

Role of Organizational Culture in Driving Employee Engagement: An Empirical Study of a Leading Two-Wheeler Indian Manufacturing Company

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ABSTRACT

Employee involvement has often been seen as a crucial driving force in the successful performance of an organization; also, it considerably affects the basic traits of employees. The growth of a company is driven by its employees and their performances, which in turn are driven by the organization culture that either stimulates or restrains innovation. The morale, productivity and performance of a workforce are inherently guided by the organizational behavior and culture. The main aim of the present research would be to look into the impact of organizational culture in speeding the engagement of employee in the selected leading two-wheeler Indian manufacturing company. This research aims to provide the Indian manufacturing companies with information on the benefits of employee engagement and establish the key drivers of engagement within the organizational culture. This research aims to bridge the gap between previous studies and real-world scenarios by collection of first-hand data and adding it to the existing literature on the connection among employee involvement and company culture. Business managers can inculcate these insights to establish an effective ethos within an organization. The elements of company ethos addressed in this study are institutional leadership, management of employees, organizational glue and emphasis on strategy. The dependent variable is employee engagement defined by its core elements- vigor, dedication and absorption. This study has adopted a quantitative methodology with the assistance of actual information. Most important information's are gathered by using an organised survey administered to senior and middle level managers of a leading two-wheeler Indian manufacturing company by sampling method. Thus, this study has adopted a quantitative approach which is used in the sample selection size from population which consists of several groups. Thus, a sample of 200 senior and middle level managers from the company was surveyed to collect data. Statistical Package for the Social Sciences (SPSS) software was used to analyse the obtained data. According to the findings of the research, there is a strong positive connection between employee involvement and institutional culture in the chosen Indian two-wheeler manufacturing firm. The elements of organizational culture addressed in the study are institutional leadership, management of employees; organizational glue and emphasis on strategy have a beneficial effect on staff motivation.

Keywords: Employee Engagement, Job Satisfaction, Leadership, Manufacturing Sector, Organizational Culture

INTRODUCTION

In the present rapid-cycle economy, companies are facing uncertainty, complexity and volatile market trends and thus to survive in this turbulent environment, companies need to deliver innovative products to drive sales and yield higher return on investments. However, today's organizations make strategic decisions to deal with the rapidly changing market demands, but it often leads to challenging organizational climates that create an environment of low job security and uncertain career paths [1]. These conditions adversely affect the employees' psychology and take a toll on their work performance, ultimately affecting the organization's growth. This leads to some employees quitting their jobs and some who remain in their jobs but work in a disinterested and disengaged manner. It has been observed that disengaged employees often alienate themselves at workplaces, remain withdrawn and unsociable resulting into wellness issues, high turnover rates

and lowered morale [2]. To address these concerns, it is vital that employee engagement must be fostered and promoted in the organizations. Employers need to lay the building blocks to nurture employee engagement by creating a mutually beneficial environment.

- **Background:**

Total employee experience is often deliberated as a crucial driving force in the organizational success and it considerably affects the basic traits of employees too. Further it acts as a linking factor of customer satisfaction, company reputation and stakeholder value on a larger scale [3]. Total employee experience is the extent of a staff's dedication towards company reflected in the performance of work processes and commitment to the organization. It is a psychological individual concept that derived from the individual's interaction with the organization and comprises of perceptions and attitudes which impact his involvement and motivation. Employees engaged in their work display increased levels of energy, high enthusiasm and greater involvement in their work activities. Employee engagement inculcates a stronger work ethic that drives employees to fulfil their duties and responsibilities [4]. Engaged employees are value additions to organizations and perform better than their counterparts. Engaged workers display openness to learning and experiences, drive creativity and innovation at work places and engage in collaborative team building [5].

