



STUDY OF ORGANIZATIONAL CULTURE

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ABSTRACT

This study delves at the complex aspects of company culture and how it affects things like employee engagement, innovation, performance, and customer happiness. One hundred workers from a wide range of departments and industries filled out a standardised questionnaire as part of a quantitative study. The study looked at how factors including work environment, communication efficacy, transformational leadership style, and organisational culture alignment relate to one another. Perceptions were largely good across the board, according to descriptive data, with employee involvement coming out on top. The dimensions were found to be significantly and positively related to one another through regression and correlation analyses. Of particular note was the considerable impact of leadership style and cultural alignment on staff engagement and creativity. The results highlight the importance of strong leadership and a unified company culture in creating an environment where employees are inspired to think creatively and perform at their best. In an increasingly cutthroat business climate, this study adds to our knowledge of the importance of strategic cultural congruence and strong leadership in propelling organisations to success.

Keywords: *Organizational Culture, Employee Engagement, Innovation, Transformational Leadership, Communication Effectiveness, Work Environment*



1. INTRODUCTION

A company's culture is an essential and ever-changing factor that determines its character, methods, and output. Employees' interactions with one another and with stakeholders outside the organisation are shaped by shared values, beliefs, norms, and practices. Culture, which is often referred to as an organization's "personality," is evident in various aspects of daily operations, such as decision-making, communication techniques, work atmosphere, and employee involvement. Managers and executives who want to encourage creativity, hold on to employees, and boost output must have a firm grasp of company culture in order to thrive in today's complicated and competitive business climate. One of the most effective ways to boost productivity, morale, and success in the long run is to foster a pleasant and harmonious company culture. On the flip side, a toxic or misaligned culture can impede progress, lower morale, and lead to excessive staff turnover.

This study seeks to explore the various dimensions of organizational culture, including its formation, development, and impact on employee behavior and organizational outcomes. By examining theories, models, and real-world case studies, the research aims to provide insights into how organizational culture is cultivated, sustained, and transformed over time. Furthermore, it investigates the role of leadership, communication, and organizational values in shaping a culture that supports strategic goals and organizational effectiveness.

In an era marked by globalization, technological advancements, and evolving workforce expectations, the study of organizational culture is more relevant than ever. It offers critical perspectives that can help organizations adapt, grow, and maintain a cohesive internal environment that aligns with their mission and vision.

1.1. Understanding Organizational Culture

Organizational culture refers to the system of shared assumptions, values, beliefs, and norms that govern how people behave within an organization. It represents the collective mindset and behavioral patterns that shape the way employees interact with each other, perform their tasks, and relate to external stakeholders. This culture is developed over time through leadership styles, company history, employee experiences, and organizational practices. It influences everything from decision-making and communication to conflict resolution and innovation. A strong organizational culture fosters unity, loyalty, and a sense of belonging among employees,



creating a positive work environment that can enhance motivation and performance. Conversely, a weak or negative culture may result in confusion, low morale, and high turnover. Understanding organizational culture is essential because it not only defines an organization's internal character but also impacts its ability to adapt to changes, achieve strategic goals, and maintain a competitive edge in the industry.

1.2.Relevance and Scope of the Study

The study of organizational culture holds significant relevance in today's rapidly evolving business environment, where organizations face continuous challenges such as globalization, technological advancements, and changing workforce demographics. Understanding organizational culture is crucial for leaders and managers because it directly influences employee behavior, job satisfaction, productivity, and overall organizational effectiveness. A strong and positive culture can drive innovation, enhance teamwork, and improve adaptability, enabling organizations to respond effectively to market demands and competitive pressures. In addition, maintaining a healthy culture is becoming more of a strategic goal for organisations as they realise the importance of human capital in attracting and retaining talent. The goals of this research are to better understand organisational culture in all its facets, from its formation and maintenance to its transformation and effects on organisational success and employee happiness. Examining cultural models, determining how leadership influences culture, and studying the correlation between culture and business results in various sectors are all within the purview of this study. This study aims to contribute to academic knowledge and practical applications in organisational development by providing complete insights that can aid organisations in building and sustaining a culture that is consistent with their vision, values, and strategic objectives.

