The Influence of Job Involvement on Organizational Culture and Its Dimensions in IT Industry

*Dr. Joby Jose
**Dr. N. Panchanatham

*Director, Santhigiri Institute of Management (SIM), Vazhithala, Thodupuzha, Kerala-686575
**Professor, Department of Business Administration Annamalai University, Annamalai Nagar, Tamil Nadu- 608 002, India

Abstract

This paper deals with the influence of job involvement on the organizational culture in IT industry. The study mainly concentrates on the dimensions Openness, Confrontation, Trust, Authenticity, Proaction, Autonomy, Collaboration and Experimentation in respect to the Job involvement. This paper attempted to measure the influence of job involvement over the organizational culture in IT Industry. The data for the research work was collected through the method of questionnaire schedule. To prove the research hypothesis the various tests such as Chi-Square, Correlation and Regression are being used. Thus the result exhibits that job involvement has the certain influence on organizational culture in IT companies.

Keywords

Organizational Culture, Job Involvement, Organizational Climate, Motivation and Values

Introduction

Grieves (2003) defines organizational culture as "the sum total of the learned behaviour traits, beliefs and characteristics of the members of a particular organization". The work "learned" in the definition is the key that distinguishes culture from biologically inherited behaviours. Schein (1992) defines artifacts as the "visible organizational structures and processes". Dress codes, architecture, newsletters, signs, and banners are the some examples of artifacts. Espoused values are considered as the next level of organizational culture. Philosophies, sayings, strategies, goals are said to be espoused values. Basic Underlying Assumptions constitutes the third level and it includes unconscious, taken-for-granted beliefs, perceptions, thoughts, and feelings. This includes assumptions that are not directly observable, consequently hard to analyze and change. Harvey and Brown (1996) defined organizational culture as a system of shared meanings, including the language, dress, patterns of behaviour, value system, feelings, attitudes, interactions and group norms of employees within the organization. The system of shared values held be the members of the organization distinguishes one organization form another. According to Wilkins (1983) organizational culture is thought of as both the 'taken- for-granted' and the shared assumptions as to how work is to be done and the customary behaviour. Culture enjoys the great deal of power since it prescribes a 'right' way to look at the world, which is never challenged by others and reinforced since it is taken for granted by both the organization and its members. It is difficult to study the shared assumptions as they are not openly expressed by the people but implied in concrete examples. Assumptions that go against the stated norms will not be considered as directly manifested. The large organization owes to the prevalence of different subculture in various parts of the organization since it is difficult to study culture directly.

Job involvement is postulated as the measuring tool for the professional growth. This perspective leads job involvement as a determining factor in creation of culture in professional organization and job involvement as determinant of culture. Job involvement is how people see their jobs as both a relationship with the working environment, the job itself and how their work and life are commingled. The internalization of values about the work or the importance of work according to the individual can be said as job involvement. Socialization of the employee is seen through the job involvement. An individual understands the values, abilities, behaviors, and social knowledge indispensable for an organizational role through socialization and take part in as a member (Ramsey et al., 1995). Kanungo (1982) viewed job involvement as the cognitive state of psychological identification either in the context of a particular job, or with works in general. An individual's psychological identification with a particular job (or with work in general) in turn depends on the salience of his or her needs (both extrinsic and intrinsic) and the perceptions he or she has about the need- satisfying potentialities of the job (or work) (Kanungo, 1982). Individuals will be affected by their past socialized experiences and their current social codes that are associated with various value orientations. Thus values drive individuals to develop various external and internal desires and unsatisfied desires makes one to be alienated from his/her surroundings. Job involvement is practiced through different social

values that on acquire through the socialization process and results in organizational values.

