Chapter 2

REVIEW OF LITERATURE
This chapter presents the review of the studies which are conducted by earlier researchers. Rationale behind conducting “review of related literature” is to understand research area and to get an idea about the design of the study, way of presentation of the study, reporting, interpretations, etc. Conducting this type of work helps a researcher to do his or her work in a proper way by clarifying ambiguous doubts in the research process through reviewing the literature. It is not possible to present all the literature related with research area in the chapter because of that it so huge. But, at most care have been taken to include most relevant and unique studies in the chapter.

**Studies related with Organizational Culture**

Organizational culture is the glue that connects all the employees to work together in an organization. The glue consists of multifaceted set of beliefs, values and assumptions which help the employees to work as cohesive group. As the organizational culture influences the individual and group behavior, the variable has an important role in organizational researches. The researchers are trying to bring clarity to the concept organizational culture by identifying the factors behind the formation of organizational culture, relationship of organizational culture with other organizational variables etc.,

Even if there is no single definition for the concept of the organizational culture and even if cultures are very different from one to another, commonalities do exist. According to Hofstede (1980) organizational culture is the collective programming of the mind that distinguishes the members of one organization from another in the form of beliefs, values and assumptions which are practiced in one organization may different from other organization. This includes shared beliefs,
values and practice that distinguish one organization from another. The formation and maintenance of the aspects of organizational culture can be explained in terms of historical perspective. Pearse and Kanyangale (2009) addressed that while studying the nature of organizational culture, researchers should conscious of the contextual and historical features of existing culture. Similarly, Staber (2011), in his study, suggested that, it is an evolutionary process that is motivated by a continuous stream of new variations in the distribution of ideas in terms of similarity, competition etc.

Thus it is clear that, organizational culture is temporary in nature, which may change overtime. Therefore, it is important to form and maintain an organizational culture which is adaptive in nature in the fast growing world for its survival. By keeping this in mind, Costanza, Blacksmith, Coats, Severt, and DeCostanza (2016) studied the effect of two broad categories of adaptive culture- values toward change and action-orientation on organizational survival. The study found that organizations with adaptive culture were more likely to survive in the business world.

Based on the characteristics of organizational culture, an individual’s effectiveness in the organization can be predicted. It may produce positive or negative influence. George and Jayan (2012) exposed that organizational culture had a significant impact on personal effectiveness. The study also reports that the organizational culture has a significant impact over the personal focus, personal growth, team effectiveness, customer focus, relationships and personal adaptability. The study also reported that, employees with a higher organizational culture significantly scored higher personal effectiveness than employees with moderate and
low organizational cultures. In conclusion, a higher level of organizational culture leads to a higher level of personal effectiveness.

Thus, from the above studies, it can conclude that there is a strong relationship between organizational culture and person effectiveness or employee performance. Sometimes, a number of organizational variables play a meditational role in between organizational culture and employee performance. Job attitude is one of the important variables which are directly related to organizational culture. Gregory, Harris, Armenakis, and Shook (2009) conducted their research to examine the meditational role of employee attitudes between organizational culture and diverse measures of organizational effectiveness. The result of their study suggests that employee attitudes mediate the culture–effectiveness relationship.

Different scholars were tried to bring out the relationship of organizational culture and its dimensions with job attitude and its dimensions. For example, in a study, Tastan and Turker (2014) found a significant positive relationship between perceived organizational culture and with attitude variable job involvement. Ramshida and Manikandan (2013) stated that there is a positive correlation between organizational culture and organizational commitment. In addition to this, they suggested that the extent to which employee absorb the culture of the organization, can improve the commitment which will resist the occurrence of counterproductive work behavior in the organization.

Similarly, Samuel (2015), in his study reported low commitment towards work in the departments which have a hierarchical culture that is unsupportive. Due to this reason, the staffs of the departments have to do too much work with lesser time for the accomplishment. Singh (2007) found that, the dimensions of
organizational culture such as purpose, structure, leadership, relationship, rewards and helpful mechanisms are positively and significantly related to the organizational commitment. In addition to it, the study also reports that Job involvement significantly related to all the dimensions of organizational culture except- structure. Nam and Kim (2016) studied different types of culture and its effect on different attitudes. The result of the study stated that organizational rational culture, group culture, development culture and hierarchical culture showed a high level of affective commitment, but a low level of normative commitment. The study also reported that group culture and rational culture had an influence on job satisfaction and affective commitment.

However, some studies also reported that there is no relationship between organizational culture and attitude variables. For example, Giri, Nimran, Hamid, and Musadieq (2016) in their study found that organizational culture does not have a significant effect on the organizational commitment of employees.

Besides attitude, organizational culture has a great role in determining different organizational variables which influence the productivity of employee as well as organization. Naqshbandi, Kaur, and Ma (2015) studied the relationship between organizational culture and innovative process and found that organizational culture was a huge predictor of open innovation. Tastan and Turker (2014) also found that organizational culture is also influencing some other factors such as psychological conditions of meaningfulness and safety and thus will be beneficial in bringing the full potential of them. According to Bindl and Parker (2010), the more and more employees internalize and identify the values and goals of the organization, they will show positive behaviors in their work settings.
Carmeli (2005) in a study examined the influence of five dimensions of organizational culture which include job challenge, communication, trust, innovation and social cohesiveness on employees’ withdrawal intentions and behavior. The result indicates that an organizational culture that provides challenging jobs diminishes employees’ absenteeism, and withdrawal intentions from the occupation, etc. It was also reported that other dimensions of organizational culture were not significantly correlated with the dependent variables, with the exception of the relationship between innovation and employees withdrawal intentions from the job.

