SILESIAN UNIVERSITY OF TECHNOLOGY PUBLISHING HOUSE

SCIENTIFIC PAPERS OF SILESIAN UNIVERSITY OF TECHNOLOGY 2024
ORGANIZATION AND MANAGEMENT SERIES NO. 196

DIMENSIONS OF EMPLOYEE INVOLVEMENT: DÉBUT NUANCES IN EMPOWERMENT, TEAM ORIENTATION, AND CAPABILITY DEVELOPMENT

Abhilasha VARMA[1*], Aparna VAJPAYEE[2*], Parag SANGHANI[3]

[1] School of Liberal Arts and Management, PP Savani University, Dhamdod, Kosamba, Surat, 394125, Gujarat, India; abhilashasahayvarma@gmail.com, ORCID: 0009-0003-8778-4249
Chief Manager – HR, Siemens Ltd
[2] School of Liberal Arts and Management, PP Savani University, Dhamdod, Kosamba, Surat, 394125, Gujarat, India; aparnavajpee@gmail.com, ORCID: 0000-0003-4616-8194
[3] School of Liberal Arts and Management, PP Savani University, Dhamdod, Kosamba, Surat, 394125, Gujarat, India; parag@ppsu.c.in, ORCID: https://orcid.org/0000-0033-3718-7860
* Correspondence author

Purpose: This study aims to investigate the nuances of organizational culture and its influence on employee involvement within national and multinational companies. Utilizing established frameworks in organizational behavior and culture, the research explores dimensions such as empowerment, team orientation, and capability development.
Design/methodology/approach: Drawing from Cameron and Quinn's Competing Values Framework (2006) and Denison's model (1990), the study employs statistical analysis to compare mean "Involvement" scores between national and multinational companies. Subsequent analysis delves into the traits of empowerment, team orientation, and capability development. ANOVA is utilized to scrutinize variations in Team Orientation and Capability Development, considering leadership and cultural context.
Findings: Multinational companies exhibit lower mean involvement scores, particularly emphasizing team orientation with slightly higher capability development. ANOVA identifies significant differences in Team Orientation, highlighting leadership's role. Borderline significance in Capability Development warrants further exploration.
Research limitations/implications: The study's scope is limited to national and multinational companies, potentially overlooking nuances in smaller organizations or across diverse industries. Longitudinal studies could provide deeper insights into the evolving nature of organizational culture and involvement.
Practical implications: Tailored interventions are recommended for multinational companies, emphasizing team collaboration and capability development. National companies are advised to address variability in empowerment perceptions for a more consistent organizational culture.
Social implications: Fostering a culture of involvement not only enhances organizational effectiveness but also contributes to employee well-being and satisfaction, ultimately benefiting society by promoting healthier work environments.
Originality/value: This study contributes to the understanding of how organizational culture influences employee involvement across different types of companies, offering insights for

practitioners to foster more engaged and effective workplaces. Additionally, it underscores the importance of considering cultural context and leadership in shaping organizational dynamics.
Keywords: Employee Involvement, Organizational Culture, Organizational Effectiveness, Empowerment, Multinational Companies, Team Orientation, Organizational Behavior.

1. Introduction

Involvement in organizations is a multifaceted concept that lies at the heart of understanding and fostering a dynamic and effective workplace environment. It encompasses the degree to which individuals within an organization actively engage, contribute, and invest their time, energy, and skills in the pursuit of common organizational goals (Katz, Kahn, 1978). The concept of involvement extends beyond mere participation; it involves a deep sense of commitment, dedication, and connection to the organizational mission and values (Mowday, Porter, Steers, 1982). Recognized as a crucial dimension of organizational culture, involvement influences employee motivation, satisfaction, and overall performance (Cameron, Quinn, 2006). In this context, exploring the various facets of involvement, including its sub-dimensions such as empowerment, team orientation, and capability development, becomes essential for comprehending the intricate dynamics that shape organizational success and employee well-being (Denison, 1990). This introduction sets the stage for a comprehensive examination of involvement in organizations, shedding light on its significance, measurement, and impact on both individual and organizational outcomes.

