



ORGANIZATIONAL DEMOCRACY AND ITS
CONSEQUENCES: THE MODERATION ROLE OF
ORGANIZATIONAL CULTURE

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Abstract

The present work which is an intentional and deliberate effort is specifically concerned to find out/investigate the consequences of democracy in an organization or organizational democracy on personal (individual level) and collective (organizational level), under the moderation role of organizational culture within the fan industry of Gujrat, Pakistan. An already established and précised survey based questionnaire was distributed to fetch the results from different firms or fan industry situated in district Gujrat. The present research work is deliberately conducted to investigate the answers of important questions. It is also concerned with finding desired solution. Do any sort of organizations finding out for valuable human capital and looking for organizational democratic culture in the businesses? This research was conducted to comprehensively understand the important questions as, Do the resources as services in an organization grow as individual's decision or collective decision making? Does the Organizational Democracy effects individual level consequences as employee's engagement and creativity? Does the Organizational Democracy effects organizational level factors as organizational identification and organizational learning? Specifically, does organizational culture moderates the above mentioned individual and organizational level consequences? Results were empirical in nature which were gathered through survey based study consist upon the employees working in fan industry of Gujrat Pakistan. Data was collected from 530 employees in which 470 no. of employees were male as well as 60 employees were female working at different levels of different workplaces of the fan industry of Gujrat Pakistan. Whole data was analyzed

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carefully via, descriptive statistics, cross tabulations, correlations as well as regressions analysis. Proposed hypotheses mentioned in the study were analyzed via various linear regression models, factor loading, and widely used moderation steps by using SPSS 24.0.

Key Words: Organizational Democracy, Organizational Culture, Employees creativity, Employee's Engagement, Organizational Identification, Organizational Learning.

Introduction

It is noteworthy that democratic rules in any organization favor the employees. When they get opportunity to give their opinion over the routine activities in their work place, it is thought that they will surly improve the output by overcoming the unethical behavior on their work place. The organizational democracy can be narrated as the involvement of the participants of an organization in the administration and decision-making procedures of their organization. The organizational devotion, faithfulness and having satisfaction in job, as it is observed, can be produced among the workers of an organization if an organization has democracy in its place (Geçkil, Akpınar, & Taş, 2017). (TUTAR & SADYKOVA, 2014) defined the organizational democracy as “the share of all organizational decisions, applications and their results by the management with the employees.” They further add that, democracy in an organization is much vital for getting job peace, positive output of employees, organizational production, and effective performances. The present research is trying to investigate how organizational democracy leaves its impact or affects various outputs on individual, collective as well as on the organizational levels thus further adding evidences to existing literature. In addition to this, the present would be first of its kind which is going to explore organizational democracy at all three

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behavioural levels. Also the study will fulfil several key objectives as recommended in previous researches including 1) an addition to evidences for organizational democracy literature especially at Asian& Pakistani context; 2) provision of empirical evidences for organizational democracy on various employee, group and organizational levels, which were previously claimed in qualitative studies; 3) it will help managers to identify the benefits of implementing democracy workplace. How democracy impacts the various individual, group and organizational outcomes? To find out the consequences of ORGANIZATIONAL DEMOCRACY ON Employee and Organizational outcomes at individual and organizational level to investigate the role of organizational culture as a moderator to provide the empirical evidence existing literature claims on organizational democracy

Literature Review

Organizational Democracy

The origin of the present term is classical Greek: Democratia (δημοκρατία) is a combination of two words demos (δῆμος) that stands for people and Kratos (κράτος) that is power, being authoritative and domination. So, in short, it is the power of people (Bavetta, Navarra, & Maimone, 2014; J. V. Bennett, 2012; Kyriazis, 2007). Hanberger (2003) told that there are three aspects by which democracy can be explained: 1. elitist i.e. a little participation of people as democracy for the people 2. Participatory i.e. participation of people as a major aspect as democracy by the people and 3. Discursive i.e. equality stands here where discussion among the people is major factor considering them free and equal citizens as democracy with the people. There are many definitions of organizational democracy but every definition has different conception (Nkiinebari, 2014). Different type of term as democratic leadership style, participatory democracy, industrial democracy,

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employee empowerment and self-management are some of the conceptions that has limited or controlled focused on them. (Weber, Unterrainer, & Schmid, 2009).