Organizational culture also influences the organizational practices or human resource practices which force the employees to continue with the existing culture. Adewale and Anthonia (2013) examined the impact of organizational culture on human resource practices. Results revealed that there is a relationship between recruitment process, training programmes, job performance management, performance of employees, pay structure, and compensation administration with the dimensions of organizational culture such as belief, value, and practice. All these factors together lead to organizational effectiveness. Ehtesham, Muhammad and Muhammad (2011) explored the relationship between the components of organizational culture (involvement, consistency, adaptability, and mission) and performance management practices. The statistical analysis revealed that, all the variables including involvement, consistency, adaptability and mission has significantly positive impact on Performance Management Practices (PMP).

Does culture of the organization produce different effect on organizations? Scholars were tried to distinguish organizational culture on the basis of its characteristics and tried to know the influence of it over employee work behavior.
Haggalla and Jayatilake (2017) explored the influence of organizational culture on turnover intention of employees. The findings of their study indicated that, there is a relationship between the two variables.

From the reviews, it is possible to understand that the organizations with the culture that bonds the employees together and motivates them to work for the organization tend to be good for organizational performance. So there exists a direct relationship between organizational culture and employee performance. Sometimes, organizational culture and organizational performance is mediated with some other organizational variables. Work engagement is one of the important organizational factors which play a meditational role in between organizational culture and employee performance.

**Studies related with Work Engagement**

Work engagement is a newly emerged concept in organizational studies. It is a state of mind or attitude of an individual employee towards his or her work in an organization. It is different from “employee engagement” because work engagement mentions to the relationship of the employee with his or her work, whereas employee engagement may also include the employee’s relationship with the organization.

Even though, the definitions of work engagement and other job attitudinal variables like organizational commitment and job involvement look similar, but it is different. Scrima, Lorito, Parry, and Falgares (2014) separated these constructs in their study and suggested that work engagement mediated job involvement and organizational commitment. Arya and Manikandan (2013) reported that work engagement and organizational commitment are significantly correlated.
There are different studies which explain the nature of work engagement. But, the work of Schaufeli, Salanova, Gonzalez-Roma, and Bakker (2002) has an important role in conceptualizing the work engagement in organizational research. They conceptualized that work engagement as not a single entity rather comprised of three sub factors namely: Vigor, Dedication, and Absorption. As the work engagement is important in organizational or industrial research, it is important to develop different tools to measure the variable. The most common tool used for measuring the work engagement is Utrecht Work Engagement Scale (UWES) which consist of three dimensions such as vigor, dedication, and absorption which constitute work engagement.

Coetze and Rothmann (2005) tried to assess the factorial validity of the Utrecht Work Engagement Scale (UWES). Structural equation modeling confirmed a three-factor model of work engagement consisting of vigor, dedication and absorption, with acceptable internal consistencies. Practically significant differences were found in engagement levels of employees in different language groups, those with different years of service at the institution, as well as between academic and administrative employees.

As work engagement is an important variable in organizational research, numerous studies were conducted by different scholars to know the antecedents of work engagement in an employee. Some of the studies focused on how the job resources influence the work engagement of the employee. These job resources were related with resources available to them in their organization. The availability of these resources likes organizational resources such as support from supervisor,
support from coworker; and personal resources of employees may positively influence them.

Koyuncu (2006) reported that, organizational variables such as rewards, recognition and value fit predicted the engagement of the employees. Coetzer and Rothmann (2007) found that growth opportunities (including variety, opportunities to learn and autonomy) in the organization positively related to work engagement. In addition to the influence of growth opportunities on work engagement, they also found that organizational support (including relationship with superiors, role clarity, information, communication and participation) and social support were positively related to work engagement of the employees.

Schaufeli and Bakker (2004) found that job resources like social support, supervisor coaching, and feedback were positively related to engagement. In their study, Mauno, Kinnunen, and Ruokolainen (2007) reported that work engagement was predicted by job resources, job demands, job control and organization-based self-esteem. Anitha (2014) reported that the variables working environment and co-worker relationship were most prominent in determining the engagement of employees towards their work. The meta-analytic study of Halbesleben (2010) showed that the resources of social support, autonomy, feedback and a positive organizational climate show a significant positive relationship with work engagement.

In addition to job resources, scholars also showed interest in studying the personal resources of individual that directly or indirectly influence the work engagement of an employee. For instance, one study found that self-efficacy, self-esteem and resilience like personal resources motivate the employees to get engaged
in their jobs (Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2007). Similarly, while examining the potential antecedents of work engagement, Burke and El-Kot (2010) found that need for achievement and workaholic job behavior predicted all three engagement measures namely vigor, absorption and dedication.

Researchers also had keen interest in knowing the relationship of personal and job resources with work engagement dimensions. Salanova and Schaufeli (2008), in their study reported that engagement (vigor, dedication) of the employee fully mediated the relationship of job resources (job control, feedback, and variety) and proactive work behaviors. Arifin, Troena, Djumahir, and Rahayu (2014) reported that organizational culture, leadership and personal characteristics (self-esteem and self-efficacy) positively and significantly influence work engagement of teachers.