Fostering a Culture of Involvement

Creating a workplace culture centered around involvement demands a strategic and comprehensive approach engaging employees across various dimensions. In this in-depth exploration, it delves into specific strategies and practices to enhance organizational culture through increased involvement, fostering a sense of ownership, commitment, and shared purpose (Vajpayee, Chakraborty, 2017).

Open Communication Channels: Promoting Transparency and Dialogue

Open and transparent communication serves as the foundation for a engaged organizational culture (Katz, Kahn, 1978; Denison, 1990). Creating accessible channels for dialogue fosters an environment where employees feel comfortable sharing their thoughts, concerns, and ideas without hesitation. Whether through regular town hall meetings, digital platforms, or forums, these avenues facilitate two-way communication. Leaders play a crucial role by actively listening to employees, showcasing a dedication to accessibility and transparency. Research indicates that in smaller companies with flattened structures, the promotion of employee

involvement and a positive culture is facilitated through open communication (Vajpayee, Karthick, 2019).

Empowerment: Granting Autonomy and Decision-Making Authority

Empowering employees involves granting them the autonomy to make decisions and contribute to the organization's success (Mowday, Porter, Steers, 1982). Providing clear guidelines and support mechanisms fosters a culture where individuals feel empowered to take initiative. This empowerment not only enhances involvement but also instills a sense of responsibility and accountability (Chakraborty, Vajpayee, 2017).

Participatory Decision-Making: Involving Employees in Key Choices

Involving employees in decision-making processes that impact their work and the organization as a whole is crucial (Cameron, Quinn, 2006; Katz, Kahn, 1978; Vajpayee, Pallavi, Sanghani, 2022). Establishing cross-functional teams to tackle specific challenges or projects ensures a diversity of perspectives. This participatory approach not only leverages the collective intelligence of the workforce but also cultivates a collaborative environment.

Recognition and Rewards: Acknowledging Contributions

Recognizing and rewarding employees for their contributions is integral to an involved culture (Denison, 1990; Mowday et al., 1982). Formal recognition programs, whether through awards, praise, or other incentives, celebrate individual and team achievements. This not only boosts morale but also reinforces the idea that every contribution matters.

Training and Development: Investing in Employee Growth

Investing in employee training and development programs is a proactive way to enhance involvement. These programs not only enhance skills and competencies but also signal a commitment to employee growth (Katz, Kahn, 1978). Opportunities for continuous learning and career advancement contribute to a culture where individuals feel invested in and valued (Chakraborty et al., 2017).

Team Building: Fostering Collaboration and Interpersonal Relationships

Team building is essential for cultivating a collaborative environment. Through activities and initiatives that foster teamwork, employees develop stronger interpersonal relationships (Vajpayee, Chakraborty, 2017; Cameron, Quinn, 2006). This not only enhances the overall workplace atmosphere but also contributes to a culture where individuals feel connected to their colleagues and the organization's mission.

Leadership Involvement: Setting the Tone from the Top

Leaders play a crucial role in influencing the culture of engagement. By actively engaging with employees, being visible, and maintaining accessibility, leaders establish an environment where their approachability and commitment to involvement are evident (Mowday et al., 1982). The involvement of leadership sets the overall tone for the entire organization. In a recent study by Vajpayee and Sanghani (2022), it was observed that incorporating mindfulness philosophy in organizations not only fosters a positive work environment but also contributes to the overall mental well-being of employees.

Shared Values and Mission: Reinforcing Organizational Identity

It is crucial to communicate and reinforce an organization's core values and mission (Denison, 1990). When employees comprehend and align themselves with these fundamental aspects, a collective sense of purpose emerges. This alignment fosters a cohesive organizational culture where everyone collaborates toward shared objectives. Research indicates that aligning societal culture with organizational culture leads to increased job satisfaction and involvement (Vajpayee, Chakraborty, 2017). Similarly, the presence of shared values and mission contributes to a positive transformation in organizational culture (Vajpayee, Sanghani, 2023).

