
**IMPACT OF ORGANIZATIONAL CULTURE ON EMPLOYEE
PSYCHOLOGICAL OWNERSHIP IN BANKING AND HOSPITAL SECTORS**

Saleem Raza Qureshi

*PhD Scholar, Department of Management Sciences,
ISRA University, Hyderabad, Sindh, Pakistan
E-mail: saleemrazaqureshi@gmail.com*

Prof. Dr. Abdul Subhan Kazi

*Professor, Department of Management Sciences,
ISRA University, Hyderabad, Sindh, Pakistan
E-mail: subhan.kazi@isra.edu.pk*

Dr. Qamar-u-din Mahar

*Associate Professor, Department of Management Sciences,
ISRA University, Hyderabad, Sindh, Pakistan
E-mail: qamaruddin.mahar@isra.edu.pk*

ABSTRACT

Organizational culture (OC) can be described as a set of values, beliefs, and various models of behavior that are pursued in an organizational setup that characterize the true portrayal of that organization. OC has been operationalized as having the necessary characteristics of involvement, consistency, adaptability, and mission; while the construct of psychological ownership has been operationalized having the essential dimensions of self-efficacy accountability, belongingness, and identity. The primary data was collected using questionnaire from 637 male and female workers to belonging to both public and private banks and hospitals. Data were analyzed through correlation and regression. Findings showed that involvement, consistency, adaptability and mission explain 45.5% of variance in total employee psychological ownership. Out of the four variables, mission has been found to be the largest statistically significant; consistency as the second largest statistically significant; while involvement and adaptability have been found to be insignificant.

Keywords: Organizational culture, psychological ownership, consistency, involvement, adaptability, mission.

INTRODUCTION

In the view of Deal and Kennedy (1982) OC may be identified as a set of values, beliefs, and various models of behavior that are pursued in an organizational setup that characterize the true portrayal of that organization. It plays a pivotal role in formulating employee behavior that is groomed and acknowledged by other employees in an

organizational setup (Lawson, 1998). It aims to formulate employee behavior that is groomed and acknowledged by other employees in an organizational setup. Alvesson (2012) holds the view that the structure of an organization forms one of the key features of OC for the reason that it can influence the capability and mode of organizational management.

Although an intricate phenomenon, organizational culture affects the development patterns and reformation of organizations (Schein, 2009). If organizations fail to ensure the cultivation and augmentation of various aspects and markers of organizational culture within their social premises, they are bound to suffer and have to cope with multi-faceted issues that include conflict, non-integrity, and low-productivity within organizations. Thus, Rahimnia (2008) suggests that it is highly plausible for managerial thin personnel to recognize the true potentials of organizational culture in order to understand the social environment and take in to appropriate consideration the drawbacks prevalent in their respective organizations.

Out of a host of most admired models on the concept of OC is four dimensional Denison Model (Figure-1 [2000]) that contains the characteristics of mission, adaptability, involvement and consistency. The said model contains further subdivisions into three more dimensions making the total of 12 dimensions. The Denison Model, a detailed and relatively newer model, guides about establishment of association between OC and organizational excellence, and contains high explanatory power since it aims to highlight behavior and thought pattern, and establish two-pronged relationship: among the personnel of an organization and between society and the organization.

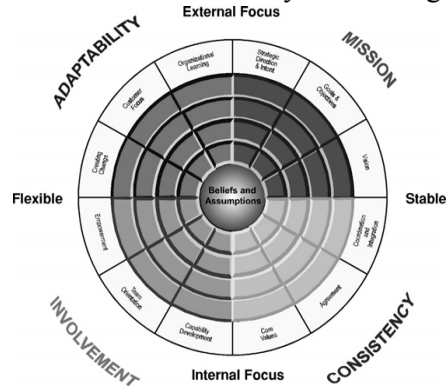


Figure-1: Denison sketched out his model in the following fashion

INVOLVEMENT

According to the Denison Model, involvement makes up one of the four core characteristics. The involvement requires successful organizations to nurture empowerment, allow engagement of their personnel, build up team-work attitude, and cultivate efficiency (Lawler, 1986). Involvement also entails that the personnel at an organization commit themselves to their respective jobs and must possess a deep sense of ownership towards their organization. The organizations with high rate of involvement follow control-systems based on casual, voluntary and non-explicit characteristics, quite opposite to the systems based on official, open, bureaucratic characteristics. The Denison Model suggests measuring the trait of involvement through following three indices: capability development, empowerment, and team orientation.