Culture

There are many definition of culture. It can be explained as common characteristic of a group of people living on one place, like values, behaviors, attitude and beliefs (Warrick, 2015). Edgar Schein, explains culture as a chief authority in the education of organizational culture, makes a use of the word 'group' to explain the social units of every size (Schein, 1992). In a nut shell, an organization or people living together in any size such as in a country, a sports team, a symphony, or in a family comes under the term 'group'. So, the people in any size in number or a group of people observing the same norms and rules to spend time make their culture. Organizational culture is the term used by the organizational researchers in order to point out the broader sense of culture for a whole organization as well as for a little unit of people working on their workplace together

Individual Outcomes Of Organizational Democracy

There are variety of individual consequences in organizational democracy,. It improves a sense of responsibility among the employees due to having a feeling of ownership in their work (Harrison & Freeman, 2004b). Employee,s pro social attitude and comitments have been fostered by Participatory and democratic organizational leadership has tried to foster employees' pro-social attitudes and competencies (**Spreitzer, 2007**). In the same run, different organizational consequences has been observed because of organizational democracy. We cannot deny the fact that as it depends on different inputs so it leads towards better decisions (Castiglione, 2007; Cloke & Goldsmith, 2002). In a nut shell, innovation and creativity are encouraged by the characteristics of

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organizational democracy which results in improved organizational outcomes. Some of the most highly profitable and efficient companies are democratic companies as they practice democracy through decentralization, open books, and profit-sharing (T. Fenton, 2002).

Employees Engagement

Job engagement is defined inconsistently in different studies (Christian, Garza, & Slaughter, 2011). Job engagement, according to Kahn (1990), is “harnessing of organization members’ to their work roles; in job engagement, people employ and express themselves physically, cognitively, and emotionally during role performances”. Schaufeli, Salanova, González-Romá, and Bakker (2002), stressing on three types of engagement dimensions, explain it as “a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption”. Though there is no agreed consent regarding the defining of the term job engagement, Christian et al. (2011) observed a variety of description of job engagement so after that he calls it a constant phenomenon which is discussed in many studies as a “high levels of personal investment in the work tasks performed on a job”.

H1a: Organizational Democracy is significantly positive significantly related to employee’s engagement.

Employees Creativity

Any new thing or new innovation that appears first time comes under the definition of creativity. In the contextual meaning of any organization; it occurs in a twisting change which is somehow a search or understanding of positive change for increasing efficiency and organizational survival (Woodman, Sawyer, & Griffen, 1993). Many of the researchers consider creativity something as related to the solutions which should be new and useful (Amabile, 1988; George & Zhou, 2007). It is something which is a channel to express

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out one's potential or worth as an individual. The present research looks creativity as in the result of AL, affective commitment and job resourcefulness. As it is told by Amabile, 1998; Binnewies & Sonnentag (2008) that generating new ideas and their solutions come under the definition of creativity and this potential depends on the bondage of an individual's relationship to its workplace. In short, creativity depends on effective engagement. The more an employee shows Thus, affective commitment may play a key role in creative behavior; indeed, workers who shows the more affective commitment; the more affective behavior is resulted (Organ & Ryan, 1995).

Above mentioned factor was kept in mod clearing the research while observing the consequences under better organizational culture.

H1b: Organizational Democracy is significantly positive significantly related to employee's creativity.