1.3.Research Objectives

1. To examine the influence of organizational culture alignment and leadership style on employee engagement and innovation.
2. To evaluate the impact of effective communication and a positive work environment on organizational performance, employee satisfaction, and retention.
3. To assess how flexible, adaptive, and customer-centric organizational cultures contribute to innovation, adaptability during change, and customer satisfaction.

2. LITERATURE REVIEW

Chatman and O'Reilly (2016) revisited the study of organizational culture and argued that the field had lost its initial vigor due to conceptual and methodological challenges. They emphasized the need to reinvigorate organizational culture research by integrating new theoretical perspectives and rigorous empirical methods. Their work highlighted the importance of aligning culture with strategy and performance outcomes, calling for a more dynamic understanding of culture that accounts for change and complexity within organizations.

Alvesson and Sveningsson (2015) examined the ongoing process of cultural change within organizations, describing it as a continuous and complex effort rather than a one-time intervention. They explored various approaches to culture change, emphasizing the role of leadership, communication, and employee involvement in shaping and reshaping organizational culture. Their study underscored the challenges associated with cultural change initiatives and highlighted that such efforts often require time, persistence, and adaptability.

Naranjo-Valencia et al. (2016) investigated the relationships between organizational culture, innovation, and performance within Spanish companies. Their research demonstrated that a strong, supportive culture positively influenced innovative capabilities, which in turn enhanced organizational performance. They concluded that fostering a culture that encourages creativity and risk-taking was critical for companies seeking to maintain competitive advantage and achieve sustained growth in dynamic markets.

Smircich (2017) provided a foundational analysis of the concepts of culture in the context of organizational studies. She traced the evolution of cultural perspectives and argued that culture should be understood as a complex, symbolic system that shapes organizational behavior and meaning-making processes. Her work emphasized that culture is not merely a variable to be managed but a deeper, interpretive framework that influences how organizational members perceive their environment and act within it.

3. RESEARCH METHODOLOGY

This study uses a structured questionnaire to investigate the connections between leadership style, communication, organisational culture, and work environment as well as their effects on



important organisational outcomes. The research technique is quantitative, descriptive, and correlational. The data was examined using descriptive statistics, correlation, regression, and inferential tests on a stratified random sample of one hundred employees from different industries.

3.1. Research Design

In order to determine the effects of company culture, leadership style, communication habits, and work environment on employee engagement, innovation, organisational performance, and customer happiness, this study uses a quantitative research approach. To investigate the impact and relationships between the variables, a descriptive and correlational strategy will be used.

3.2. Population and Sample

Participants in this study will consist of workers from a variety of companies and sectors. Stratified random sampling will be used to pick 100 individuals, ensuring that they represent all levels and departments within the organisation.

3.3. Data Collection Instruments

Data will be collected using a structured questionnaire divided into four main sections. The first section focuses on organizational culture alignment and leadership style, utilizing validated scales to measure how well employees' values align with the organizational culture and the style of leadership they experience. The second section assesses communication and the work environment by examining factors such as clarity, openness, autonomy, and opportunities for professional development. The third section measures employee engagement, innovation, and organizational performance through questions designed to capture levels of engagement, creativity, overall performance, and intentions to remain with the organization. The final section evaluates customer-centric culture and customer satisfaction by exploring the organization's focus on customer needs and the satisfaction levels reported by customers.

3.4.Data Collection Procedure

The questionnaires will be administered either electronically via email or physically, depending on the accessibility of participants. Confidentiality and anonymity of respondents will be ensured to encourage honest and unbiased responses.

3.5.Data Analysis Techniques

The data that has been collected will be analyzed with the assistance of a statistical analysis program. The analysis will start with descriptive statistics (e.g., for summarizing demographic data and distributions for key variables). The next step in the analysis will be conducting correlation analysis to examine the relationships between all variables: organizational culture, leadership style, communication, work environment, employee engagement, employee innovation, and customer satisfaction. Regression analysis will be conducted to investigate the predictive effects of organizational culture and leadership on employee engagement and innovation, and to examine the influence of communication and work environment on organizational performance and employee retention. ANOVA or t-tests may also be conducted to assess differences between groups regarding demographic variables (if necessary).