CONSISTENCY

The existing body of knowledge is conclusive that organizations are successful when they are reliable and all around coordinated (Saffold, 1988). The Denison Model streamlines that the efficiency of an organization depend largely on its characteristics of consistency and integration that imply that the managers take into consideration the opinions, suggestions and concerns of their employees; and where difference of opinion is accepted. The trait of consistency bestows upon the organizations to cultivate a social milieu at the workplace where consensus is prized and practiced as a high virtue (Senge, 1990). These non-explicit forms of administration are more efficient in attaining the coordinated and integrated output in comparison to the explicit systems which heavily depend on formality and red tape. This results in organizations' possession and retention of employees who have a high degree of commitment, a distinctive way of leading the organization, a propensity for the internal development with lucid guidelines about permissibility and prohibition. Thus, consistency leads an organization towards a stable and internally integrated setup. The Denison Model suggests to measure consistency through a trio of subdivisions: coordination and integration, agreement, and core values.

ADAPTABILITY

It has been observed that there are a number of large organizations, naturally possessed with the faculty of integration, that are reluctant to adaptability. The internally integrated organizations

may find it impossible to adapt (Kanter, 1993). The organizations that pursue adaptability transform the needs of their internal setting in to a material form. These types of organizations are risk-takers and good at learning out of their mistakes. They are capable and experienced in bringing about change (Kotter, 1996). It has also been observed that the organizations with high degree of adaptability commonly see higher business and improved share in the market (Denison & Mishra, 1995). The Denison Model suggests to measure adaptability through a trio of subdivisions: organizational learning, customer focus, and creating change.

MISSION

The organizations with higher success rates are said to possess a vivid impression of their respective purposes and definite directional paths which define the ambitions and goals of their organizations; and portray the future vision of their organization (Ahmad, 2012). A mission offers an organization to be purposeful and meaningful through characterizing internal social function and exterior goals. The employees' feeling of socialization and identity towards the mission can contribute in terms of both short-term as well as long-term employee commitment towards their organizations. The Denison Model suggests to measure mission through a trio of subdivisions: goals and objectives, strategic direction and intent, and vision.

PSYCHOLOGICAL OWNERSHIP

The construct of psychological ownership may be defined as the phenomenon of psychological experience where employees cultivate, instantly or through the passage of time, possessive sentiments about their organization. Many scholars associate the possessive sentiments with those of ownership and they define psychological ownership being a condition where individuals experience possessive feelings about an object (Pierce, et.al., 2001).

The first of the three fundamental individual needs, shelter, makes up the core for the sentiment of belongingness. According to Heino & Jussila (2010), the symbolic visualization of shelter supplies its true senses to the employees, shelter does not merely imply physical structure of a home; it may create a picture of a larger social surrounding. As a result of this delightful feeling of shelter, the individual experiences the sense of relaxation, joy, and protection (Higgins, 1997).

The second of the three fundamental individual needs as conceived by Pierce, et.al. (2001), feeling of efficacy implies a common individual necessity to possess capability in certain domains (Peng, 2013). In other cases, the sense of being able to produce some things gives individuals that sense. Hence, the sense of being in possession assists in experiencing the feeling of an organization Pierce, et.al. (2001). In this respect, the possessions of expensive luxurious cars give the feeling possessions feelings of power and authority on both material and non-material things.

The last of the three fundamental individual needs, theorized by Pierce et.al. (2001), is self-identity which implies that the individual has

a vivid sense of him (Burke & Reitzes, 1991). The previous two needs namely, shelter and efficacy lead to the sense of self-identity.

LITERATURE REVIEW

The study by Paschal and Nizam conducted in 2016 focuses the effects of OC on employee performance in the Singaporean telecom industry. The study revealed that traits of OC like, values, customs, and heroes carry colossal effect, while the symbols were found to carry meager or no effect on employee performance.

Another research project investigated the possible link between OC and employee performance (Narayana, 2017). The study concluded that OC plays a significant role if the enhancement of work output which, in turn, generates dedication among employees and leads the organization on the path to prosperity and growth; and inspires organization's goals with utmost optimism.

Many studies have attempted to correlate OC with organizational commitment. In 2017, Hadian carried out a study for probing the connection of cultural studies with OC and organizational commitment for the benefit of general population. The conclusions of the study highlighted huge importance of OC and organizational commitment towards the services offered for the general populace.

Another study attempted to investigate an association between OC, leadership behaviour and employee satisfaction among Nigerian nurses (Abiodun & Olu-Abiodun, 2017). The authors concluded that leaders symbolic gestures of offering assistance in favour or other employees' can augment ties between leader and co-workers and create healthy environment which ultimately improves job efficiency and in turn, employee satisfaction.

The link between psychological ownership was explored with organizational trust and turnover with a case study of South Africa (Olckers & Enslin 2016). The investigators found that psychological ownership was recorded to have significant positive association with organizational trust and negative link with turnover intent. The study also concluded that psychological ownership completely intervenes the association between organizational trust and turnover intent.

