that business leaders face continuous change in the contemporary



business climate, that can hamper attempts to stay profitable (Dekkers, 2011). As companies become more adaptable and develop their flexibility, managers build their leadership skills in adapting to dynamically changing business climate (Dominici & Palumbo, 2013). Organizational leaders find themselves in a situation when they should represent different values, and incorporate different values in different national cultures, for exploring what can and cannot be the foundation of matching organizational culture. Values, beliefs, rituals can be the aim of sensitive reactions, and it matters how much the organizational patterns would be in fit with country's culture. Managers of human resources have a responsibility to make their organizations improve. Implementation of new products and services, and shift in organizational strategies involve cultural change. The new principles and ideas of what employees can do and what they should not do need to be introduced by a business that is forced to adapt to technological developments the ever growing demands of customers. To reorganize the departmental structure, reporting relationships, decision-making procedures and the responsibilities of employee, institutional changes may be needed` (Bartlett & Ghoshal, 1997).

In the 1960s, standard organizational structure was goal driven and usually informal in nature. The organizational priorities and incentives were clearly defined and regulated without difficulty, because of this configuration, as long as everything inside the business activity was predictable. The model maintains supervisory power over subordinates; managers provide direction to workers, run by hierarchy, control, rules and authority. This model was similar to an effective machine that has clearly distinguished working functions in timely and reliable manner since contemporary approach focus on strategic management has shifted dramatically due to the precise achievement of testing goals. This model takes into account of a decentralized organization current growth. The company is undergoing dramatic changes due to the effects of imagination, inspiration, motivation and power. Contemporary approach has been developed to represent

the thoughts of nowadays management. Basically, it's the 'it depends' strategy. In this approach, how the managers treat employees signifies the expected behavior of the employees. It stresses the need for flexibility and adaptation of management practices and ideas to suit changing circumstances. It calls for managers to improve sensitivity to circumstances and realistic selectivity. In fact, it has been called a 'common sense' approach to contemporary approach. In formulating plans, designing effective organizations, organizing structures, developing communication and control systems, forming motivational and leadership methods, resolving conflicts, managing change, implementation of this approach can be helpful etc. the views of organization are identified by Kast and Rosenzweig (Kast & Rosenzweig, 1985) as a structure consisting of subsystems and defined by identifiable boundaries from its supra-environmental system. This view (Kast & Rosenzweig, 1985) tries to explore the interrelationship between organizations and within organization, like in the context of organization and its environment. Moreover, the researchers describe patterns variable relationships or configurations. These approaches emphasize the nature of organizations and help to understand how organizations operate under different circumstances and in particular circumstances, and ultimately aim to suggest the most appropriate organizational designs and management actions for specific situations.

Contemporary management approach is rational, including the analysis of several contingency factors in interrelation. Organizations are quite different in different dimensions, like size, priorities, goals, operations, jobs specificity, tasks, and it is difficult to find the concepts which could be applied universally, would explain the context of all environments. This approach represents the synthesis, that unites most effective of all segments, and what Harold Koontz named the 'management theory jungle' (Koontz, 1980).

Contemporary approaches are vital in assesses the different organizational environments, including internal, macro and competitive environments.

Contemporary approaches are based on the proposal (Keuning, 1998) that the of managers on how to maximize employee workplace efficiency have become more humanized as compared to previous times when workers were seen as machines. More focus is placed in contemporary management on the notion that a business enterprise would be able to succeed, given that its employees are satisfied and happy. The contemporary theory stresses the needs of individual workers and demands that managers should be able to research what the employees want (Bartlett & Ghoshal, 1997). Advancements in technological advancement brought on by globalization have also changed the way business organizations work and function. It has enhanced communication networks that allow employees and business organizations to interact and communicate easily with each other. Organizational culture within a modern or traditional manufacturing context assumes that a desired culture can be predetermined and intentionally managed to ensure that the institution's strategy and culture are in alignment.

During the 1960s leaders could not just wait for situations to make their decisions. Alternatively, classical theories and models of management were always followed in the company. Managers were thus not expected to be so dynamic. No one would sit down and study the problem to make a decision in response to its uniqueness (Frederickson & Ghere, 2005). Wherever there was a requirement to make some decisions, the managers would have to apply the rules, strategies and models that were accepted at the time. Contemporary theory becomes a significant theory to be applied in meeting the goal because it can enable the management to acknowledge that there is no one best strategy to adopt to adjust all the changing contexts (Shih, Young, & Bucher, 2013) . If each situation is treated as it is, the management can always make its decisions without unnecessarily inconveniencing the system, a practice that was not popular in the 1960s.

Contemporary management setting the belief of organizational culture as an emergent, as opposed to actively managed. These imply that executives and managers can attempt to influence its emergence and consequently its impact as a perceptual and behavioral determinant. As opposed to contemporary management setting traditional views on organizational culture are designed to produce the same results every time, just like a machine and are not designed to be adaptable, flexible or subjective. Based on the traditional and contemporary views on organizational culture we define it as a critical element in the creation of high performance workspaces. Attitudes, beliefs, artifacts, values and behaviors of company comprise its culture and help to create a sense of order, continuity, and commitment. Company culture is in part the framework of reference by which individuals and groups create meaning concerning their daily work, make sense of trends and developments they are required to manage and it impacts the degree of employee's creative ability, task motivation, and work enthusiasm and adapt to diverse and changing circumstances.

#### **1.1.4. Diagnosing culture via region, for Georgia**

There are many ways to look at cultural variations and their impact on management. It conjointly features an important impact on the people, the way they behave and suppose. National culture matters in the analysis of organizational cultures, and forming important attitudes (like job involvement). Cultural orientation of a society describes the attitudes of most members of the society at a specific time. Culture affects an oversized range of business activities, beginning with an easy handshake and time orientation, and finishing with deep unconscious mechanisms of formulating values, building relationships and making decisions. Cultural variations are constant and chronic, and that they create a bunch of challenges particularly for transnational organizations. In the

research in the organizational culture there should be involved the awareness of national culture or diversity level in the target organizations.

Business life is an important part of human life, and it takes about 7-8 hours of working, or 30-40 years of average 75 years. Though the factors like life expectancy, retirement time, and education period are different in different countries, it is a fact that time in organizational environment is significant for analysis as it is much time of human life. Values in organization are formed and followed by people, even if it is official context, the human aspect influences the organizational culture, and national culture plays not the least role in this process.

Studies reveal that national culture similarly as individual culture greatly have an effect on the organizational cultural system, for example, national culture influences control frames, decision-making, organizational political behaviors, leadership designs, and human resource management practices. Similarly, national cultures have an effect on social control functions like communication, motivation, structure style, people's expectations of labor style, and reward systems. These elements are intervened in the organizational culture framework, and are surface artifacts reflecting the deep-water values and orientations in organizational cultures.

Organizational culture in Georgian companies may be characterized as comparatively new, young and bold. New business development started in the 20<sup>th</sup> century, with the challenging recovery of Georgian culture impact on entrepreneurial, business, and public activities (as struggling with the Soviet country status and common for that economy type administering systems). Corporate traditions of companies in Georgia have developed by influence of natural and historical, political and social factors, additionally, spiritual and cultural diversity of customs. The system shift, the impact of globalization and the World Trade Organization membership, demanded from management innovative conception. Communication talents of Georgian people make it

possible to fulfill the changes in from around the globe, synthesizing the 'Western' examples and 'Oriental' Georgian culture traditions.

In the research it was reflected that the way people do business, the way they do things and the things that are of value may vary across countries. It is clear in today's globally competitive business environment that the promulgation of positive organizational cultures and effective and strategic merging of national cultures into organizational culture is critical to performance and positive business outcomes. Some experts and practitioners underline that the search for mechanism of merging the national culture and organizational culture elements in a positive blend, with consideration of diversity and within the polycentric or geocentric attitude, can lead to significant improvements in performance, and significant decrease of costs on the orientation training programs. In the light of this, organizations need to accommodate the cultural variances that exist in the country where they are located to provide a more homogenous organizational culture and this can only be to their advantage.

In my study it would be interesting to reveal the specificity of organizational culture typology in Georgian organizations (target organizations for the practical research). What are the preferences and as well the orientations of the employees towards possible changes or keeping the present organizational culture?

## 1.2 Job Involvement Understanding

Employees are the strongest pillar and the most valuable asset that contributes significantly to the success and prosperity of any given organization. The notion of employee job involvement has seen booming interest from different scholars. Many organizations face the challenges of managing and empowering their employees to actively contribute towards better performance. The essential point

of job involvement is that when an employee focuses on his or her job, higher performance result, thereby achieving both individual and organizational goals. Lodhal and Kejner (Lodahl & Kejner, 1965) described job involvement as the degree of the identifying psychologically with the work and the significant part of the individual's self-image. Kanungo (Kanungo, 1982) and Fletcher (Fletcher, 1998) claimed , that job involvement should be regarded as a means of cognitive or belief, - the state of enhanced psychological identification.

The term job involvement is referred to by other researchers with other names, including work involvement, job commitment, work commitment, job engagement, etc. Brown and Leigh (Brown & Leigh, 1996) suggested the use of Consideration, Participation, and Communication as supervisory variables among the factors influencing job involvement.

From organizational perspectives, job involvement has been considered the key to employee motivation and competitive advantage and from an individual perspective it is key to personal growth, satisfaction, and related to leader consideration, participative decision making, and communication. Job involved staff have so much energy and they have enough enthusiasm to do their job tasks.

### **1.2.1 Job involvement as an attitude**

Environment of business alongside with the organizational internal environment are the two powerful dominant influences on the members of the organization. Expectations from the company, is dependent on the fulfillment of employees needs to maintain self-actualization needs from the job. Attitudes are essential determinants of all facets of our social climate in our behavior. The organization of evaluative values, emotions, and tendencies against certain behavior requires attitude. Attitudes include the interrelated beliefs, feelings and can display the behavioral tendencies for some actions in organizations. How much we like or dislike something determines our behavior towards that thing. We prefer to

search out or be associated with things we like and want; we resist or reject things we do not like and want.

By all means people incline to have certain feelings about everything related to their jobs, whether it is the work itself, superiors, co-workers, subordinates, or even the food in the company cafeteria. Attitudes are very important in organizations, not only do we want to feel good about our work for its own sake, but such feelings also may have important effects on how we do our jobs and functioning of organizations.

Schkeiceh, Watt & Greguras (Schleicher, Watt, & Greguras, 2004) define job attitudes as evaluations, when one evaluates the job as liked or unliked, for example. Job attitude expresses the feeling towards and beliefs about the job, as well as the degree of attachment to it. This view reflects both the cognitive and the affective components of the attitudes, and underlines that these two are in connection with each other. An attitude is the perception, beliefs, feelings, emotional state of mind and action tendencies of an individual or group of individuals towards objects, ideas, and people.

Job involvement as an attitude helps in maximizing organizational effectiveness. Higher degree of job involvement within team members of an organization, get greater effectiveness of the company. Gordon Allport (Allport, 1935) describes attitude as a state of mental and neural preparation, organized by experience, exercising a directive or dynamic influence on the response of the person to all organizations, individuals, or objects in a consistent manner. Thurstone claimed that attitude denotes the sum total of the inclinations and feelings of a man, prejudice or bias, preconceived concepts, thoughts, fears, and any specific topic (Thurstone, 1987). Anastasy described attitude as a propensity to respond to a specified class of stimuli, such as a national or racial community, a custom or an institution, favorably or unfavorably (Anastasy, 1968). According to N.L. Munn (Munn, 1961), attitudes are acquired predispositions towards aspects of our



climate. They may be geared towards certain individuals, programs, or organizations in a positive or negative way.

Attitudes of employees are very important for organization to achieve their stated objectives. It's composed of three components, which include cognitive, evaluative and behavioral components. Basically, the cognitive component is based on the information or knowledge, whilst evaluative component is based on the feelings, behavioral factors reflects how the attitude affects the way employee act or behaves. Person's attitude determines the environment one lives in. it is the establishment for every success and every failure one has had and will have. Attitude truly is everything. It drives every decision one make and how one lives each day of life. Organizations itself represent one's work. Implicit attitudes about the organization should predict job involvement. It is typically accepted that holding positive attitudes towards something (e.g. the organization where we work), engage in behaviors that sustain that target (e.g. have high job involvement).

Kanungo studies job involvement (he uses acronym JI) as the degree the employee is willing to work in a company and in the specific job. The expert stays that individuals who want to work hard are considered to be highly involved, while those with no willingness, are considered to be lowly involved (Kanungo, 1982). Job involvement was treated as the degree of engagement and the cognitive concerns about the job, while Kanungo defined it as a psychological identification (Ibid.). Kanungo's description displays the idea that a person involved in a job, perceives his/her job as an important integral part of self-concept (Lawler & Hall, 1970), and even more, that job substantially determines one's self-concept (Kanungo, 1982).

Personality, attitudes, value systems are important for employees, as they define the behavioral patterns and stress-reactions at work. The lack of meaning in work, and the gaps in values systems matches, influence the perception of effectiveness and efficiency among employees, and as a result impacts the overall

company's competitive advantage. Job involvement in this perspective seems to be vital for the whole system to survive and perform, as the psychological connection with the job and perceived performance influence the self-worth and self-esteem building.

Job involvement at work has been extensively studied by industrial psychologists in most situations. Due to its pivotal role in providing a connection between success, the requirements of employees and the quality of work life, the concept of job involvement has become very relevant in recent years. In the field of job involvement Lodhal and Kejner (Lodahl & Kejner, 1965) began systematic work and defined the idea and concept of job involvement in two ways. One is performance and self-esteem contingency, and another is self-image. First concept of the approach explains job involvement as the degree, how much the output at work can define the self-esteem level of individual. Work is a part of life, we spend much time at work in contemporary organizations, and the employee is affected by the job nature itself and the work situation as well (like co-workers, tasks, supervisor etc.). Low job involvement is associated with the way how the employees spend time in meaningful way, - more on the job or with the job-related activities, or find the meaning outside of the job, in off-the job activities. In the last case, the work is not important part of one's psychological existence, not the essence of personality, and not the center of self-image. Lodhal and Kejner (Lodahl & Kejner, 1965) used the term job involvement only in the sense of the definition to refer to values unification in the degree of work goodness, work importance, thus the involvement as the psychological identification with the work, and hence finally the whole self-image. Job involvement as an attitude reflects the degree of the overall job situation in consideration to become central to life or self-concept. Saleh and Hosek (Saleh & Hosek, 1976) describe four distinct meanings of the idea job involvement. An individual is involved when:

- Work is central life interest.

- Actively participates in job,
- Perceives performance with self -concept,
- Performance is shown to be central to self-esteem.

Job involvement is the degree to which the person considers his/her performance and importance to his/her self-worth.

Katz and Kahn (Katz & Kahn, 1978) observed three features characteristics of the phenomenon of job involvement. First, that job involvement is a necessary condition if the individual is to fully accept the organizational requirements imposed on him/her by the membership in an organization; second, it is connected to the level of desire and to the degree of internalization of the organizational objectives. Secondly, level of involvement is attached to the organizational goals, desire and internalization; third, job involvement is a facilitator variable in relationship between job satisfaction and results. In a multi-component study, the significance of the cognitive definition of job involvement was examined and its validity was established. Job involvement is a intersection of personal characteristics (demographic and psychological) and situational variables, and that certain non-redundant parts of the total variance of job involvement are explained by these different types of variables. Kanungo (Kanungo, 1982) has defined the concept of job involvement in motivational language. According to the researcher, job involvement is a generalized cognitive state of the psychological identification with work, as it is perceived that work can meet one of the outstanding needs and expectations. In terms of an individual's cognition of one's identification with the job and success relationship, the degree of job involvement should be measured. The research also found that job involvement affects performance, can influence efficiency, and indirectly impact the enhanced organizational commitment. In organizational with high job involvement, employees show higher commitment and devotion levels, compared to organizations with lower job involvement. Finally, we can describe job involvement as the psychological identification of an employee with the job,

depending on the degree to which s/he perceives the job satisfying and fulfill his/her intrinsic and/or growth needs.

