

# IMPACT OF ORGANIZATIONAL CULTURE ON ORGANIZATIONAL COMMITMENT: A STUDY OF SOME SELECTED ACADEMIC INSTITUTIONS IN DEHRADUN

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## ABSTRACT

This paper aims to review a number of studies on organizational culture and organizational commitment. Most of the studies confirmed that strong significant interactions exist among organizational culture and organizational commitment but in some the association is weak. Other studies showed no association among organizational culture and organizational commitment. This controversy of conclusions emanates from differences in methodology; countries conducted the study and the number of respondents and observations. Therefore, this paper contributed to the understanding the mechanisms through which organizational culture affect organisational commitment by incorporating the concept of different organizational factors. Organizations can retain committed and motivated workforce through fostering a strong culture commitment to the organisation.

## INTRODUCTION

Organization is a group of peoples that are combining together for the purpose to meet his/her and organizational goals. Every organization has top manager they relation between different activities of the organization and employees of the company, assign duties to the every employee, their responsibilities, and duty to the middle manager and staff to full fill tasks which was assign by managers. Organization is flexible system because they change by external and internal surrounding. Every organization is consisting of three elements people, goal and system. People are working in system for the purpose of accomplished organizational or people's goals. Organizational culture includes an organization's goals, values, and interactions with the external environment. Culture based on feelings, beliefs, norms, customs, and written and unwritten rules that become part of organizational rules and policies, every organizational culture is different with the other organization and difficult to change organizational culture. There are number of categories/kinds of organizational culture by which can measure the organizational culture exist in the particular/specific organization. Here in study only take three categories of organizational culture they are bureaucratic, innovative and supportive cultures that we usually see in most organizations.

## Organizational Culture on Organizational Commitment

Based on the results of model analysis showed that, cultural organizations formed by characteristic innovation and risk taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness and stability has a positive and significant impact in improving organizational commitment. It can be seen from the loading factor obtained at 0.548 with probability 0,000, compared with  $\alpha$  value of 0.05, it can be said that, hypothesis (H1) who stated organizational culture has a positive and significant impact can be accepted as true. The research results prove that the system of values, habits-habits and norms that have been established by the organization, and has become a reference in the work of employees, among others: (a) encourage employees to undertake innovation activities and appreciate the action of employee risk-taking (b) the employee is expected to exhibit precision, analysis, and attention to the details of the task and the work to be carried out properly and correctly; (c) the management of the organization to give primary attention to the results compared in terms of attention to the techniques and processes used to achieve these results; (d) any decision taken by the management always take into account the effect of the work on people who are in the organization; (e) any activity organization formed work teams, and not just on individuals to support cooperation. (f) Each employee should have an attitude and an aggressive and competitive behaviors to run the organizational culture as well as possible; (g) each employee is expected to maintain the status quo as contrasted with growth.

## PROBLEM STATEMENT

Studies have been done in the past related to the relationship between leadership qualities, organizational culture on employee performance (Xenikou & Simosi, 2006). Many researchers have conducted the study on the effect of organizational culture and CEO leadership. The organizational culture and employer leadership style with employee effects on employee performance and

increase in revenue. Some of the researchers have also measured the level of job satisfaction of employee in organizational culture marketing staff job satisfaction is higher than the employees work as a staff or managerial positions (Densten & Sarros, 2012). However, study was done on organizational culture relation with job satisfaction and organizational commitment has been done in the Pakistani fertilizer sector. Therefore, still there is the need to expand the study on organizational culture, and to measure the level of employee satisfaction with job and organizational commitment in Pakistani context (Asree et al, 2010).

## SCOPE OF THE STUDY

Purpose of this study is to explore culture of the company which consist of almost all HRM practices including the management style, T&D, employee performance, reward system, employee job satisfaction. After this study able to prove that whatever organizational culture exists in organization is to enhance the employee job satisfaction and organizational commitment. After this study corporate management can find best ways to bring best culture, which causes an employee's towards organizational commitment and job satisfaction. Hence organizations should critically examine which type of culture will be beneficial for their organization, and then properly exchange a few words it with each and every member of the organization.