The domain of sentiments of psychological ownership of employees was also studied linking it with employees' perception about the associations between participation of employee share ownership scheme, their attitude as well as behaviour at workplace in using the case of United Kingdom (McConville et.al., 2016). The results suggested meagre impact of employee share ownership scheme on employees' psychological ownership or the company's characteristics; as a result, employees' psychological ownership was recorded to affect meagre or no impact on whether the share scheme carried an effect on attitudes and behaviours. A similar study aimed to observe whether there was any association between employee share ownership scheme and employees' performance at workplace in a British setting (Whitfield et.al., 2016). This investigation found no apparent link between workplace productivity and labour turnover.

A study by Rezaei and Beheshtifar (2017) endeavored to investigate the association between psychological ownership and job

enthusiasm. The study found that psychological ownership can affect employees' job enthusiasm since the former supplies competitive benefits for both managerial and subordinate personnel. In a more recent study, psychological ownership has been evaluated whether it acts as a powerful element in terms of innovation among the old family-run organizations using the case of German firms (Rau et.al., 2018). The study concluded that if psychological ownership is passed on to the subsequent generations, innovation comes to the domain of possibility.

Another recent study aims to investigate another associated variable of collective psychological ownership in organizational perspectives (Ng & Su, 2018). The findings of the study revealed significantly different scores employing a number of variables such as educational status, size of organization, designation, and salary. Significantly positive links were identified between collective psychological ownership and other variables such as job-tenure, working hours, job resources, and work engagement.

According to Argon and Ekinici (2016) studied the construct of psychological ownership in order to discover its association with organizational deviance and social innovation. This study concluded that organizational deviance behavior towards themselves or their colleagues and showed agreement for the items associated with psychological ownership and social innovation. Moreover, the study found a positively significant association between social innovation and psychological ownership.

RESEARCH OBJECTIVES

- To investigate the impact of involvement on employee psychological ownership among employees working in public and private organizations.
- To examine the impact of consistency on employee psychological ownership among employees working in public and private organizations.
- To examine the impact of adaptability on employee psychological ownership among employees working in public and private organizations.
- To examine the impact of mission on employee psychological ownership among employees working in public and private organizations.

STUDY HYPOTHESES

- H1.** Involvement has positive impact on psychological ownership of employee.
- H2.** Consistency has positive impact on psychological ownership of employee.
- H3.** Adaptability has positive impact on psychological ownership of employee.
- H4.** Mission has positive impact on employee psychological ownership.

METHODOLOGY, TECHNIQUE AND TOOLS

For this study, quantitative method was used and the primary data were collected using questionnaire from full time male and female employees of all age groups, working in different public or private banks and hospitals of Hyderabad.

Among the study group, the researcher personally distributed 700 questionnaires. They were distributed among the state-owned and private-owned, doctors and nurses and officers and non-officers of reputed hospitals and banks of Hyderabad in two sets of 350 each (one for hospitals and another for banks). Total questionnaire of 648 were done and handed over to the researcher. Out with of in total, 637 questionnaire answers were included for data analysis.

The gender distribution of the participants in this study. Overall, male respondents were more numerous than female respondents, with a ratio of male respondents of 63.9% (407 respondents) and a ratio of female respondents of 36.1% (230 respondents).

The participants' age results show that 155 respondents (24.3%) were up to 24 years of age, 275 respondents (43.2%) were 25-35 years of age, 133 respondents (20.9%) were 36-45 years of age, 60 respondents (9.4%) were 46-55 years of age, and only 14 respondents (2.2%) were over 55 years of age. Thus in the desired range of 35 years old, a significantly large percentage of respondents fell.

The results show that 40 respondents (6.3%) had a diploma, 349 respondents (54.8%) had a bachelor's degree, 246 respondents (38.6%) had a master's degree and 2 (0.3%) respondents had a PhD degree. This amounted to a cumulative 100% of educated respondents, where no respondent was selected with a level of education lower than the diploma level.

There were 140 (22%) doctors, while 184 (28.9%) were nurses, 196 (30.7%) were bank officers, and 117 (18.4%) were banking sector non-officers. The hospital staff (50.9 %) (nurses and doctors) with a total of 324 respondents and 313 respondents (officers and non-officers) (49.1 %) in the banking sector.

The demographic descriptive study found that a substantially high proportion of male respondents (63.9 percent) (43.2 percent) belonged to the 25-35 age groups. A substantially high proportion of respondents (54.8 percent) had a bachelor's degree and almost one-third (30.8 percent) belonged to the banking sector officer system. About 50.9 percent were hospital respondents and 49.1 percent were respondents from the banking sector.

For the investigation of the data collected, a sequence of statistical methods was employed for this study. For the sake of speed and ease, the SPSS version 22 software was used. A variety of statistical methods such as frequency, percentage, mean, standard deviation, maximum and minimum and related diagrams were used in order to evaluate the variety of collected data.

