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A Study of the Relationship between Organizational Culture and Job Involvement: The Moderating Role of Psychological Conditions of Meaningfulness and Safety

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Abstract

This study was conducted to examine the relationship between organizational culture and employees' job involvement. Moreover, this study investigated the moderating role of employees' psychological conditions meaningfulness and safety. An empirical study was conducted in Turkey by involving the participation of 264 respondents in banking, insurance and finance organizations. A survey was conducted using the Organizational Culture Questionnaire (OCQ) with the approach of Harrison (1993), the Job Involvement Scale, Psychological Meaningfulness and Psychological Safety Scales to determine the relationships between the variables. The uniqueness of this study considered that the organizational culture construct with the relevant approach was linked to employee work attitude of job involvement in the moderating context of psychological conditions of meaningfulness and safety. The research results were evaluated with its implications of both conceptual and practical levels.

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Keywords: Organizational culture; Job involvement; Psychological conditions; Psychological meaningfulness; Psychological safety.

1. Introduction

The main aim of this study is to identify the relationship between perceived organizational culture and employees' job involvement and to test the moderating roles of psychological conditions of meaningfulness and safety.

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2. Literature review and hypotheses

2.1. Job involvement and organizational culture

Lodhal and Kejner (1965) defined job involvement as the degree to which a person identifies psychologically with his/her work and its importance in his/her total self-image. Kanungo (1982) and Fletcher (1998) suggested that job involvement should be viewed as a form of psychological identification enhanced by a cognitive or belief state. Ouyang, Cheng and Hsieh, (2010) demonstrated that job involvement was the positive outcome of the work environment and organizational culture. In addition, it was indicated that job involvement was strongly affected by work experiences and work environment (Ho, 2006; Mudrack, 2004) and work unit commitment (Zagenczyk and Murrell, 2009). With that respect, it is found meaningful to view job involvement as a dependent variable that could be relevant to the employees' perceptions of organizational culture. Harrison (1993) defined organizational culture as the "distinctive constellation of beliefs, values, work styles, and relationships that distinguish one organisation from another" (p.11). In addition, Harrison's organizational culture model maintained that organizational culture can be diagnosed in four cultural dimensions, namely power-oriented culture, role-oriented culture, achievement-oriented culture and support-oriented culture (Harrison 1993). As argued by Wagner (1995), and Manetje and Martins (2009) organizational culture is a contextual factor that exerts influences on employees and work-related behaviors. Supporting this argument, Fletcher (1998) found that organizational culture had significant positive relationship with employees' job involvement level. Therefore, the main research question for this study is whether organisational culture influences employees' job involvement. The following research hypothesis addresses the aim of this study: *H1: There is a relationship between perceived organizational culture and employees' job involvement.*

2.2. The moderating roles of psychological conditions of meaningfulness and safety

Meaning of work is described as the "degree of general importance that the subjective experience of working has in the life of an individual, at any given time" (Bellah, Madsen, Sullivan, Swidler, & Tipton, 1985, p.81). Psychological condition of experienced meaningfulness was studied as an important psychological state or condition at work (e.g., Hackman & Oldham, 1980; May, Gilson, & Harter, 2004; Steger, Frazier, Oishi, & Kaler, 2006; Rothmann & Hamukang'andu, 2013). It was argued that the perceived fit between an individual's self-concept and the role that an individual assumes in an organization results in the experience of meaningfulness (Olivier & Rothmann, 2007). In particular, Spreitzer, Kizilos and Nason (1997) emphasized that the work that is experienced as meaningful by employees should facilitate both their personal growth and their work motivation. May et al. (2004) found that psychological meaningfulness fully mediated the relations of job enrichment and work role. Williamson (2011) demonstrated that psychological meaningfulness was a significant predictor of work engagement. Rothmann and Hamukang'andu's (2013) study have revealed that psychological meaningfulness is positively related to work engagement. Woods and Sofat (2013) confirmed the significant mediating impact of psychological meaningfulness on the relationship between personality and engagement at work. For that reason, based on the theoretical and empirical foundations, we suggested that psychological meaningfulness may play a moderating role on the relationship between perceived organizational culture and job involvement. The following hypothesis is generated: *H2: Psychological condition of meaningfulness moderates the relation of perceived organizational culture with employees' job involvement.*