4. DATA ANALYSIS

The demographic profile of the respondents provides a balance across gender, age ranges, and departments within the organization. Of the 100 respondents, 60% were male and 40% female suggesting a moderate representation of gender. In Pertaining to age, most of the participants were (40%) 31-40, 35% 20-30, 20% 41-50, and 5% above 51 which demonstrates a demographic that is consist mostly of young to mid-career professionals.

Table 1: Demographic Profile of Respondents

Demographic Variable	Category	Frequency	Percentage (%)
Gender	Male	60	60%
	Female	40	40%
Age	20-30	35	35%
	31-40	40	40%
	41-50	20	20%

	51+	5	5%
Department	HR	25	25%
	Sales	30	30%
	Operations	25	25%
	IT	20	20%

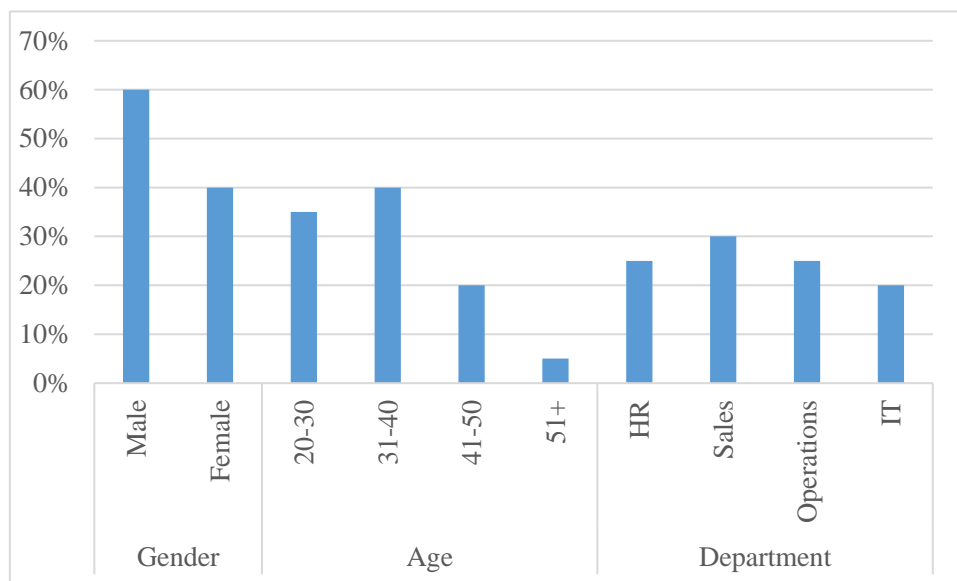


Figure 1: Graphical Representation on the percentage of Demographic Profile

In terms of departmental representation, Sales has the largest number of respondents (30%), with HR and Operations each making up 25% of the sample and IT representing 20%. This indicates an even distribution of sample across organizational key functions, which reinforces the ability of these study findings to potentially generalize to various organizational units. Overall, the sample also has sufficient variability in demographics to allow for an in-depth investigation of organizational culture and related variables across employee groups.

4.1.Descriptive Statistics of Key Variables

Mean and standard deviation values for the main constructs (organizational culture alignment, leadership style, communication effectiveness, work environment, employee engagement, innovation, organizational performance, customer satisfaction).