Organizational Level of Organizational Democracy

The term self-efficacy can be defined as someone's belief or trust over his own self gives him courage to certain situations (Bandura, 1995). Self-beliefs of someone over his own self gives in courage to prove himself who he is and what they want to be (Jayawardena & Gregar, 2013). Self-efficacy is increased by setting negotiation sources and establishing a healthy environment for learning (Caldwell & Hayes, 2016) no doubt all this is merely possible under organizational democracy for employees it is necessary under democratic environment, to have control over organizational targets and strategies designing to get the goals (Foley & Polanyi, 2006). Every organization have such members who have organizations agility and some of them have grading free structure (Jackson & Johansson, 2003), participatory decision-makings system (Veisi, Azizifar, Gowhary, & Jamalinesari, 2015), worker

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empowering, and team working (Ganguly, Nilchiani, & Farr, 2009; Yusuf, Sarhadi, & Gunasekaran, 1999).

Organizational Identification

An increasing attention has been received by the organizational identification in applied psychology as an important field of inquiry. Especially, sociologists advises that on every level, the issues of identity are very prominent in the present perspective fragmentation, is characterized along with economic crisis and discontinuity (Albert, Weiner, Bar-Yosef, & Meignen, 2000). It has been by the last 20 years that the organizational setting has been described by many social psychologists as a namely i introduced field of application in the perspective of social identity and all this comes under social identity theory (H. Tajfel, Turner, Austin, & Worchel, 1979), this is of the view that people try to categories others and themselves into multiple social groups. In the perspective of the employment, employees explain their own selves as a member of the specific organization. In this run organizational identification is thought as an important factor as to be the part of my work.

H3a: Organizational Democracy is significantly positive significantly related to organizational identification.

Organizational Learning

Experiential learning explains inferences by the view of an organization's experience of routine and knowledge which frequently changes attitude (Argote, 2013; Levitt & March, 1988) .Selective repetitions of routines help in improving organizations which makes a positive change in behaviors that are believe to be changed merely by cause and effect relationship (Argote, 2013). Moreover, ability is improved in any organization by making a distinction from the concerned material to irrelevant things i.e. so making an effort to raise the data from signal to-

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noise ratios based on information routine work (Banker & Datar, 1989). As far as the experiential learning is concerned it has been propagated in multiple settings including network partner, curve model learning as well as innovation adaptation (Dakker & Van Den Abbeele, 2010), as well as systematic renewal (Audia, Locke, & Smith, 2000). Earlier researches observed learning by the replacement of fruitful practices (Burns & Wholey, 1993), that moves towards the already set advice over the acceptability ratio of “best practice” research and “benchmarking” programmers. Available external is shown in various learning of accessible outer pieces of information.

In the light of above discussion organizational learning has been discussed organizational democracy.

H3b: Organizational Democracy is significantly positive significantly related to organizational identification.

Organizational Culture

Organizational culture as term has wide range of meanings amend concepts regarding any organization. All this indicates the sharing coordination with the set ups of the society as are generated by the community contacts. Potter (2003) explains “organizational culture” as the conventional rules, values as well as dogmas that are conveyed in the real behavior and practices of the members of the association. Culture in any organization has sometimes been described in the manner as to do things or things that go and do not go (Messner, 2013). This has been supported by artificial things like, rituals, icons, heroes and stories that remind people why an organization is actually for. This characteristic of bureaucratic culture is having the quality of hierarchical, direct administrative guidance which are characterized as: 1.Organized; 2.Compartmentalized and 3. Systematic work.

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The present work shows that the culture was taken as a moderator between the democratic organizational behavior and its individual, group and organizational level outcomes so it is proposed that:

H4a: Organizational Culture moderates the relationship between Organizational Democracy and its individual level outcomes i.e. employees engagement and employees creativity.

H4b: Organizational Culture moderates the relationship between Organizational Democracy and its organizational level outcomes i.e. organizational identification and organizational learning.