The reviews support the view that when there is availability of resources which satisfy the employee: when there is enough support from the environment to the employee, when the employee enjoys autonomy, and employees working in positive organizational climate, the work engagement of the employee may likely to increase. But when the employees are not satisfied with the resources available to them, it creates some negative consequences. For example, the study of Schaufeli and Bakker (2004) revealed that job demands like workload, emotional demands etc. were negatively related with engagement. Similarly, Coetzer and Rothmann (2007) reported that job demands such as work overload are negatively related to work engagement. Using regression analysis Uludag and Yaratan (2010) revealed that the dimensions of burnout, namely, emotional exhaustion, cynicism, and reduced
professional efficacy were negatively associated with work engagement variables—vigor, dedication, and absorption respectively.

From the earlier studies, it is clear that work engagement is a positive variable which lead to organizational success. Harter, Schmidt and Hayes (2002) reported that, engagement of the employee was associated positively with the factors such as customer loyalty, productivity, profitability and customer satisfaction which will result in organizational success. Sonnentag (2003) reported that engagement influences in-role behavior, proactive behavior and organizational citizen behavior of the employees. In 2008, Bakker and Demerouti, stated that engaged workers are more creative, more productive, and hardworking. The personal resources motivate the employees to engage in their works. Xanthopoulou et al. (2007) showed that engaged employees are highly ‘self-efficacious’; which means that engaged employees tend to believe that they are able to meet the demands that they face in any context.

The work engagement of the employee is not only plays a great role in determining the performance of the organization, but also creates some positive effects in the employee himself/herself also. For example, Demerouti, Bakker, de Jonge, Janssen, and Schaufeli (2001) reported a negative relationship between work engagement and psychosomatic health complaints such as headaches, chest pains etc. Similarly, Schaufeli, Taris, and van Rhenen (2008) reported in their study that engaged workers were reported fewer psychosomatic complaints than their non-engaged workers. These studies suggest that, whenever the employee engaged to the work, the psychosomatic problems may less likely to occur. Similarly, Schaufeli,
and Bakker (2004) found that, the engaged workers informed less health-related issues such as headaches, cardiovascular problems, and stomach aches to them.

Bakker (2007) noted that engaged employees have more frequent positive emotions and better health and thereby creates their own resources to engage in their work and transfer engagement to coworkers. After controlling the job demands and resources of the team members, Bakker et al. (2006) reported that team-level work engagement was related to engagement of the individual employee of that team, Above studies is the best evidence that engaged employee will transfer their vigor, dedication, and absorption to coworkers and perform better as a team.

From different studies Bakker and Demerouti (2008) identified the major four reasons for good performance of engaged workers better than non-engaged workers. They identified that engaged employees often experience positive emotions (eg: happiness, joy, and enthusiasm); experience better health (mentally and physically); create their own resources which will help them to perform well; and transfer their engagement to others. Similarly, the work carried out by Munoz, Vergel, Demerouti, and Bakker (2014) showed that daily work engagement has a direct effect on daily happiness of an individual employee. The study also observed that employee’s daily happiness influenced the partner’s daily happiness and make a home happy.

Thus, engagement of the employee towards the work creates some positive effect on both individual as well organization. Here, it becomes important to make strategies that improve the engagement of the employees towards work. Training or interventions could create a positive environment that foster engagement. Knight, Patterson and Dawson (2017) conducted a systematic review and meta-analysis to
investigate the effectiveness of work engagement interventions and forwarded three conclusions from the reviews related with intervention. First among the conclusion include- interventions increase work engagement positively. Second- suggested to conduct intervention in groups, as it will increase resources, work engagement and well-being. Third- all the analyses indicated large heterogeneity, suggesting other important moderators and subgroups.

After controlling for general levels of personal resources and engagement, Xanthopoulou, Bakker, Demerouti, and Schaufeli (2009) revealed that day-level job resources had an effect on work engagement through day-level personal resources. Day-level coaching had a direct positive relationship with day-level work engagement, which, in-turn, predict daily financial returns. Additionally, previous days coaching had a positive, lagged effect on next day’s work engagement and next day’s financial returns.

All these intervention plans which make changes in organizational and personal resources boost the engagement and performance of the employees positively. At the same time, when the employee face undesirable experience from the organizational resources and lack personal resources, the organization will witness worst performance from the employee. Stress at work is one of the hot topics discussed in organizational behavior and allied subjects which hinder the performance of the employees.

**Studies related with Work Stress**

Work stress is a condition of an individual which emerge from different zones of working environment. An optimum level of stress is needed for any individual employee, as it forces them to do their work. But when it becomes
extreme, it will bring negative impact to the individual and to the organization. Numerous studies were conducted in the area of organizational behavior and allied subjects across the world.

Studies reported that stress at work creates negative influences on individuals as well as organization. For example, Lundberg (2002) examined the relationship between stress and work related upper extremity disorders (WRUED). Results revealed that both physical and psychosocial work conditions may contribute to WRUEDs by inducing physiological stress and muscle tension in employees. The relationship of stress at work with work related medical problems such as cardiovascular diseases, irritable bowel syndrome, hyper tension and cancer (Murray, et al., 2004; Lim, Bogossian, & Ahern, 2010) outlined by different scholars.

As the stress creates negative influences on individuals, it also creates some negative influences on the organization. This negative effect was pointed out by different scholars. Bhatti, et al. (2011) also reported that job stress had negative impact on the health of employees. Ranjit and Mahespriya (2012) suggests that level of job stress influences the level of quality of life by indicating that higher level of stress leads to low quality of life.