Job related attitudes is the fundamental research issues in industrial psychology and is essential in every organization for maintaining efficiency of a business enterprise. Attitude has a direct impact on an employee work performance. Brown has defined job involvement as “an important work-related attitudinal variable that may influence organizational effectiveness and productivity” (Brown S. P., 1996).

The degree of job involvement can benefit the organization (Diefendorff, 2002), as employees are likely to be as well job satisfied, and highly committed to organization (Brown A. , 1998). Job involved employees tend not to leave the work, they connect their goals with the organizational ones. The research is interested in this phenomenon as sees the potential of solving many managerial problems, related to the psychological matters. Many experts believe that the increased job involvement can enhance engagement in work, and build a stronger perception of meaningfulness work (Brown A. , 1998); (Lawler & Hall, 1970); (Pfeffer, 1994).

Job attitudes matter because jobs matter to personal identities, to their health, to their evaluations of lives, and express one’s feeling toward beliefs, and attachment to job. Attitude impact directly on work performance of employees. getting employees involved in their jobs ensures that organizations have more emotionally invested, devoted, preserving, naturally inspired, constructive, and eager members to make exceptional efforts to achieve the goals and enhance their performance. Organizations are expected to deal with resources (tangible and intangible), in today’s business it is critical, and highly productive employees matter very much. In contemporary management, many petitioners, including Vance, explore the idea that engaged employees, as well committed to their organizations (and as a part of the attitudes, highly involved in jobs) create a great

competitive advantage in human capital for their organizations, with some practical benefits, as lower turnover and higher productivity (Vance R. J., 2006).

Job involvement in some sense is the attitude which measures the degree one identifies psychologically with their job, like the performance on the job is considered as an indicator of self-worth, and well-being. As a work-related attitude, job involvement in this context presents all three components: cognitive, affective, and behavioral. In cognitive component job involvement reflects the way employee thinks about the degree of identification with the job he/she holds (for example, 'I think, my job is within my life mission', or 'I think, my job makes my life better', or 'I think, my job makes me independent', etc.). In affective component is reflected what kind of feelings one experiences about the job as a life style. In behavioral component can be different predispositions towards specific actions, like the actions to keep the job by any means, or to do more to prove the life mission in the job, etc.

Job-involved employees consider work meaningful and challenging, and see the entire work units through to their completion. They involved in the environment and maintain good and positive relationships with managers, who give them ample feedback on results. If individual is highly job-involved, it means that this employee would demonstrate also deep level of organizational commitment, specifically affective commitment to organization, and high devotion to career development and dedication to the current job.

Highly job-involved individuals usually find the work content meaningful, in a fit with values and interests, regardless to the leadership style demonstrated by manager (for example, too much autocratic or uncommunicative). Job-involved employees usually display stronger and closer emotional attachment to their workplace and as a result is less willing to leave the organization. Different ways of fostering positive work-related attitudes are addressed in management such as job satisfaction, commitment and job involvement, for instance, in recruitment and selection for locating and selecting right people for right jobs, managing

positive and involving workplace climate, initiating activities and practices in learning and development programs to monitor and coordinate high job involvement.

### **1.2.2 Job involvement within the cluster of work-related attitudes**

Job involvement is a work-related attitude, and may be defined within the family of other attitudes as in cluster with job satisfaction and employee engagement. Often all three are simplified to the category of job satisfaction, but in more contemporary management research they are stated as different concepts with uniting cluster-like characteristics.

Job satisfaction is a positive impression of job causing an evaluation of its characteristics. Siegel and Lane (Siegel & Lane, 1987) stated that 'job satisfaction is an emotional response defining the degree to which people like their job.' Perceived satisfaction on the job is reflected by the needs of sense of accomplishment and expectation for the job to be interesting, challenging and personally satisfying.

Job satisfaction is also an achievement indicator in career developmental tasks which acts as a motivation to work and express feeling of attainment of any goal or objective. Hoppock defined job satisfaction as a mixture of psychological and environmental conditions, that can make people to say sincerely, that they are satisfied with their jobs (Hoppock, 1937). Vroom described satisfaction as workers' emotional orientation toward their current job roles (Vroom, 1982). Similarly, Schultz stated that job satisfaction plays an essential role on the psychological disposition of people toward their work (Schultz, 1982). Satisfaction is vital in everyday life. Companies have meaningful effects on the people who work for them and some of those effects are reflected in how people feel about their work. This makes satisfaction an issue of substantial importance for both employers and employee.

Employee engagement describes a strong desire to be part of the value created by an organization through environmental approach resulting in the right conditions for all members of an organization to give their best on a daily basis, dedicated to the goals of their organization and improves sense of their own well-being. It is about understanding one's role in an organization, and being seen and invigorated where it fits the purpose and goals of the organization. Employee engagement feels like being incorporated as a member of the team, working on clear priorities, getting positive input, encouraging the growth of new abilities, acknowledging and recognizing achievement. Engagement in organizations have solid and genuine values, with consistent evidence of confidence and fairness founded on shared respect, where two-way promises and commitments are recognized – between employers and employees, and are understood and fulfilled.

Engaged employees exhibit three key characteristics. Namely, they:

1. demonstrate a strong emotional and intellectual bond with their organization;
2. perform unrestricted effort that helps the organization accomplish better outcomes for their organization;
3. hold co-ownership of their engagement and commit to improve.

By way of contrast, employee involvement is described as an environment in which workers are encouraged, supported, stimulated and can directly impact, the decisions and activities in their work environment. Employee involvement entails workers in decision-making, continuous improvement and change-initiative activities. Job satisfaction, job involvement, and employee engagement (as work-related attitudes) are considered to be significant determinants for the work experience employees get in the organization. Involvement, job satisfaction and employee engagement are hence all significant determinants for the work experience of employees. Employees with all three attitudes positively high, usually experience more positive emotions in the workplace, are willing to develop and learn, and demonstrate less tendency to leave organization.

Employee engagement is about being actively included as a team member, focusing on clear goals, trusted and motivated, getting frequent and positive input, assisted in the creation of new skills, praised and celebrated for accomplishment. Engaged employees display a sense of energetic and active connection with their work activities and are able to cope well with the requirements of their job (Schaufeli & Bakker, 2004). To make and sustain companies' profitability, companies executives must strive to engage employees (Kortmann, Gelhard, Zimmermann, & Piller, 2014), meaningful job help employees to understand how valuable and appreciated they are inside the organization and gets them engaged. To achieve engagement the need for autonomy, intrinsic incentives, and control is needed (Bolman & Deal, 2014). Engagement represents the two main elements (Anitha, 2014): (a) desire contributes to the progress of organization; (b) an optimistic and energized employee who is in a state of inspiration (Eldor & Harpaz, 2016).

Job satisfaction is more affective aspect of relation to the job (like/dislike mode), it reflects a combination of feelings, whether positive or negative, employees hold about their work. It is closely linked to individual's behavior in the work place (Davis & Newstrom, 1985). Employee engagement is more associated with the desire to be a part of organizational value, to participate in activities important for organizational mission. Whilst job involvement is more the degree of psychological identification with the job, performance and level of importance of self-worth is postulated as the measuring tool for the professional growth. This indicator reflects the ways people see their job within work environment, the nature of job itself, and the degree of how much their life and job are correlated. Employees who are involved find the relation of their values system with the companies' intangible relationships landmarks, as guiding symbols of the job, workplace, and individual differences correlation.

We define job involvement as an individual's psychological bond with the organization, as represented by an affective attachment to the organization,



internalization of its values and goals, and a behavioral desire to put forth effort to support it. Organizations have found it extremely important to determine employee attitudes concerning their work environment, an attitude is somewhere between a belief, a mood, and a pose. As an attitude, job involvement reflects a psychological state linking an individual's to the organization based on identification with the organization's values and goals (Allen & Meyer, 1990). Employee's response to work is a function of both personal characteristics and organizational demands. Job attitudes are different and interdependent in their composition, structure and time-related nature, and can be defined as the employee's affective, cognitive and behavioral response towards the job, organization, management and other aspects of work. Affective components refer to emotional responses or feelings, cognitive components refer to beliefs or thoughts and behavioral components refer to actions. Attitude researchers (Eagly & Chaiken, 1993) generally agree that evaluative responses to an attitudinal object are often influenced by three sorts of input: by cognitive input, by affective input and by behavioral input. The time people spend working is much more than any other waking activity. Thinking about our jobs, we do have feelings about what we think. When we have feelings whilst at work, we think about these feelings. Cognition, affect and behavior are therefore closely related, and this connection is not easy to separate for psychology generally and job attitudes in particular. Attitude is made over time as we are uncovering to incentives and make an assessment, and isn't gut reactions, but learned opinions. Job attitudes are specifically probably to be powerful predictors in sphere where personal discretion is high, like job involvement. A very high sense of pride usually defines people with high job involvement, these workers will usually do whatever it takes to fulfill their duties and present an impeccable work behavior, when people are involved, they both think and feel. Attitude within the workplace are everything, and are reasonably good quality predictors of behaviors, they provide clues to an employee's behavioral intentions or inclination to act in a certain way.

### 1.2.3 Job involvement as behavior and psychological state

Job involvement is not only the concept for describing a work-related attitude, but as well it determines psychological, emotional and mental identification with one's job. This makes job involvement a psychological state, and in this status it is researched in some nowadays studies. The more individuals identify psychologically with their work, the greater the amount of time and energy they are likely to commit to work activities (Kahn, 1990). Job involvement is the representation of the emotional attachment to the job (Cheloha & Farr, 1980). Towers-Perrin suggested, that "spiritual and psychological factors bind people's perceptual satisfaction and the sense of motivation and dedication they get from their job and being part of their company" (Perrin, 2003). When psychologically present, employees are more attentive, better focused on the job, involved in more connected and integrated performance. Job involvement is presented by some researchers, as assumption of the present job and as a function of how much satisfaction can happen in individual's present needs (Ojo, 2005). Robert J.Vance (Vance, 2006) reported that employees do not get involved on the job only for self- relations interest fulfillment; they also get involved in the job because they let their emotions play a role. Becoming actively involved in the job often times a response to emotional rather than rational needs.

Individuals with a high level of job involvement are inversely related to absenteeism, and positively related to the conduct of organizational citizenship and in role-performance, organizational identification and employee commitment. Meantime psychological empowerment is a motivational and challenging construct that comprises individual cognitions and perceptions that constitute feelings of behavioral and psychological investment in a work. Job-involved employees find work rewarding, challenging, and see work through to their completion. They involved in the work environment, maintain good and positive relationships with managers, and provide significant input in organizational results. In addition to devotion to the immediate task, job-involved

people are firmly committed to work, career achievement and development in general.

Involvement as a psychological condition adopted more than one related ideas, each one representing certain form of absorption, attachment, and/or enthusiasm. It affects workers to enjoy their works and reduce their fatigue. It is considered that the individuals with the high job involvement tend to see performance as a part of their meaning in the job, and important for their self-esteem (Lodahl & Kejner, 1965). Job involvement has a significant outcome on company performance. Job involved employees tend to do their jobs more eagerly, and, through the job experience they are expected to become more aware of the importance of both the psychological situation related to the job performance and the behaviors that improve that psychological context.

#### **1.2.4 Job involvement's place in organization**

Employees' skills, expertise, proficiency and experience add a lot of value to any organization. However, to bring the best in them, it is critical to involve employees. Involved employees has emerged as a critical driver of business success in today's competitive marketplace, it increases morale by creating feeling of belonging to the organization. Job involvement is advocated due to rising need in finding ways to make jobs more meaningful and satisfying to the employee, obtain their full commitment and loyalty to contribute their full skills, knowledge, abilities and expertise to help organizations develop competitive edge over their rivals in the face of present economic conditions. Management is always interested in improving involvement levels in the work place, as high levels of employee involvement have been linked to greater success, productivity and strategic performance (Perrin, 2003). Involvement is a relatively new construct that has delivered much hype about a link between involvement and higher overall firm performance outcome. Any organizational purpose and goals

are interrelated with the organizational culture and can affect employees' morale, retention and possibly level of involvement.

Job involvement has become significant indicator of employee performance and success and it has been related to higher overall firm performance and results. Involvement is essential to the organization. Involved employees are committed to the work, work vigorously and get immersed in the work they do. The potential relationship between organizational culture and employee job involvement can be clarified from the perspective of social exchange theory (SET). The theory says that social activity is the result of exchange process. As employees understand the organizational culture, they have a strong relationship with other members of the organization, where they have the support and trust and authority required from co-workers, supervisors, they appear to give their all, be devoted and work thoroughly.

One of the main factors affecting employee expectation of involvement and its correlation with organizational environment is cultural design.

Every organization is looking for the beneficial matrix, where growth, profit, innovation, customer satisfaction and quality would be in balance. Job involvement can be leverage for strengthening healthy relationship among managers, coworkers, and leaders. Transferring employees from towards being involved, not just participating is obvious change in managerial styles. In this approach, individual level of employee's growth and organizational aspirations for development are correlated in a healthy organizational system.

Specific culture types can be related to involvement levels, so it is extremely important for organizations to be conscious of that, and this study is aimed on finding this context of possible correlation.

### 1.3 Organizational Culture and Job Involvement Relation

The success and failures of any organization are reflected in its culture, they are inhibited in the organizational memory, and on the deeper level, in organizational mental field, influencing the actions at work and performance indicators. Organizational culture as well is invisible power governing and assimilating the managerial processes. Organizational culture is the system of connection in the organization including intangible linkages as beliefs, values, and behavioral norms. Managers perform within the 'person-to-person' and 'person-to-system' contexts, achieving effectiveness and efficiency of organization through and with other people, which creates the additional complexity in the workplace. Humble context makes human behavior important criterion for the company success. Job involvement is one of the criteria in this context. It goes beyond just the idea of job satisfaction or organizational commitment, like the number of factors in defining the levels of how much the employee likes the organization, the job; it inhabits the deep perspective in understanding the inner organizational culture mechanics and as well the potential of career embodiment. Job involvement is the employee attitude about the role of self in the workplace, like answering the question, 'how am I doing this job?' or 'how much I find comfort and fit with this job?'

The main goal of this study is to find out if there are any correlation of organizational culture and job involvement, in the dimension of organizational culture possible impact on job involvement. Is there a point of these concepts bridging and connection? Does the organizational culture type have any impact on the positive job involvement forming? And what is the role of organizational culture in shaping the employee's psychological identification with the job?

### 1.3.1 Correlation context of job involvement and organizational culture

Organizational culture is defined by prevailing principles of the company (Deal & Kennedy, 1982), (Lauzen & Dozier, 1994), consciously or unconsciously shared by employees majority standards of behavior (Wallack, 1983), and the common accepted beliefs and patterns for being a member of this organization (Kroeber, Kluckhohn, Untereiner, & Meyer, 1952), (Schein E. H., 2004), (Schein E. H., 1990), (Kotter & Heskett, 1992), (Kotter J. P., 1996). A. Athos and R. Pascale, within the analytical framework of organizational effectiveness put shared values in the center, and assess organizational culture in the form of a philosophy that determines the ways organization would choose in its policy dealing with internal and external surroundings (Pascale & Athos, 1981). Anja Krog (Krog, 2014), citing Schneider (Schneider, Ehrhart, & Macey, 2013) in the research, supports the idea that most definition of organizational culture has a common denominator, - something shared by organizational members, whether it will be about rules, values, beliefs, or rituals. Within the systems approach in management, Fremont E. Kast and James E. Rosenzweig in the Academy of Management Journal paper 'General Systems Theory: Applications for Organization and Management' (Kast & Rosenzweig, December, 1972) underline that the contemporary approach to systems emphasizes the multivariate nature of organizations and tries to recognize how organizations operate beneath varying conditions and in unique situations and in the long run directed towards suggesting organizational designs and managerial actions most suitable for particular situations. Situation corresponds each to internal and external. In internal factors, following traditional vision of culture as inclusive of the several layers (see Exhibit 3), and Edgar Shein's (Schein E. H., 2004) organizational culture levels (see Exhibit 4), we can outline the following: basic assumptions/values (like unconsciously accepted beliefs and values, moral principles, defining patterns), stated by management values/negotiated beliefs/norms of behavior, including ethical code (like what is important for our

organization – e.g. fun, service, customers, happiness, profit etc.). They define behaviors and artifacts, - the visible expression of other elements, which usually emerge as the focus of managerial actions.