Organizational Democracy And Individual Outcomes

Many individual levels of organizational consequences are made in organizational democracy. In broaden meanings democracy generates the positive resolutions due to it dwells on the bases of multiple performances (Castiglione, 2007; Cloke & Goldsmith, 2002), motivated discoveries and innovations that are reason to positive organizational democratic consequences. Organizational democracy has some distinctive concerns which are: improve employees' commitment (Unterrainer et al., 2011); reducing unethical and bad behaviors, and improve positive abilities of employees; controlling stresses (Franca & Pahor, 2014; Kalleberg et al., 2009); improving profitability (T. L. Fenton, 2012); better innovation (Harrison & Freeman, 2004b); adds in satisfaction and the employee's competency (R. A. Hatcher, 2007); adds in the organizational performance (Kerr, 2004) and making better work relationships (Gunn, 2011). Organizational democracy motivates workers to have tactical decisions that are beneficial for the welfare of the organization which should have foundations of organizational democracy.

Organizational Democracy And Organizational Level Outcomes

The self-efficacy is enhanced by the provision of free communication channels and developing consistency in learning

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environment (Caldwell & Hayes, 2016) so the organizational democracy can have an important part in this process. Secondly and on the other hand, researches have proved flattened hierarchy is being related to organizational democracy (Nightingale, 1982), along with the participatory decision-makings, employee's empowerment and group culture (Yazdani & Iravani, 2010). thus, organizational democracy actions are directly having effect on organizational agility. In order to handle the problems in multiple ways, employees are persuaded to realize obligations as well as identification (Ilies et al., 2007).

Culture as a Moderator

In a research (Singh & Das, 1978), it has come to the finding that better organizational culture raises considerable commitment among employees (Authur & Sageman, 1994) by focusing on the impacts of human resource system on manufacturing performance and output, stresses upon that employees commitment can only be helpful in raising manufacturing performances. (Denison & Mishra, 1995) defined that particular cultural habits can be helpful as predictors for organizational performance and effectiveness. Boon, Arumugam, Vellapan, and Wei (2006) observed that every aspect of trade culture is directly involved in improving the employees' organizational commitment Bonaparte Jr, (2008) claimed that the organizational performance is affected by the organizational commitment. Manetje and Martins (2009) stressed that the organizational commitment is actually the result of organizational culture. Zain, Ishak and Ghani (2009) come to the conclusion that each aspect of organizational culture has an impact on organizational commitment.

Conceptual Framework

The following Conceptual framework is developed for the study on the basis of above discussion and literature used

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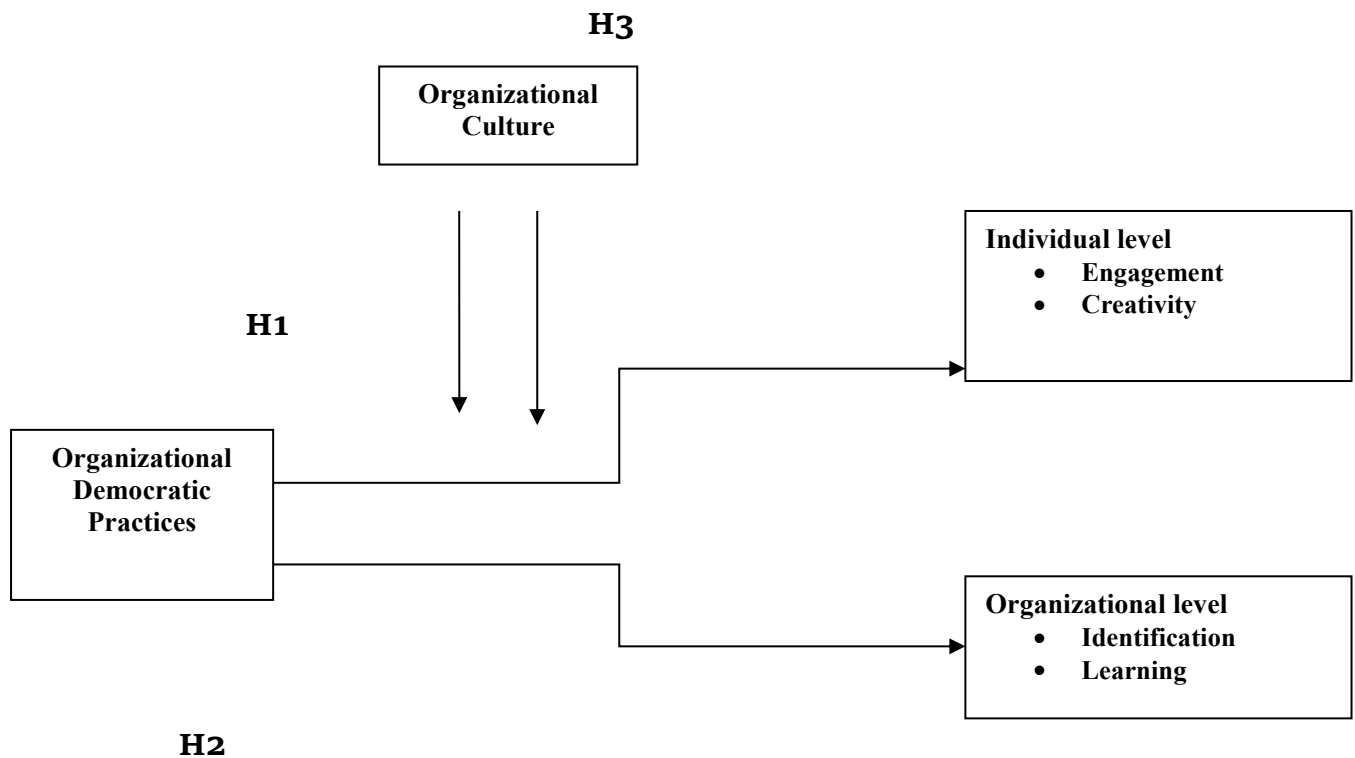