Many studies reported that there exists a negative relationship between job attitude variables and stress of the employees. Bhatti, et al. (2011) reported a significant negative relationship between job stress and job satisfaction. Similarly, Fairbrother and Warn (2003) also confirm that occupational stress is negatively related to job satisfaction. These results indicate that, when the employee experience
high stress in the organization, will develop a negative attitude towards the organization and in turn reflect in overall performance of the employee negatively.

As the excessive stress causes negative impact on both individual and organization, it is important to know the factors behind the stress at work. Bhatti, Shar, Shaikh, and Nazar (2010) classified the factors behind the stress as external factors and internal factors. The external factors include variables such as climate, economic conditions and employee family, while intra-organizational stressors are related with company policies, working conditions, and leadership, workload and office timings. From their analysis, Bhatti, Shar, Shaikh, and Nazar (2010) concluded that 33% of overall stress was caused by external factors and 67% stress was due to internal factors or intra-organizational factors.

As internal factors are most important cause of stress, researchers are exploring more about organizational antecedents of stress. Pienaar and Rothmann (2003), concluded that occupational stress germinate from two sources, namely job demands and a lack of job resources. All the intra-organizational stressors are related with job demands and lack of job resources. Happell, Dwyer, Reid-Searl, Burke, Caperchione, and Gaskin (2013) identified high workloads, unsupportive management, human resource issues, interpersonal issues, work shift and career development as potential stressors in nursing professionals. Organizational variables such as poor pay, understaffing, and excessive workload were pointed by Lapane and Hughes (2007), which determine the stress of employees.

Different studies from 1996 to 2012 were analyzed by Thian, Kannusami, and Klinin-Yobas (2013) and found that job demand, role stress and interpersonal conflict at work as major job stressors. Major Job demands listed by them includes
work load, shortage of staff and time constraints regardless of organizational and cultural differences. Common role stress experienced by nurses includes role conflict and role ambiguity. In addition, interpersonal conflict (with colleagues and supervisor) also outlined by them.

Imtiaz and Ahmad (2009) identified personal issues, lack of administrator support, lack of acceptance for work done, low span over work environment, unpredictability in work environment, inadequate monetary reward as important factors which affect stress in an employee. Manzoor, Awan, and Mariam (nd) showed that the stress levels among employees is high in certain areas like work overload, long working hours, problems in family life, pressure at work, job insecurity, and physical agents.

Besides these organizational factors, the physical environment also plays an important role in determining the stress of employees in an organization. The physical environments which cause stress in employee definitely influence the productivity of the organization. A study by Sarode and Shirsath (2014) is an example which proves the relationship between physical environment and productivity. They found that, work environment including lighting, noise, color, and air quality are connected each other and has a very important role in determining the productivity of the organization.

Sometimes the intra organizational problems are associated with external environment. This association also brings some effect on employee in the form of stress and stress related problems. For example, the hierarchical regression analysis of Bowen, Edwards, Lingard, and Cattell (2014) reports that working long hours is
significantly associated with stress, and mediated through an imbalance experienced between work and life/family commitments.

Different employees perceive the stress in different manner. Some may cope with the stress in a softly while some are not able to cope with stress. Lee and Lee (2001) examined the roles of coping strategies used by individuals to cope with job stress who is working in different industries. From the study, it was found that, direct action coping strategy is used to reduce the job stress by affirmatively changing the deleterious effects of job stressors in the work environment. Baugher and Roberts (2004) found that problem-focused strategies of workers to cope with potential risks associated with stress reduced anxiety and depression. Union growth and membership in a union helped them in reducing their strength because it gave them an opportunity to raise their voice against hazards in the organization.

As the stress at work creates problems in work setting, it is important to control the stress. For this purpose, it is important to make intervention plans to reduce stress. Giga, Noblet, Faragher, and Cooper (2003) suggested that, the most effective means of reducing stress in the work-place is possible with the intervention of organization itself. The intervention plan not only benefits the individual employee, but also benefits the organization in their long run.

By adopting best practices and intervention plans the organization can reduce stress related problem. Reduction in the level of stress boost positive organizational factors like work engagement, job satisfaction, etc., the organization can increase the performance of the employees which in turn reflect in the productivity of the organization.
Studies related with Performance

The performance of the employee includes all the activities that are relevant in achieving organizational goals. As the performance of the individual is essential to the development of the organization, the managements and the researchers are continuously researching about the factors that are affecting the performance of the individual employee. There are many factors which the influence the performance of the employees. This section covers the most important studies conducted and focuses on the performance of the employees in different organizations.

There are a number of factors which influence the performance of the employees; researchers have to focus on different factors which directly or indirectly influence the performance. One of the most researched areas in this field is work environment of an employee and its related factors. Mathews and Khann (2013) suggested that an adequate lighting system, noise, furniture, and temperature will influence employees both physically and psychologically in a positive manner. This positive influence in turn influences the performance of the employees.

Besides these physical environments, there exists some other factors which directly or indirectly influence the performance of employees. How the management or higher authorities interact with employees working in the organization is one of the important areas in this field. For example, Naharuddin and Sadegi (2013) identified that the elements like job aid and supervisor support also influence the employee performance. Similarly, Walumbwa, Mayer, Wang, Wang, Workman, and Christensen (2011) reported that ethical leadership was positively and significantly related to employee performance. Ogbonna and Harris (2000) found a significant relationship between leadership style and performance of the employees. Arifin,
Troena, Djumahir, and Rahayu (2014) reported that organizational culture, leadership, personal characteristics (self-esteem and self-efficacy) and work engagement positively and significantly influence teacher performance.