Exhibit 3: Culture Layers

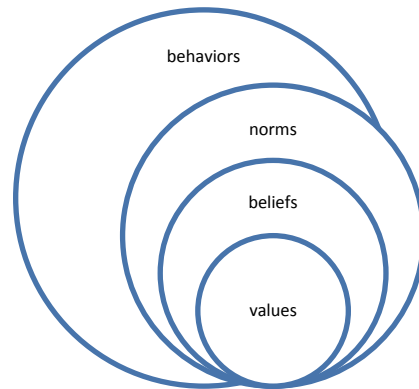
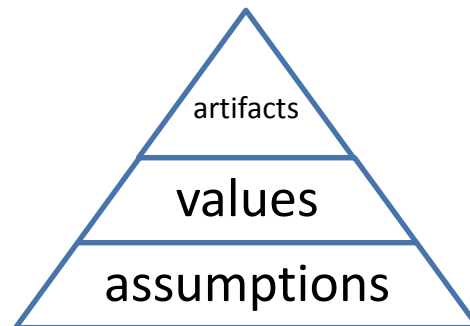


Exhibit 4: Organizational Culture Levels by E. Schein



Organizational culture, consisting these elements, is based totally on the meanings, as Yuval Harari states in his book 'Sapiens' (Harari, 2015), Homo Sapiens is transcended the biological survival limits, breaking the laws of natural selection, and starting the laws of intelligent designs. It changes the laws of the workplace and the nature of job itself, where the realization of job identity becomes more important than simplistic material motivation. Job involvement as psychological state, mental nation and mind-set become sizable in expertise the correlation context with organizational culture. Organizational culture has a tremendous influence on different elements of business, lifestyle and management in organization. People is an important element in understanding

organization, not less important than purpose or structure, It is already for a long time in management considered that human capital is a dynamic and valuable resources for organization, thus it is critical to understand the employees behaviors, attitudes, and values, in correlation with organizational environment (Krog, 2014). The symbolic element in a company within the shape of employee perceptions, attitudes, behavioral and communicative patters in the organizational environment are linked to numerous organizational results (House, Hanges, Javidan, Dorfman, & Gupta, 2004), and certainly one of them is job involvement. Job involvement is psychological characteristic of an employee, representing the level of intrinsic motivation and identification with the job responsibilities and meanings. Management is always interested in enhancing involvement levels in the work place, as high levels of employee involvement have been linked to greater success, productivity and strategic performance (Perrin, 2003).

Successively organizational culture strongly influences each worker and plays a big role in strengthening level of involvement of employees. Experts agree in one issue, that the study of organizational culture has significance in its correlation with the performance so as to boost actions (Alvesson M. , 1990). According to A. Klosowska (Kłoskowska, 2007), elements are presented by values, norms and cultural patterns, developed and distributed within the social community. In this point social identification in organizational culture plays a significant role, as if culture is collective mind, shared values and beliefs in the group of people, agreeing unconsciously in the norms and cultural patterns of behavior. Employee perceptions are based on several elements and factors, and job involvement is one of the attitudes influencing the overall perception in organizations. Klosowska's research underlines the importance of job involvement in organizational effectiveness, as managed it can help to create a strong connection, and deeper identification with positive experience, which becomes meaningful and fulfilling.



Job involvement creates psychological identity with the job, assisting employees in satisfying deep psychological needs in growth, recognition, security, meaning, and to make this connection positive, managers can use organizational culture as leverage. Employees with high positive job involvement, identify their experience with their attributes and skills, and consider the job to be important, as a work on complex tasks that use a diffusion of skills, and see full labor units through to their completion. The Psychological atmosphere relates to the manner in which their workers view organizational environments. With the goals, beliefs, personal well-being, employees define their experience in the job. Job involvement is a key to individual effort, motivation, performance, and satisfaction, similarly on organizational performance. The personal perception of the organization as being attractive and reputable is extremely important (commitment dimension). It is critical that employees view their organizations pretty much as good companies to figure for, appealing to their personal characteristics, contributing to their self-esteem, and also to their personal feeling of pride and achievement. Researchers identified three psychological conditions which will encourage employee involvement. First, they said that employees who are made to feel that the work they are doing is valued in the company, are more engaged (employee engagement dimension). Second, feeling safety makes employees be more identified with the job (ethical dimension). Workers should feel like their health or reputations don't seem to be in danger as a result of their position. Promoting safety can range from efforts to obviate workplace bullies to improved training aimed toward preventing injuries on the task. Third, psychological availability, or the characteristic of getting the physical, emotional and mental resources to undertake to employment, is very important to staff dedication (job satisfaction dimension). This success increases their willingness to create extra effort when required. The culture of an organization has some potential effect on the employee job involvement.

Job involvement is connected with employees' emotions and even sensations more than specific job tasks. Both the individual level of growth and organizational level of growth are viewed as essential elements for sustaining a healthy organization. Specific culture types are directly related to involvement levels so it is extremely important for organizations to be conscious of that. Employee job involvement may be a viable method to put values into practice.

### **1.3.2. Job involvement and organizational culture correlation dimensions**

Job involvement is displayed as a measuring tool for the professional growth, and it describes the ways how people formulate the meaning and the value of their jobs. Socialization of the employee is realized through the job involvement. An individual understands the values, abilities, behaviors, and social knowledge in dispensable for an organizational role through socialization and take part in as a member.

Job involvement is less important for the organizational effectiveness than job satisfaction, but is more crucial for the employee identity and organizational culture management. Involved employees find the connection of their values system with the organizational intangible relationships landmarks, as guiding symbols of the job, workplace, and individual differences correlation. Job involved staff have so much energy and they have sufficient enthusiasm to do their job tasks. There are offered different participative management forms, as well the workplace democracy, examples of representative participation, empowerment, quality circles, and employee ownership (Kumari & Kumari, 2014). Some other scientists (Brown & Leigh, 1996) suppose that work environment influences job involvement and the characteristics as safety, support, meaning can increase the quality of job involvement in organization. Work environment is contextual, including organizational culture, which means

that there is some obvious connection between job involvement and organizational culture.

Organizational culture and job involvement complex relationship can be explained within social exchange theory (SET) perspective. According to the theory, as stated by R.S. Brenyah and T. Obuobisa-Darko, social behavior is the result of exchange process. When employees perceive the culture of the organization allows them to have good relationship with other members within the organization, where they have the needed support and power among others they tend to give their all, be dedicated and work with vigor (Brenyah & Obuobisa, 2017). Anja Krog states the relationship of organizational culture and employee outcomes shows that some cultures are more facilitating positive employee attitudes and behaviors, as involvement, compared with others; moreover, organizational culture in this research is presented as a variable in the context. Some organizational cultures can provide employees more resources than other, and the existing culture type coordinated the amount of such resources (Krog, 2014). Hobfoll (Hobfoll, 2001) states that different culture types because of their different degree of providing employees with the resources potentially can have different effects on work engagement, and job involvement. Some organizational culture types will have more facilitating effect on job involvement and some, - more constraining effect.

In the studies there is still not clear evidence for or against the influence of organizational culture type on job involvement, there are several articles which share the studies of organizational culture impact on work engagement, like (Krog, 2014), and proving the overall influence of organizational culture on job involvement without the detailed exploration in the culture types as (Zhou, Chen, & Liu, 2019). These studies are fulfilled in other national cultures, not in Georgia, which creates its influence on the results as well. In industrial psychology and management there are the studies of the job involvement impact on organizational culture, as exploration of the work-related attitudes

incorporation in organizational life, for example, (Joby & Panchanatham, 2017). There are relatively many contemporary studies of organizational culture and job satisfaction or/and organizational commitment correlation, and less exploration of the interrelated context of job involvement and organizational culture. Job satisfaction generally is a more popular and studied work-related attitude for now in management, examples of the studies on job satisfaction and organizational culture are the following: (Sayeeduzzafar, Mohammad, & Bhalla, 2017); (Belias & Koustelios, 2014); (Janićijević, Nikčević, & Vasić, 2018); (Lund, 2003); (Tsai, 2011); (Urrabazo, 2006); (Hartnell, Amy, & Kinicki, 2011). The impact of organizational culture in general on job involvement is found out in the study for the organizations in Turkey (Taştana & Türkerb, 2014), as well underlined in the connection with organizational commitment and employee voluntary turnover (Fletcher D. E., 1998), and in defining organizational culture as a factor in the complex context of work-related attitudes (Manetje & Martins, 2009).

Based on the studies of organizational culture, job satisfaction, other work-related attitudes, and job involvement, it is clear that: first, some connection of culture and attitude exists, and that some connection of organizational culture and job involvement is presented; and second, that the studies need to be adapted for the Georgian market, and can be tested on the organizations in Georgia. The hypotheses are incorporated from different contemporary studies of organizational culture in correlation with work engagement and job involvement. In my research there is more focus on the organizational culture type's influence on job involvement and as well the hypotheses test on Georgian organizations.

Hypothesis 1: Clan culture makes an impact on developing high job involvement.

Clan cultures embody more employee development focus; promote teamwork and collaboration, as well deep level of trust and commitment to employees' wellbeing (Cameron & Quinn, 2006). The values of support, participation, collaboration, and empowerment are therefore underlined and appreciated, the key directions in managing clan organizational cultures are therefore to foster

membership, promote affiliation, attachment and the feeling of belongingness (Quinn & Kimberly, Paradox, planning, and perseverance: Guidelines for managerial practice., 1984). Clan cultures actively offer job resources and create the tight connection and alignment of organizational and individual values, helping the employees to define their job involvement as positive.

Hypothesis 2: Adhocracy culture makes an impact on developing high job involvement.

Based on Cameron and Quinn research, adhocracy cultures have strong innovation, creativity, autonomy focus, they offer challenges and stimulate active search for fitting values among employees (Cameron & Quinn, 2006). Some experts underline that such a creativity focus help the employees to identify their job with growth, development and skills (Hartnell, Amy, & Kinicki, 2011). Development orientation in these cultures facilitates in employees the identification with their job, which means creating positive job involvement.

Hypothesis 3: Hierarchy culture makes an impact on creating low job involvement.

Hierarchy cultures are usually associated with rules, structure, procedures orientation, high level of efficiency and micro-management in the details how the job is done (Cameron & Quinn, 2006). Hierarchy culture is based on the lack of autonomy and high level of control over employees' responsibilities and job tasks details. Employees are expected to work along with the standards and rules, stated by management, there are set power levels and efficient vertical linkages in communication. Hierarchy culture in this direction is less promoting positive job involvement; it underlines less importance of engagement and empowerment generally.

Hypothesis 4: Market culture makes an impact on creating low job involvement.

Market cultures state within the values competition and achievement, managers are usually demanding and focused on results. It is the culture with strong

orientation on effectiveness in the meaning of achieving the goals and extending the standards (Cameron & Quinn, 2006). Market cultures are highly achievement-oriented, goal-oriented and risk-taking, with the focus on aggressive performance (Hartnell, Amy, & Kinicki, 2011). Usually in these cultures there is a high level of stress, stressors become acute and create challenges in emotional labor, there is a chance of based on emotional dissonance behavioral deviations. Market cultures create less positive job involvement, more toxic in terms of high pressure and aggressiveness demands.

According to M.Rama Kumari and V.Lakshmi Prasanna Kumari, employee involvement is possible when the employees are more comfort with their job satisfaction, fringe benefits, motivational factors, empowerment and also flexible work schedules (Kumari & Kumari, 2014). Employee involvement is more associated with the psychological identification with the organization, job involvement is more focused on the identification with the tasks and duties in symbolic and values way. So, organization culture influences the extent of employee involvement, but how does it influence the positive or negative dimension of job involvement. For examples, employee can be highly professional and like the job very much identifying successes and life values with the mission, but disassociated with the organizational policies and values. The issue for the research is whether organizational culture can have the potential of foster job involvement of employees.

In theoretical background analysis and literature review the following issues are explored and defined for the research.

First, organizational culture is the organizations personality, incorporating the shared, expressed, but not vividly articulated values, beliefs and behaviors that inhabit organizations with social and psychological environment (Haberberg & Rieple, 2008), and is one of the most important elements which can influence organizational success. Strong organizational cultures are found to bring several benefits for the organization, such as:

- taking care of employee commitment to transcend beyond itself;
- providing the direction and guiding to organizational members by which the specific activities are to be selected;
- inventing and generating a resource for strengthening the meaning, involvement and identity for employees.

Each company develops its own believes, values and practices that result in success. So as to become an efficient organization, the importance of culture should not be neglected (Schneider & Barsoux, 1997). Additionally, the organizational culture features a high influence on how people set personal and professional goals, perform tasks and control assets to accomplish them. In fact, the culture of organization have an impression on the way people consciously and subconsciously think, make choices and eventually the way whereby they recognize, feel and act (Lok & Crawford, 2004).

In the practical research, one of the objectives is to find out in descriptive analysis the types of organizational cultures in the target companies. For this purpose the OCAI instrument (Cameron & Quinn, 2006) is used.

Second, job involvement is a component of an individual's self-image, that is, the degree to which the individual psychologically identifies with his/her job. Psychology plays a vital role in employee's involvement within the organization. So, Job involvement is therefore, ultimately convinced by an employee's reading of about his/her personal picture of life. This implies that involvement in the job is that organizational attitude that shows how much an employee identifies with the role in the company psychologically how much one feels that this work is important and enlarges his/her self-respect (Robbins, 1998). Today, the perception of job involvement is even more significant since it is considered as the driving force behind the overall success of an organization.

In the practical research, one of the objectives is to find out in descriptive analysis the level of job involvement of the employees in target organizations. For this

purpose it is used the Kanungo instrument for measuring job involvement (Kanungo, 1982).

Third, organizational culture and job involvement in some context are related.

Organizational culture and job involvement correlation is under the question for the research, and the research objective is to find out if the bridging areas of these concepts exist in Georgian organizations, and the ways of possible impact of organizational culture types on job involvement. This linkage is more interesting and challenging, - i.e. do the organizational culture type and promoted values define the positive or negative job involvement, and whether the clear identification with the culture type relates with organizational beliefs and values. Influence of job involvement itself is not clear, and the extent to which job involvement can exist itself without the organization and correspondently outside of the organizational culture context. One more focus for the practical part is how much the influence of organizational culture types on job involvement exists in Georgian organizations, and what the role of job involvement is in organizational culture for organizations on the Georgian market.

The following hypotheses are set for the practical research:

- Hypothesis 1: Clan culture makes an impact on developing high job involvement.
- Hypothesis 2: Adhocracy culture makes an impact on developing high job involvement.
- Hypothesis 3: Hierarchy culture makes an impact on creating low job involvement.
- Hypothesis 4: Market culture makes an impact on creating low job involvement.



## **Part 2. Practical Findings, Analysis, and Discussion**

This section covers the practical research issues in relation to the goal and objectives set based on the theoretical review. The study is conducted with the help of qualitative and quantitative methods. The application of qualitative methods is aimed at the deeper understanding of the object of the study. The data is collected by interviews. The quantitative analysis is presented within the built statistical model. This chapter outlines the rationale behind the use of selected research, sets out the theoretical position of this dissertation and describe the way such instruments were applied in attempt to identify the impact of organizational culture on job involvement of employees.

In ensuring an effective and as accurate research as possible, a variety of methods of inquire were used. This part will also look into sampling techniques used for this study, along with the research design. The reliability and relevance of the findings of this study will also be discussed. This research involved primary data collection through quantitative and qualitative approaches. The findings and exploration of whether and/or how organizational culture impacts the job involvement of employees are the focus of the thesis practical part.

## 2.1. Research Design, Methodology and Procedures

### **Research design and methodology**

The study is organized for the two purposes: it is chosen quantitative descriptive research design and statistical analyses within the statistical model to investigate and measure the dependence of average job involvement on each culture respectively to determine if company culture is a significant predictor of job involvement.