Furthermore, a condition namely as psychological safety was supposed to have a contingent role on the relation of organizational culture with job involvement. Kahn (1990) defined psychological safety as "feeling able to show and employ one's self without fear of negative consequences to self-image, status, or career"(p.708). Brown and Holmes (1986) defined psychological safety environment as molar perceptions that employees share about their work environment. Wu, Liu and Lu (2007) indicated that psychological safety condition refers to attributes that can be perceived about particular work organizations and which may be induced by the policies and practices that the organizations impose upon their employees (p.92). Edmondson (1999) explored the link between psychological safety and learning behaviour in work teams. Whitener, Brodt, Korsgaard and Werner (1998) studied psychological safety within a relationship framework for understanding managerial trustworthy behaviour. May et al. (2004) indicated that the determinants of psychological safety explored included supervisory relations, co-worker relations and behavioural norms. Therefore, based on the previous evidences and conceptualizations, we suggested that psychological safety may have a moderating role on the relationship between perceived organizational culture and job involvement. The following hypothesis is generated: *H3: Psychological condition of safety moderates the*

relation of perceived organizational culture with employees' job involvement.

3. Methodology

3.1. Sample and data collection

For testing the suggested relationships, a structured survey using questionnaires was performed in Turkey-İstanbul by involving the participation of 264 full-time employees in banking, insurance and finance organizations. The data was obtained with personal interviews and via electronic database between June 2013 and November 2013. Data obtained from questionnaires were analyzed through SPSS statistical packet program and LISREL.

3.2. Measuring instruments

The Organisational Culture Questionnaire (OCQ) of Harrison (1993) was used to measure “organizational culture”. The questionnaire consists of 60 items and measures four dimensions of organisational culture. For the purpose of the current study, 30 items measuring two dimensions of organizational culture namely as achievement and support cultures were used. “Job Involvement” was assessed with a 10-item scale devised by Kanungo (1982). To measure “psychological meaningfulness”, 6 items drawn from May et al. (2004) were used. “Psychological safety” was measured with 3 items based on Kahn’s (1990) and May et al.’s (2004) studies. Responses to each item were measured on a 5-point Likert scale ranging from (1) disagree to (5) agree.

3.3. Descriptive statistics

350 questionnaires were distributed via stratified random sampling and 264 usable questionnaires were returned. Majority of the respondents (34.78%) were female and only (65.22%) were male respondents. The average age of the sample group was 35. Majority of the respondents were holding bachelors degree (70%), few (28%) were having master degree or degree above masters. 56% of the respondents were having work experience between 1-10 years, employees having work experience between 11-20 years were (24%).

3.4. Reliability and validity

Cronbach's alpha was utilized and all the scales demonstrated good reliability of over .70 (Table 1).

Table 1. The summary statistics of variables

Factors	Number of questions	Mean	α
Achievement culture	15	4.1089	0.81
Support culture	15	3.9555	0.83
Organizational culture	30	0.82
Job involvement	10	4.4147	0.77
Psychological meaningfulness	6	3.8826	0.84
Psychological safety	3	3.7952	0.90

Table 2. Fitness indices of research variables based on CFA

Fitness indices	Org. culture	Job involvement	Psy.meaningfulness	Psy.safety	Principle
Chi-square/df	2.3944	2.2934	2.3576	2.7525	< 3
P-value	0.00	0.00	0.00	0.01	< 0.05
RMSEA	0.065	0.061	0.068	0.072	< 0.10
GFI	0.95	0.94	0.92	0.97	> 0.9
AGFI	0.90	0.93	0.90	0.92	> 0.9

As further, content validity and construct validity were used for evaluating the validity of the questionnaires. All the implemented criteria in the questionnaire were assessed and confirmed by a group of professors. Further, Confirmatory Factor Analysis (CFA) was performed to investigate the construction of the questionnaire. CFA results of the variables of revealed good fitness of the models, showing that the selected indicators were good representatives for each research variables (Table 2).