Intiaz and Ahmad (2009) reported that an increase in personal dilemmas, decrease in financial reward, decrease in influence over work environment, decrease in supervisor support resulted in poor employee performance. Researchers also explored the influence of organizational variables which differentiates employee. For example, Salanova, Agut, and Peiro (2005) found that organizational resources and work engagement predict service climate, which in turn predicts employee performance.

Bakker, Demerouti, and Verbeke (2004) used job demands-resource (JD-R) model to explain how certain job characteristics—such as demands and resources—make variance in both in-role (activities that are linked to one’s formal job role) and extra-role (behaviors linked to the effective functioning of the organization) performance through work. According to them, the resources available to the employees in the organization may act as a motivational instrument which promotes the employees to perform well in the organization.

Studies also demonstrated that, personality dimensions may also influence the performance of the employee in the organization. Barrick and Mount (2009) reported that, among big five personality dimensions, conscientiousness and emotional stability serve as the most valid predictors of individual performance outcomes. Chughtai and Lateef (2015) observed a positive correlation between performance of the employee with emotional intelligence dimensions—social awareness and relationship management. The multiple regression analysis conducted
by Robertson, Birch, and Cooper (2012) revealed that psychological well-being and work attitudes do predict the self-reported levels of performance. Khan, Dongping, and Ghauri (2014) found that attitude-related factors such as job satisfaction and job commitment have a strong positive effect on employee’s performance. Similarly, Chuqhtai (2008) reported that there is a significant positive relationship between job involvement and performance.

Some studies also found that the policies and process of the organization has a greater influence in determining the performance of the employees. Odunlami and Matthew (2014) shows that, there is a significant relationship between organizational policies such as compensation management and good welfare service with employees’ performance. Based on past reviews on performance in different organizations, Dobre (2013) suggests that, factors such as empowerment and recognition increase employee motivation leads to good performance. Tanveer, Shaukat, Alvi, and Munir (2011) stated that all human resource practices such as recruitment and selection, training and performance appraisal among employees have a significant relationship with employees’ performance in textile sector.

Studies are reported that various training conducted by the organization brings positive effect on performance of the employees. Iqbal, Ijaz, Latif, and Mushtaq (2015), in their study concluded that, there is a positive relationship between the trainings and employees’ performance. Similarly, Khan, Khan and Khan (2011) also reported that, there is a positive relationship between training and performance. Supporting to this notion, Bhat (2013) found that, excellent training programs will result in more efficiency, accuracy and effectiveness in lesser time and cost which will positively influence the performance.
The organizational or industrial field now experiences a drastic change in the field of technology. So it is important to adopt trainings based on recent technological changes. For example, in 2000, Lin (2000) analyzed two different crisis happened in two different organizations and explored the role of computer in determining the organizational performance in these crucial situations. This study demonstrated that computational case analysis will provide a systematic and obvious direction for successful crisis management. Now the technologies are changing day by day. Thus, organizations should give training to deal with technological changes to make the organization more systematic.

The studies discussed above revealed that how different factors influence the performance of the employees positively. But, if the employee does not meet satisfaction from the factors which increase the performance of them, it will create negative consequences in both individual as well as organization. For example, Iqbal, Ijaz, Latif, and Mushtaq (2015), found that there is a negative relationship between the long working hours and employees performance and between the communication barriers and employees performance. Here the employee performance is decreased as there exist negative stimulus in the organization. Thus, it is important to adopt excellent plans to motivate employee towards work by eradicating the entire negative stimulus. Dobre (2013) points out that, not all individuals working in the organizations are the same; therefore, each individual employee should be motivated using appropriate strategies.

Hence it is clear that the work environment influence the performance of the employees. In addition to above discussed factors, individual characteristics also influence the performance of an individual employee in an organization.
Studies explore the relationship between selected variables under study

Above section discussed the studies related with organizational culture, work engagement, work stress and performance. From the discussed studies, one can get an overall picture about the selected variables. In this section, relationship between the variables organizational culture, work engagement, work stress and performance are discussed. By going through the studies which explore the relationship between these variables, one can get a complete portrait about the relationship between the variables under study.

Organizational culture and work engagement

Macey et al. (2009) suggested that work engagement can be created and sustained with the support of culture of the organization. It suggests the importance of organizational culture in determining the work engagement of employees. Many scholars tried to find out the influence of the dimensions of organizational culture on the dimensions of work engagement. Organizational culture includes all the resources that characterize an organization. Schaufeli and Bakker (2004) reported a positive correlation between job resources (performance feedback, social support, and supervisory coaching) which is an essential component of organizational culture with work engagement dimensions such as vigor, dedication and absorption. Similar to this, Hakanen et al. (2006) reported that organizational variables such as job control, information, supervisory support, innovative climate and social climate were all positively related to work engagement.