A survey questionnaire was distributed among the employees of the target organizations to measure job involvement and define the organizational culture into one of four broad culture types. The survey package examined 6 demographic questions (age, gender, occupational area, position, length of employment, and salary), 10 items of the Job Involvement Questionnaire (10 basic questions from Kanungo instrument)), and Questionnaire about Organizational Culture which consists of 24 questions classified under 6 dimensions, based on the OCAI instrument.

Job Involvement Questionnaire (Kanungo, 1982) was used to measure job involvement which is operationally defined as the identification psychologically with the job. It is 10 item instrument related to job involvement and dis-involvement. A response to each statement was made on a six-point Likert-type scale ranging from one, strongly disagree to six, and strongly agree. A higher score means placing a higher importance on values of work.

Questionnaires aim at exploring the nature of job and work involvement within of organizations and identifying the antecedent and consequent conditions (feelings and behavioral tendencies). Survey examined 10 items of the Job Involvement Questionnaire (10 basic questions from Kanungo's instrument).

For the organizational culture type exploration it was used the Organizational Culture Assessment Instrument (OCAI), developed by Cameron & Quinn (Cameron & Quinn, 2006). The instrument is reliable and valid to define the organizational culture type, describe it, and find out the current and desired state. The instrument exists in two phases: the first phase is about the current organizational culture; the second phase gives insight in the desired culture. OCAI reviews organization in six dimensions, which are subdivided into four statements representing one of the four culture types. Six dimensions are:

1. Dominant characteristic of an organization, or how the organization is looking as a whole.
2. Organizational leadership and the way of working which can be found in the entire organization.
3. Management of Employees, or the characteristic way in which employees are treated and the work environment of employees.
4. Glue of the organization or the mechanism that keep the organization together.
5. Strategic emphases, which indicate at which areas the strategic focus will be.
6. Criteria for success that determine when something is considering a victory and what gets acknowledged and rewarded.

While there are many ways of measuring organizational culture, OCAI has been found to be both beneficial and accurate in diagnosing important aspects of underlying culture of a company, because of its ability to identify: the prevailing orientation of company based core culture types, strength and congruence of the culture types, differences between the current and preferred culture types. Additionally, the model is able to present a unique graphical representation of the cultural profile of organizations to turn a quantitative analysis into a visual profile. Overall, the breadth of information provided by the OCAI made it

worthwhile to utilize as one of the initial assessment tools. The model is both reliable, - which consistently measures culture types within the organization and valid, - measures what it purports to measure. Cameron and Quinn's Organizational Cultural Assessment Instrument is a useful tool to evaluate and affect organizational culture in order to achieve desired goals. The basis of the exploring coherence through employee experience is to ask the respondents (employees) to share the detailed descriptions of the organizational culture type in their company, in the current state and ideal (desired) one, according to the OCAI dimensions.

The instrument gives an overview of the values of an organization and the functioning of the organization. The six dimensions are subdivided into four statements representing one of the four culture types. The OCAI uses 100-point scale, on which the participants on every dimensions needs to divide 100 points among the four statements. Moreover, the instrument allows tracing the tendency in the target organizations for the change in the current culture.

### **Population, sample and demographic data**

Population for this study were all full-time employees at TBC BANK, G&T SERVICE, JSC BANK OF GEORGIA, LABORATORY OF MINISTRY OF AGRICULTURE, MINISTRY OF INTERNAL AFFAIRS OF GEORGIA, and CLINIC IN VAKE. Student workers were not included in the survey.

It was revealed from the 161 employees' questionnaires that majority of the respondents (61%) were female, and only (39%) were male respondents. In terms of age groups, the respondents aged twenty to 25 comprise 10% of the total, 26 to 30 years 20%; 31 to 35 years is the 22%, 36 to 40 years is 23% and aged 40 and over is 25%.

Among the 161 workers 12% had a work experience 0-2 years, 41% experience between 3 to 5 years, 40% - 6 to 8 years and 7% over 9 years experience. Respondents were asked to provide information about current salary. About 23 % had salary 500 to 1000€, 29% salary was 1001-1500€; 31% had salary 1501-2000€, 17% salary was 2000€ and over (the data is summarized in Exhibit 5).

Given the perspectives that job involvement is influenced by individual as well as some situational characteristics, four demographic variables were examined as individual antecedent of job involvement, i.e. age, gender, work experience and salary. Data regarding demographic characteristics of the sample were assessed from responses to questions included in the survey under the section 'General Background'. Demographic characteristics namely age; gender, work experience of each respondent is not showing any reflection on job involvement, Majority of the respondents have moderate level of job involvement.

### **Data Collection**

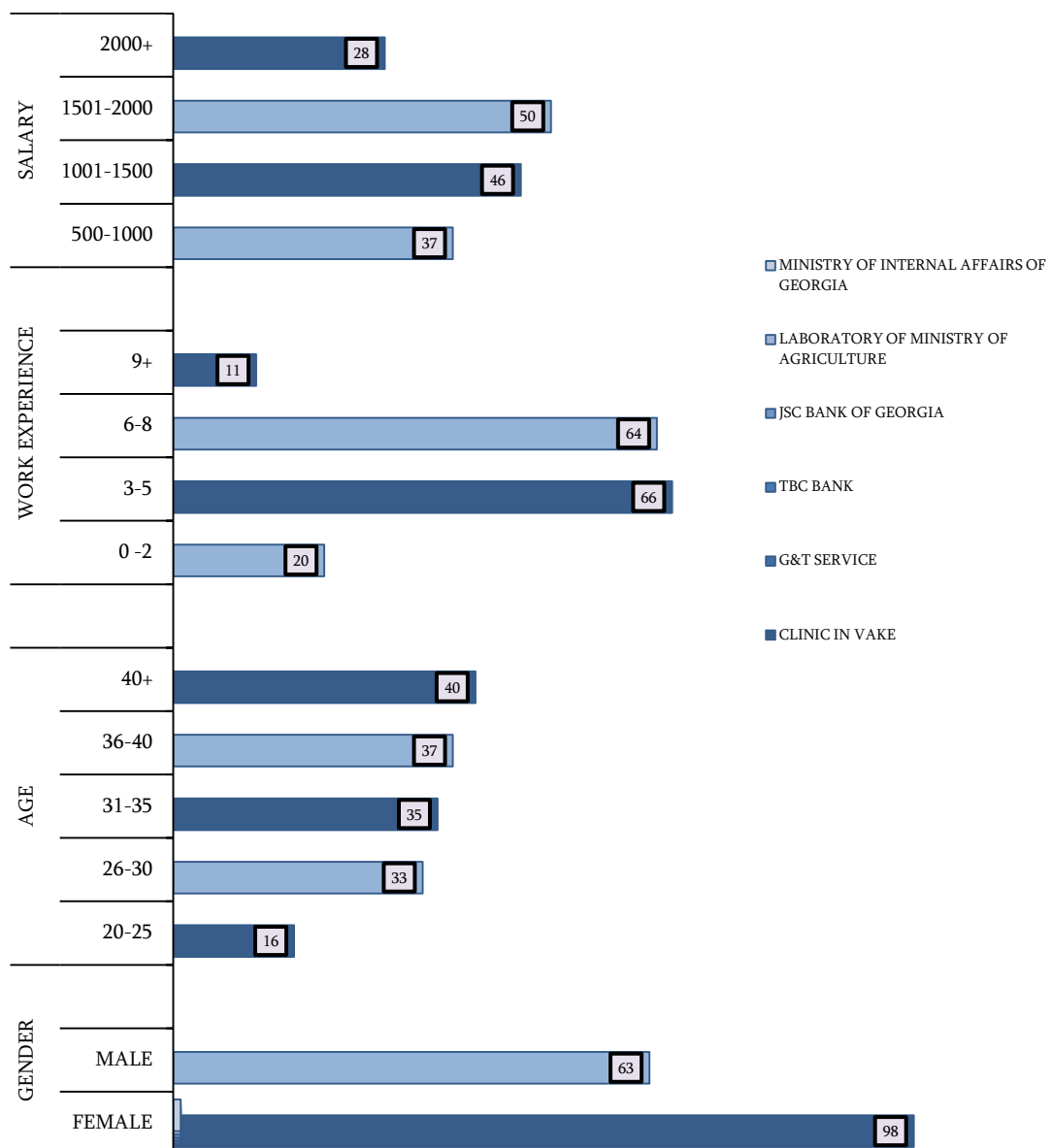
The data of the questionnaires was collected during the period of five months. Confidentiality was personally emphasized; the manner in which questionnaires were gathered, guaranteed anonymity. Questionnaires were collected personally offline with no indication of the respondents, and directly via email, as well with no names clarifications. The respondents had the instructions and information on the anonymousness provided in the questionnaires (see Appendix A, B, and C).

### **Response Rate**

The research was carried out in 6 organizations. In total 184 questionnaires were distributed via e-mail to employees, among the different departments of different companies. The employees filled the questionnaire how they see the company in the current state, and how they want to see the company in the future. Questionnaires were returned, of which 161 questionnaires were usable. The

total response rate therefore comes to 88 percent. The response rate of this research is very high. Although anonymity was stressed by not asking any personal details of the respondent's, giving one's opinion or criticism was a very sensitive subject, it became clear that speaking up or giving opinion is not always appreciated in all organization. Respondents were assured that their replies would be used only for the purposes of the study.

Exhibit 5: Age and Salary Data from the Surveys



## 2.2. Research Data Analysis and Results

### Data Analysis

In this part, the data that was collected will be discussed in three main research dimensions, explained earlier. These objectives are:

- Organizational culture type as the shared system of beliefs and values, – to find out in descriptive analysis the types of organizational cultures in the target companies. For this purpose the OCAI instrument (Cameron & Quinn, 2006) is used.
- Job involvement as a component of an individual's self-image, - to find out in the descriptive analysis the level of job involvement of the employees in target organizations. For this purpose it is used the Kanungo instrument for measuring job involvement (Kanungo, 1982).
- Organizational culture and job involvement correlation, - the influence of organizational culture on job involvement within the four hypotheses (Hypothesis 1: Clan culture makes an impact on developing high job involvement; Hypothesis 2: Adhocracy culture makes an impact on developing high job involvement; Hypothesis 3: Hierarchy culture makes an impact on creating low job involvement; Hypothesis 4: Market culture makes an impact on creating low job involvement).

The correlation between the different culture types and job involvement will be analyzed in order to get understanding how organizational culture influence job involvement, and does it influence at all?

Research hypotheses are developed and adapted from the following reflections and speculations, based on the theoretical background of the research (see Part 1). It was found that most of the studies underline some interaction of job involvement and organizational culture. Organizational culture and job involvement are both based on the specific intangible psychological condition moderates; they both represent the dimensions of identity: personal identification

with the job (job involvement) and organizational practices identification with the dominant values and beliefs. It is not enough research evidence on whether organizational culture influences job involvement and whether it determines the increase or decrease of employee job involvement. The main research goal is to answer if there is any linear relationship between dominant organizational culture type and job involvement in Georgian organizations.

## **Results**

### **1. Organizational Culture type**

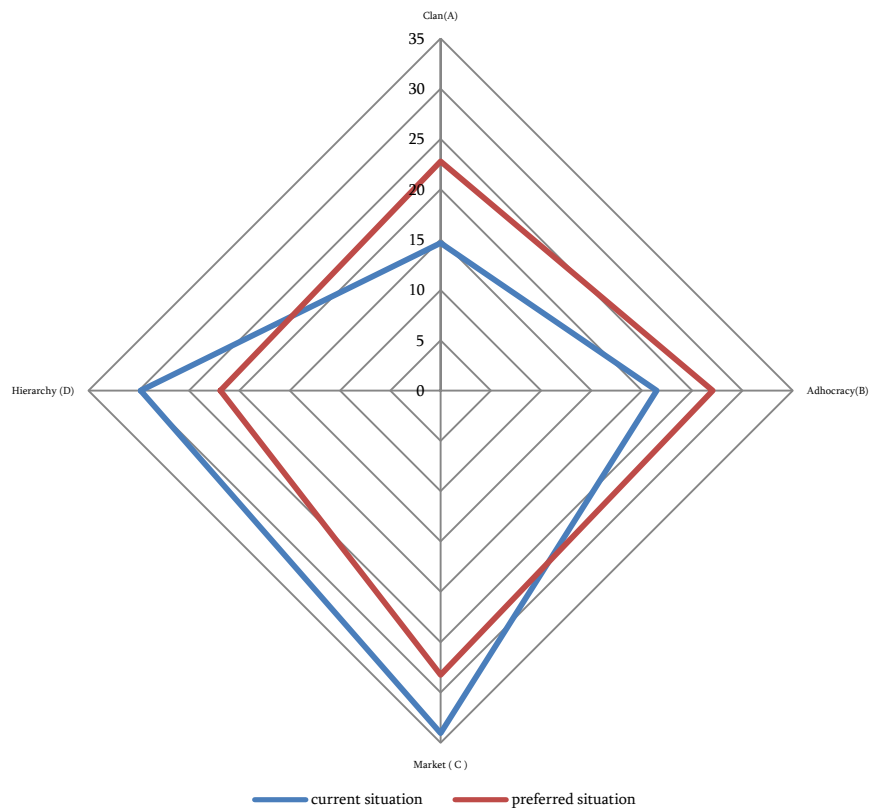
The research was carried out in enterprises operating in Georgia, based on the obtained results from the questionnaire, OCAI (Cameron & Quinn, 2006), that helps to identify the current company's culture, I was able to calculate the average of points raised in all questionnaire for options (A, B, C, and D) in all six suggested dimensions, and construct the graphs that illustrated the culture types of the target companies.

The diagrams of the organizational culture profiles present a mix of the four cultural archetypes, the blue line represents the current culture and the red lines represent the preferred culture (see Exhibits 6-11).

In the current situation, the dominant culture type for TBC bank (see Exhibit 6), and the dominant culture type in the preferred situation is Market. Market culture is slightly strong in the current situation. Differences were found between the Clan culture, Hierarchy and Adhocracy culture types, the research results show that a market organizational culture based on competitiveness and goal achievement, profitability, achievement of measurable goals and targets, prevails in TBC bank.



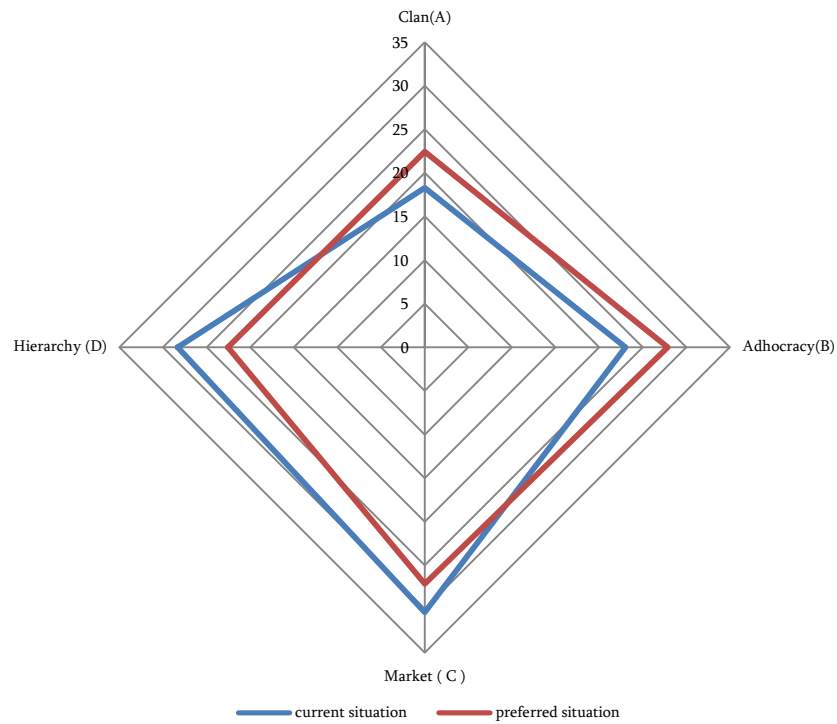
Exhibit 6: TBC bank



	current	preferred
Clan culture (A)	14.67	22.78
Adhocracy culture(B)	21.48	27.06
Market culture (C )	34.04	28.27
Hierarchy culture (D)	29.81	21.89

From the questionnaire employees of G&T SERVICE (se Exhibit 7) showed that in current situation Hierarchy and Market types had the same high scores, this type of culture suggesting formal rules and policies, as well as the emphasis on achievement and goal accomplishment. In the preferred situation employees' desire to work in Adhocracy and Market culture type Company, characterized by dynamic, focused on achievement, entrepreneurial and results oriented company.