Data were analyzed through Pearson correlation coefficient and regression. Since the current study is descriptive in nature, questionnaire was employed for the measurement of various variables. The main constructs measured include organizational culture and employees' psychological ownership.

The variable organizational culture was measured through instrument design by Denison's Model (2000) and variable employees' psychological ownership was measured through instrument design by (Avey & Avolio, 2007). For the current study, correlation and regression were used for covering the correlation between variables.

The present study employed the technique of correlation to discover the association between two variables. Here the two continuous variables were organizational culture and employees' psychological ownership. The correlation was also employed to discover the association between four continuous variables: Involvement, consistency, adaptability and mission.

DATA ANALYSIS

Hypotheses were tested through Pearson correlation coefficient and then regression to discover the association of *employee psychological ownership with involvement, consistency, adaptability, and mission*.

CORRELATIONS

	Employee Psychological Ownership
Involvement Pearson Correlation	.530**
Sig. (2-tailed)	.000
N	637
Consistency Pearson Correlation	.560**
Sig. (2-tailed)	.000
N	637
Adaptability Pearson Correlation	.555**
Sig. (2-tailed)	.000
N	637
Mission Pearson Correlation	.659**
Sig. (2-tailed)	.000
N	637

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

The results explored a significant association between *involvement* and *employee psychological ownership* ($r = 0.530$, $p = .000$), *consistency* and *employee psychological ownership* ($r = 0.560$, $p = .000$), *adaptability* and *employee psychological ownership* ($r = 0.555$, $p = .000$) and *mission* and *employee psychological ownership* ($r = 0.659$, $p = .000$).

REGRESSION

Multiple regressions methods been employed to attend the questions of how much variance in dependent variable may be justified by the independent variables and what may be the relative contribution of every independent variable towards the dependent variable. The variables required are:

- One continuous dependent variable (Employee Psychological Ownership); and
- Four continuous independent variables (Involvement, consistency, adaptability and mission).

The proposed model is:

$$E.S.O = \alpha + \beta_1 I + \beta_2 C + \beta_3 A + \beta_4 M + \epsilon$$

Table-I
Descriptive Statistics

	Mean	Std. Deviation	N
Employee Psychological Ownership	34.7268	8.75132	637
Involvement	31.9639	7.84422	637
Consistency	32.7080	7.67210	637
Adaptability	33.6970	8.39723	637
Mission	32.5510	8.48080	637

Table-II

Correlations						
		Employee Psychological Ownership	Involvement	Consistency	Adaptability	Mission
Pearson Correlation	Employee Psychological Ownership	1.000	.530	.560	.555	.659
	Involvement	.530	1.000	.730	.733	.683
	Consistency	.560	.730	1.000	.765	.690
	Adaptability	.555	.733	.765	1.000	.750
	Mission	.659	.683	.690	.750	1.000

Sig. (1-tailed)	Employee Psychological Ownership		.000	.000	.000	.000
	Involvement	.000		.000	.000	.000
	Consistency	.000	.000		.000	.000
	Adaptability	.000	.000	.000		.000
	Mission	.000	.000	.000	.000	
N	Employee Psychological Ownership	637	637	637	637	637
	Involvement	637	637	637	637	637
	Consistency	637	637	637	637	637
	Adaptability	637	637	637	637	637
	Mission	637	637	637	637	637

Table-III
Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	Mission, Involvement, Consistency, Adaptability	.	Enter

a. Dependent Variable: Employee Psychological Ownership

b. All requested variables entered.

Table-IV
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. Change
1	.677 ^a	.458	.455	6.46322	.458	133.505	4	632	.000

a. Predictors: (Constant), Mission, Involvement, Consistency, Adaptability

b. Dependent Variable: Employees Psychological Ownership

Table-V
ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	22307.774	4	5576.943	133.505	.000 ^b
	Residual	26400.697	632	41.773		
	Total	48708.471	636			

a. Dependent Variable: Employees Psychological Ownership

b. Predictors: (Constant), Mission, Involvement, Consistency, Adaptability

Table-VI
Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
	B	Std. Error	Beta			Zero-order	Partial	Part
1 (Constant)	9.316	1.200		7.764	.000			
Involvement	.072	.053	.065	1.354	.176	.530	.054	.040
Consistency	.185	.057	.162	3.238	.001	.560	.128	.095
Adaptability	.015	.056	.014	.270	.788	.555	.011	.008
Mission	.508	.049	.492	10.450	.000	.659	.384	.306