In 2010, Crawford et al. established that the joint effects of a number of job resources such as access to information, support from coworkers, supervisors and organization also create some significant positive relationships with work
engagement. Still researchers are not lost in interest in finding the relationship of organizational culture with the work engagement of the employee. Most recently, Kalia and Verma (2017) studied the influence of organizational culture dimensions such as openness related with freedom, confrontation of the challenges, trust in the organization, authenticity which is related with trust, autonomy of the employee, collaboration which is related with relationship and chance for experimentation on the work engagement dimensions vigor, dedication and absorption. Among them, autonomy and experimentation were established a significantly relationship with all the three dimensions of employee engagement in their study. The study also suggests that the dimension-trust has predicted the work engagement dimensions-dedication and absorption, while the dimension-collaboration influenced only absorption.

Organizational culture and work stress

Just like the relationship between organizational culture and work engagement, organizational culture may also have a strong relationship with stress of the employees in an organization. According to Pienaar and Rothmann (2003), stress at work place originates from job demands and a lack of job resources which characterize organizational culture. In his study, Kanugo (2006) argued that the nature of organizational culture has a significant influence on role conflict as well as role stress. But, Sarath and Manikandan (2016) reported that, there was no significant influence of organizational culture on work stress. Further, the study also reported no significance difference in work stress dimensions-control, demand, support and role on the basis of nature of organizational culture at any level.
Organizational culture and performance

The characteristics of organizational culture determine the performance of employee working in that organization. Organizational culture includes everything in the organization which influences the employee directly or indirectly. Depending upon the extent to which how the employee perceive their organizations culture determine the performance of the employees. Ritchie (2000) stated that supportive culture is a motivational instrument which encourages employees to show their maximum productivity in the organization.

Ginevicius and Vaitkunaite (2006) studied the impact of organizational culture and its dimensions on performance of individuals, using a newly developed questionnaire of organizational culture revealed that, the dimensions of new organizational culture inventory such as strategic direction, learning, fair reward and support was significantly related with the performance. But other dimensions of new inventory such as involvement, cooperation/collaboration, transmission of information, care about clients, adaptability, system of control, communication, agreement, coordination and integration has not much related with performance of the employee.

Many researchers found that organizational culture is a significant predictor of performance. For example, Biswas (2009) in a study reported that culture is a significant predictor of intention to quit and employee performance. Zain et al. (2009) stated that organizational culture dimensions such as teamwork, communication, reward and recognition, training and development were the key determinants of performance in an organization. Paschal and Nizam (2016) found
that organizational culture such as ritual, value and heroes has significant influence on employee’s performance.

By analyzing the impact of organizational culture on employee performance, Uddin, Luva and Hossian (2012) suggested both positive and negative mannerism of culture in the organization has a significant role in the performance and productivity of employees. If an employee imbibe the culture and attached to the organizational culture may increase the performance. George and Jayan (2012) reported that employees with a higher organizational culture which bond the employee with the organization significantly showed high effectiveness than employees with moderate and low organizational cultures. The study revealed that there is a strong relationship between organizational culture and employee effectiveness.

The study conducted by Giri, Nimran, Hamid, and Musadieq (2016) also found the significant influence of organizational culture on employee performance. Shahzad, Iqbal, and Gulzar (2013) observed a significant positive relationship between organizational culture and employee’s performance. Similarly, Ojo (2009) also reported that, organizational culture has a positive and significant effect on employee performance.

The studies of different scholars (Syauta, Troena, Setiawan, & Solimun, 2012; Gregory, Harris, Armenakis & Shook, 2009; Heskett, 2012) suggests that, there are some factors which mediate the relationship between organizational culture and performance of the employee. It suggests that, organizational culture also has an indirect effect on the performance of the employees. Supporting to this, Bindl and Parker (2010) suggested that, when an employee internalize the values and goals of organization in which they work in, will be engaged to their work and produce
positive behaviors at work which may positively influence the performance of the employees.

Sometimes, a number of organizational variables play a meditational role in between organizational culture and employee performance. Job attitude is one of the important variables which are directly related organizational culture. Gregory, Harris, Armenakis, and Shook (2009) conducted their research to examine the meditational role of employee attitudes between organizational culture and diverse measures of organizational effectiveness. The result of their study suggests that employee attitudes mediate the culture–effectiveness relationship.

Work engagement and work stress

In the case of work engagement and work stress, work engagement is related with work stress of the employees. Sarath and Manikandan (2015) found that when an employee is engaged towards his or her work, they may experience very low stress. Iqbal, Khan, and Iqbal (2012) reported that there exists a significant negative relationship between job stress and employee engagement variables- vigor, dedication and absorption. The regression analysis suggests that job stress is a strong predictor of employee engagement.

Coetzee and de-Villiers (2010) found a significant relationship between the participants’ sources of job stress and levels of work engagement. Similarly, some other researchers also reported that different sub factors of stress have a significant role in determining the work engagement of employees. For example, Orgambidez-Ramos, Borrego-Ales, and Mendoza-Sierra (2014) showed that stress indicating factors such as role conflict and role ambiguity is negatively correlated with work engagement of the employees. The result indicates that, when the employees
experience stress in their work, their work engagement comes down. But Schaufeli and Bakker (2004) reported a negative correlation between stress and work engagement. The study also reported that some individuals may engaged to their work, even when they are exposed to organizational stressors like high job demands and working long hours. Schaufeli and Bakker (2004) stated that, this happens when the employee find pleasure in dealing with these stressors in the organization.