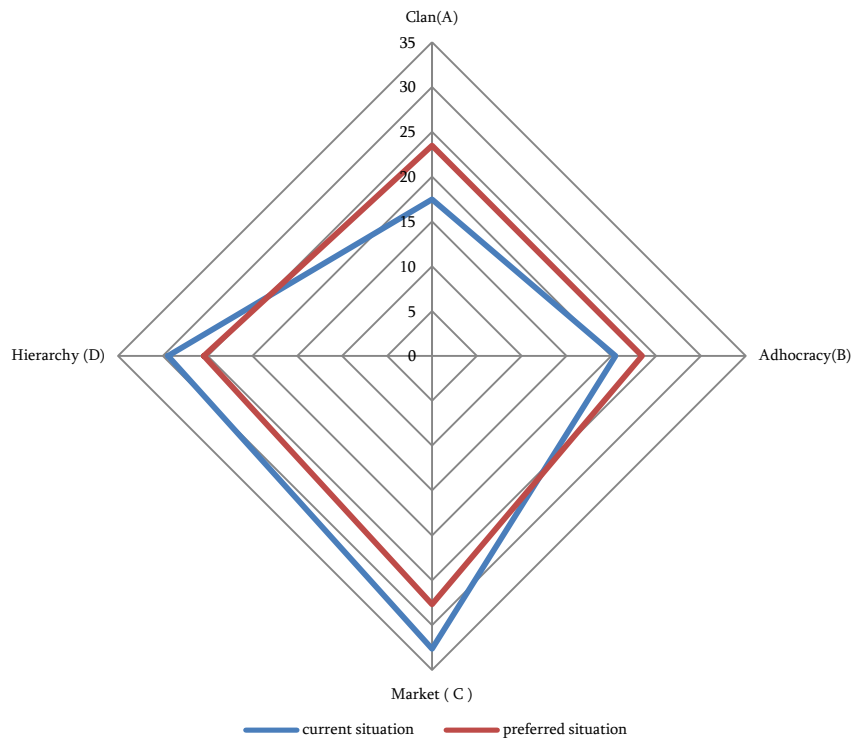
Exhibit 7: G&T SERVICE



	current	preferred
Clan culture (A)	18.27	22.43
Adhocracy culture (B)	23.04	27.88
Market culture (C)	30.38	27.14
Hierarchy culture (D)	28.31	22.55

The diagrams of the TBC BANK, G&T SERVICE and BANK OF GEORGIA (see Exhibit 8) cultures profile demonstrate that the dominant company cultural type in these companies by OCAI instrument is market culture (34.04 points; 30.38 points; 32.65 points), thrives for the results and works relentlessly to penetrate into the market and get maximum shares, this is the most common in larger corporations, where leaders are relentless, employees and managers have very high expectations of their teams. In this form of company culture, getting the job done is the number one priority. Employees however, are of the opinion that there should be more improvements to the elements in their work environment, typical characteristic for a clan and adhocracy culture.

Exhibit 8: JSC BANK OF GEORGIA

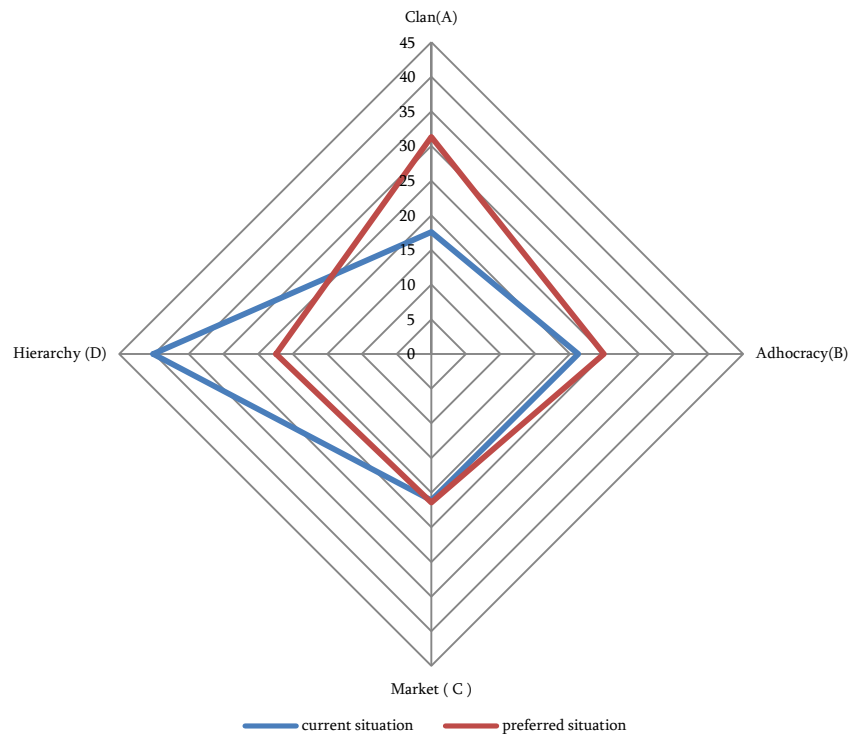


	current	preferred
Clan culture (A)	17.45	23.45
Adhocracy culture (B)	20.46	23.44
Market culture ( C )	32.65	27.69
Hierarchy culture (D)	29.44	25.42

Dominant organizational culture in LABORATORY OF MINISTRY OF AGRICULTURE (see Exhibit 9) has a tendency towards hierarchical focus, which displays more formalized and structured work climate. Managers focus and appreciate their efficiency-based organizing and controlling. The critical value here is to function in a right way. Rules, formalities, policies are clearly defined as organizational orientations and keep together the organizational culture. There are presented stability and results which are connected with efficiency and proper execution of the tasks defined by managers.

OCAI evidence indicates that the respondents would appreciate a tendency in the future toward a friendlier, family oriented working environment. This is a typical characteristic of clan organizational culture, which is oriented towards individuals and clients.

Exhibit 9: LABORATORY OF MINISTRY OF AGRICULTURE

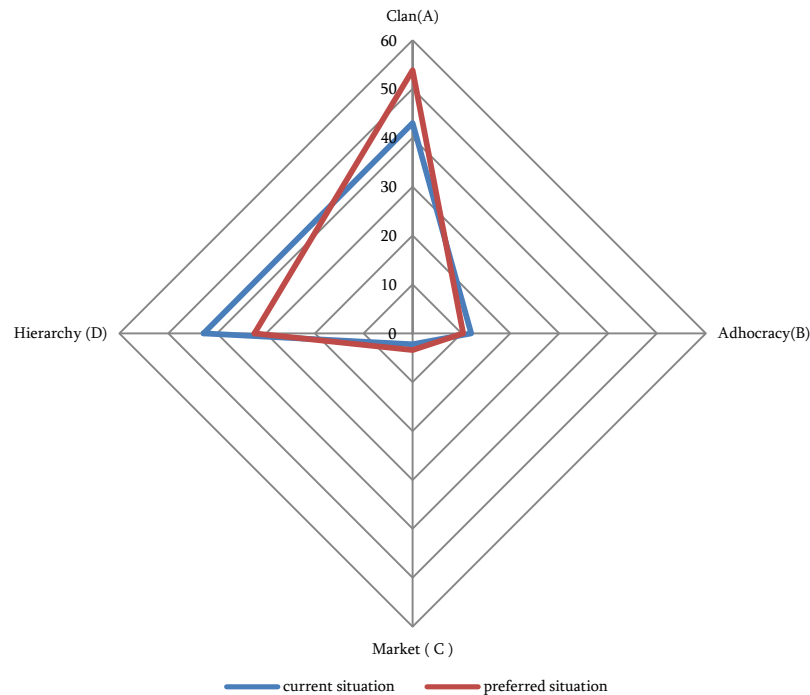


	current	preferred
Clan culture (A)	17.57	31.30
Adhocracy culture (B)	21.20	24.90
Market culture (C)	21.12	21.41
Hierarchy culture (D)	40.11	22.39

The dominant organizational cultures in the MINISTRY OF INTERNAL AFFAIRS (see Exhibit 10) are clan and hierarchy culture. The examination of culture at MINISTRY OF INTERNAL AFFAIRS revealed that it has a strong dominance of Hierarchy and clan types and emphasis on control, structure, achievement, demanding leaders, and competition. Emphasis is placed on the organizations smooth activity, which is assured by the exact fulfillment of time schedules and the reliability of supplies, for the future employees would appreciate a step towards a clan culture in which a friendly working atmosphere will be established. Such a culture often focuses on internal support, but people and customers is of the same importance as flexibility. In cases where a company’s management can refocus its attention on its own workers, we can expect those employees employed in better conditions and are able to better

influence the quality and productivity of their work, and therefore the performance of the entire company.

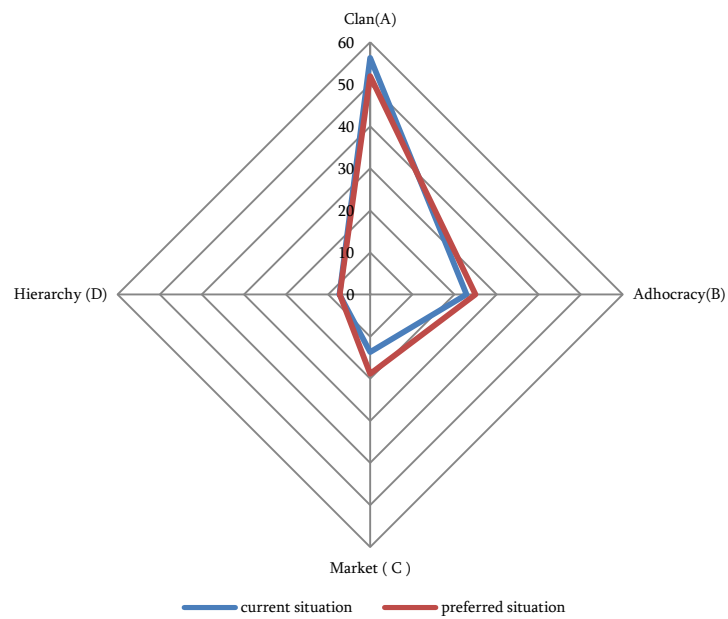
Exhibit 10: MINISTRY OF INTERNAL AFFAIRS OF GEORGIA



	current	preferred
Clan culture (A)	43	53.83
Adhocracy culture (B)	12	10.33
Market culture (C)	2.25	3.46
Hierarchy culture (D)	42.75	32.38

The dominance of Clan culture type in the CLINIC IN VAKE (see Exhibit 11) shows, that loyalty or tradition holds the organization together. Employees work at a friendly workplace, emphasis of human resource development, cohesion and morale. Helping each other during working hours, eating lunch together, playing games in the evening, and celebrating each other's happy memories are the main attributes of this company. For employees of this company clan culture type is an ideal and crucial factor inherent in the company's capability to maintain competitiveness and growth.

Exhibit 11: CLINIC IN VAKE



	current	preferred
Clan culture	56.2	51.94
Adhocracy culture	22.87	25
Market culture	13.62	18.83
Hierarchy culture	7.31	7.23

The dominant organizational culture, according to which they behave and act in public should be known to all organizations. Correct usage of culture can aid a company through the times of change, or through the competition or an innovation and make it very successful. When analyzing the companies, it is very important to categorize the companies according to their origin. Majority of the Georgian companies were significantly outstanding in their style.

Before starting a transformation, it's essential to grasp what challenges you face from a cultural point of view and the way your employees perceive the company's cultural problems. Identifying current behaviors and comparing them to desired behaviors is important to envisioning the type of culture you desire your company, and employees, to work towards. Cultural shifts for desire states in any company are a complex process. However, the effort is worthwhile it can have a huge impact on your organization and will be reflected on companies' future.

According to this research, the dominating culture type for the six target organizations is Market Culture; respondents identified Hierarchy type as the next most dominant in their organizations. These predominant two cultures followed by Clan culture. Firms tend to have values consistent stability and control. They also have external focus. These findings contribute to the prediction of possible alignment between national and organizational cultures, although it is the theme outside of this thesis frame. The study results suggest that organizational culture in Georgian firms is characterized by both unequal (hierarchical) and formalized, structured-like (market) relationships. So if the internal focus or external focus, anyway more stability intention within the organization is traced.

## **2. Job Involvement**

Job Involvement Questionnaire (Kanungo, 1982) was used to measure job involvement. It consists of 10 questions, they are scored in a 6-points Likert scale, ranging from completely disagree (1) to completely agree (6). The maximum possible score in the job involvement scale is 60. The primary results are presented in Exhibit 12.

Based on the analyze of employee involvement criteria of existing employee of targeted industries, it reveals, that computation of job involvement scores from the sample of 161 respondents within 6 companies in different industries (Healthcare, Banking, Governmental, Communication and Service.) demonstrates that large number of employees portrayed average level job involvement, this suggest that committed and meaningful work help workers enables employees to recognize how important they are inside the organization and this makes individuals involved, and industries do not matter (see Exhibit 13).

Exhibit 12: Job Involvement Scores in the Target Organizations

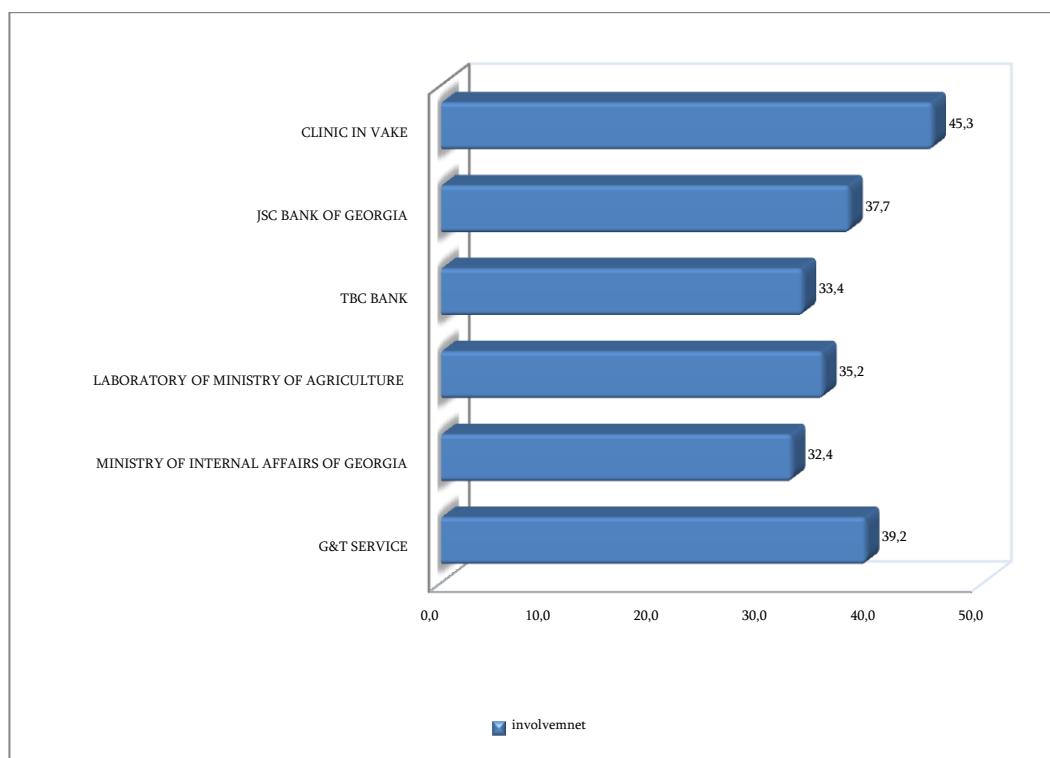


Exhibit 13: Job Involvement by the Industries

Industry	Company Name	Job Involvement
Healthcare Industry	CLINIC IN VAKE	45.3
Banking industry	JSC BANK OF GEORGIA	35.55
	JSC TBC BANK	
Governmental organizations	LABORATORY MINISTRY OF AGRICULTURE	33.8
	MINISTRY OF INTERNAL AFFAIRS OF GEORGIA	
Communication and service	G&T SERVICE	39.2



Organizations realizing the importance of employee involvement in every type, level of work and industry build a work culture of collaborative workforce for better growth and success. If the level of involvement towards the job is high, employees are more committed towards the organization and form an emotional connection with the company. This impacts their behavior towards the company and external environment constituencies. Understanding the importance of setting up the job involvement and finding the organizational culture impact on it, managers may develop strategies for building a powerful organization through the employees' behavior shape.