a. Dependent Variable: Employees Psychological Ownership

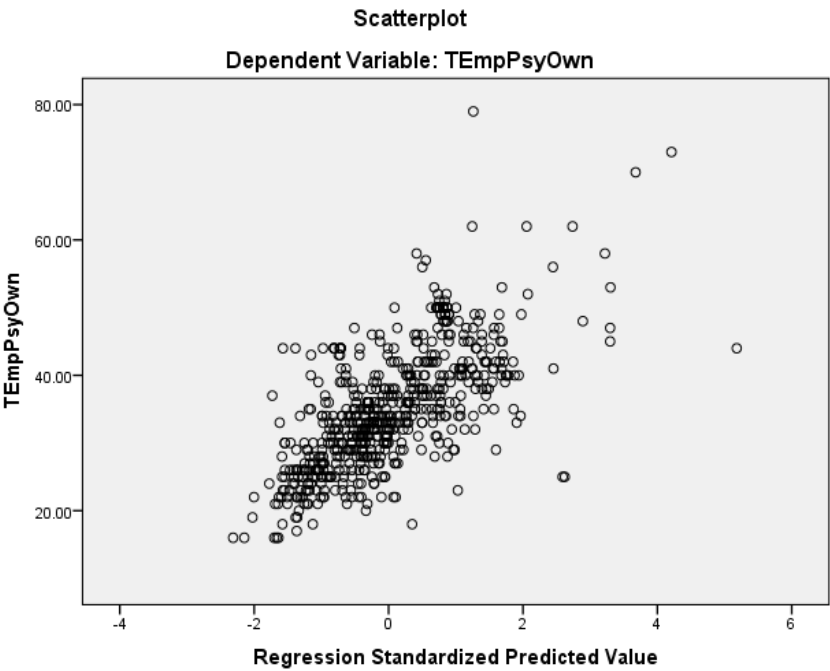
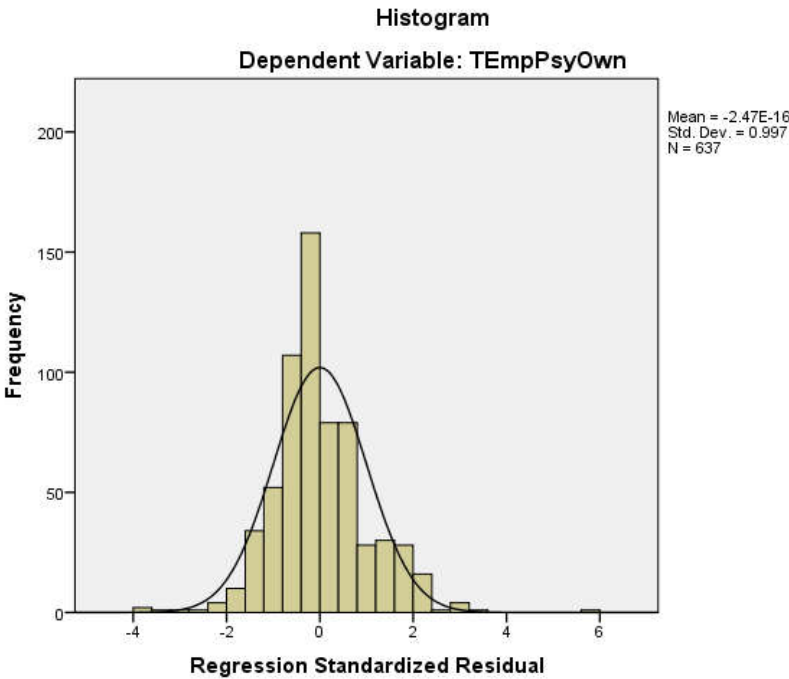


Table II shows the association of variables of the proposed model. The independent variables illustrate some association with dependent variable (more than .3 preferably). All four scales (Involvement, Consistency, Adaptability and Mission) correlate with employee psychological ownership as .530, .56, .555 and .659 respectively in this study. The results highlight that the association between every independent variable is not very high. The highest association between two variables (Consistency & Adaptability) is .765, which is not too high; so all the variables are retained (see table III).

The R Square value, as shown in table IV, informs about how much variance in the dependent variable (Employee Psychological ownership) can be explained by the proposed model (together with the variables of Involvement, Consistency, Adaptability and Mission). The value is .455, expressed as 45.5% in this study. This illustrates that the model explains 45.5% of variance in employee psychological ownership. The table VI illustrates about which of the variables incorporated in the proposed model contributed to predict dependent variable. Since the authors have interest in making a comparison of the contribution of every independent variable, the Beta values under the heading standardized coefficients are used. We intend to observe the largest value. The largest beta co-efficient is .492 which is for *mission* in the current study. This indicates that this

variable made the strongest unique contribution towards explaining the dependent variable, when we control the variance explained by all other variables in the proposed model. The beta value for *consistency* is .162, which indicated a lesser contribution towards explaining the dependent variable. *Involvement* made the contribution ($b = .065$) towards explaining the dependent variable. *Adaptability* made the lowest contribution ($b = .014$) towards explaining the dependent variable.