Flexibility and Adaptability: Embracing Change

A culture of involvement should be adaptable and open to change. Encouraging employees to embrace innovation and contribute ideas for process improvement fosters a culture of continuous adaptation (Cameron, Quinn, 2006). This flexibility ensures that the organization can navigate challenges and capitalize on opportunities in a rapidly changing business landscape (Vajpayee, Sanghani, 2023).

Employee Well-being: Prioritizing Health and Balance

Prioritizing employee well-being through wellness programs and support services is essential for an involved culture. When organizations demonstrate a genuine concern for the overall health and well-being of their employees, it contributes to a positive and caring culture.

Continuous Improvement: Cultivating a Learning Organization

Establishing a culture of continuous improvement encourages employees to identify areas for enhancement (Cameron, Quinn, 2006). This proactive approach involves employees in the ongoing process of organizational development, contributing to a culture that values growth and progress.

Measurement and Feedback: Assessing Involvement Initiatives

Implementing mechanisms to measure and assess employee satisfaction, engagement, and the effectiveness of involvement initiatives is crucial (Denison, 1990; Katz, Kahn, 1978). Regular feedback loops allow organizations to refine and improve their involvement strategies over time, ensuring they stay relevant and impactful.

In conclusion, fostering involvement in organizational culture requires a deliberate and sustained effort across various dimensions. By embracing these strategies, organizations can create a workplace where employees feel valued, motivated, and connected to a shared vision. This not only enhances individual well-being but also contributes to a resilient and positive organizational culture that propels the entire workforce toward success.

2. Review of Literature

2.1. Organizational Culture: An Overview

Organizational culture encompasses the shared values, beliefs, and practices that define the identity of a company. Schein (1985) argued that culture is a deeply embedded phenomenon influencing the way individuals perceive, think, and behave within an organization. Numerous studies (Deal, Kennedy, 1982; Hofstede, 1980; Ouchi, 1981) have highlighted the role of culture in shaping organizational processes, decision-making, and overall effectiveness.

2.2. Employee Involvement: Defining the Landscape

Employee involvement refers to the active participation of employees in decision-making processes and the overall functioning of the organization. Studies such as those by Lawler (1986) and Cotton et al. (1988) have emphasized the positive correlation between employee involvement and job satisfaction, organizational commitment, and performance. Additionally, the work of Hackman & Oldham (1980) has contributed to understanding the relationship between job design and employee involvement.

2.3. Impact of Organizational Culture on Employee Involvement

Research suggests a strong interplay between organizational culture and employee involvement. Denison's (1990) model, focusing on organizational culture traits like involvement and adaptability, posits that a strong and positive culture enhances employee commitment and engagement. Studies by Cameron and Quinn (2006) utilizing the Competing Values Framework further corroborate the link between organizational culture and various indicators of employee involvement. Moreover, the work of Deal and Kennedy (1982) explores the impact of culture on employee motivation and performance.

2.4. Empirical Studies on Employee Involvement Initiatives

Empirical studies have explored the effectiveness of specific employee involvement initiatives. A notable example is the work of Lawler (1986), who examined the impact of employee involvement programs on organizational performance. The study found a positive relationship between employee involvement and productivity, affirming the value of such initiatives (Vajpayee et al., 2022). Additionally, research by Goodman & Leyden (1991) provides insights into the outcomes of participative management practices on employee job satisfaction.

2.5. The Role of Leadership in Fostering Involvement

Leadership has been identified as a critical factor in fostering a culture of involvement. Bass and Avolio's (1994) transformational leadership theory emphasizes the role of leaders in inspiring and motivating employees, thereby enhancing their level of involvement. This aligns with studies by Avolio et al. (2004) which highlight the importance of leadership behaviors in creating an environment conducive to employee engagement. Further, the work of House et al. (1996) explores the impact of leadership styles on organizational culture and employee involvement (Vajpayee, Sanghani, 2022).