The primary study results allow to assume that culture as a general set of shared values and beliefs does not have a strong significant effect on the job involvement levels, but with the differentiation of the Quinn and Cameron culture's dimensions, like leadership, managerial style, feature of the environment, aim of the company and etc., it is revealed that culture can help raise the job involvement levels among the employees. These results and analysis are described in the following section.

### **3. Organizational Culture Impact on Job Involvement**

#### **Description of the model**

The Data composed of six elements:

1. Dominant characteristics - What are the characteristics of the company's climate and atmosphere?
2. Type of Leadership - What is management understood to be? What leadership skills understood to be?
3. Employee Management - What is a part of the management style? What strategies of management are applied?
4. Organizational glue – How is the company consolidating itself?

5. Strategic emphasis - What is highlighted in the organization? What is the purpose of an enterprise?
6. Success criteria - How is the success in an organization defined?

On the basis of four statements, each statement is evaluated, with each statement referring to one of the four types forms of organizational culture: A, B, C or D. The alternative A refers to the archetype of Clan culture, B to Adhocracy, C to Market and D to Hierarchy.

Clan culture (A), is a welcoming workplace, where the same ideals are shared by individuals. The leaders are concerned with the position of teachers, advisers. Corporate dedication is strong. The benefit of each individual's growth is stressed and much attention is paid to coherence, morality, and hence the working environment.

A competitive workplace with an enterprising and innovative atmosphere is demonstrated by Adhocracy culture (B). The leaders are risk-taking innovators and the workers are able to take risks. Company is improved by experimentation, new tactics, and thinking. New challenges are respected and appreciated. Success depends on products, goods and services that are innovative and original.

Market culture (C) is common for a result-oriented organization, and people are competitive and goal oriented in this form of business. The leaders are ambitious rivals and expect their workers to achieve high efficiency. The culture underlines breaking into market segments and market penetration progress. Focus is put on overtaking rivals, and hence the achievement of market leadership. The primary objectives of market oriented companies are financial performance, market control, and excessive targets.

The culture of Hierarchy (D) is a structured and formalized working environment with a focus on process, procedures, laws, regulations and rules. Good coordinators and organizers are effective and productive leaders, for whom the

maintenance continuity efficacy of the smooth operation of the organization, is a significant feature.

Respondents are expected to allocate 100 points between the four statements for all questions to convey to what degree the statement currently characterizes the organization and another 100 points to characterize what the organization should look like in years. The results are plotted with calculating the average score for all four alternatives, describe above, in both columns. The findings were plotted in two ways through the OCAI completed evaluation of organizational culture as an overall culture profile (an aggregation of results from all six OCAI questions) and as a series of plots for individual OCAI items (i.e., the results from one of the OCAUI questions).

These two sets of plots have been completed and allow for at least six standard analyses: 1) the type of organizational culture that dominates within organization; 2) discrepancies between current and desirable future culture; 3) the strength of the form of culture that dominates in the company; 4) the congruence of the culture profiles created by different characteristics and individuals within the organization; 5) comparison of the culture of organization with average cultural profiles; and 6) comparison of data with other organizations.

All statistical analyses were carried out by the use of the items responses, measuring organizational culture, specifically, the following dominant characteristics: leadership style, management of employees, organizational glues, strategic emphasis, and success criteria. They were the factors to be analyzed, and the scores in results were used for the data analyses.

The Goal of this model described below is to investigate and measure the dependence of average job involvement on each culture respectively to determine if company culture is a significant predictor of job involvement. We start by constructing the linear regression models for each of the variables. This

ultimately helps us estimate the average involvement scores based on the preferred scores given by the respondents.

So, we want to estimate the involvement score based on the given culture as

$$\hat{y} = b_0 + b_1x$$

Where  $\hat{y}$  is the estimated involvement score and  $x$  is the score of the given culture labeled as A, B, C or D (Clan, Adhocracy, Market Hierarchy). First, we estimate whether the slope coefficient is nonzero and therefore, determine the dependence. This requires testing the hypothesis:

H0 There is no positive relationship between culture of organization and job involvement. H1 -a positive relationship between organizational culture and employee job involvement.

$$H_0: \beta_1 = 0$$

$$H_1: \beta_1 \neq 0$$

So, we compute the p-values for each of the variables. The results are given in the following table

Culture	P-Value
(A) Clan	0.31
(B) Adhocracy	0.04
(C) Market	0.97
(D) Hierarchy	0.01

Here, we conclude that by 95% confidence level, the only variables that affect the average involvement score are B and D.  $b_1 = 0.12 > 0$  meaning that the variable B positively affects the average involvement. So, increasing the value of B variable increases the average involvement. Due to its values, the variable B (adhocracy) work on potential alternative futures and able to design and implement

innovative responses. Therefore, given the tremendously uncertain, changing and complex business context where firms compete nowadays, an adhocracy culture that proactively emphasizes change, adaptability and innovativeness may be an effective driver of job involvement.

On the other hand,  $b_1 = -0.06$  implying that the variable D negatively affects the involvement score. Here, we can conclude that increase in the value of the variable D causes the involvement value to decrease. In short, variable D is viewed as a culture type (hierarchy) that is primarily focused on efficiency and internal control. Unambiguous outcome of this culture is the methodical gathering and dissemination of extremely accurate, highly detailed, punctual, quantified, reliable and objective data as it is strongly formalized and dependent on operating sustainability, procedures, rules and regulations, as standard guides for employees. This excess of standardization in the hierarchy culture may lead to efficiency but it negatively affects the involvement. Hence, it is hypothesized that the increasing hierarchical variable in culture type leads to lower the level of job involvement in organizations.

The hierarchy culture type is known by its control focus, displaying the interest in surveillance and routine. Hierarchies depend upon structure, rules and top-down control to guide business practices and activities. Analyzing characteristics of hierarchy cultures stresses on efficiency, consistency, surveillance, moreover as strong formalization of procedures may be interpreted by employees as the job negative aspects. The reason can be that control and wide surveillance may demand emotionally, and can cause the lack of autonomy because of strict control, rules and policies. Employees in hierarchy cultures are expected to feel importance of work hard, and in a long run it can be perceived as too much physically and psychologically demanding. Hierarchy cultures provide employees with very limited resources for positive and functional job fulfillment. The hierarchy culture's prime focus on control and stability, power relationships and position power, strong authority, limits the job resources presence and

availability for employees. In consequence, hierarchy culture has a negative impact on the job involvement. Moreover, in the organizational culture profile by OCAI, for the company that showed the hierarchy culture as a dominant culture type, there is a shift in the profile for the different desired culture type, more to the clan culture (see Exhibit 9), which has no impact on the job involvement. The suppressive tendency in the job involvement, followed by the impact of the hierarchical culture, makes employees to demonstrate a desire to shift the culture more to the clan type, with more emphasis on the relationships, than on the procedures. Still the shift is within the internal orientation dimension (from stability in hierarchy culture to flexibility in clan culture). The decreasing job involvement within hierarchical culture makes employees to demand more flexibility in internal procedures and processes, not for the increase in job involvement, as the study shows no correlation of the clan culture type with job involvement. The results show a need of additional indicator which would measure and describe the psychological identification with the job and organizational values.

In the study, in the target organizations, there was not found the example of the strongly presented adhocracy organizational culture. In all the cases when adhocracy type points were not low, anyway the dominant organizational culture type was clan (CLINIC IN VAKE) or market (TBC Bank, JSC BANK OF GEORGIA, G&T SERVICE). Adhocracy culture is very dynamic, earlier this type of organization would be considered chaotic, with low level of managerial discretion. It is a creative place to work, and usually the organizations in high-tech industry are more adhocracy in their organizational culture. My study does not include the organization from this industry, and the study results reveal no adhocracy dominant culture in the target organizations. In adhocracy organizational culture risk-taking, creativity, freedom and individual initiative are the focus, it is the organization with high flexibility, but not inward, more with external focus.

Adhocracy cultures characteristics consist of creativity fostering, autonomy, difference, variety, innovativeness, making work interesting and challenging, sometimes even stimulating (Cameron & Quinn, 2006). In adhocracy cultures employees get the opportunities for working autonomously, being innovative and creative, - these opportunities have a significant positive relationship with job involvement. As it provides a lot of space for growing which is a motivation driver for many employees it may have a chaotic rhythm due to its constant need for innovation. Nothing is more important than being unique. Adhocracy culture with a strong orientation towards flexibility focuses on sharing the job resources with employees. In the result, adhocracy culture is found to be the prediction of high job involvement.

### 2.3. Results Discussion: Organizational Culture Identity

The results obtained reveal that hypotheses 2 and 3 (Hypothesis 2: Adhocracy culture makes an impact on developing high job involvement; Hypothesis 3: Hierarchy culture makes an impact on creating low job involvement), are proved, and hypotheses 1 and 4 are not supported by the study (Hypothesis 1: Clan culture makes an impact on developing high job involvement; Hypothesis 4: Market culture makes an impact on creating low job involvement). The study results exploration reveals the need for the indicator that could assist in diagnosing the impact of intangible (symbolic) systems on the organizational performance, in blending the organizational culture and job involvement. Both define the identity with the organizational values and the job itself.

Organizational culture as the system of shared values, guiding the employees' behavior by reinforcing the standards, and serving for the sense of identity and commitment to the organizational goals and mission, helps employees to identify themselves with the organizational values. Job involvement as a psychological

identification with the job itself helps employees to create a more positive relation with the work tasks and performance goals. It is a missing link which would characterize the level of identification with both the values and tasks in the individual job. This dimension measurement and description with the new indicator would help managers to define the performance goals and indicators in the way, more matching with the employees' needs and organizational focus. It would help to promote positive attitudes and motivation in organization. Effective management of the organizational culture is the way to high performance. However, the study shows that it is not enough, as some of the important factors defining employees' behavior, like job involvement, are left outside the impact scale. Therefore, there is a need of revealing and defining the meeting chain link for managers.

The research shows a contradictory result, that not all organizational culture types get the impact on job involvement. Market culture and Clan culture do not influence job involvement. In my research, based on the characteristics and the employee engagement positive impact, Clan culture was expected to have a high positive correlation with job involvement. This hypothesis was disproved. I can relate that with the potential of Clan culture to be a substitute for job involvement. This culture type itself is characterized by the people sharing a lot of themselves, the leaders are parenting employees, the main focus is in concern for people, participation makes a significant sense (Cameron & Quinn, 2006). In this culture it seems that job involvement as a psychological identification with the job itself is not important for the performance and being a part of organization. It is easily substituted by the friendly-like relationships, partnerships and mentoring from leaders. In this case organizational culture and job involvement in a blend embody the organizational identity, like 'I belong to this organization, identify myself with it as a family, and psychologically identify with the whole organization interaction system, not with my particular job'.



In the Market culture again the correlation with job involvement is not revealed. Market culture emphasizes results, the job should be completed, the leaders are highly motivated and quite demanding (Cameron & Quinn, 2006). The focus, including the psychological identification is less on the job itself (its tasks, responsibilities, process), and more on the results for the organization. It is created a high level of competition, aggressiveness and achievement-orientation. To be a part of this culture means to psychologically identify with the mission results, not with the job itself. This is one of the reasons, as I believe, why the hypothesis on the negative correlation was not proved by the study. In market culture it is created a vast blend of organizational culture and job involvement in organizational identity.

It is interesting as well to define the results in the dimensions for organizational culture types. Market culture and Clan culture are opposites in both flexibility / discretion and stability / control dimensions, so they are radically opposite to each other, the same as Adhocracy and Hierarchical culture types. In one dichotomy 'clan-market' (internal flexibility – external stability) job involvements is not dependent on the culture, and in another dichotomy 'adhocracy-hierarchy' (external flexibility – internal stability) job involvement depend on the organizational culture. These two dimensions: external flexibility (bright example of the organization is Google) and internal stability (the examples usually are public organizations, as Governmental Institutions) intervene with job involvement. For organization to be stable outside (Market Culture dominance) means not to focus on the internal processes, including job involvement. For organization to be flexible inside (Clan Culture dominance) means lack of focus on job involvement as more stable attitude among employees about the nature of their job, it is substituted by the relationships and 'family'-like climate. In organization as 'family' employees with different intensity of identification with the job (job involvement score has no correlation with this culture type) share the organizational values. For managers it means that promoting the hierarchy

culture dominance they would expect the decrease in job involvement, and as a consequence the related work attitudes, as job satisfaction and organizational commitment, and furthermore, the detachment from the organizational values. Promoting the adhocracy culture dominance managers may expect the increase of job involvement, and as a consequence, the increase in other related work attitudes, - job satisfaction and organizational commitment, and furthermore, the closer attachment with organizational values, and more effective organizational branding. However, the clan culture and market culture dominance promotion does not allow managers to influence job involvement, and in these culture types it stays as an independent attitude, so managers lose the opportunity for monitoring the motives of the employees, and the effective shapes in employees' behavior.

Out of the study results I find a need for development and exploration of a new indicator, which would not divide the organizational culture and job involvement, but could unite them in better understanding the psychological and spiritual processes in organization and employees' performance. I would name this concept 'organizational culture identity', with the job involvement index.

Organizational culture and organizational identity are interrelated intangible concepts in management. There is a need of studying and creating the concept of organizational culture identity within the social and cultural foundations of managing organizations. Organizational identity is discussed in management within organizational personality concept; it is as well a part of studies in organizational development. Albert and Whetten define organizational identity as the central statement, accepted and shared by organizational members (Albert & Whetten, 1985). The experts offer the following questions related to organizational identity: 'Who are we?' (What our organization is about); 'What are we doing?' (What is the main purpose we exist); and 'What do we want to be in the future?' (our mission and vision). Organizational identity in research in one

focus is presented in its connection with organizational spirituality and culture (Hatch & Schultz, 2002).

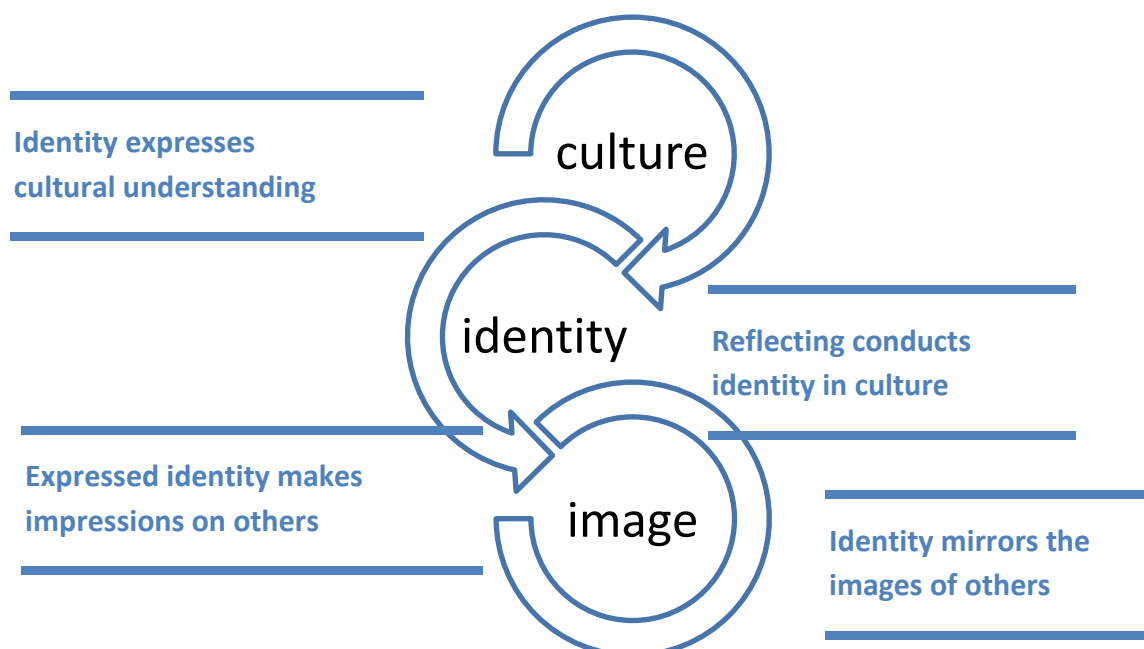
In organizational culture context, organizational, social and personal identities are intervened in different combinations and relationships. Identity is formed or adapted in the process of socialization in culture, or acculturation in organizational culture. Identity is usually associated with the feeling the part of something, for example, being part of a group or some social role, like social identity, or being unique in some characteristics, like personal identity. Both of them define the employee's behavior in different dimensions, including attitudes and general perception.