The growth of a company is driven by its employees and their performances, which are in turn driven by the organization culture that either stimulates or restrains innovation. The morale, productivity and performance of a workforce are inherently guided by the organizational behaviour and culture [6]. In an organization, the culture is derived from the interaction and influence of the employees; it dictates the environment of the organization. Many experts had agreed on the definition of organizational culture to include beliefs, values and behaviours which dictate the organizations core values and influence the behaviour of its components. The organizational culture is dynamic and malleable, formed by interactions between employees and derived from the behaviour of the organization leaders. Organizational culture, especially leadership support, impacts the behaviour of employees, their productivity and performance, and job satisfaction [7]. Organizations deeply rooted with a strong culture have performed more efficiently and effectively than organization with undefined and weaker cultural structure. Organizational culture serves as an unwritten code that impacts the work environment, performance and behaviour of the employees in all sectors of the economy. The part of organizational culture, workplace atmosphere, besides employee involvement are especially significant in workforce centric sectors like manufacturing. With the recognition of the benefits of employee engagement to the overall success of the organization, business leaders are aiming to create and maintain an organizational culture conducive to growth where employees feel connected and engaged and deliver higher performances.

- **Problem Statement and Research Gaps:**

According to World Bank data, the manufacturing sector in India accounts for 15% of the gross domestic product (GDP) and recruits a significant proportion of the country's labour force. In India, the availability of highly educated work-force coupled with government initiatives, has led to a substantial growth in the manufacturing sector. The legal infrastructure has also facilitated foreign investments for business operations [8]. In the last decade, while the manufacturing sector in India has witnessed unprecedented growth, it is plagued by intense competition, market saturation and

higher rates of employee turnover. In order to compete and sustain its market share, manufacturing companies rely heavily on innovation and first-to-market advantage. These factors are based not only on sophisticated technologies but also on the engaged workforce. It becomes vital for manufacturing companies to not only hire the right talent but also focus on motivating and retaining its high-value talent [9]. An organizational culture that stimulates employee empowerment and is conducive to growth and change is one of the key ingredients of organizational growth. It has been observed that workplace culture significantly impacts workplace innovation and drives the employee's ability to innovate. One of the ways to increase innovation is to align the organizational culture to foster employee engagement and participation.

The human resource policies and practices of organizations are currently focused on the satisfaction from job and motivation. There is a connection of organizational culture with employee engagement especially in Indian context which is largely neglected area of study. The demographics of the Indian workforce necessitate the need to study employee engagement in specific context. The Indian workforce is primarily young and is currently influenced by global trends. In addition, the workforce in India is highly diverse in terms of culture and language. Most of the prevailing current literature on Indian organizations focus on job satisfaction, reward structures and work environment as determinants of employee engagement. The organizational culture is influenced and framed by its managerial leadership. Different types of leaderships impact the engagement of employee in different ways including motivation and loyalty. There is a need for the investigation of the connection between leadership and staff member engagement.

The manufacturing sector is a key contributor to the country's GDP. The sector is also one of the key avenues for foreign direct investments in the country. However, only few researches have been undertaken to study the institutional culture & staff engagement in the industrial area. Literature has shown that the organization's ability to boost employee engagement closely impacts innovation, organizational performance and profitability [10]. This lack of study impacts the organizations in the manufacturing sector, as employee engagement remains largely disregarded by the managerial leadership. Most organizational leadership focus on productivity and job accomplishment while ignoring the employee satisfaction, and this leads to negative impacts for the organization. Hence, this research aims to provide the Indian manufacturing companies with information on the benefits of employee engagement and establish the key drivers of engagement within the organizational culture. This research aims to bridge the gap between previous studies and real-world scenarios by collection of first-hand data and adding it to the existing literature on organizational culture and employee engagement connection. Corporate managers can inculcate these insights to establish an effective organizational culture that increases organizational growth.

LITERATURE REVIEW

Organizational culture has been defined in a diverse manner by various experts and authors. One of the common denominators of all the definitions is that the culture of an organization is defined by the interactions of the organization's members. It is the set of basic assumptions that has instinctively originated and developed by an organization in the manner it functions and carries out its business. The culture of an organization is fundamentally derived from its beliefs systems that dictate the organization's values, which in turn formulate the attitudes and the cultural practises of the individuals in an organization. Organizational culture plays a key function in organizational identity and employee commitment [11]. Organizational culture is inherently embedded in the fabric of an organization and is unique to every company and sector. Every organization has its own

culture and sub-cultures that are influenced by the regional cultures and demographics of the land. According to a research the work culture in an organization directly impacts employee engagement; the levels of engagement have a direct correlation to the employee performance and organization success [12]. Employee engagement is higher in a positive organizational culture that encourages open and social communication. The culture also influences employee behaviour with external elements including customers and thus impacts the customer service of an organization.