2.6. Cultural Dimensions and Employee Participation

Hofstede's (1980) cultural dimensions theory has been instrumental in understanding how cultural factors influence employee participation. Studies applying Hofstede's framework (Hofstede, 2001; Bond et al., 1985) have identified cultural dimensions such as power distance and individualism-collectivism as significant determinants of employee involvement practices across different cultures. Additionally, the work of Ronen & Shenkar (1985) delves into the role of cultural differences in shaping management practices and employee involvement strategies (Vajpayee, Sanghani, 2023).

2.7. Challenges and Barriers to Employee Involvement

Despite the numerous benefits associated with employee involvement, studies (Cotton et al., 1988; Lawler, 1992; Wilkinson, 1998) have also identified challenges and barriers. Factors such as resistance to change, lack of communication, and inadequate leadership support can impede the successful implementation of employee involvement initiatives. Additionally, research by Beer et al. (1990) provides insights into the challenges of sustaining employee involvement over time.

2.8. The Impact on Organizational Performance

Research investigating the broader impact of organizational culture and employee involvement on organizational performance is abundant. Studies by Denison (1990) and O'Reilly and Chatman (1996) have found positive correlations between a strong organizational culture, high employee involvement, and improved organizational performance. Furthermore, the work of Kotter & Heskett (1992) explores the long-term impact of corporate culture on organizational success.

2.9. Homogeneous Organizational Culture:

Homogeneous organizational culture, often regarded as a critical dimension in organizational studies, adds depth to the understanding of the interplay between culture and employee involvement. Scholars like Hofstede (1980) and Deal & Kennedy (1982) acknowledge the significance of a shared culture within an organization, emphasizing its role in shaping employee behavior and attitudes. The idea of a homogeneous culture suggests a collective mindset, where employees share common values, beliefs, and practices, fostering a sense of unity and cohesion (Vajpayee et al., 2018a).

The literature on homogeneous organizational culture underscores its potential impact on employee involvement initiatives (Vajpayee, 2018b). A consistent and shared culture can serve as a catalyst for cohesive decision-making and active employee participation. Moreover, studies by Cameron and Quinn (2006) propose that a homogeneous culture, characterized by a strong emphasis on particular cultural traits, can create a stable environment conducive to sustained employee engagement (Vajpayee, Chakraborty, 2017).

Despite the potential benefits, it is essential to recognize the delicate balance required in fostering a homogeneous culture. While it can enhance alignment and collaboration, an overly homogeneous culture may stifle diversity and creativity. Therefore, understanding the nuanced dynamics of homogeneous organizational culture within the broader context of organizational studies contributes to a more comprehensive exploration of its implications on employee involvement and, subsequently, organizational effectiveness.

The literature reviewed here illustrates a complex and interconnected relationship between organizational culture, employee involvement, and organizational outcomes. While many studies highlight the positive impacts of fostering a culture of involvement, challenges and barriers must also be considered. As organizations strive to enhance their cultures, understanding the nuanced dynamics between culture and involvement is crucial for achieving sustained success. Future research should continue to explore emerging trends and their implications for organizational practices.

Need of Research

The need for research in any field, including organizational behavior and management, is paramount to advancing knowledge, addressing emerging challenges, and improving practices. Research provides a systematic and evidence-based approach to understanding complex phenomena, identifying trends, and developing insights that can inform decision-making. In the context of organizational behavior, ongoing research is essential to uncover the intricacies of workplace dynamics, the impact of evolving technologies, and the effectiveness of various management strategies. Furthermore, research helps organizations stay responsive to changing market conditions, societal trends, and employee expectations. By continuously engaging in research endeavors, scholars and practitioners contribute to the refinement of theories, the development of best practices, and the enhancement of organizational effectiveness, ultimately fostering innovation and sustainable growth.

Methods of the Research

Objective of the Research

1. Present the key findings of the research in a clear and concise manner, ensuring accessibility for diverse audiences.
2. Highlight and analyze any observed patterns or trends within the dataset, providing insights into the underlying dynamics.
3. Assess the statistical significance of the results, clearly articulating the significance levels and their implications for the research hypotheses.
4. Contextualize the results by relating them to existing literature and theoretical frameworks, demonstrating their contribution to the field.
5. Align the presentation with the original research objectives, showcasing how each objective has been addressed and what insights have been gained.
6. Conduct a comparative analysis where applicable, exploring variations, similarities, or differences observed in the results.
7. Discuss the practical implications of the findings, addressing how they can inform decision-making, policy development, or practical applications within the studied context.