Review of literature

Whitley's (1995) in his study chose core values at the heart of every organization, which reflect a system of group values and are developed by management, employees and customers. This approach views organizational culture as a reflection of shared vision, which governs the internal and external environment of the work place. Tiemann and Marie Kathryn (1998) conducted a study, in which they have identified that organizational culture is dynamic and forceful. They found that demographic data show significant relationships between culture, education and salary. Positive relationship between group development scales and participant age and tenure with the organization is also seen. Experience with the company is shown to have a strong impact on employee's association with organizational culture. Gruber and Hans George (2000) studied the different aspects of organizational culture that influences the sharing of explicit and tacit knowledge. Organizational culture is viewed as being a set of knowledge shared among the members of an organization. The author identifies five factors namely, openness, trust, availability and use of communication channels, and top management support of knowledge sharing and a reward system linked to the sharing of knowledge. The result of their study suggests that all the factors influence the sharing, while the reward system in the organization appears to be the key component of a culture, which supports sharing of knowledge.

Joby and Panchanatham (2014a) have studied organizational culture and its influence on organizational variables in IT industry. They tried to find out how the organizational variables influence culture and its dimensions. They done a study with 100 samples and analyzed with correlation, chi-square and ANOVA. They have identified that employees working for the company in different projects on and off sites have their culture constituted based on their experiences with the organization. Variable like designation, work location, experience and co-worker support have a vital role in formatting the culture of the organization. Joby and Panchanatham (2014b) made an attempt to measure the influence of socio-economic variable's influence of organizational culture. They studied with a sample of 100 using the statistical tools like chi-square, correlation and ANOVA. They identified that employee vary in their perception of culture depending on their educational status and spouse education and job. It is noted that the recreation techniques played a vital role in employees' attitude towards work and organization. Income becomes another factor that determines the culture of the organization and the standardization employee perception about the organization. Joby and Panchanatham (2015) attempted to study the influence of job satisfaction and culture and the result of the study shows that culture is influenced by satisfaction. Job satisfaction is a prime component of job involvement that can enhance the work culture of the organization.

Anantharaman and Subha (1980) investigated the impact of job involvement on need satisfaction (security, social esteem, autonomy, self-actualization), and organizational climate (leadership, motivation, communication, decision making, goal setting). Data collected from 75 managers in an automobile unit revealed no relationship between job involvement and need satisfaction except, self-actualization. It was also found that there existed no relationship between job involvement and various dimensions of organizational climate. Pathak (1982) studied the Personal-demographic, personal-psychological, organizational-psychological climates and work outcome correlates of job involvement. Responses were collected from four public sector bank organizations in India. Analysis carried out on the sample of 150 bank officers led to the following conclusions that age was unrelated to job involvement whereas marital status education is related and Job involvement was also positively related to satisfaction at work, supervision, people and promotion.

Reilly et al. (1993) conducted a cross level study in order to test the relationship between organizational turbulence and job involvement of 49 strategic business unit managers selected from 17 of the Fortune 500 companies and attitude of 679 mid level managers in these companies was studied. The result indicated that managers with positive perception of individual and organizational growth had high sense of career loyalty and job involvement. Aryee and Chay(1994) studied the Effect of career oriented mentoring on work commitment attitudes and career satisfaction among mangers. Data were obtained from 164 persons in managerial and professional positions in public and private sector organizations in Singapore. Result of the study indicated that mentored respondents reported significantly higher levels of job involvement and satisfaction than non-mentored respondents. Burke and McKeen (1995) studied the Outcome of employment gaps, work satisfaction, and career advancement among women executives. Data were collected from a diverse sample of 161 women

chartered accountants. It was found that women with more employment gaps reported less career satisfaction, less job involvement, and were less optimistic about their career prospects.

Joby Jose and Panchanatham (2014c) have studied the influence of job involvement towards the organizational effectiveness. They studied with a sample of 100 using the statistical tools like chi-square and correlation. They identified that employee vary in their perception of culture depending on job involvement and commitment. It is noted that job satisfaction played a vital role in employees' attitude towards work and organization. Organizational commitment becomes another factor that determines the culture of the organization and the standardization employee perception about the organization. Job involvement makes an impact on employee performance and satisfaction that produces the working values. It influenced the behaviour of the employees working in the organization. The present study aims to find the quantum of influence of job involvement and organizational culture.