On the other hand, organizational culture, commitment of employees and their performance are significantly impacted by the leadership of the organization [13]. The role of leadership in employee engagement is intrinsic and it is one of the key drivers of employee commitment and satisfaction [14]. While the drivers of employee engagement was analysed critically it has been observed that the engagement of the senior managers influences and drives the engagement of the middle management and is likely to aid in building engaged teams. The engagement of an employee is correlated to the behaviour of people involved in the work processes. Employee engagement adopts a top down approach with the senior management influencing the employee engagement by building trust and enabling open communication [15]. Effective communication by leaders in an organization is deemed the foundation for employee engagement.

There are several studies which focus on the organizational culture and employee engagement globally Jiony, et al. [16]. In the Indian context, Jena et al. reviewed the existing literature to draw a relation between employee engagement and the corporate culture. They also presented a theoretical model that stated that the concept of employee engagement is an optimistic attitude of the employees individually towards the culture and policies of the organization.

Further, Shameem et al. focused on deriving the relation between the organizational culture and engagement of the employee, it also considers communication as a contributing factor [17]. The conclusion were drawn by taking 14 principal factors into consideration namely, role clarity, employee satisfaction, workplace culture, perks and appreciation, collaboration, communication flow, knowledge and information sharing, reality and authenticity of the data, frequency and promptness in sharing of information, training and development, recruitment and retention, performance evaluation. Descriptive research methodology was adopted for the study and valid inquiry form was availed for gathering of the primary data. The analysis of the results indicated that the culture adopted within an organization has a significant impact on the psychology of the employee thus affecting the performance and efficiency. Moreover, Rana et al. examined the engagement of employee and the performance of the manufacturing sector based organizations with a sample of around 200 employees from India and indicated that for an efficient employee engagement the various modules of work and engagement of the employees must be ameliorated and they also indicated through the survey and analysis that the opinions and self-assurance varied from person to person in the organization [18]. The survey suggested that the organizational culture factors, namely, confidence, connect, clarity, convey, credibility and career has a major part in improving employee's engagement & efficiency. A study done by one of the researcher resulted positive and direct correlation among employee involvement and organizational culture [19]. Furthermore, one of the studies on the effect of motivation on employee performance at a manufacturing firm in India, it was observed that the work culture was positively correlated to employee productivity [20].

From the review of the literature, it is observed that study of employee engagement on a global scale is highly advanced; however, in the context of developing countries there is ample scope for

research on the subject. There is a need for research in specific demographics, in various sectors and occupations. Furthermore, existing literature majorly emphasizes on the relationship between workplace culture and the practices of the human resource management, work engagement and job satisfaction, leadership style and employee engagement [21]. The studies conducted in developed nations are not fully applicable in the Indian context due to differences in culture, behaviours and motivation. There are less number of studies on examining the factors of company ethos that influences staff involvement in industrial region of India and on relationship between staff involvement and company ethos pertaining to the Indian manufacturing context. Hence the goal of this research is to close a void in existing literature.

RESEARCH METHODOLOGY

- Design:

From the review of previous studies and current business problem, the study's conceptual framework was created and depicted in Fig. 1.

The fundamental objective of the present research is examining organizational culture's role in driving employee engagement among selected leading two-wheeler manufacturing firms from India. The following goals were set in order to achieve the study's goal.

- To determine the factors of organizational culture that influences employee engagement within selected leading two-wheeler manufacturing firms from India.
- To determine the inextricable link between employee engagement and company culture amongst selected leading two-wheeler manufacturing sector from India.
- To examine the influence of company culture on staff involvement in selected leading two-wheeler manufacturing firms from India.

The following five hypothesis (H1 to H5) are considered for the study:

H1: Employee engagement and company culture have a strong beneficial connection.