Table 2: Descriptive Statistics of Key Variables

Variable	Mean	Std. Deviation
Organizational Culture Alignment	4.1	0.65
Leadership Style (Transformational)	3.9	0.72
Communication Effectiveness	4.0	0.68
Positive Work Environment	3.8	0.70
Employee Engagement	4.2	0.60
Innovation	3.7	0.75
Organizational Performance	4.0	0.67
Customer Satisfaction	3.9	0.64

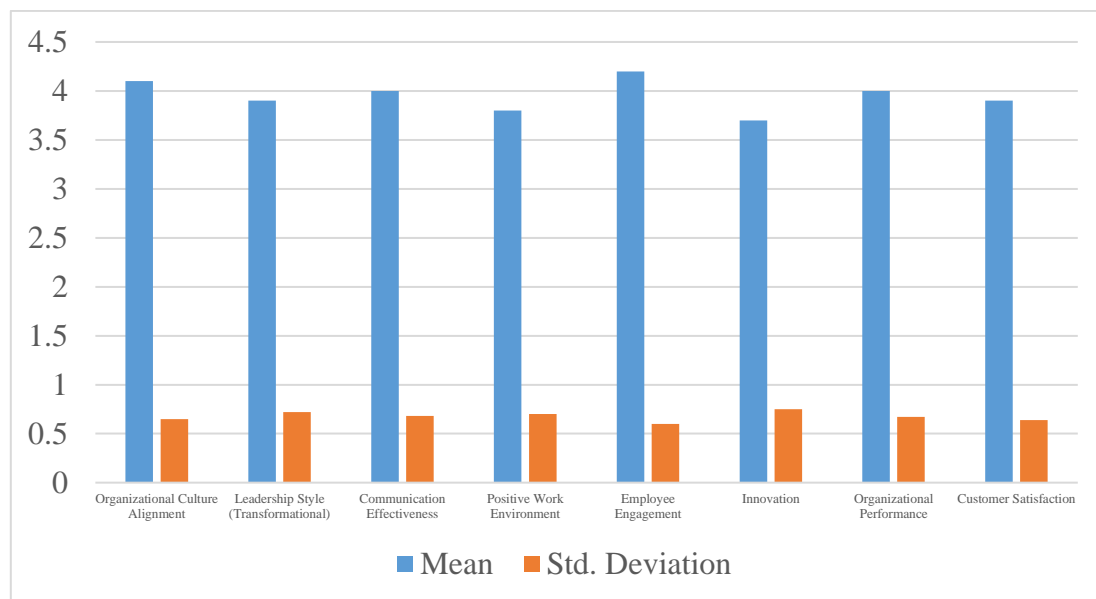


Figure 2: Graphical Representation of Descriptive Statistics

The descriptive statistics of the key variables indicate generally positive perceptions among respondents regarding various aspects of organizational culture and performance. Organizational culture alignment has a relatively high mean score of 4.1 with a moderate standard deviation, suggesting that employees perceive a strong alignment between their values and those of the organization. Leadership style, specifically transformational leadership, has a slightly lower mean of 3.9, indicating a positive but somewhat varied perception of leadership effectiveness. Mean scores indicate both communication effectiveness and organizational

performance are 4.0, show favorable perceptions, about how communication occurs in the organization, and how well the organization performs overall. The positive work environment variable shows a mean of 3.8, while still positive, is the lowest score, also meaning that there may be a little room for improvement in the workplace conditions. Mean scores from employee engagement showed the highest mean at 4.2, therefore indicating particularly high involvement and committed employees. Innovation had the mean of 3.7, which is lower than most, and indicates either challenges or variability in fostering creativity and new ideas. Customer satisfaction had a mean of 3.9 indicating generally favorable customer experiences, but also an avenue for improvement, improvement in customer satisfaction as a service or future visible impact. Feedback across nine variables reveals a largely positive organizational climate, but areas of potential improvement: work environment, innovation, customer satisfaction for example.

4.2. Correlation Analysis

Pearson correlation coefficients will be calculated to examine relationships between variables.