Objectives

To find out the association between organizational cultural class and job involvement class

To analyses the relationship of job involvement with cultural dimensions

To find out the influence of job involvement on organizational culture

Research Methodology

Research design stands for advance planning of the methods to be adopted for collecting the relevant data and the techniques to be used in their analysis, keeping in view the objective of the research and the availability of staff, time and money. The design has chosen for this study is descriptive in nature and 100 samples were collected. Primary data were collected through structured questionnaire and secondary data from past studies, research journals and websites. Chi-Square, Correlation and Regression tests are used for the analysis of the data. Variables used for culture was scale developed by Udai Pareek. The OCTAPACE profile is a 40-item instrument that gives the profile of organization's ethos in eight values. These variables are Openness, Confrontation, Trust, Authenticity, Proaction, Autonomy, Collaboration and Experimentation. The job involvement scale is used for the study, developed Rabindra N. Kanuno (1982) with fifteen items. Organizational culture and Job involvement scales have scored the alpha coefficient value 0.87 and 0.93 for the present study.

Result and Discussion

Table-1: Chi-Square Test showing the association of Organizational Culture Class with Job Involvement Class

			Culture			Total	X^2	Sig.
			Low	**Medium**	**High**			
Job Involvement	**Low**	Count	1	7	0	8	75.664	.000
		% within Job Involvement Class	12.5%	87.5%	.0%	100.0%		
	Medium	Count	11	54	1	66		
		% within Job Involvement Class	16.7%	81.8%	1.5%	100.0%		
	High	Count	0	4	22	26		
		% within Job Involvement Class	.0%	15.4%	84.6%	100.0%		
Total		Count	12	65	23	100		
		% within Job Involvement Class	12.0%	65.0%	23.0%	100.0%		

From the above table maximum frequency (54) was found in the cell which had the medium job involvement and medium organizational culture and least frequency was found in the cell created at the intersection of high organizational culture and low job involvement. The chi-square value 15.830 and P value = 0.003 are statistically significant at 5% level. Therefore it can be concluded that job involvement and organizational culture has a close association among the information technology employees working in Cochin.

Highly involved employees are less likely to the organization as they receive immense support from organization as well as the co-workers. Highly job-involved individuals seem to be satisfied with their jobs, are highly committed to their employer, their careers and their profession that relates to the organizational values. For highly job- involved employees, their jobs are inexorably connected with their sense of identity and life goals (Mudrack 2004). Brown (1995) found that job involvement mediated the relationship between psychological climate and how organizational environments are perceived and interpreted by employees. An individual who has internalized the work ethic will thus probably be highly "job involved", regardless of the context within which he or she might be employed (Rabinowitz & Hall, 1977). Value creations could bring in better working conditions and paves the way for culture building and consolidation.

Bass (1965) points out that job involvement is representative of the employee's ego-involvement in his/her job and is thus related to performance. Lawler and Hall (1970) refer to internal motivation as the degree to which a jobholder is motivated to perform well because of some subjective reward or internal feelings they expect to experience as a result of performing well. Thus, intrinsic motivation is correlated with personal performance. Job involvement rather represents personal concentration or emotional commitment to one's job as well as the organization in which they work. The goal identified by job involvement is the job itself. Employees with high levels of attitudes should be the most behaviorally motivated because they are both attracted by their job and their organization with high involvement that supports the environment to create better working culture.

Table-2: Correlation test showing the association between Job Involvement and Organizational Culture with its various dimensions.

Sl. No	VRS	$\overline{X}$	S.D	1	2	3	4	5	6	7	8	9	10
1	OC	115.36	13.992	1									
2	OP	15.11	2.127	.846**	1								
3	CON	14.79	2.319	.828**	.674**	1							
4	TST	14.55	2.017	.830**	.746**	.699**	1						
5	AUTY	13.80	2.151	.820**	.625**	.652**	.526**	1					
6	PRO	15.26	2.130	.790**	.720**	.614**	.662**	.527**	1				
7	AMY	13.05	2.324	.726**	.461**	.472**	.440**	.715**	.401**	1			
8	COL	14.03	2.129	.798**	.601**	.521**	.643**	.592**	.593**	.626**	1		
9	EXN	14.77	2.039	.865**	.693**	.741**	.716**	.676**	.637**	.559**	.616**	1	
10	JI	42.68	7.987	.642**	.523**	.484**	.469**	.607**	.469**	.549**	.571**	.493**	1

*OC= Organizational Culture, OP=Openness, CON=Confrontation, TST=Trust, AUTY=Authenticity, PRO=Proaction, AMY=Autonomy, CCOL=Collaboration, EXN=Experimentation, JI=Job Involvement, VRS=Variables.