H2: Institutional leadership has a strong beneficial effect on workforce engagement.

H3: Employee management has a major beneficial effect on employee engagement.

H4: Organizational Glue has a strong beneficial effect on employee engagement.

H5: Emphasis on strategy has a major beneficial effect on staff engagement.

- Data Collection

This research is descriptive in nature, with the purpose of establishing connection among corporate culture and employee involvement in the organization. As per literature review, the researcher has recognised the elements of organizational culture as the independent variables. The elements of organizational culture addressed in the study are institutional leadership, management of employees, organizational glue and emphasis on strategy. The dependant variable is employee engagement defined by its core elements- vigor, dedication and absorption. The investigation's focus is India and the study's target population is senior and middle level managers from a leading Indian two-wheeler manufacturing company. Primary data is collected by using a structured questionnaire administered to senior and middle level managers of the leading Indian two-wheeler manufacturing company by sampling method. Thus, this study has adopted technique

known as simple random sample which is used in selecting sample size from the population which consists of several groups. Thus, a sample of 200 senior and middle level managers from a leading Indian two-wheeler manufacturing company was surveyed to collect data. The collected data was analysed by using Statistical Package for the Social Sciences (SPSS) software.

- Instrument:

SPSS software were used to analyse the gathered data as it's a statistical data analysis program that's utilized by a wide range of academics. SPSS is a program designed for data management and statistical analysis in the social sciences. It was first released in 1968 by SPSS Inc., and was subsequently purchased by IBM in 2009.

- Data Analysis

The findings of the analysis are presented by the researcher and the data was initially entered in a spreadsheet before being transferred to SPSS. The size of samples for this research is $n = 200$. The study has considered as institutional leadership, management of employees, organization glue and emphasis on strategy are independent variables and employee engagement is dependent variables. Data's internal consistency was calculated using Cronbach's alpha value in reliability analysis. The percentage analysis was used to determine the demography information of the participants. The connection between an unobserved and an observed variables is represented using route diagrams in structural equation modelling (SEM).

The respondent's demographic information is depicted in Table 1. Among the respondent, 68.5 percent were male and the rest 31.5% were female. Maximum 36 percent of the participants aged between 31 to 40 years followed by, 32.5 percent aged in the range of 20 to 30 years, 21.5 percent between 41 to 50 years and the remaining 10 percent were more than 51 years. It was found that, 46 percent of the participants have done bachelor's degree followed by, 33 percent who have done master's degree, 13 percent of them have done diploma and least only one participant have done PhD. Among the respondents, 23.5% of the participants' annual income is 11-15 lakhs and 1-5 lakhs followed by, 19.5% of the participants' annual income 6-10 lakhs, 17.5% of the participants' annual income more than 25 lakhs and 5.5% of the participants' annual income is 21-25 lakhs.

Table 2 illustrates the reliability analysis of the study factors for each multi-item measure utilizing Cronbach's alpha along with descriptive statistics. In general, the research found high reliability, with Cronbach's alpha spanning from 0.768 to 0.915, indicating that the scale is reliable. The aspect dedication has a high mean 4.04 while absorption factors have least mean 3.91.

Table 3 reveals the factor analysis of organizational culture & its impact on employee engagement & effectiveness. A factor analysis is performed on the sixteen assertions. The sixteen questions are reduced to four variables using principal component analysis. The four factors are institutional leadership, management of employees, organization glue and emphasis on strategy.

- Factor one loaded four statements, with load ranging between 0.853 and 0.862. As a result, it's called "Emphasis on Strategy."
- Under factor two, four statements were loaded, with load varying between 0.554 and 0.916. As a result, the term "institutional leadership" was coined.

- Under factor three, four statements were loaded, with load varying between 0.700 and 0.805. As a result, it is known as "Employee Management."
- Factor four was used to load four statements, with load spanning between 0.627 and 0.814. As a result, it's known as "organization glue."