Figure 1

Conceptual Framework

Methodology

Research Methodology

Unit of Analysis and Time Horizon

The research area of present study is *individual employees* working in **Fan Industry in Gujrat Pakistan**. The organizational structure of **Fan Industry** is comprised of different departments in which employees work at their respective units with different capacities like Management and skilled workers. The survey for the data collection was conducted in the **Fan industry**.

Cross sectional data was collected and employees at different levels working in Fan industry contributed to complete the study. Data was accumulated on individual level and for examining the hypotheses of the study.

Study Settings and Interference

This research was done in *non-contrived* settings i.e. actual with a

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minimum researcher intervention. Firstly, permission was taken from every Fan factory through approval letter. After granting approval, survey was carried out through circulation of self-administered research questionnaire to the workers of fan industry corresponding supervisors or Bosses. Participation letters, confidentiality of information was being ensured to responding employees. Every questionnaire for survey was allocated with the distinctive inspection codes and same were entered in the system.

Variables Of The Study

Dependent and independent variables

Organizational Democracy

It is an old idea of the Greek by the citizens of them to make a democratic organization which may establish a democratic set up which was termed as polis. Greek plans of democracy on lighted the political doctrines and in late 18th as well as in early 19th centuries, western liberal organizations were being enshrined with their principals. The idea of political democracy has its roots in political denarii with the passage of time, in western organizations and earlier in western economy the western based political idea of democracy tooted deeply (Kerr, 2004; Yazdani & Iravani, 2010).

Culture of creativeness and innovativeness in organizations: The term innovation on the level of organization in its broader meaning stands for the creation on dwelling of novel thoughts or behavior. (Daft,1978) and (Damanpour & Evan, 1984).

Organizational identification and commitment: Derived from social identity theory (H. Tajfel, 1976; H. T. Tajfel & Turner), OI defines the present term as it is a sense if having oneness with one's (Ashforth & Mael, 1989).

Organizational Learning Capacity: Organizational learning capacity as it supports learning ca be observed by examining the internal situation of organization (Goh, 2003).

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Moderating Variable

Organizational Culture: organizational culture is moderate variable in this research. Beliefs, assumptions in employees and values are the most popular definitions here. (Bligh & Hatch, 2011; Detert, Schroeder, & Mauriel, 2000; Schein, 1985) in this context, organizational culture “deeply affects how organizational members interpret social objects and practices, what goals members develop, and what strategies members enact to link the objects and practices to the goals” (Love and Cebon, 2008).

