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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.

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*