*Work engagement and performance*

There are different studies which explore the relationship between work engagement of the employees and their performance in the organization. According to Crawford, LePine, and Rich (2010), the employees will find their work to be easier and interesting, and even committed when they are engaged in their work. Gorgievski, Moriano, and Bakker (2014) reported that work engagement was related favorably to performance through its relationship with more positive effect and less negative effect.

Anitha (2014) reported that employee engagement had significant impact on employee performance. Bakker *et al.* (2004) reported that the employee who got high score in work engagement received higher ratings from their colleagues on their performance. Mokaya and Kipyegon (2014) stated that engagement is a very powerful factor used to measure an organization’s vigor and direction towards superior performance. Perrin (2008) reported that organization who hired highly engaged employees had a better productivity than organizations who hired highly disengaged employees.

More recent studies have reported that some personality factors serve as contributory factors in between work engagement and individual performance.
Demerouti (2006) stated that personality traits such as goal directedness and conscientiousness of employee stand in between work engagement and job performance. Similarly, Bakker et al. (2012) reported that individuals who are motivated to be hard-working, reliable, self-disciplined and optimistic can convert their work engagement into increased performance.

Bakker and Bal (2010) reported a positive relationship of weekly work engagement with in-role (activities that are linked to one’s formal job role) and extra-role (behaviors linked to the effective functioning of the organization) performance of the teachers. The study of them also reported meditational role of work engagement in between job resources and in-role and extra-role performance. The results suggests that employees who are presented with job-related resources are engaged in their work and makes them to perform well (both in role and extra role) in the organization.

Some other scholars also forwarded the meditational role of work engagement. For example, Gupta, Acharya and Gupta (2015) suggested that work engagement mediates the relationship between supervisory support and employee performance. Similarly, Yalabik, Popaitoon, Chowne, and Rayton (2013) stated that work engagement plays a meditational role between job satisfaction and job performance. Xanthopoulou, Baker, Heuven, Demerouti, and Schaufeli (2008) demonstrated that colleague support and self-efficacy were both related to job performance through work engagement.

Work stress and performance

Bashir and Ramay (2010) examined the relationship of job stress with job performance of employees and reported that there exist significant negative
correlations between two variables which suggest that job stress significantly reduce the performance of an individual in an organization. Warraich, Ahmed, Nawaz, and Khoso (2014) reported that, stress which arises from workload, role conflict, and inadequate monitory reward reduces the efficiency of employees in the education sector. Similarly Ahmed and Ramzan (2013) found a negative relation between job stress and job performances of employees working in a banking sector. Concluding the results, they suggested that organization management should consider effective stress management practices to increase employee satisfaction and overall employee performance.

Karunanithy and Ponnampalam (2013) reported that, both organizational related stress and individual related stress are negatively correlated with performance of the employees. In addition to the relationship between, they also reported that overall stress negatively predict the performance of the employee. Similarly, Ahmed and Ramzan (2013) in their study concluded that, every one percent increase in stress at work place will negatively predict the performance of the employees. But Manzoor, Awan, and Mariam (nd) reported that stress arise in the working environment is not related with performance of the employees and there by concluded that there is no relationship between job stress and employee performance.

**Work engagement, work stress and performance by demographic variables**

From the reviewed articles, it can interpret that work engagement, work stress and employee performance is the product of different factors existing in organizational culture. While analyzing work engagement, work stress and performance of the employees working in different organizations, researchers more
mostly concentrating on these organizational factors which exist in the organization. But, there are studies which observed the significant difference in work engagement, work stress and performance by certain demographic factors. This section deals with the studies which explore the demographic factors and its relation with work engagement, work stress and performance of the employees.

*Work engagement and demographic variables*

A number of studies reported about the linkage of different demographic variables with work engagement. Bezuidenhout and Cilliers (2011) reported a positive relationship between age and work engagement which suggests that when the age of an employee increases, engagement level of them also increases. But, when they searched for the relationship of age with sub dimensions of work engagement, it was found that, even though age is related vigor and absorption, it was not related with dedication. Sarath and Manikandan (2015) observed a main and interaction effect of age and experience on vigor and dedication which suggests that work engagement significantly differ by the age difference and the level of experience.

Arya and Manikandan (2013) reported that experience of the employee significantly influence all the dimensions of work engagement. Kong (2009) reported that gender has a significant influence on work engagement. The result of the study reports that male employees have higher scores over female ones on the dimension of vigor and absorption while female employees gain more scores than male ones on the dimension of dedication. The study also reports an interaction effect of gender and marital status in determining the work engagement dimensions of vigor and dedication.
Contradict to the above studies related with work engagement and demographic variables, reported that there is no significant relationship between them. For example, Anand, Banu, Badrinath, Veena, Sowmiyaa, and Muthulakshmi (2016) reported that engagement of the employee does not vary with the demographic factors such as gender, age, position and income of the respondents. Similarly, Madan, and Srivastava (2015) also reported that demographic variables such as age, gender and marital status do not have a significant impact over employee engagement. Sarath and Manikandan (2014) reported that sex and experience do not have a significant influence over any dimensions of work engagement or in over all work engagement. Another study done by Sarath and Manikandan (2015) reported that, there was no much significant influence of gender on the vigor, dedication, absorption of the employees. But, the same study revealed that age and experience interact with each other on work engagement and its dimensions.