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Correlation matrix (Table-2) showed means, standard deviations, direction and significance of association between various dimensions of organizational culture and Job involvement. The result showed that openness (r =.52, p<.001); confrontation (r =.48, p<.001); trust (r=.47, p<.001); authenticity (r=.60, p<.001); Proaction (r= .47, p<.001); autonomy (r= .54, p<.001); collaboration (r= .57, p<.001) and experimentation (r =.49, p<.001) exhibited significant positive correlation with job involvement. It means that as the various dimensions of organizational culture are positively correlated to job involvement that the increase of job involvement increases the culture of the organization in the IT sector.

Job involvement and openness (r =.52, p<.001) were positively correlated. Free interaction among employee, each respecting others, feelings, competence and sense of judgment arises out of the employees involvement in his job and his thinking that the life is marked by the present job and revolves around it. Genuine sharing of information, feelings and thought in meetings come in as the employee is very much personally involved in job and stays to finish the work entrusted. Free discussion and communication between seniors and subordinates takes places as employee considers that the present job is central to his existence. Job involvement and confrontation (r =.48, p<.001) were positively related. Job centered interests makes an employee to go deeper rather than doing surface-level analysis of interpersonal problems. Consideration of job as central to his existence enable him to faces the challenges inherent in work situations rather than shying way from it and finds remedial solutions to those at appropriate time. Surfing of problems is not enough but employee has to find out the solutions as he considers job as breathe and constitutes his center of existence. People who considers work as a central life interest, job involvement is thought of as the degree to which a person regards the work situation as important and as central to his/her identity because of the opportunity to satisfy main need (Ramsey et al., 1995).

Job involvement and trust (r=.47, p<.001) were positively correlated. Employees' involvement in job and commitment to it creates space for senior and subordinates relationship where both mutually benefit out of their present job. Interpersonal contacts and support among people is developed through ones commitment to job that is central to his life as he thinks it brings happiness at the time of depressions regarding the job related problems. Interests of employee are oriented towards his job allows him to offer morale support and help to employees and colleagues in a crisis, since they are the part of the working team and part of the present job. Job involvement and authenticity (r=.60, p<.001) were positively correlated. The employees show tactfulness, smartness and even a little manipulation to get things done as his personal goals are oriented in line with organizational goals. Tends to owe the mistakes as he thinks that the job is very crucial to his career and expresses him with congruity. Involvement in jobs proves the employee character as they appear to be and his tie to the job is very close and hard to be broken.

Job involvement and proaction (r= .47, p<.001) were positively correlated. Employee absorbed in job most of the time takes preventive action on most matters related to their job. Consideration of job as central to their existence makes them to consider both positive and negative aspects before taking a decision pertaining to the job. String ties with present job enables employee to have a fresh look at how things done and reminds them of 'prevention is better than cure'. Employees feeling about the job create better work culture in the organization by continuity and up gradation. Job involvement and autonomy (r= .54, p<.001) were positively correlated. At times employees feels that freedom to individuals breeds indiscipline but often it creates the space for employees to finish their work on time or even taking extra time before the schedule of release. A good way to motivate employees who thinks that the present job is their central part of existence id to grand them autonomy to plan their work. Individuals take action regarding their job considering their commitment to the present job and the enjoyable nature of it contributing to their life. In active participation in the job, high job involvement hints the opportunity to make job decisions, to make an important contribution to company goals, and

self-determination and active participation in the job is thought to ease the achievement of such needs as prestige, self-respect, autonomy, and self-regard (Blau & Boal, 1987).