Control Variable

Individual variances in the socio demography may influence organizational behavior. Therefore, employee’s *education, gender, experience and marital status* are incorporated as control variables in private sector organization of Pakistan.

Population And Sample

The target population for the study was all the working employees posted in different levels were selected as a target population of this study. The population of this research is usually categorized into two types i.e. managerial staff and working staff. The population keeps in minds study variables, the population of the study was chosen including organizational democracy and its outcomes under the moderating effect of organizational culture. The population encompasses both male and female staff.

Sampling Design

This study was adopted that the characteristics of interest are normally dispersed amongst the workers of the **Fan Industry**. Therefore, It was used *non-probability convenience sampling technique*, in which respondents were selected on the basis of our convenience for getting required response.

Sampling Size

According to Hanif & Munir(2004), the selection of the optimal

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sample size minimizes the risk of sample error. Since the total number of target population was known, therefore we will use online sampling calculation via *research advisor (2006)* for getting the required number of sample. According to following sample guidelines provided by *Research advisor (2006)*, a sample of 370 (for a population up to 17,000 individuals with 95% confidence level and 5% margin of error) will be required.

Date Collection

Instruments and Administration Procedure

Primary data from the selected population was gathered through self-administered survey questionnaire from the workers of the **Fan Industry**. The formulated questionnaire was partitioned into two wide segments. Primary segment covers demographics including name, marital status, designation, experiences, education etc. Second segment includes items for the measurement of Organizational Democracy and its consequences i.e. Individual Level (Employees engagement and Employees Creativity), Organizational Level (Org. identification Org. Learning) under the moderation effect of organizational culture.

Tackle Common Method Variance

Podsakoff et al., (2012) depicts common method variance and source thinking as an issue in the process of measuring the constructs that may bring change and manipulate the results. Researcher attempted maximum efforts and has occupied the precautionary measures to minimize such risk.

Measurement and Scales

Six variables are measured in this research, which are Organizational Democracy, Organizational Cultural, Engagement, Creativity, Organizational Identification and Organizational Learning. As for as questionnaire is concerned it has been set in a way, that each section's measuring format is unique in relation to

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the next.

Demographics

Individual variances in the socio demography may influence organizational behavior. Therefore, control variables in present research are incorporated with employee's *age, gender; qualification and experience* are incorporated as control variables in private sector organization of Pakistan

Results

Data Analysis and Results

Descriptive Statistics and Respondent Characteristics

By using cross tabulation analysis of the employees working in the Fan Industry of Gujrat, this study investigates the desired learning of the characteristics, attributes and relevance. This study analyzed the features of gender, age, qualification and experience as demographics. Coding Scheme of the variables is as under:

Gender	Male	1
	Female	2
Age	20 to 25	1
	26 to 30	2
	31 to 35	3
	36 to 40	4
	Above	5
Qualification	Matric	1
	Intermediate	2
	Bachelors	3
	Masters	4
	Ms and others	5
Experience	Less than one year	1

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Less than three	2
year	
Less than five	3
years	
Less than ten	4
years	
More than ten	5
years	

Statistics analysis of the above mentioned table gives variant values for the extracted information taken from the respondents. As result shows, majority of the respondents were male, total no of participants were 530. 470 no. of participants were male with the percentage 88.67 %, while 60 out of 530 sample size were female participants with percentage 11.32 %.

Result depicts that 240 respondents having age between 20 to 25 years, 180 respondents having age between 26 to 30 years and rest of 110 no of respondents have age more than 30 years.

Demographics also added qualification level of the respondents. According to the data collected through distributed questionnaires, it is cleared that majority of the respondents working in fan industry were having average qualification. Percentage of the Bachelors is 65 % and percentage of Masters qualification is 28 % and remaining 7 % respondents having Matric, Intermediate MS and others qualifications.