Sampling Techniques

This study delves into the intricate dynamics of organizational cultures, specifically emphasizing the dimensions of Empowerment, Team Orientation, and Capability Development. The research employs a comprehensive sampling approach, including two multinational and two national companies. Key components such as creative change, customer focus, core values, agreement, coordination, and integration are analyzed within the context of these organizational dimensions. The study underscores the interplay and interconnectedness

of Empowerment, Team Orientation, and Capability Development, providing actionable insights for leaders aiming to foster resilient and effective organizational cultures. The survey research methods utilized contribute to a robust understanding of how these dimensions shape the organizational culture landscape.

3. Results

The Involvement factor was taken in terms of three components that is, empowerment, team orientation and capability development. Each of these was analyzed and compared between the two types of companies (multinational and national).

Table 1.
Mean "Involvement" scores of organizational cultures of the national and multinational companies and the t-value

Company	Mean	SD	t-value
Multinational (N = 70)	4.06	0.40	't'= -2.24 ($p < .05$)
National (N = 70)	3.89	0.48	

Table 1 presents the mean "Involvement" scores of organizational cultures for both multinational and national companies, along with the corresponding standard deviations (SD) and t-values. The sample size for both multinational and national companies is 70.

Interpretation

The mean "Involvement" score for multinational companies is 4.06, with a standard deviation of 0.40. The t-value is -2.24, and the associated p-value is less than 0.05, indicating that the difference in the mean involvement scores between multinational and national companies is statistically significant.

On the other hand, the mean "Involvement" score for national companies is 3.89, with a slightly higher standard deviation of 0.48.

The negative t-value suggests that the mean involvement score for multinational companies is lower than that of national companies. Since the p-value is less than 0.05, there is evidence to reject the null hypothesis, supporting the conclusion that there is a statistically significant difference in the involvement scores between the two types of companies.

In summary, based on the provided information, it seems that multinational companies have a lower mean involvement score in organizational culture compared to national companies, and this difference is statistically significant at the 0.05 significance level.

Table 2.
Mean of underlying traits of Involvement scores empowerment (E), team orientation (TO), and capability development (CPI) of national and multinational company

COMP		E	TO	CPI
National	Mean	3.81	3.86	3.59
	SD	1.57	.47	.49
Multinational	Mean	3.81	4.05	3.83
	SD	.43	.54	1.03

Interpretation

1. **Empowerment (E):** The mean empowerment scores are the same for both national and multinational companies (3.81). The standard deviation for national companies is higher (1.57) compared to multinational companies (0.43).
2. **Team Orientation (TO):** Multinational companies have a higher mean team orientation score (4.05) compared to national companies (3.86). The standard deviation for team orientation is higher for multinational companies (0.54) compared to national companies (0.47).
3. **Capability Development (CPI):** Multinational companies have a slightly higher mean capability development score (3.83) compared to national companies (3.59). The standard deviation for capability development is higher for multinational companies (1.03) compared to national companies (0.49).

Table 3.
ANOVA Table for sub-dimension of involvement

		Sum of Squares	Df	Mean Square	F	Sig.
ME	Between Groups	2.857E-04	1	2.857E-04	.000	.988
	Within Groups	183.605	138	1.330		
	Total	183.605	139			
MTO	Between Groups	1.245	1	1.245	4.828	.030
	Within Groups	35.571	138	.258		
	Total	36.816	139			
MCPI	Between Groups	2.064	1	2.064	3.196	.076
	Within Groups	89.141	138	.646		
	Total	91.205	139			

From the above table following conclusions emerge

In summary, the comparison between national and multinational companies in terms of the underlying traits (empowerment, team orientation, and capability development) indicates some differences. While empowerment scores are the same, multinational companies tend to have higher mean scores in team orientation, and capability development, though the variability (standard deviation) in these scores is also higher for multinational companies.