**p<0.01

Table 4 depicts the relationships between organization culture and employee engagement. From the above table, it is revealed that the p values for management of employees ($p < 0.01, r = 0.586$), institutional leadership ($p < 0.01, r = 0.564$), organization glue ($p < 0.01, r = 0.511$) and emphasis on strategy ($p < 0.01, r = 0.540$) are positively noteworthy connection with vigour. Likewise, management of employees ($p < 0.01, r = 0.529$), institutional leadership ($p < 0.01, r = 0.432$), organization glue ($p < 0.01, r = 0.412$), emphasis on strategy ($p < 0.01, r = 0.500$) and vigour ($p < 0.01, r = 0.619$), are positively noteworthy connection with dedication. Institutional leadership ($p < 0.01, r = 0.460$), management of employees ($p < 0.01, r = 0.528$), organization glue ($p < 0.01, r = 0.425$), emphasis on strategy ($p < 0.01, r = 0.570$), vigour ($p < 0.01, r = 0.656$) and dedication ($p < 0.01, r = 0.529$) are positively significant relationship with absorption.

Staff involvement.

Fig. 2 and Table 5 depicts the association between institutional leadership, management of employees, organization glue and emphasis on strategy and employee engagement. Institutional leadership, staff management, organizational glue, and strategy focus are regarded independent factors in Structural Equation Modelling (SEM), whereas employee engagement is considered a dependent variable. The model fit, which was evaluated using good fit seven different fit indices as shown in Table 6. The overall model that was assessed employing seven different fit indices, was excellent as depicted in Table 6. In other terms, how well the implied matrix of covariance and the sample covariance matrix seem to match together.

The structural model, the quality of fit was satisfactory depiction of the sample data $\chi^2 (106) = 213.973$, Goodness of Fit Index (GFI) = 0.896; Adjusted Goodness of Fit Index (AGFI) = 0.850, Normed Fit Index (NFI) = 0.950, Comparative Fit Index (CFI) = 0.974; Incremental Fit Index (IFI) = 0.974 that seems to be greater than the 0.90 standard as recommended by Byrne and 0.95 by Schumacker et al. In the same way, Root Mean Square Residual (RMSR) = 0.080, and Root Mean Square Error of Approximation (RMSEA) = 0.072 value was below 0.08 by Hair et al.

RESULTS AND DISCUSSION

According to the findings, there is a strong positive connection between corporate ethos and employee involvement in the chosen Indian two-wheeler manufacturing company. The current study's findings are consistent with those of earlier studies. According to Herminingsih, the work culture in an organization directly impacts employee engagement and the levels of engagement have a direct correlation to the employee performance and organization success [22]. Also, the current research corroborates the evidence from the studies conducted in Indian organizations in other sectors. It is observed that organizational culture directly impacted the employee engagement in a health organization. Studies have established a similar relationship in the Indian banking sector. Organizational culture has a beneficial effect on employee engagement, according to research in the Indian IT industry. Thus, the set study proves hypothesis 1 that is employee engagement and company culture have a strong beneficial connection.

However, this paper has looked into specific factors of company ethos that tend to influence staff engagement in the selected Indian two-wheeler manufacturing company. In this study institutional governance, employee management, organization glue & emphasis on strategy are considered as the factors that influence employee engagement in the selected leading Indian Two-wheeler manufacturing company. Leadership is responsible for a large part of the variance in workforce involvement. Different types of leaderships impact employee engagement differently. The findings of this study are consistent with the findings of previous research findings. Managerial leaders in manufacturing organizations need to adopt leadership styles that facilitate employee engagement. Thus, the set hypothesis are proved that there is a significant positive impact of institutional governance, employee management, and organizational glue on workforce engagement.

The current empirical study reveals that employee engagement is driven by institutional governance, employee management, and organizational glue and emphasis on strategy. In order to increase vigor, dedication and absorption of employees in a manufacturing organization, it is important for companies to adopt practices and policies that positively impact the employee engagement. Because of their vigor and absorption, engaged employees perform better in their jobs and are dedicated and committed to their organizations.