This portion of demographics addresses the socioeconomics which is the experience of the participants in the said financial segment. As per information collected, 81% respondents were having less than 10 years' experience, while rest of 19% of respondents were having more than 10 years in the field of the fan industry.

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Correlation Analysis

Scales Reliability

Reliability analysis was carried out before the hypothesis testation. Reliability of the above mentioned scales was determined by Cronbach's alpha coefficients. Cronbach's alpha (Hair, Anderson, Tatham, & Black, 1998) ranges from 0 to 1 which is used to test tool's reliability. As results extracted from the data collection, reliability values of the measures are given in the table below:

Reliability Test Table 1

VARIABLES	NUMBER OF ITEMS	CRONBACH ALPHA
Organizational Democracy	46	0.86
Organizational Culture	06	0.89
Employee's Engagement	08	0.85
Employee's Creativity	05	0.87
Organizational Identification	08	0.81
Organizational Learning	35	0.86

According to the standard values of Cronbach's alpha, the value should be greater than 0.70 which presents the higher internal reliability between all the elements of every scales. Value given above extracted through Cronbach's alpha is given as "Organizational Democracy 0.86, Organizational Culture 0.89, Employee's Engagement 0.85, Employee's Creativity 0.87, Organizational Identification 0.81 and Organizational Learning 0.86".

Values of above said variables shows that there is a high reliability in the questionnaires and results acquired through these questionnaires will be very productive and able to provide the true picture of the relations. High reliability of the questionnaires will provide up to the mark results.

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Correlation Matrix and Analysis

Relationship between variables under this study is measured by using a quantitative technique which is named as Pearson correlation. T

Table 2 Correlation Matrix

Sr. #	Variable	CR	AVE	MSR	Max						
					R	1	2	3	4	5	6
(H)											
1	Organizational Democracy	0.89	0.77	0.16	0.98	0.877					
2	Organizational Culture	0.91	0.81	0.11	0.93	0.054	0.900				
3	Employees Engagement	0.87	0.74	0.18	0.98	0.038	0.344	0.860			
4	Employees Creativity	0.88	0.76	0.16	0.95	0.477	0.07	0.489	0.872		
5	Organizational Identification	0.80	0.70	0.11	0.91	0.453	0.372	0.532	0.041	0.837	
6	Organizational Learning	0.90	0.80	0.19	0.97	0.498	0.052	0.433	0.065	0.547	0.894

Correlation Matrix

Table 2 presents the construct validity of the measures including convergent and discriminants validity. The prior was measured using composite reliability (CR) and average variance extracted (AVE).

Results of both composite reliabilities (CR) as well as average variance extracted (AVE) ranged from 0.80 to 0.91 and 0.70 to 0.81, respectively, which are significantly above than the threshold criterion suggested by Hair et al. (2015). On the other hand, table also shows discriminant validity of the constructs, in the square root of AVE of every construct turned into finding to be larger than

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the squared correlation among the constructs and for this reason showed the adequacy of discriminant validity (Hair et al., 2015). Hence, all the result of the constructs said the adequacy of reliability, convergent validity, and discriminant validity.

Factor Loadings

A Bartlett check of sphericity (3,879.451) and KMO measure (0.850) of sapling adequacy showed a strong and significant correlation among the variables which allow moving further (Hair, Black, Babin, Anderson, & Tatham, 2015). Table 3 presents the items' loadings and *t* values using bootstrapping with 5,000 iterations.

Results in Table 3 shows that all loadings are statistically significant at the 0.01% statistical level. Furthermore, all items in the table have higher loadings than the minimum recommended threshold of 0.7 (Gotz, Liehr-Gobbers, & Krafft, 2010). These results support the reliability of the measurement indicators

Factor Loading Table

The bold values shows that these values are above the threshold value i.e. 0.50 confirming the items validity.