We then moved to the next step in order to confirm if this value makes a statistically significant unique contribution to the equation. In this respect, the significant value is checked. The significant value for *involvement*, *consistency*, *adaptability* and *mission* is .170, .001, .788 and .000, respectively; that indicates *consistency* and *mission* make a significant unique contribution to predict the dependent variable.

We can interpret the results as: The proposed model, which comprises *involvement*, *consistency*, *adaptability* and *mission*, explains 45.5% of variance in *employee psychological ownership*. Of these four variables, *mission*, makes up the largest statistically significant ($p = .000$) unique contribution (beta = 49.2%); *consistency* makes the second largest statistically significant ($p = .001$) unique contribution (beta = 16.2%); *involvement* makes the statistically insignificant ($p = .170$) contribution (beta = 6.5%) and *adaptability* also makes the

insignificant ($p = .788$) contribution ($b = 1.4\%$). On the basis of the above-discussed findings, a model is proposed in the following way:

E.S.O= Employees Psychological ownership

I= Involvement

C= Consistency

A= Adaptability

M= Mission

B value is used to from regression equation, which is :

$E.P.O = 9.316 + .492(\text{mission}) + .162(\text{consistency})$

DISCUSSION AND FINDINGS

Discussion starts with the examination of association between various dimensions of *OC*, *involvement* and *employee psychological ownership*, *consistency* and *employee psychological ownership*, *adaptability* and *employee psychological ownership* and *mission* and *employee psychological ownership*. In the model of hypotheses 1, 2, 3 and hypothesis 4, we predicted that “*Involvement*, *consistency*, *adaptability* and *mission* have positive impact on *employees’ psychological ownership*”. At the first stage of analysis relationship was measured through Pearson correlation coefficient analysis to check the association among the variables. The model results show that all the four dimensions measuring

OC, *involvement*, *consistency*, *adaptability* & *mission*, correlate with *employees' psychological ownership* and found a significant correlation between the said dimensions with *employee psychological ownership*.

The current study includes the variables of involvement, consistency, adaptability and mission which explained 45.5% of variance in total *employee psychological ownership*. Of these four variables, *mission* exerted the highest statistically significant; while *consistency* exerted the second highest statistically significant; *involvement* brought the statistically insignificant and *adaptability* also made insignificant contribution.

It is noteworthy that the reliance of mission culture is on strategic orientation of organization, foresight, and achievement to ideal objectives. As a result, the existence of mission and vision in an organizational setup enables the workers to endorse their identities with their respective organizations.

This finding aligns to the research conducted by Ali et al. in 2016 in Pakistan on psychometric properties examination of OC which concluded that the Denison model on OC had the potential to assist banking personnel for measuring OC and its efficacy in the Pakistani banking sector. The results found all organizational dimensions i.e. involvement, consistency and mission to be highly relevant.

Another study relates conducted by Rassel Kassem et.al., (2016) in United Arab Emirates on the association between OC and business excellence found a positive association between OC components and business excellence. The mission culture was found to be most significant associated; while, the adaptability culture was found to be not positively associated.

Another study by Azadi et.al., (2013) in Isfahan city Iran on association between OC and organizational commitment concluded that positive significant correlation between OC dimensions such as, *involvement, consistency, adaptability* and *mission* with organizational commitment, and also found OC and commitment as the two key factors for the promotion of innovative work environment.

Another research by Zakari et.al., (2013) on OC and organizational performance is also related with this study which concluded that despite significant differences among various types of banking organizations regarding OC dimensions, the findings suggested no significant variations among the banking organizations concerning performance. It seems that all the banks were found to have similar amount of innovation. Generally, a positive association between OC and performance was revealed in Ghanaian banking sector. In all the cases under study, the OC dimension of *mission* was found to be the strongest producing a positive effect on performance.

Furthermore, the current study finding aligns with the results submitted by study of Nongo and Ikyanyon (2012) from Nigeria also found that *adaptability* had greater power of prediction for *commitment* than the rest of the corporate cultural variables. Therefore,

the employees who feel commitment towards their organization possess greater capacity for *adaptability* in the face of change. On the same note, the above- mentioned studies also found other contributing factors of organizational culture traits such as *mission* and *involvement* that contribute towards the prediction of *commitment* among employees. This finding of the current study aligns with these results highlighting that the two traits of *organizational culture* are second most influential after *adaptability* with involvement and mission.

The previous study findings (Ghader & Afkhami, 2014; Azadi, et.al., 2013; Firuzjaeyan, Firuzjaeyan Sadeghi, 2015; Hakim, 2015) found *consistency* to be significantly associated with *organizational commitment*. However, the current study suggests an opposite finding. It found consistency not to possess significant impact on *employee commitment* as explicated by the significance level; implying that, even if an organization aims at maintaining a strong culture through high consistency, efficient coordination and integration, it does not contribute significantly towards employee commitment.