*Work stress and demographic variables*

In addition to various organizational (internal) and environmental (external) conditions, individual or demographic factors also plays an important role in determining the effect of stress. In a study among police personnel, Hunnur and Bagali (2014) found that stress causing dimensions will differ drastically based on age, education, work experience and place. Similarly, Kitronza and Mairiaux (2015) found a significant relation between stress and personal variables such as age, seniority, perceived non-adaptation to work, worker status, the poor perception of organization, alcohol consumption, and education level.
Sarath and Manikandan (2015) observed that, females’ experiences lower stress than their counterparts. But Kaur (2011) stated that male employees were less stressed than the female employees in their work. The study also reported that rural school teachers were had relatively higher level of occupational stress as compared to urban school teachers. Anbu (2015) reported that gender, type of school and marital status significantly differ on teachers stress levels. The influence of demographic variables on the level of job stress of the IT employees was analyzed by Ranjit and Mahespriya (2012), observed that year of experience has significant influence on job stress. The study also found that hours of work influence the level of job stress which means higher the hour of work, higher is the job stress.

Some researchers reported that, there is no relationship between stress at work and demographic variables. For example, Anbu (2015) reported that professional qualification, location of the school, medium of instruction and their years of teaching experience did not differ significantly in teachers stress. Sarath and Manikandan (2016) stated that, the work stress of the employees was significantly not differing at different educational levels.

Performance and demographic variables

Usually the performance of the employees assessed with- different ratings from the employee, from the coworkers and from the supervisors. Some studied reported that the rated performance is varying with some demographic variables. By studying industrial workers belonging to various industries in Kerala, Manikandan (2010) suggested that demographic variables like age and experience will help to predict the performance of employees. Hassan and Ogunkoya in 2014, reported that, marital status and years of service were correlated with the performance of
employees. Some scholars are reported that, younger employees are poor in their work performance (Kujala et al., 2005), at the same time, some other scholars reported that younger employees work well in the organization (Birren & Schaie, 2001).

Shaffril and Uli (2010) reported a positive correlation between the performance of the employee with working experience and gross salary. Ng and Feldman (2010) stated that, even though there exists a positive relationship between organizational tenure and job performance, the strength of the relationship decreases as organizational tenure increases. Mujtaba and Kaifi (2008) found the impact of education and experience of employees on the performance. Elvira and Town (2001) reported that race made a difference in the job ratings received by workers from their supervisors.

**Knowledge gap**

From the cited literature, it can observe that, all the selected variables-organizational culture, work engagement, work stress and performance have a significant place in organizational research. Some studies are tried to bring out the factors behind the formation of organizational culture (eg- Carmeli, 2005; Singh, 2007), work engagement (Coetzer & Rothmann, 2007; Schaufeli & Bakker, 2004;), work stress (Happell, Dwyer, Reid-Searl, Burke, Caperchione & Gaskin, 2013; Thian, Kannusami & Klinin-Yobas, 2013) and performance (Naharuddin & Sadegi, 2013; Mathews & Khann, 2013) of the employees in different organizations. Some studies are tried to explore the relationship between selected variables under study (Kalia & Verma, 2017; Schaufeli & Bakker, 2004; Sarath & Manikandan, 2016;
All these studies underlines the importance of organizational culture, work engagement, work stress and performance underlines the importance of these variables in the organizational field. From the above literature, it was observed that, the selected variables have a significant role in determining performance of the employees working in different organizations or industries (Bashir & Ramay, 2010; Ginevicius & Vaitkunaite, 2006; Mokaya & Kipyegon, 2014). As these variables have an important role in determining the performance of our organizations or industries, the importance of these variables remain forever.

Even though, there are different studies which explore the influence of organizational culture, work engagement, work stress and performance, it is observed that, there exists very limited number studies which explore the influence of organizational culture, work engagement, work stress on performance of the employees working in India, especially in the state of Kerala (eg- Sarath & Manikandan, 2016, Kalia & Verma, 2017). In addition to this, the investigator also observed that, most of the studies related with organizational culture, work engagement, work stress analyzed its independent effect on the performance of the employees, not given much importance to its interaction effect. So the knowledge nature of organizational culture, work engagement, work stress in determining the performance of industrial employees working in the state of Kerala, India, is still perceived as ambiguous in Kerala context.

Hence, it possible to conclude that there exists a knowledge gap in the literature about the organizational culture, work engagement, work stress and
performance of industrial employees working in Kerala. Based on the knowledge gap observed, the investigator constructed the objectives and hypothesis of the present study. The investigator also included the demographic variable—experience in the formed objectives and hypothesis, because, from the literature, investigator felt that, demographic variable—experience will have an interaction with organizational culture, work engagement and work stress in determining the performance.

**Objectives**

From the reviewed articles, the investigator formulated following objectives for the present study.

1. To find out the extent of the organizational culture, work engagement, work stress, and performance of the industrial employees.
2. To know how the organizational culture, work engagement, work stress, and performance of the industrial employees are related.
3. To know the joint and relative contribution of organizational culture, work engagement and work stress in predicting the performance of industrial employees.
4. To know the interaction effect of experience, organizational culture, work engagement and work stress on performance of the industrial employees.

**Hypotheses**

From the formulated objectives, the investigator formulated following hypothesis to conduct the study.

1. Organizational culture, work engagement, work stress, and performance of the industrial employees will be normally distributed.
2. The relationship between organizational culture, work engagement, work stress, and performance will be significant.

3. Organizational culture, work engagement and work stress will be significant predictors of performance of industrial employees.

4. The main and interaction effect of experience, organizational culture, work engagement and work stress on performance will be a significant.