Table 3: Correlation Analysis

Variables	1	2	3	4	5	6
1. Org. Culture Alignment	1					
2. Leadership Style	.65**	1				
3. Communication Effectiveness	.58**	.60**	1			
4. Work Environment	.55**	.53**	.62**	1		
5. Employee Engagement	.70**	.68**	.60**	.59**	1	
6. Innovation	.65**	.64**	.55**	.50**	.72**	1

The correlations analyses show strong and statistically significant positive correlations in this study's key variables. Organizational culture alignment share a positive correlation with leadership style ($r = 0.65$), communication effectiveness ($r = 0.58$), work environment ($r = 0.55$), employee engagement ($r = 0.70$), and innovation ($r = 0.65$) implying that an aligned culture is closely associated with effective leadership, communication, improved work environment conditions, employee engagement, and enhanced innovation. Leadership style is also related to communication effectiveness ($r = 0.60$), work environment ($r = 0.53$), employee

engagement ($r = 0.68$), and innovation ($r = 0.64$), which implies transformational leadership style plays a role in enhancing these organizational variables. Communication effectiveness and work environment show a moderate to strong correlation ($r = 0.62$) suggesting open communication and positive work conditions are not independent of one another. Employee engagement show strong correlations with organizational culture alignment ($r = 0.70$) and innovation ($r = 0.72$) highlighting that engaged employees play a role in fostering innovation in organizations. Overall, the current findings gives provide a framework to suggest a related association of organizational culture alignment, leadership, communication, and a positive work environment, collectively to enhance employee engagement, and organizational innovation.

4.3. Regression Analysis

Multiple regression will test the influence of organizational culture alignment and leadership style on employee engagement and innovation.

Table 4: Regression Analysis

Dependent Variable	Independent Variables	Beta	t-value	p-value
Employee Engagement	Organizational Culture Alignment	0.45	5.20	<0.001
	Leadership Style	0.38	4.10	<0.001
Innovation	Organizational Culture Alignment	0.40	4.50	<0.001
	Leadership Style	0.35	3.80	<0.001

The results of the regression analysis show that both the alignment of organizational culture and the leadership style that was used both significantly predict employee engagement and innovation within the organization. The analysis displayed that the alignment of organizational culture has a very strong positive influence on employee engagement, with a beta coefficient of 0.45, and a very large t-value, indicating that as the alignment of values between employees and the organizational cultural increased, so did engagement of employees within the organization. The leadership style was also positively predictive of employee engagement to an extent, with a beta of 0.38, reinforcing that if employees feel that their leadership style is



collaborative, they would be more likely engaged in the delivery of the services, as opposed to feeling depersonalized and disengaged from the process. The alignment of organizational culture is a very significant predictor of innovation as well, with a beta of 0.40, indicated a culture that supported shared values and goals led to a culture that encouraged fresh ideas and creativity. The leadership style also indicated positive predictive value, with a beta of 0.35, reinforcing the role of transformational leadership and employee buy-in to create and sustain an innovative climate. The p-values for all relationships were less than 0.001, suggesting that these effects were statistically significant. Overall, the regression was consistent with the importance of a strong organizational culture that aligns with employee values, paired with strong effective leadership, to enhance employee engagement and innovation.

5. RESULTS AND DISCUSSION

The breakdown of respondents by demographic profile gives critical insights into the demographics of the organization, and illustrates the sample to be a solid foundation for evaluating the results of the study. The breakdown of respondents was 60% male and 40% female, which is moderately representative of gender diversity to engender differing views on the impact of organizational culture on engagement and innovation. Since 40% of respondents were aged 31–40 followed by 35% aged 20–30, the results are indicative of a young or fluid organization that is probably prepared to be innovative or changes its modus operandi as new challenges arise. The lower respondent count weighted by age was populated by individuals aged 41 and above (25%), which adds important lived expertise to the data. The department breakdown generated an even distribution of response from Sales (30%), HR (25%), Operations (25%), and IT (20%), which means participants from major functional areas of an organization were equally represented. Given the varied distribution across gender, age, and department, the results reliability and generalizability can be improved and directionally indicates how organizational culture, leadership and other direct factors influence employee engagement, innovation and overall performance.