The key implication of the study is that with a sound and an effective organizational culture, organizations can create an engaged workforce which in turn increases work productivity, ultimately driving organizational performance. The present study has practical significance for the manufacturing sector as it enables the organizations to gain significant knowledge and insight into the workforce involvement in the firm. The results of the study recommends for the policy makers to draft human resource policies that incorporate the key drivers of employee engagement-leadership, management practices, organizational glue and emphasis on strategy as these factors have a substantial encouraging effect on the workforce engagement. In order to have a committed workforce, organizations must focus on building an organizational culture that is centred on employee involvement. The paper backs the current body of the works by providing insights on corporate ethos and its influence on workforce involvement in Indian manufacturing company's context.

CONCLUSION AND IMPLICATION

The results of this study affirm that organizational culture is a major factor which influences the employees thereby influencing the organizational performance. To evaluate this attribute, a variety of measures of organizational culture has been associated with the different individual and organizational outcomes. Furthermore, the current study's scope is restricted to one single organization and from one geographical location. Thus, future studies can focus on collecting data from different manufacturing organizations across the country to avoid common-method variance. The survey was administered to only senior and middle level managers of the organization. To gain a broader perspective, researchers can conduct a similar kind of study across different hierarchies of the workforce. It is also observed that the current research is cross-sectional in nature and pertains to one point in time. Longitudinal studies can also be accompanied in order to gain a cause-effect relationship understanding between employee engagement and organizational culture. This research solely looks at organizational culture as a factor in employee engagement. Other factors like reward systems, working environment and human resources practices can also have an impact on employee engagement and can be considered for further study.

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Table 1: Illustrates the demographic information of the respondents. Frequency and proportion is depicted gender, age, qualification and income wise.

	Frequency (n)	Proportion (%)
Respondent's Gender		
Masculine	138	68.4
Feminine	62	31.6
Respondent's Age		
20-30 yrs	65	32.5
31-40 yrs	72	36.0
41-50 yrs	43	21.5
51 yrs and above	20	10.0
Respondent's Qualification		
Diploma	26	13.0
Bachelor's Degree	92	46.0
Master's Degree	66	33.0
PhD	1	0.5
Other	15	7.5
Annual Income		
1-5 lakhs	46	23.0
6-10 lakhs	39	19.5
11-15 lakhs	47	23.5
16-20 lakhs	22	11.0
21-25 lakhs	11	5.6
More than 25 lakhs	35	17.4
Aggregate	200	100.0

Table 2: Illustrates the reliability analysis using cronbach's alpha. Cronbach's alpha is a measure of institutional reliability.

Aspects	Items Quantity	Mean	Std. Dev.	Cronbach's Alpha
Organizational Culture	16	3.96	0.62	0.927
Institutional Leadership	4	3.96	0.70	0.768

Management of Employees	4	3.92	0.80	0.880
Organization Glue	4	4.01	0.70	0.831
Emphasis On Strategy	4	3.95	0.71	0.800
Employee Engagement	16	4.05	0.61	0.923
Vigour	5	4.04	0.64	0.798
Dedication	5	4.21	0.75	0.915
Absorption	6	3.91	0.75	0.872

Table 3: Illustrates the analysis of various factors considered in this study.

	Factor			
	1	2	3	4
Emphasis on Strategy				
The institution stresses on competitive actions and accomplishments. Attaining stretch goals and winning in the market- place is important	.862			
The institution stresses human growth, high confidence, candidness and participation	.859			
The institution stresses on stability efficiency, control and operating smoothly	.855			
The institution stresses on procuring more resources and posing difficulties that are new. Experimenting with new things and looking for new prospects is valued.	.853			
Institutional Leadership				
The leadership does not entertain nonsense, is aggressive and is results focused.		.916		
The leadership facilitates, mentors and nurtures staff		.911		
The leadership exhibits free enterprise, invention and risk taking		.614		
The leadership coordinates, organizes and focuses on efficiency		.554		
Management of Employees				
The administration style is defined by job stability, reliability, and relationship steadiness.			.805	
Hard-driving effectiveness, high expectations, and success are all part of the administration style.			.778	

The administration style is based on teamwork, compromise and involvement			.756	
The administration style is considered to encourage personal, invention, liberty and exclusivity			.700	
Organization glue				
Commitment to invention and development is what holds the institution together				.814
Emphasis on accomplishment and goal attainment is what holds the institution together. Winning and assertiveness are important				.767
Allegiance, shared trust and commitment is what holds the institution together				.692
Rules and policies are what hold the organization together. Smooth operations are considered very important				.627

Table 4: Illustrates the relationship between organization culture and employee engagement.