The provided table appears to be an Analysis of Variance (ANOVA) table for sub-dimensions of involvement, specifically for three factors: ME (possibly referring to Empowerment), MTO (possibly referring to Team Orientation), and MCPI (possibly referring to Capability Development). Let's interpret the table:

The F-statistic is 3.196, and the p-value is 0.076. While the p-value is higher than the typical significance level of 0.05, it is close, suggesting a marginal or borderline significance for the Capability Development sub-dimension.

In summary, the ANOVA results indicate that there is a significant difference between groups for the Team Orientation sub-dimension, but no significant differences for the Empowerment sub-dimension. The Capability Development sub-dimension shows a borderline significance.

4. Discussion

The conducted research sheds light on crucial aspects of organizational culture and involvement within both national and multinational companies, building upon a foundation of existing scholarly work in the field (Cameron, Quinn, 2006; Denison, 1990). The findings offer valuable insights that contribute to our understanding of how these entities operate and foster employee engagement, aligning with prior studies on organizational culture and employee involvement (Mowday et al., 1982; Lawler, 1986) and can help organizations in framing intervention programs for the better mental health of the employees (Vajpayee, 2023).

Differential Involvement Scores

The stark difference in mean "Involvement" scores between national and multinational companies is a notable finding, echoing the sentiments of scholars such as Schein (1985) on the deep impact of organizational culture. Multinational companies exhibit a statistically significant lower mean involvement score, suggesting a divergence in organizational cultures, a concept consistent with the work of Deal and Kennedy (1982) on organizational cultures in different contexts.

Underlying Traits of Involvement

Examining the underlying traits of involvement, namely empowerment, team orientation, and capability development, reveals nuanced dynamics. While both national and multinational companies share similar mean scores in empowerment, multinational companies show a stronger emphasis on team orientation and slightly higher capability development scores. This nuanced perspective aligns with the Competing Values Framework proposed by Cameron and Quinn (2006), emphasizing the multifaceted nature of organizational effectiveness.

ANOVA Results for Sub-dimensions

The ANOVA results further elucidate the research landscape, highlighting significant differences in Team Orientation (MTO) between the two types of companies. This resonates with the insights from Bass and Avolio (1994), emphasizing the role of leadership in shaping organizational culture and fostering team collaboration. The borderline significance in Capability Development (MCPI) invites further exploration, pointing to potential areas of convergence or divergence that may impact employee development initiatives, a perspective supported by O'Reilly and Chatman (1996) on organizational effectiveness.

Practical Implications

For organizational leaders and practitioners, these findings hold practical significance, aligning with recommendations from studies on organizational effectiveness and employee engagement (Denison, 1990; Lawler, 1992). Multinational companies may benefit from tailored interventions to boost overall involvement, particularly in fostering team collaboration and capability development. National companies, on the other hand, should address the variability in empowerment perceptions, aiming for a more consistent organizational culture, as suggested by the works of Katz and Kahn (1978).

Future Research Directions

The research opens avenues for future investigations, drawing inspiration from the work of Cameron and Quinn (2006) on diagnosing and changing organizational culture. Understanding the factors influencing involvement disparities and delving into the drivers of variability in sub-dimensions offer promising areas for exploration. Longitudinal studies could provide a dynamic perspective, capturing the evolution of organizational culture and involvement over time, building upon the call for further research by scholars like Lawler (1986) and Verma, Vajpayee and Sanghani (2024).

Limitations

Acknowledging the limitations of the study is crucial, consistent with the emphasis on transparency and reflexivity in research (Denison, 1990). The sample size and potential biases may have impacted the generalizability of the findings. Future research endeavours should aim to overcome these limitations for a more comprehensive understanding of organizational dynamics, as suggested by recommendations from various scholars in the field.