Reliability and Validity

Internal consistency of questionnaire used was measured using Cronbach's alpha α which shows values for variables above 0.70. The Cronbach's alphas value for organizational democracy (OD) appeared as 0.86, for organizational culture (OC) was 0.89, for Employees Engagement (EE) it was 0.85, for Employees Creativity (EC) it was 0.87, for Organizational Identification (OI) it was 0.81 and for Organizational Learning (OL) it was 0.86. In addition, to test the structural validity of the measurement model, confirmatory factor analysis was performed. The results of model fit indices are presented in Table 4, showing the five factor model used in this research best matched with the data. Accordingly, the fit indices for six-factor model shows the values of all tests equals or greater than

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threshold figures including $\chi^2/DF = 2.55$, CFI = 0.93, TLI = 0.91, GFI = 0.90, IFI = 0.91, RMSEA = 0.05 and RMR = 0.04. All others models as presented in Table 3 have values in un-acceptable ranges except six-factor model.

Table No 3

Model Fit Indices

Models	χ^2/df	CFI	TLI	GFI	IFI	RMSEA	RMR
Six factor Model (OD, OC, EE, EC, OI, OL)	2.55	0.93	0.91	0.90	0.91	0.05	0.04
Five factor model (OD +OC, EE, EC, OI, OL)	4.88	0.75	0.74	0.70	0.69	0.91	0.88
Four factor model (OD+ OC+EE, EC, OI, OL)	5.14	0.69	0.63	0.60	0.60	0.13	0.15
Three factor model (OD+OC, EE+EC, OI+OL)	6.67	0.55	0.50	0.50	0.50	0.44	0.51
One factor model (OD+OC+EE+EC+OI+OL)	12.41	0.42	0.40	0.40	0.40	0.28	0.22

Reliability of the Scales

For measuring the reliability of above mentioned scales, Cronbach's Alpha is used in this study and most suitable/reliable test to check inters items consistency. Reliabilities of all said scales are magnificent as the value of all Alpha are over than 0.80. As we know minimal acceptable value of alpha, for social sciences is approximately 0.70.

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Table 4 Reliability of the Scales

Sr. #	Scales	Items	Alpha
1	Organizational Democracy	46	0.86
2	Organizational Culture	06	0.89
3	Employees' Engagement	08	0.85
4	Employees' Creativity	05	0.87
5	Organizational Identification	08	0.81
6	Organizational Learning	35	0.86

Discussions, Conclusions Implications, Limitations and Future Recommendations

Primary focus of the present research is to find out the effect of organizational democracy over the employee engagement and creativity as well as the effect of organizational democracy on organizational identity and learning by the moderate role of Organizational culture. Employees of fan industry of district Gujrat being the population for this work shaped a good organizational perspective to explore the above mentioned relationships.

The model Organizational democracy is thought as new and unique for organizational designing and for a democratic age, by such unique model, a free and pleasant climate is flourished (T. L. Fenton, 2012). A vital key factor is democratic management to make the organizational success greater (Jarley, Fiorito, & Delaney, 1997) it is need of hour to achieve better and improved performance as well as creativity (Manville & Ober, 2003). inspite of the full support of the advisors, theorists and administrators for many years they have general opinion and no explanation regarding the democratic process as considering it a deliberate setup to make decision and manage things in the organizations (Kerr, 2004).

First, resent study in the first study with context to organizational

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democracy on Pakistan's private sector organizations and especially in natural circumstances and environment. Private educational organizational network is one of the well-established private sector organizations of the Pakistan, having features all the modern as well as technical tools.

Collins (1997) stated that there should be synchronization between the economic, organizational and political systems. Although, it is illustrated in the previous literature, that a general and established agreement to the justification as well as benefits of political democracy exist (Kerr, 2004; Levine, 2007). On the either side, despite of various studies on organizational democracy, very few agreements established about the organizational democracy (J. C. Chen & Jacobs, 2013; johncon, 2006; Kerr, 2004; Sagie & Aycan, 2003; Unterrainer et al., 2011; Verdorfer et al., 2013; Weber et al., 2009).

Results of the present study depict a picture where "organizational culture" and its body have a significantly fruitful impact over "organizational democracy". Furthermore, "organizational democracy" has also creates affective impact on individual and organizational consequences.

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