	IL	ME	OG	ES	V	D	AB
Institutional Leadership	1						
Management of Employees	.649**	1					
Organization Glue	.646**	.586**	1				
Emphasis On Strategy	.657**	.684**	.650**	1			
Vigour	.564**	.586**	.511**	.540**	1		
Dedication	.432**	.529**	.412**	.500**	.619**	1	
Absorption	.460**	.528**	.425**	.570**	.656**	.529**	1

Table 5: Illustrates the association between corporate culture and staff involvement in list form.

	Coefficient (Non- standard)	S.E	Coefficient (Standard)	p-value
Institutional Leadership (IL4)	1		0.578	
Institutional Leadership (IL3)	1.684	0.169	0.996	<0.0001***
Institutional Leadership (IL2)	0.955	0.116	0.56	<0.0001***

Institutional Leadership (IL1)	1.676	0.168	0.997	<0.0001***
Management of Employees (ME4)	1		0.743	
Management of Employees (ME3)	1.106	0.089	0.757	<0.0001***
Management of Employees (ME2)	1.21	0.104	0.845	<0.0001***
Management of Employees (ME1)	1.214	0.107	0.825	<0.0001***
Organization Glue (OG4)	1		0.747	
Organization Glue (OG3)	0.918	0.096	0.731	<0.0001***
Organization Glue (OG2)	1.04	0.101	0.795	<0.0001***
Organization Glue (OG1)	0.998	0.115	0.776	<0.0001***
Emphasis On Strategy (ES4)	1		0.999	
Emphasis On Strategy (ES3)	0.672	0.047	0.715	<0.0001***
Emphasis On Strategy (ES2)	1.002	0.01	0.995	<0.0001***
Emphasis On Strategy (ES1)	0.672	0.047	0.71	<0.0001***
Institutional Leadership (EE)	-0.016	0.081	-0.014	0.841
Management of Employees (EE)	0.488	0.099	0.517	<0.0001***
Organization Glue (EE)	0.16	0.08	0.174	0.046*
Emphasis On Strategy (EE)	0.062	0.045	0.094	0.170

*p < 0.05, **p < 0.01, ***p < 0.001

Table 6: Illustrates the model fit summary.

Variable	Value	Suggested value
Chi-square value(χ^2)	213.973	
Degrees of freedom (df)	106	
CMIN/DF	2.109	
P value	0.000	P-value > 0.05
GFI	0.896	> 0.90
AGFI	0.850	> 0.90
RFI	0.935	> 0.90
NFI	0.950	> 0.90
IFI	0.974	> 0.90
CFI	0.974	> 0.90
RMR	0.080	< 0.08
RM SEA	0.072	< 0.08