CONCLUSION

The current study aimed to observe the association between OC, employees' psychological ownership and to establish the theoretical and empirical associations between various dimensions of OC (Involvement, adaptability, consistency & mission) on employee psychological ownership.

Current study aimed to match the existing literature trends about various dimensions of OC (Involvement, adaptability, consistency &

mission) which were positively and significantly associated with psychological ownership.

The current study endeavoured to discover the impact of the selected OC dimensions and employee psychological ownership in hospitals and banks of both public and private sectors. The present study findings recommend that out of the four OC dimensions, mission was found to be the most significant dimension of OC that contributes in predicting employee psychological ownership; while involvement was found next in terms of its contribution, followed by consistency and adaptability.

The above discussion help conclude that the higher the degree of adaptation to changes by the organization, the greater the level of employees' feeling of possession for the organization. The employees consider that organizations' capability to be responsive to the internal customers irrespective of their sectional affiliation impacts their degree of commitment. Moreover, organizations' capacity to reform a set of behaviours and their capacity to understand and react to the outer environment increases the employees' feeling of ownership towards their organization.

One of the main traits of OC, *mission*, was found most practiced in organizations. This has been verified by the highest mean score of *mission*, which indicates that employees consent to the measure of *mission*. The regression analysis results also supported *mission* to be the highest predictor of employees' psychological ownership wherein employees identify themselves with the purpose, mission, and goals of the organization thereby eliciting possession towards organization.

Hence, this concludes that the employees' capability of identification and internalization with the organizational mission can serve as a contributing factor to bind employees with organization for both immediate and durable spans of time.

REFERENCES

- Abiodun O. and Olu-Abioduno. (2017). The Correlation between Organizational Culture, Leadership Behavior, and Job Satisfaction: A Cross-sectional Study of General Hospital Nurses in Nigeria, *Asian Journal of Medicine and Health*, 2(2), 1-13.
- Ahmad, S. M. (2012). Impact of Organizational Culture on performance Management Practices in Pakistan. *Business Intelligence Journal*, 5(1).
- Alvesson, M. (2012). Understanding organizational culture. Sage Publications.
- Ananta N. (2017). A Critical Review of Organizational Culture on Employee Performance, *American Journal of Engineering and Technology Management*, 2(5), 72-76.
- Avey, J., B., and Avolio, B., J., (2007). Psychological Ownership Questionnaire (POQ), Published in Mind Garden, Inc. www.mindgarden.com
- Azadi, A., Bagheri, S., Eslami M. and Aroufzad, S. (2013). Relationship between organizational culture and organizational commitment among women physical teachers. *European Journal of experimental Biology* 3, (1), 531-535.
- Bonaventure S. L. and Chebat J. C. (2015). Psychological Ownership, Touch, and Willingness to Pay for an Extended Warranty, *Journal of Marketing Theory and Practice*, Vol.23, No.2, 224–234.
- Burke,R. (1991). An Identity Theory Approach to commitment, *Social Psychology Quarterly*, 54, 239-251
- Chantal O., and Llewellyn V. Z, (2016). The Relationship Between Employment Equity Perceptions and Psychological Ownership in a South African Mining House: The Role of Ethnicity, *Soc. Indic. Res.* 127:887–901- DOI 10.1007/s11205-015-0972-z

- Deal, T. E., and Kennedy, A. A. (1982). Corporate cultures: The rites and rituals of organizational life. Reading/T. Deal, A. Kennedy.– Mass: Addison-Wesley, 2, 98-103.
- Denison, D. and Mishra, A. (1995). *Toward a theory of organizational culture and effectiveness* *Organizational Science* 6(2): 204-223.
- denison, D., (2000). Organizational Culture: Can it be a key lever for Driving Organizational change? International Institute for Management Development, Denison@imd. Chapter 2.
- Firuzjaeyan, A. A., Firuzjaeyan, M. and Sadeghi, B.(2015). A Survey of the Effect of Organizational Culture on Organizational Commitment based on Allen and Meyer model (Case study: High school teachers of Bandpey region). *International Journal of Academic Research in Business and Social Sciences*, 5(1), 1-9.
- Fraser, K. & Kemp, S. (2012). Effects of Employee Governance and Operational Control on Psychological Ownership and Perceived Justice, *New Zealand Journal of Psychology*, 41(3): 13-20.
- Furby, L. (1980). The Origins and Early Development of Possessive Behavior, *Political Psychology*, 2(1): 30-42.
- Furby, L., (1980). Collective possession and ownership: A study of its judged feasibility and desirability, *Social Behavior and Personality*, 8(2), 165-184.
- Ghader, S. and Afkhami M. (2014). *Effect of Organizational Culture on Organizational Silence*; 3(10), 3306-3313.
- Hadian, D. (2017). The Relationship Organizational Culture and Organizational Commitment on Public Service Quality; Perspective Local Government in Bandung, Indonesia, *International Review of Management and Marketing*, 7(1), 230-237.
- Hanissah A. R., Nazlina Z. and Norsiah M. (2017). The Relationship Between Psychological Empowerment and Job Involvement, *Journal of Applied Structural Equation Modeling* 1(1), 62-72.
- Heino, N. & Jussila, I. (2010). “Psychological Ownership: A Key Mediator in Family Involvement – Effects –Relationship”, Paper presented at the 10th Annual IFERA World Family Business Research Conference, July 6-9, 2010, Lancaster, UK.
- Higgins, E.T. (1997). Beyond Pleasure and Pain, *American Psychologist*, 52(12): 1280-1300.