Chris Cooley following the Emile Durkheim's ideas specifically underlines the interconnection of self and social in identity, supposing that isolated person and non-individual society cannot exist (Cooley, 1964). The thinker suggests the concept of 'self-seeing glass' (Robert, 1996), where 'self-identity' and 'other' are inseparable, reflecting each other. In other words, without 'other' there is no 'self-identity'. In organization this principle is as well presented, without others employee cannot feel personal identity, and cannot form job involvement as a special identity in the work tasks.

In their research Hatch and Schultz (Hatch & Schultz, 2002) consider organizational identity in dynamic model of correlations between identity, culture and image (see Exhibit 14). In the model it is clearly seen the principle mentioned above, that members express the perception of organizational culture through the organizational identity (like main principle of organization), and organizational identity influences the understanding of stakeholders outside about the organization. This image affects organizational identity, which again influence organizational culture, creating the dynamic connection of these three components.

Organizational culture identity is a form of spiritual identity; it creates the form of psychological identification with corporate values, behaviors and job tasks. It reminds the model of human culture in general. Each organization with its unique characteristics is different from other organization like one person from another, or like one national culture from another. The differences are based not only on the surface like norms, or dress-codes, but on the deeper levels of communication and behavioral patterns, attitudes and values, moreover, symbolic orientations and activities, and with job involvement score as well the differences based on the nature of the job (or a bit broadly, occupation). In organizational culture the depth of cultural identity usually is defined by the intensity of positive attitudes towards the job, work context (managerial decisions) and organization itself. These dimensions are job satisfaction, work engagement, and organizational commitment (see Exhibit 15).

Exhibit 14: Organizational Identity Dynamics Model (Hatch & Schultz, 2002)



Source: (Hatch & Schultz, 2002)

In this perspective job involvement as organizational culture identity parameter includes the three-dimensional modality: commitment, engagement, and satisfaction (see Exhibit 16), and hence on the surface the amount of participation in decisions, managing and ethical rules formulation. Job satisfaction is more about the attitude towards the job itself, and organizational commitment is the attitude about the organization one works for. Job engagement stays close to job involvement, and is defined as a desire to be a part of the organizational mission.

Exhibit 15: Cultural Identity in Organization



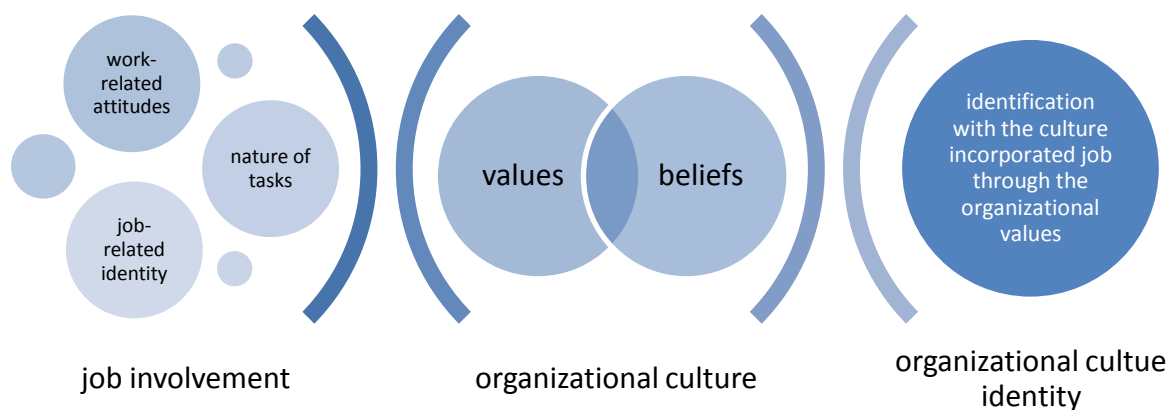
*Source: own findings*

Job involvement in the organizational culture identity is the process of identification with the task, environment, and management, reflected in participation degree in decision-making, managing different activities, and formulation of ethical rules. Job involvement is the degree, defining how strong is psychological identification with the job, perceived performance, and how much self-worth is reflected in the job tasks and their fulfillment. This attitude is incorporated into the organizational culture identity, which explores the degree

of how much the employee identify psychologically with the organizational values and beliefs. The development of this concept may prove that it is a missing indicator for differentiation the strong and weak cultures, institutionalized and non-institutionalized organization.

Organizational culture identity (Exhibit 17) more incorporates job involvement than is correlated with it, which is proved by our practical findings.

Exhibit 16: Organizational Culture Identity (incorporating Job Involvement)



*Source: own findings*

Organizational culture identity is the distinguishing character of an organization; it is the sense of organizational values, incorporated job tasks and competencies. It can be defined as well as the relation established by the psychological identification with the organizational values and symbols, and incorporated job tasks and competencies. Organizational culture identity is a largely unconscious process where the employee models the organizational values and job nature as those attributed to the job in the organization as a mental image, translated onto the performance and outside the organization to stakeholders. Organizational culture identity (see Exhibit 17) may reveal the extent of the employee's

identification with the organizational values through the nature of the job, as well the degree how much the job tasks are inhabited in the system of organizational shared values and beliefs (in organizational culture).

Organizational culture identity is an integral concept which can help managers to imply practically organizational culture elements (values and beliefs) and job involvement (as the integral dynamic attitude incorporating job-related identity, work-related attitude and nature of job tasks). Organizational culture identity can inhabit the four basic functions of management, as in overlap of multiple projects and initiatives, the same in operating simultaneously at different stages for line, middle and top managers to carry out organizational objectives.

It begins with planning in a culturally relevant way, to set the organizational goals within the organizational culture identity framework, matching the organizational culture and reflecting the opportunities for its change (if changes in strategy) in integral way with the job tasks.

In organizing in Human Resource Management practices and arranging the jobs, organizational culture identity (as an index) can help in integrating the main cultural values and beliefs with the job involvement, through the design and redesign of the jobs, adjusting the job tasks and duties to the enhanced job involvement (as the attitude and identification with the job tasks) and ensuring that there is a system-wide implementation (in learning and development programs). It requires well-trained and accountable leadership, continuous measurement, and adjusting organizational culture and jobs to the internal and external conditions. Organizational Culture Identity concept can assist in building the training programs for both newly hired employees (orientation programs) and already working employees.

In leadership, the shaping of employee behavior and the choice of the contingent leadership style can be based not on the traditional managerial authority display, but on the matching framework, where organizational culture identity can define

the values, beliefs, job involvement level and job tasks specificity blend. Organization can develop a better brand, internally and externally, embodying the true values, incorporated with the job involvement for building the organizational culture identity.

In controlling, the standards for performance management as well can be adjusted to the organizational culture identity indicator. Moreover, using this concept, managers can build a more integrated approach to control system, not sticking only to market, clan or bureaucratic system.



## Conclusion

Organizational culture is arguably the most under-researched value driver among the important contributors to firm performance. My main goal and interest in this research was to examine the possible effect of organizational culture on employee job involvement, as well to explore the possibility and intensity of organizational culture type and job involvement connection in Georgian organizations. In the research there appeared one more scientific interest, - what is the dominant organizational culture type in Georgian companies.

Following the main research objectives, the theoretical part included the relevant literature review, organized in the logic of two main concepts targeted in the dissertation, - organizational culture and job involvement. The concept of organizational culture was defined in different approaches and models, as well as organizational culture elements and forms. It was chosen the OCAI framework from Cameron and Quinn for defining the organizational culture types in the target organizations. Job involvement was identified in different frames, as an attitude, behavior and psychological state. For the research the job involvement was identified as a nonspecific cognitive state of psychological association with tasks and job purpose. It was chosen the Kanungo instrument for measuring job involvement in the dissertation study. The level of involvement in the instrument is to be evaluated in terms of the perception of a person about one's identification with the relationship between work and performance.

The practical research in the form of a study was conducted in the six Georgian organizations, representing different industries, in order to define the dominant organizational culture types in the target organizations, and to reveal the possible influence of organizational culture and/or organizational culture type on job involvement. The questionnaires were distributed among the employees of the target organizations and were anonymous. For the results analysis a multilevel approach was applied to test four hypothesized relationships.

The data collected was discussed in the three main research dimensions:

- Organizational culture type as the shared system of beliefs and values (the descriptive analysis the types of organizational cultures in the target companies with the help of the OCAI instrument);
- Job involvement as part of the self –image of an individual (the descriptive study of the degree of employee job involvement in target organizations with the help of the Kanungo instrument for measuring job involvement);
- Effect of organizational culture within the four hypotheses on job involvement (Hypothesis 1: Clan culture makes an impact on developing high job involvement; Hypothesis 2: Adhocracy culture makes an impact on developing high job involvement; Hypothesis 3: Hierarchy culture makes an impact on creating low job involvement; Hypothesis 4: Market culture makes an impact on creating low job involvement).

### **Organizational culture dominant types in the target organizations**

Results in the findings of a survey questionnaire conducted among six target organizations operating within different industries (Healthcare, Banking, Governmental, Communication and Service) indicated that most of the sampled organizations tended to have a mix of Market and Hierarchical cultures. The companies with dominant hierarchy culture seeks to establish uniformity, stability, control and has strong internal orientation and process focus, while market culture is oriented toward the external environment and has a product focus. It is supported by the results of OCAI measurement on preferred culture indicator, that majority of the respondents of target organizations displayed a clear shift to the Clan culture as the preferred culture; type of this culture emphasizes individual development with high cohesion, high morale of employees and characterized by loyalty, and teamwork.

### **Job involvement in the target organizations**

The study in this research reveals that organizational culture is related to job involvement in a moderating sense, that meaningfulness and safety as the psychological conditions are critical for employees, but the strong correlation of all organizational culture types and job involvement is not revealed. Research found a modest level of job involvement in the target organizations. It allows to suggest that employees are enabled to realize themselves and find meaning at work, with no relation to the industry.

### **The role of organizational culture in developing job involvement**

Results of the analysis provided support for two hypotheses, while two hypotheses were not supported. Specifically, the study reveals that the Clan culture found to have no influence on job involvement, same is with the Market culture, correlation with this type of culture and job involvement is not revealed. Hierarchy culture has a negative relationship with job involvement, it is hypothesized and proved in the study, that the increasing hierarchical variable in culture type leads to the lower level of job involvement in organizations. Adhocracy culture positively affects job involvement and is an effective drive for it, as it was set in the hypothesis.

For managers it means that promoting the hierarchy culture dominance they would expect the decrease in job involvement, and as a consequence the related work attitudes, as job satisfaction and organizational commitment, and furthermore, the detachment from the organizational values. Promoting the adhocracy culture dominance managers may expect the increase of job involvement, and as a consequence, the increase in other related work attitudes, - job satisfaction and organizational commitment, and furthermore, the closer attachment with organizational values, and more effective organizational branding. However, the clan culture and market culture dominance promotion

does not allow managers to influence job involvement, and in these culture types it stays as an independent attitude, so managers lose the opportunity for monitoring the motives of the employees, and the effective shapes in employees' behavior.

Following the last research objective, - to analyze the context of organizational culture and job involvement correlation, in the study results there was revealed a need for development and exploration of a new indicator, which would not divide the organizational culture and job involvement, but could unite them in better understanding the psychological and spiritual processes in organization and employees' performance. I defined this concept as 'Organizational Culture Identity', - the extent of the employee's identification with the organizational values through the nature of the job, as well the degree how much the job tasks are inhabited in the system of organizational shared values and beliefs (in organizational culture). This concept is the novelty in contemporary management, introduced by this research; it can assist managers in diagnosing the impact of intangible (symbolic) systems on the organizational performance, in blending the organizational culture and job involvement. Both define the identity with the organizational values and the job itself.

The thesis results can be used in application to both organizational culture and job involvement theory, as it reveals that organizational culture tends not to impact job involvement directly, but along with this attitude can be incorporated in a more practically used indicator, - organizational culture identity. Future research is needed in order to deeper explore this new concept, develop the instrument for measuring its score in organizations, and to test it in the terms predictive validity within the complex relationship context of organizational culture, job involvement, and employee performance in organization.

### **Limitations of the study**

The analysis and interpretation of this study gives a good explanation about the impact of organizational culture on job involvement but it is limited to the extent that it is only a model, which cannot take into a great detail all the variations found in reality. The sample size can be considered to be sufficient for the research, but not big. The future research target can be to take a larger sample size, and to expand the analysis in connection with the employees' level in organization. Moreover, the study was conducted only on a Georgian sample, and as I pointed out, national culture, country specificities can have some impact on organizational culture. Thus, future research can consider examining the connection of organizational culture and job involvement in different country or countries, and might be in a comparative analysis.

### **Recommendations**

A wide range of studies have been conducted on employee job involvement and organizational culture, but there is still much research to be done. It is imperative that organizations put in place appropriate measures that will enable them to protect their going concern's craving for stability especially in our present chaotic business environment filled with uncertainties, challenges and the consequences of economic recession. Job involvement, thus, has become a reliable strategy to help organizations cope, survive, grow and become highly synergic in the global economic order. The absence of involvement in organizational processes could lead to decrease in morale. In the light of the above it is therefore pertinent to formulate the following recommendations:

1. Organizations should encourage the exploration of job involvement in different learning, development, and performance programs in order to enhance optimal performance, growth and competitiveness. This is because job involvement can supplement strong cultures to develop innovativeness within organizations. Organizations should provide timely training, retraining

and development programs for their employees to enable them gain the necessary competencies needed to properly carry out assigned tasks and responsibilities and take right decisions concerning their duties, task and commitment. Where employees lack the requisite skills, expertise and experience needed to translate organizational inputs into tangible outputs, involvement will not yield the necessary and expected results. These programs should incorporate the job involvement index, as to shape them towards those job aspects which can generate the high level of identification with the job psychologically and potentially with the core organizational values. In the result to build the increase of the organizational culture identity.

2. Management should ensure that a favorable positive organizational climate that makes an employee see and accept the organization as a unique is put in place. When an employee adopts a unique attitude and culture towards the organization, s/he yields himself to the organization, becomes loyal to it and accepts the authority and responsibilities of its management over him/her and earnestly seeks out for the well-being and progress of the organization since growth, productivity, profitability are the underlying actions of every operating organization anywhere in the world.
3. Organization should demonstrate to employees that their job involvement is critical. Invite employees to share their thoughts both during the company culture discussion and during day-to day operations. Encourage employees and tell them how their contribution benefits the organization, is a part of managerial responsibility. This would help employees feel more attached in their organization, which may enhance employees' involvement.
4. Managers should understand that clan culture and market culture dominance promotion does not allow to influence job involvement, and in these culture types it stays as an independent attitude, so the opportunity for monitoring the motives of the employees, and the effective shapes in employees' behavior

is vague. While promoting the hierarchy culture dominance would lead to the decrease in job involvement, and as a consequence the related work attitudes, as job satisfaction and organizational commitment, and furthermore, the detachment from the organizational values. Promoting the adhocracy culture dominance leads to the increase of job involvement, and as a consequence, the increase in other related work attitudes, - job satisfaction and organizational commitment, and furthermore, the closer attachment with organizational values. However, the study supports the strong recommendation for the new concept incorporation into the system of performance management, - organizational culture identity.