Job involvement and collaboration (r= .57, p<.001) were positively correlated. Employees' shows team spirit and teamwork as he thinks that the most important thing that happens to him is involvement in his present job. Employees perform immediate tasks quicker as they think that the present job is very crucial to their life and are concerned about the larger organizational goals since their ties to the organizations are stronger. Employees take up the individual responsibility rather than diluting it with team to shape up their present job that centers the interest. Job centered interest creates employees' involvement in developing an organizations mission and goals contributes to productivity. Job involvement and experimentation (r =.49, p<.001) were positively correlated. Employees personally very much involved in job make genuine attempts to change their behaviour based on the feedbacks received. The association with the current job makes an employee to try out innovative ways of problem solving rather than stick to the traditional methods, as he knows well about the job requirement. Employees try new things that tone up organizations' vitality by which interest in job created. Employees try for consolidation rather than keep on experimenting on the basis of successful attempts they make to the job and create their involvement. A person who considers performance as central to self-esteem, job involvement implies that performance on the job is central to his/her sense of worth and tends to experiment.

According to Rabinowitz & Hall (1977) Job involvement is also a personal characteristic, and thus it is never changed easily within an organization and is seen as the personal attitude towards the particular job. Personal attitudes are the center for creation of values. Individuals develop beliefs that a job's context potentially provides an opportunity for them to satisfy their most important future needs. Consequently, job involvement depends on employees' needs (both extrinsic and intrinsic), as well as their perceptions of the job's potential to satisfy those needs. Thus, Job involvement is the internalization of values about the work or the importance of work according to the individual.

Table-3: Regression showing the strength of association between Job Involvement and Organizational Culture.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.678a	.460	.454	10.337

a. Predictors: (Constant), Job Involvement

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	78.257	4.192		18.667	.000
	Job involvement	17.020	1.864	.678	9.132	.000

a. Dependent Variable: Culture

Job involvement is positively influencing the culture since it is the attitude one shows towards his work and behaviour in the organization. Job involvement is a function of individual difference and the work situation. It is a belief about one's current job and is a function of how much the job can satisfy one's wishes. Highly job involved individuals make the job a central part of their personal character. Besides, people with high job involvement focus most of their attention on their job (Hackett et al., 2001). Job involvement involves only a single aspect, namely, the degree to which a person perceives the total work situation to be an important part of life, and to be central to their identity, because of the opportunity to satisfy important needs and creating work values (Blau, 1985). The similarity of job involvement and job satisfaction is often talked but both have considered as the distinct concepts but both have contributed to the values and beliefs about the organizations.

Job involvement is how people see their jobs as both a relationship with the working environment, the job itself and how their work and life are commingled (Hirschfeld & Field, 2000). Clear

organizational goals give highly job-involved workers more opportunities to satisfy their needs and build commitment to the organization. Thus these individuals exert more effort to achieve these goals than individuals less involved in their jobs. These members are more productive and more likely to achieve organizational aims and objectives (Larkey & Morrill, 1995). Highly job-involved individuals may also feel that they are highly personally invested in their work, and thus in the organization as whole, and might therefore place more importance on their organization's success. These individuals may also feel more personally responsible for its success. Organizational culture is improved with individuals work with involvement as a part of organization and sticks to value basics (Joby & Panchanatham, 2016).

Managerial implications

The study shows that organizations need to take more care on the job involvement by which employee in turn shows commitment in what they do and excel in their performance and contribute more to the organization in terms of production and to be effective in the organization. Moreover the Indian managers generally focus on building strong emotional bonds with their subordinates, peers, and superiors that shows his identification with organization. Managers are chosen on the basis of intellectual capability and knowledge as well as his nature of involvement towards the organization worked (Joby & Panchanatham, 2016). Indian organizations ensure that they have enough money to maintain a desired standard of living if they should become unemployed or encounter some other loss of income. In the modern era people are also attracted to IT jobs as compared to olden day's government jobs for better earnings and having scope of ensured career. Thus job involvement influences the organization culture is formed out of human values ensuring the social and organizational needs.

Conclusion

Job involvement is major component in organizational culture that is constituted through employee values producing with sustainable employee credibility (Joby & Panchanatham, 2014c). Every organization has a unique culture, which comprises certain assumptions, beliefs, values and norms commonly shared by its members or employees. Members of the organization make contribution larger as they are involved and satisfied in their respective domain of the work. Thus, Organizational culture is influenced by the job involvement of the employees as per the finding of this study and the involved employees contribute more to the development of the organization that which lays the foundation for the culture.

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