- Kanter, R.M. (1993). *Men and women of the cooperation* (2nd ed.) New York : Basic Book.
- Katz, D. and Kahn, R. (1978). *The social psychology of organizations*. New York: John Wiley & Sons.
- Kotter, J. (1996). *Leading change*. Boston: Harvard Business School Press.
- Lawler, E. (1986). *High involvement management*. San Francisco, CA: Jossey-Bas.
- Lawson, RB., Z. Shen, (1998). *Organizational Psychology: Foundation and applications*. New York: Oxford university press.
- Mael, F.A., & Tetrick, L.E. (1992). Identify organizational identification, Educational and Psychological measurement, *Review of Educational Research*, 52(4),813-824
- Mcconville D., John A. and Alison S., (2016). Employee share ownership, psychological ownership, and work attitudes and behaviours: A phenomenological analysis, *Journal of Occupational and Organizational Psychology* 89, 634–655
- Meyer, J., P., Allen, N., J., and Gellatly, I., R., (1990). Affective and continuance commitment to the organization: Evaluation of measures and analysis of concurrent and time-lagged relations, *Journal of applied psychology* (6), 7-10.
- Mohammad R. R. and Beheshtifar M. (2017). Promoting Psychological Ownership through Job Enthusiasm, *Palma Journal* 16(2), 296-301.
- Nongo E. S. and Ikyanyon D. N.(2012). The Influence of Corporate Culture on Employee Commitment to the Organization, *International Journal of Business and Management*, Vol.7, (22), 21-28.
- Paschal A.O.Paschal and Ismail N. (2016). Effects of Organizational Culture on Employees Performance: Case of Singapore Telecommunication, *International Journal of Accounting & Business Management*, 4(1), 19-26.
- Peng, H. (2013). Why and When Do People Hide Knowledge?, *Journal of Knowledge Management*, 17(3): 398-415.
- Pierce j. L., Kostova, T. & Dirks, K. (2001). Toward A Theory of Psychological Ownership in Organizations, *The Academy of Management Review*, 26(2): 298- 310.

- Rahimnia, F., M. Alizadeh, (2008). The Dimensions of Organizational Culture Based on Denison model of the faculty Ferdowsi University of Mashhad. *Journal of Educational Studies and Psychology*, Ferdowsi University, period, 10(1), 147-170.
- Sabine B. R., Arndt Werner and Sabrina S. (2018). Psychological ownership as a driving factor of innovation in older family firms, *Journal of Family Business Strategy*.
<https://doi.org/10.1016/j.jfbs.2018.03.001>
- Saffold, G. (1988). Culture traits, strength, and organizational performance: Moving beyond 'strong' culture, *Academy of Management Review* 13(4): 546-558.
- Schein, E. H. (2009). *The corporate culture survival guide* (Vol. 158): John Wiley & Sons.
- SENGE, P. (1990). *The fifth discipline: The art and practice of the learning organization*. New York: Doubleday
- Siu-Man Ng and Xuebing SU (2018). An investigation into the correlates of collective psychological ownership in organizational context Ng & Su, *Cogent Psychology* 5: 1-15.
- Spreitzer, G. (1995). Psychological empowerment in the workplace: Dimensions, measurement, validation, *Academy of Management Journal* 38(5): 1442-1466.
- Türkan Argon and Serkan Ekinici (2016). Teachers' Views on Organizational Deviance, Psychological Ownership and Social Innovation' Universal, *Journal of Educational Research*, Vol. 4, (12A), 133-139.
- Umrani W. A., Pervaiz A. M., Altafh.S. and Syed M. M.S. (2016). Psychometric Properties Examination of Organizational Culture Construct: Evidence from Pakistan, *International Journal of Academic Research in Business and Social Sciences*, 6(12), 685-699.
-