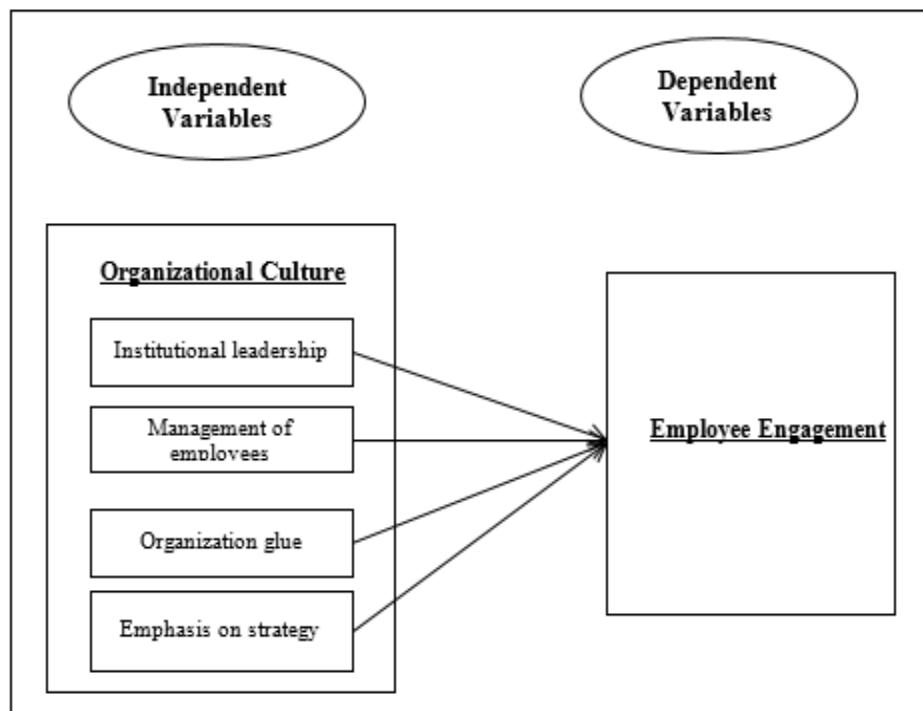


Fig. 1: Illustrates the proposed model or the conceptual framework. Relationship between dependent and independent variable is clearly depicted.

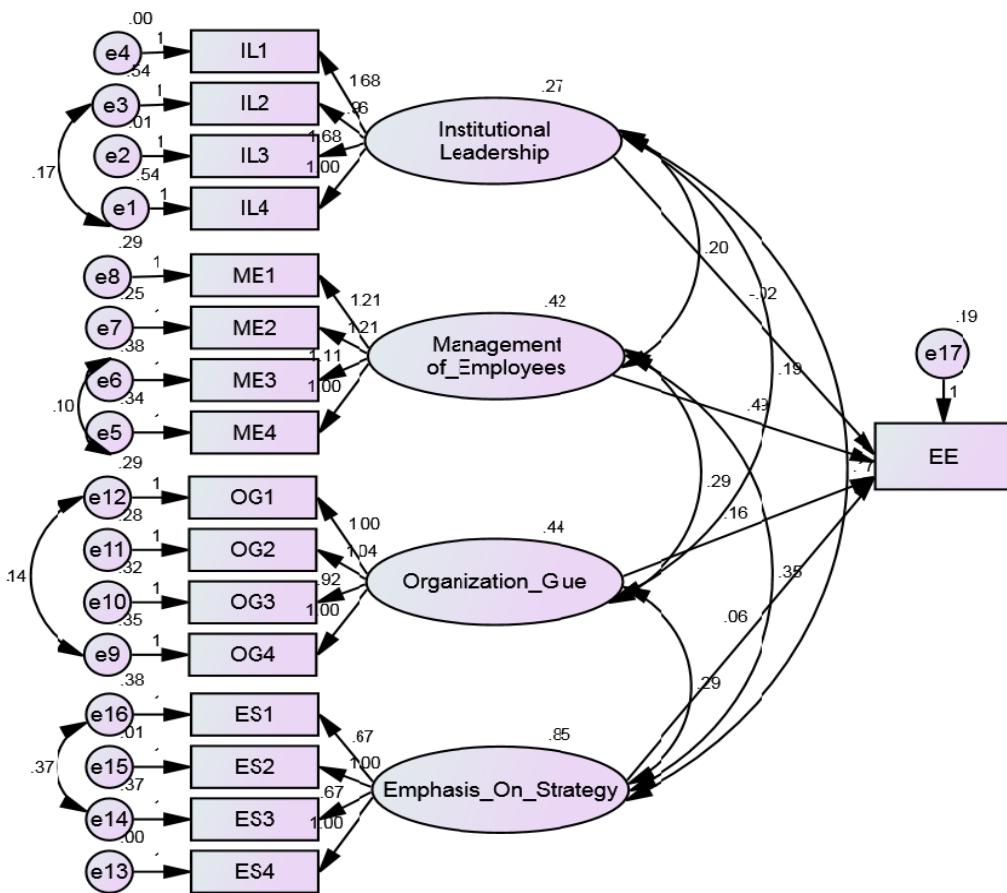


Fig. 2: Illustrates the graphical representation of association between corporate culture and