5. Organizational culture identity, - the extent of the employee's identification with the organizational values through the nature of the job, as well the degree how much the job tasks are inhabited in the system of organizational shared values and beliefs (in organizational culture). This concept needs further research and exploration, and if proved to be practical and applicable, can assist managers in diagnosing the impact of intangible (symbolic) systems on the organizational performance, in blending the organizational culture and job involvement. Furthermore, it can help managers to define the identity within organizational values and the job itself.

### **Need for further scientific investigation**

This research needs further development related to both job involvement theory and organizational culture theory, by exploring the link of these two concepts in a more detailed perspective. The study resulted in some contradictory way, creating a new research goal for the future investigation. Specifically, the level of connection of the overall organizational culture (not within the dominance type paradigm) with job involvement. The further research can be a great opportunity to deepen and broaden the presented perspective, to overcome some limitations

describes above, and to explore in some new perspectives the complex relationship of organizational culture and job involvement. Furthermore, the new emerged concept of organizational culture identity needs a separate investigation, forming a validated method for measuring it as indicator and as well the quantitative evidence in the scientific study.

Further research and understanding in these areas will be important to numerous parties. For instance, senior management, who deals with high-level decisions in an organization, would need to ensure that an effective culture and structure is in place that fully involved employees in their job. First-line management, who deal directly with job dis-involved employees or employees that are traveling down the path of job dis-involvement, would need to be able to identify and address impending problems through direct interaction. Finally, employees who feel they are dis-involved or becoming dis-involved with their job may want to find ways to become re-involved or to become more culture values attached.

To sum up, this thesis explores the complex context of organizational culture and job involvement. The study is hoped to be interesting and assisting both for academic sphere experts and practitioners in the Management direction of Business Administration.



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# Appendix A: Questionnaire in English and Georgian Language (General Information)

## DEMOGRAPHIC INFORMATION

### 1. Age

A) 20-25 year B) 26-30 year C) 31-35 year D) 36-40 year E) Above 40 year

### 2. Gender

(a) Male (b) Female

### 3. Organization /Department:

### 4. Your work experience

A) 0-2 years B) 3-5 years C) 6-8 years D) 9 year and over

### 5. What is your Remuneration per month?

A) 500-1000 GEL B) 1001 -1500 GEL C) 1501-2000 GEL D) 2000 +

### 6. General Information about the Company

In which industry does your organization primarily operate?

- A) Consumer Goods
- B) Energy and Utilities
- C) Financial and Professional Services
- D) Healthcare
- E) IT and Telecom
- F) Industrials
- G) Materials
- H) Education
- I) Other

### 7. What is the ownership structure of your organization?

A) Publicly owned B) Privately owned C) Not-for-profit

### 8. How would you assess your organization's performance in the past 12 months?

- A) Significantly higher than industry average
- B) Higher than industry average
- C) Industry average
- D) Lower than industry average
- E) Significantly lower than industry average



## კითხვარი

### 1. თქვენი ასაკი

ა. 20-25 ბ. 26-30 გ. 31-3 დ. 36-40 ე. 40 +

### 2. სქესი

ა. მდედრობითი ბ. მამრობითი

### 3. დამსაქმებელი კომპანია/პოზიცია

### 4. სამუშაო გამოცდილება

ა) 0-2 წელი ბ) 3-5 წელი გ) 6-8 წელი დ) 9 +

### 5. თქვენი ყოველთვიური ხელფასი

ა) 500-1000 GEL ბ) 1001 -1500 GEL გ) 1501-2000 GEL დ) 2000 +

### ზოგადი ინფორმაცია კომპანიის შესახებ:

### 6. რომელ ინდუსტრიას მიეკუთვნება თქვენი კომპანია.

ა. კომპანია, რომელიც აწარმოებს სამომხმარებლო პროდუქციას

ბ. კომუნალური მომსახურების ინდუსტრია

გ. ფინანსური და პროფესიონალური მომსახურება.

დ. ჯანდაცვა

ე. ინფორმაციული ტექნოლოგიები & ტელეკომუნიკაციები

ვ. სამრეწველო ინდუსტრია

ზ. სამშენებლო

თ. საგანმანათლებლო

ი. სხვა

**7. როგორია თქვენი ორგანიზაციის საკუთრების სტრუქტურა**

- ა. საჯარო საკუთრება    ბ. კერძო საკუთრება    გ. არაკომერციული

**8. როგორ შეაფასებთ თქვენი ორგანიზაციის მუშაობას გასული 12 თვის განმავლობაში**

- ა. მნიშვნელოვნად აღემატება ინდუსტრიის საშუალო მაჩვენებელს  
ბ. ინდუსტრიის საშუალო მაჩვენებელზე მაღალი  
გ. ინდუსტრიის საშუალო მაჩვენებელი  
დ. ინდუსტრიის საშუალო მაჩვენებელზე დაბალი  
ე. მნიშვნელოვნად დაბალი ინდუსტრიის საშუალო მაჩვენებელზე

## Appendix B: OCAI Survey (in English and Georgian Languages)

### Organizational Culture Assessment Instrument (OCAI) (Cameron & Quinn, 2006)

The Organizational Culture Assessment Instrument (OCAI), to be used to diagnose your organization's culture. The instrument is in the form of a questionnaire that requires individuals to respond to just six items. Each item has four alternatives. Divide 100 points among these four alternatives, depending on the extent to which each alternative is similar to your own organization. Give a higher number of points to the alternative that is most similar to your organization; just be sure that your total equals 100 for each item. Complete the column "Now", to assess the current situation in the organization. After you complete "Now", rate your organization as you think it should be in years in order to be spectacularly successful. Write responses in "preferred" column.

1. Dominant Characteristics		Now	Preferred
A	The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves.		
B	The organization is a very dynamic and entrepreneurial place. People are willing to stick their necks out and take risks.		
C	The organization is very results-oriented. A major concern is with getting the job done. People are very competitive and achievement-oriented.		
D	The organization is a very controlled and structured place. Formal procedures generally govern what people do.		
	Total		

<b>2. Organizational Leadership</b>		<b>Now</b>	<b>Preferred</b>
A	The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.		
B	The leadership in the organization is generally considered to exemplify entrepreneurship, innovation, or risk taking.		
C	The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.		
D	The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.		
	Total		

<b>3. Management of Employees</b>		<b>Now</b>	<b>Preferred</b>
A	The management style in the organization is characterized by teamwork, consensus, and participation.		
B	The management style in the organization is characterized by individual risk taking, innovation, freedom, and uniqueness.		
C	The management style in the organization is characterized by hard-driving competitiveness, high demands, and achievement.		
D	The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.		
	Total		

<b>4. Organization Glue</b>		<b>Now</b>	<b>Preferred</b>
A	The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.		
B	The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.		
C	The glue that holds the organization together is the emphasis on achievement and goal accomplishment.		
D	The glue that holds the organization together is formal rules and policies. Maintaining a smooth running organization is important.		
	Total		

<b>5. Strategic Emphases</b>		<b>Now</b>	<b>Preferred</b>
A	The organization emphasizes human development. High trust, openness, and participation persist.		
B	The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.		
C	The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.		
D	The organization emphasizes permanence and stability. Efficiency, control, and smooth operations are important.		
	Total		

<b>6. Criteria of Success</b>		<b>Now</b>	<b>Preferred</b>
A	The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.		
B	The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.		
C	The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.		
D	The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling, and low-cost production are critical.		
	Total		

Scoring the OCAI is very easy. It requires simple arithmetic calculations. The first step is to add together all A responses in the “Now” column and divide by 6. That is, compute an average score for the A alternatives in the “Now” column. Repeat this computation for the B, C and D alternatives. Once you have done this, do the same in “Preferred” column, transfer your answers to this page in the boxes provided below.

NOW			PREFERRED		
A			A		
B			B		
C			C		
D			D		
		Total		Total	

## ორგანიზაციული კულტურის შეფასების კითხვარი

ორგანიზაციული კულტურის შეფასების ინსტრუმენტი (OCAI) , გამოიყენება ორგანიზაციული კულტურის პროფილის იდენტიფიცირებისათვის ძირითადი ღირებულებების, დაშვებების, ინტერპრეტაციებისა და მიდგომების საფუძველზე, რომლებიც ახასიათებს ორგანიზაციებს. რესპონდენტებს სთხოვენ შეაფასონ კულტურის ექვსი ასპექტი, რომელიც შედგება 4 დებულებისგან, და მიეკუთვნება ორგანიზაციული კულტურის ოთხი ტიპიდან ერთ-ერთს. დებულებებს შორის 100 ქულის გადანაწილება ხდება იმის მიხედვით თუ როგორ პასუხობს ორგანიზაციის არსებული კულტურა თითოეულ ალტერნატივას. ქულების მეტი რაოდენობა მიანიჭეთ იმ ალტერნატიულ პასუხს, რომელიც ყველაზე მეტად შეესაბამება არსებულ ორგანიზაციულ კულტურას. ამჟამინდელი („არსებული“) ორგანიზაციული კულტურის შეფასების შემდეგ ,რესპონდენტებს სთხოვენ აღწერონ სამომავლო („სასურველი“) ორგანიზაციული კულტურა, თუ როგორი კულტურა სურთ და შედეგები ჩაწერონ გრაფაში - „სასურველი“

### დომინანტური (უმთავრესი) მახასიათებლები

	არსებული	სასურველი
ა. ორგანიზაცია არის ადგილი სადაც თავს გრძნობ, როგორც დიდ ოჯახში		
ბ. ორგანიზაცია არის დაკავებული სტრატეგიული გადაწყვეტილების მიღებით და რისკით		
გ. ორგანიზაცია ორიენტირებულია კონკურენციაზე და მიღწევებზე.		
დ. ორგანიზაცია კონტროლირებადი და სტრუქტურირებული ადგილია		
სულ	100	100

ლიდერობის სტილი

	არსებული	სასურველი
ა. მენტორული, ხელშემწყობი, აღმზრდელობითი		
ბ. ინოვაციური, სტრატეგიული, რისკის ამღები.		
გ. აგრესიული და შედეგზე ორიენტირებული		
დ. კოორდინირებული, ორგანიზებული, ეფექტიანობაზე ორიენტირებული.		
სულ	100	100

თანამშრომლების მართვა

	არსებული	სასურველი
ა. მართვის სტილი ხასიათდება: გუნდური მუშაობით, მონაწილეობის მიღებით, კონსენსუსით (შეთანხმებულობით)		
ბ. მართვის სტილი ხასიათდება: ინდივიდუალური რისკების აღებით, ინოვაციით, თავისუფლებით და უნიკალურობით.		
გ. მართვის სტილი ხასიათდება კონკურენტუნარიანობით და მიღწევებით.		
დ. მართვის სტილი ხასიათდება უსაფრთხოებაზე, პროგნოზირებაზე და დამორჩილებულობაზე ორიენტირით.		
სულ	100	100



კომპანიის ერთიანობა დაფუძნებულია:

	არსებული	სასურველი
ა. ერთგულებაზე და ურთიერთნდობაზე		
ბ. სიახლის და განვითარებაზე ზრუნვის ვალდებულებაზე		
გ. ყურადღების გამახვილებაზე მიღწევებზე და მიზნების შესრულებაზე		
დ. ფორმალური წესების და პოლიტიკის შესრულება- დაცვაზე		
სულ	100	100

სტრატეგიული მნიშვნელობები

	არსებული	სასურველი
ა. ადამიანის განვითარება, მაღალი ნდობა და გახსნილობა		
ბ. რესურსების მოპოვება და ახალი გამოწვევების შექმნა		
გ. კონკურენტული ქმედებები და გამარჯვება		
დ. მუდმივობა და სტაბილურობა		
სულ	100	100

წარმატების კრიტერიუმი

	არსებული	სასურველი
ა. ადამიანური რესურსების განვითარება, გუნდური მუშაობა და ზრუნვა		
ბ. უახლესი და უნიკალური პროდუქტის და მომსახურების ქონა		
გ. ბაზარზე და კონკურენციაზე გამარჯვება		
დ. საიმედო, ეფექტიანი და დაბალი ფასების ქონა		
სულ	100	100

შედეგების დაანგარიშება ძალიან მარტივია. ის მოითხოვს მარტივ არითმეტიკულ გამოთვლებს. პირველი ნაბიჯი არის „არსებული“ გრაფაში ყველა „ა“ ალტერნატივის ქულების ჯამის 6-ზე გაყოფა, აღნიშნული დაანგარიშებით გამოითვლება საშუალო ქულა არსებული გრაფის „ა“-ალტერნატივისთვის, „ბ“, „გ“ და „დ“. საშუალო ქულები გამოითვლება ანალოგიურად (თითოეული საშუალო ქულა, შეესაბამება ორგანიზაციულ კულტურას), ანალოგიური დათვლა ხორციელდება „სასურველი“ გრაფისთვისაც. გადაიტანეთ თქვენი პასუხები, ქვემოთ მოცემულ ველში.

არსებული			სასურველი		
ა			ა		
ბ			ბ		
გ			გ		
დ			დ		
		სულ			სულ

## Appendix C: Kanungo Survey (in English and Georgian Languages)

### Job Involvement

Below are some statements describing how you might feel about job. There is no right or wrong responses to these statements. Please mark the box against each phrase which best describes how you feel about the statement.

Scale 6= Strongly Agree (SA); 5= Agree (A); 4= Slightly Agree (SLA); 3=Slightly Disagree (SLD); 2=Disagree (D); 1=Strongly Disagree (SD)

			Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree
1	I like to spend most of my time at work							
2	Most of my personal goals are related with my job.							
3	Every morning I go to work enthusiastically							
4	I would go on work even If I did not need money							
5	My commitment to my job is hard to be broken							
6	I get the most satisfaction in life from my work							
7	Most of my interests are related with my job.							
8	I am perfectionist in my job							
9	I live, eat, and breathe my job							
10	I consider my job to be very central to my life							

## სამუშაოში ჩართულობის კითხვარი

ქვემოთ მოცემული კითხვარი , განსაზღვრავს დამოკიდებულებას სამუშაოს მიმართ. გთხოვთ, კითხვარის შევსების დროს ზუსტად განსაზღვროთ თქვენი აღქმა და დამოკიდებულება სამუშაოს მიმართ.

1= სრულიად არ ვეთანხმები; 2 = არ ვეთანხმები; 3 = ნაწილობრივ არ ვეთანხმები;  
4 = ნაწილობრივ ვეთანხმები; 5 = ვეთანხმები; 6 = სრულიად ვეთანხმები

		სრულიად არ ვეთანხმები	არ ვეთანხმები	ნაწილობრივ არ ვეთანხმები	ნაწილობრივ ვეთანხმები	ვეთანხმები	სრულიად ვეთანხმები
1	მომწონს ჩემი დროის უმეტესობის სამსახურში გატარება.						
2	ჩემი პირადი მიზნების უმეტესობა უკავშირდება ჩემს სამუშაოს.						
3	მე სამსახურში სიარულს გავაგრძელებდი იმ შემთხვევაშიც თუ არ მექნება ფულის საჭიროება.						
4	საქმისადმი ჩემი დამოკიდებულებ აძნელად დასარღვევია.						
5	მე სამსახურში სიარულს გავაგრძელებდი იმ შემთხვევაშიც თუ არ მექნება ფულის საჭიროება.						
6	ცხოვრებაში ყველაზე მეტ კმაყოფილებას ვიღებ ჩემი სამსახურიდან.						
7	ჩემი ინტერესების უმეტესობა ჩემს საქმესთან არის დაკავშირებული.						
8	მე ვარ ჩემი საქმის პერფექციონისტი.						

9	მე ვცხოვრობ და ვსუნთქავ ჩემი საქმით.						
10	მე ვთვლი, რომ ჩემი სამუშაო წარმოადგენს ძალიან მნიშვნელოვან ნაწილს ჩემს ცხოვრებაში.						