3.5. Test of hypotheses

Correlation analysis was performed to evaluate the relationships between the research variables (Table 3).

Table 3. Correlation Analysis (n:264; p< 0.01)

		Org. culture	Job involvement	Psy. meaningfulness	Psy. safety
Organizational culture	<i>r</i>	1	0.588	0.474	0.349
	<i>p</i>	0.000	0.000	0.000	0.001
Job involvement	<i>r</i>	0.588	1	0.402	0.212
	<i>p</i>	0.000	0.000	0.000	0.000
Psychological meaningfulness	<i>r</i>	0.474	0.402	1	0.227
	<i>p</i>	0.000	0.000	0.000	0.000
Psychological safety	<i>r</i>	0.349	0.212	0.227	1
	<i>p</i>	0.001	0.000	0.000	0.000

Table 4.Hierarchical Regression Analysis for Testing Hypothesis 2 *p<0.001

Independent Variables	β	p	Adj R ²	F
Step 1. Org. Culture	0.664	.000	0.426	85.926*
Step 2. Org. Culture	0.572	.000	0.483	57.665*
Psy. Meaningfulness	0.279			
Step 3.Org. Culture x Psy. Meaningfulness	0.691	.000	0.513	48.126*
Dependent Variable: Job Involvement				

Table 5.Hierarchical Regression Analysis for Testing Hypothesis 3 *p<0.001

Independent Variables	β	p	Adj R ²	F
Step 1. Org. Culture	0.664	.000	0.426	85.926*
Step 2. Org. Culture	0.572	.000	0.479	53.526*
Psy. Safety	0.242			
Step 3.Org. Culture x Psy. Safety	0.060	.504	0.480	38.257*
Dependent Variable: Job Involvement				

A strong positive relationship between organizational culture and job involvement was found (r=0.588; p< 0.01). All variables of the model were significantly, positively related to each other. For testing the hypotheses, the regression model was found to be significant as a whole (F=85.926; p<0.01); it explained 43 % of the change in job involvement. Organizational culture had positive and significant effect on job involvement (β: 0.664; p<0.01) and H1 was supported. The moderating role of psychological conditions of meaningfulness and safety (H1 and H2) were tested with a hierarchical regression analysis (Table 4 and Table 5). In the last stage, when the interaction term was included in the analysis, the explanatory power of the model increased and it was significant for meaningfulness. However, when the interaction term was included in the analysis, the explanatory power of the model remained nearly the same and it was not significant for safety. This meant that the interaction term did not have any explanatory power on job involvement. Therefore, H2 was supported but H3 was not supported.

4. Conclusion

The findings have supported the literature studies, which contend that there is a positive relationship between organizational culture and job involvement and in particular, when the organizational culture is perceived as supportive and achievement oriented, the employees would exhibit more commitment and involvement at work (Fletcher, 1998; Ho, 2006; Manetje and Martins, 2009; Ouyang et al., 2010). There is also found to be significant positive relationships among perceived organizational culture, job involvement, and psychological conditions of meaningfulness and safety. The psychological meaningfulness is observed to have higher correlation with the job

involvement ($r=0.402$) then the psychological safety ($r=0.212$). In addition, when psychological meaningfulness was introduced, the explanatory power of the model increased significantly and this result confirmed its moderating effect on the positive relationship between organizational culture and job involvement. That is, if the employees perceive and experience their work as meaningful, they should facilitate their personal growth, contribution commitment, and job involvement (Hackman & Oldham, 1980; Bellah et al., 1985; Spreitzer et al., 1997; May et al., 2004). Although perceptions of psychological safety was found to have positive association with organizational culture and job involvement in literature review (Kahn, 1990; Whitener, 1998; May et al., 2004), the regression analysis showed that psychological safety did not have a moderating role on the relationship between organizational culture and job involvement. One reason may be the fact that there may be other individual, situational and organizational factors influencing the relationship. Further, the findings of this study may contribute to the literature.

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