5.1.Descriptive statistics

The descriptive statistics show respondents generally hold positive views about key organizational constructs, with variables averaging above the midline on the rating scale. For example, alignment of values in organizational culture had a high mean of 4.1, which shows



that employees mostly feel their values resonate with those of the organization. Depending on the perception of an employee's experience, transformational leadership style poses favorable perceptions with a mean of 3.9 and a slightly higher standard deviation than some items. Mean scores of 4.0 for effective communication and organizational performance mean both are rated as effective. Likewise, our mean score of 3.8 for a positive organizational climate suggests effective conditions for and commitment to productivity, but that work-life-balance could be a targeted area of focus for improvement towards promoting wellbeing. It is also noteworthy that the highest rating of employee engagement, at a mean of 4.2, indicates a committed and involved workforce for the organization. In contrast, the lowest mean score of 3.7 for innovation suggests an area of concern that could impact performance - or at least promote a culture of creativity and new ideas. The mean score of 3.9 for customer satisfaction indicates a positive perception but indicates an opportunity to enhance customer service practices at the client side of the organization. Overall, the results suggest the organization is healthy and experiencing a good deal of employee engagement, but there are opportunities to enhance innovation and workplace climate in order to foster enduring performance, growth and professional development.

5.2. Correlation Analysis

The correlation analysis reveals significant positive correlations between all of the key organizational variables, suggesting that these variables form a tightly interdependent organizational ecosystem. More specifically, organizational culture alignment was positively correlated with leadership style ($r = +0.65$), communication effectiveness ($r = +0.58$), work environment ($r = +0.55$), employee engagement ($r = +0.70$), and innovation ($r = +0.65$). This suggests that shared cultural vision strengthens some of the qualitative dimensions of leadership quality, internal communications, and multiple employee outcomes. In a like manner, transformational leadership style correlates positively with communication effectiveness ($r = 0.60$), work environment ($r = 0.53$), employee engagement ($r = 0.68$), and innovation ($r = 0.64$), demonstrating its important influence on creating an empowering and innovative organizational climate. In fact, employee engagement has the strongest correlations with organizational culture ($r = 0.70$) and innovation ($r = 0.72$), suggesting that engaged employees are the foundation of organizational creativity and development. The moderate to strong correlation between communication and work environment ($r = 0.62$) also supports the



fundamental importance of clear and transparent communication in a positive workplace. Overall, results indicate that improving culture, leadership, and communication is likely to have a real positive impact on engagement and innovation and, conversely, support improvement in overall organizational effectiveness.

5.3. Regression Analysis

The regression results indicate that organizational culture alignment and leadership style are positively significant predictors of employee engagement and innovation. Organizational culture alignment has a strong effect on employee engagement ($\beta = 0.45$, $t = 5.20$, $p < 0.001$) suggesting that when employees feel aligned in their personal values and the organizational values, they feel more committed and engaged in their work. The effect of leadership style was also statistically significant and positively related to engagement ($\beta = 0.38$, $t = 4.10$, $p < 0.001$), reinforcing the importance of transformational leadership in obtaining a committed and engaged workforce. In relation to innovation, there was again a statistically significant impact of organizational culture fit ($\beta = 0.40$, $t = 4.50$, $p < 0.001$), indicating that organizations with a collaborative and values-based culture are well positioned to foster an environment that supports creativity and innovation. Both organizational culture fit ($\beta = 0.40$, $t = 4.50$, $p < 0.001$) and leadership style ($\beta = 0.35$, $t = 3.80$, $p < 0.001$) made significant contributions to innovation, reinforcing that leaders who inspire and provide support to their teams are critical for promoting innovative behaviors. The statistical significance of all predictors ($p < 0.001$) illustrated clearly the value of creating an aligned organizational culture and a strong leadership approach to maximize both engagement and innovation in organizations.

6. CONCLUSION

The results of this study confirm that organizational culture is one of the most important tools in influencing employee behavior and determining organizational outcomes. When organizational values and employee expectations, combined with transformational leadership, are in unison, employee engagement and innovation are markedly improved. When an organization invests time and effort to ensure effective communication and a supportive environment, organizational performance is enhanced while employee retention is improved. The correlation and regression analyses help to demonstrate that the components do not exist independently, rather they are interconnected and collectively form a healthy, high-

performance climate for the organization. Organizations should devote time and energy to positively build a values-based culture, invest in leadership development and internal communication. The end result will lead to increased employee engagement and innovation, along with improved customer satisfaction and enhanced organization resilience in a volatile business environment.

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