Conclusion

In conclusion, this research contributes valuable insights into the intricacies of organizational culture and involvement, emphasizing the need for a nuanced approach in different organizational contexts (Vajpayee, 2017). The observed differences between national

and multinational companies, coupled with variations in sub-dimensions, offer a foundation for organizational leaders to enhance their strategies and foster a more engaged and cohesive workforce (Varma, Vajpayee, Sanghani, 2024). The journey towards a deeper understanding of organizational dynamics and its impact on involvement is ongoing, and future research endeavours will undoubtedly unveil more layers of complexity in this ever-evolving landscape, in line with the spirit of continuous improvement advocated by Cameron and Quinn (2006) and Patwari and Vajpayee, (2023).

5. Acknowledgment

We extend our sincere gratitude to God for His guidance and blessings throughout this research journey. We would like to express our heartfelt thanks to Mr. Muneesh Vasudeva, Chief Human Resources Officer at Hindustan Zinc Ltd., for his invaluable support and insights. Prof Vimla Veera Raghavan's guidance and encouragement have been indispensable to our work. We are also indebted to our children, Atri and Shambhavi, for their patience and understanding. Their unwavering support has meant the world to us.

References

1. Avolio, B.J., Waldman, D.A., Yammarino, F.J. (1991). Leading in the 1990s: The four I's of transformational leadership. *Journal of European Industrial Training, 15(4),* 9-16.
2. Bass, B.M., Avolio, B.J. (1994). *Improving organizational effectiveness through transformational leadership.* Sage Publications.
3. Beer, M., Spector, B., Lawrence, P.R., Mills, D.Q., Walton, R.E. (1990). *Human resource management: A general manager's perspective.* Free Press.
4. Bond, M.H., Punnett, B.J., Bedeian, A.G. (1985). *Quantitative research in organizational behaviour: An annual series of analytical essays and critical reviews*. JAI Press.
5. Cameron, K.S., Quinn, R.E. (2006). *Diagnosing and changing organizational culture: Based on the competing values framework.* John Wiley & Sons.
6. Chakraborty, D.K., Vajpayee, A. (2017). Impact of Industrial Relations Practices on Employee Satisfaction and Organization Culture in manufacturing industries in Bhutan. *International Journal of Management Science and Technology, Vol. 8, Iss. 8,* pp. 57-65.
7. Chakraborty, D.K., Debojyoti, R., Mahua, G., Vajpayee, A. (2017). Ethical Idealism of Buddhism and its Influence on Gross National Happiness in Manufacturing Industries of Bhutan. *IOSR Journal of Humanities and Social Sciences, Vol. 22, Iss. 11, Ver. 11,* pp. 1-7.

8. Cotton, J.L., Vollrath, D.A., Froggatt, K.L., Lengnick-Hall, M.L., Jennings, K.R. (1988). Employee participation: Diverse forms and different outcomes. *Academy of Management Review, 13(1)*, 8-22.
9. Deal, T.E., Kennedy, A.A. (1982). *Corporate cultures: The rites and rituals of corporate life.* Addison-Wesley.
10. Denison, D. R. (1990). *Corporate culture and organizational effectiveness*. John Wiley & Sons.
11. Goodman, P.S., Leyden, D.P. (1991). Familiarity and group productivity. *Journal of Applied Psychology, 76(4),* 578.
12. Hofstede, G. (1980). *Culture's consequences: International differences in work-related values.* Sage Publications.
13. Hofstede, G. (2001). *Culture's consequences: Comparing values, behaviours, institutions and organizations across nations.* Sage Publications.
14. House, R.J., Hanges, P.J., Javidan, M., Dorfman, P.W., Gupta, V. (Eds.) (1996). *Leadership, culture, and organizations: The GLOBE study of 62 societies.* Sage Publications.
15. Katz, D., Kahn, R.L. (1978). *The social psychology of organizations*. John Wiley & Sons.
16. Lawler, E.E. (1986*). High involvement management*. Jossey-Bass.
17. Lawler, E.E. (1992). *The ultimate advantage: Creating the high-involvement organization.* Jossey-Bass.
18. Mowday, R.T., Porter, L.W., Steers, R.M. (1982). *Employee-Organization Linkages: The Psychology of Commitment, Absenteeism, and Turnover.* New York: Academic Press.
19. O'Reilly, C.A., Chatman, J. (1996). Culture as social control: Corporations, cults, and commitment. *Research in Organizational Behaviour, 18,* 157-200.
20. Patwari, P., Vajpayee, A. (2023). Harmonizing Mind, Body, and Earth: Exploring the Therapeutic Synergy of Dance Movement Therapy and Ecopsychology. *Journal of Humanities, Music and Dance, Vol. 4, Iss. 1*, pp. 29-40. ISSN: 2799-1180.
21. Ronen, S., Shenkar, O. (1985). Clustering countries on attitudinal dimensions: A review and synthesis. *Academy of Management Review, 10(3),* 435-454.
22. Schein, E.H. (1985). *Organizational culture and leadership*. Jossey-Bass.
23. Vajpayee, A., Karthick, K. (2019). Organizational Pyramid and Size as a Moderator Variable in Manufacturing Industries of Bhutan. *International Journal of Innovative Technology and Exploring Engineering, Vol. 8, Iss. 7.* ISSN: 2278-3075.
24. Vajpayee, A., Sanghani, P. (2022). Eternal Happiness and Endurance of life through Buddhism in Bhutan. *British Journal of Administrative Management. Vol. 52, Iss. 151,* pp. 10-23.
25. Vajpayee, A., Sanghani, P. (2023). Transforming organizations with Buddhism and spiritual leadership in Bhutan. *World Journal of Management and Economics, Vol. 16, Iss. 7,* pp. 1-12. ISSN: 1819-8643.

26. Vajpayee, A. (2017). A Comparative study of Organizational Culture in Indian Multinationals and Foreign Multinationals of India. *International Journal of Indian Psychology*, *Vol. 4, Iss. 3,* pp. 112-122.
27. Vajpayee, A. (2018a). *A Study of Legitimate Organizational Culture in Indian Multinationals and Foreign Multinationals of India*. Proceedings of Bhavishya - International Conference on Management, Healthcare and Media, by Future Institute of Engineering and Management in association with Maulana Abdul Kalam Azad University of Technology, West Bengal. From 27-28 April 2018. E-ISBN: 978-93-5346-401-1, pp. 61-70.
28. Vajpayee, A. (2018b). *Industrial Relation Processes of Manufacturing Industry in Bhutan.* Proceedings of Bhavishya - International Conference on Management, Healthcare and Media, by Future Institute of Engineering and Management in association with Maulana Abdul Kalam Azad University of Technology, West Bengal. From 27-28 April 2018. E-ISBN: 978-93-5346-401-1, pp. 160-176.
29. Vajpayee, A., Chakraborty, D.K. (2017). The Societal Culture of Bhutan and its Impact on Organizational Culture Industrial Relation and Employee Satisfaction in Manufacturing Companies of Bhutan. *IOSR Journal of Business and Management, Vol, 19, Iss. 9,* pp. 1-7.
30. Vajpayee, A. (2023). Intervention Studies for Mental Health: A Comprehensive Exploration of Historical Evolution, Theoretical Foundations, and Contemporary Applications. *Journal of Humanities, Music and Dance, Vol. 3, Iss. 5,* pp. 21-31. ISSN: 2799-1180.
31. Vajpayee, A., Patwari, P., Sanghani, P. (2023) An Approach to Study the Effectiveness of Conflicts Resolution Policy of HR Redressal Committee. *The Seybold Report*. *Vol. 18, No. 1,* pp. 2090-2399.
32. Vajpayee, A., Sanghani, P., Chakraborty, D., Jain, A. (2022). Doctrine of GNH and Employee Employer Relationship: A Study of Manufacturing Industries of Bhutan. *Korea Review of International Studies, Vol. 15, Iss. 23*, pp. 23-38. ISSN 1226-4741.
33. Varma, A., Vajpayee, A., Sanghani, P. (2024). Strategic Insights: Understanding the Interplay of Adaptability and Consistency in Multinational and National Organizations. *International Journal of Indian Psychology*, *12*(1)*,* pp. 1-10. DIP:18.01.007.20241201, DOI:10.25215/1201.007
34. Wilkinson, A. (1998). *Empowerment: Theory and practice*. Personnel Review.