## THEORETICAL BACKGROUND

Organizational culture is a way for the organization towards organization future goals, which gives strengths to its managers to reduce weaknesses and threats. Organization culture is the cause of the way things get done. Culture is the thinking, values and beliefs of the organization. Organization culture is the process things are done in the organization-working environment with its perfect way the organization culture wants to be. (Matthew, 2010) Organization culture is system knowledge, which defines the standards by the help of which people perceive, believe and evaluate things and it is an act that serve to relate human communities to their environmental settings. (Allaire & Firsirotu, 1984) The personality of the organization represents the culture of that organization. The assumptions values, norms, visible sign and behaviors of the organization members together can be comprised as culture. The particular culture of the organization is sooner or later can be sensed by the organization members. Culture is one of the terms, which are difficult to explain generally, but after the members of the organization sense it the culture becomes easy to explain. Innovative and supportive cultures are more result and employee oriented, in these type of cultures employee always support and encourage from the supervisors, managers and with their co-workers and bring new ideas and suggestions for the betterment of organization and employees are encouraged to take part in decision making, thus employees motivated and more happy from work, in these type of organizational culture and as a result they become extremely satisfied with their jobs and organizational environment. (Abraham et al., 1997)

## LITERATURE REVIEW

Organizational culture has been an important theme in the business and management literature for some two decades. One reason for this is that organizational culture has consistently been seen as having the potential to affect a range of organizationally and individually desired outcomes. Ritchie (2000, p. 1) notes that, from the time of the earliest writers on organizational culture (including, for example, Deal and Kennedy, 1982, and Ouchi, 1981), "it has been suggested that organizational culture affects such outcomes as productivity, performance, commitment, self confidence, and ethical behavior". Schein (2004) defines organizational culture as a pattern of shared basic assumptions that the group learned as it solved problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems. Kotter and Heskett (1992) used the same definition of organizational culture, but eliminated the distinction between beliefs and values. There is broad agreement, however, that organizational culture provides the 'social glue' that gives organizations coherence, identity, and direction. It is most frequently conceived of as a set of shared values and symbolic elements that provide a common meaning frame by which organizational members interpret and make sense of the organizational world they occupy and that this guides their thinking, feelings and behaviors (see Schein 1985). Wallach (1983) has identified three separate organizational cultures he labels as bureaucratic, innovative, and supportive cultures. Bureaucratic culture is hierarchical and compartmentalized. There are clear lines of responsibility and authority. Innovativeness refers to a creative, results-oriented, challenging work environment. A supportive culture exhibits teamwork and a people-oriented, friendly, encouraging, trusting work environment. All three types of culture are considered in this study. Deshpande and Webster (1989) defined it as "the pattern of shared values and beliefs that help individuals understand organizational functioning and thus provide them with norms for behavior in the organization", by dividing it into four types of organizational culture: clan, adhocracy, hierarchy, and market. Their definition of organizational culture was easily classified into types of organizations theoretically. It, however, was difficult to measure the types of organization practically. Since one organization may have two or more types of organizational culture. Another approach of defining organizational culture is based on traits: involvement, consistency, mission, and adaptability, developed by Denison (2000). The first two types of

Organizational culture reflects the internal integration and the two remaining show the external adaptation. Denison's (2000) organizational culture model has been used in research extensively. So this model is considered more

comprehensive than the other previous models. **Gordon and Christensen (1993)** divided organizational culture into 8 dimensions, which correspond to cultural values: Planning orientation, Innovation, Aggressiveness/action orientation, People orientation, Team orientation, Communication, Results orientation, Confrontation. According to **House et al., (2004)**, organizational culture is defined in 9 dimensions such as Uncertainty Avoidance, Power Distance, Institutional Collectivism, In Group Collectivism, Gender Egalitarianism, Assertiveness, Future Orientation, Performance Orientation, And Humane Orientation. The study of House et al. has been used by some researchers recently. Another approach in organizational culture assessment by nine dimensions: network structure, generalized roles, quality enhancement, collectivism, performance orientation, emphasis on feeling, environmental concerns, long-term employment, and long-term perception was developed by **Swierczek and Rodsuth (2002)** for their research in Thailand

## RESEARCH OBJECTIVE

- Examine the relation between types of organizational culture and organizational commitment in fertilizer sector of India
- Examine the relation between types of organizational culture and job satisfaction in fertilizer sector of India.

## Research questions

- What is the relation between types of organizational culture and organizational commitment in India
- Which type of organizational culture most effect organizational commitment in India?
- What is the relation between types of organizational culture and job satisfaction in Pakistan?
- Which type of organizational culture most effect job satisfaction in India?

## DATA COLLECTION:

### Primary Data:

Primary data was collected through survey method by distributing questionnaire to organization culture the questionnaires were carefully designed by taking into account the parameters of my study.

### Secondary Data:

Data was collected from books, magazines, web sites, going through the records of the organisation, etc. It is the data which has been collected by individual or someone else for the purpose of other than those of our particular research study. Or in other words we can say that secondary data is the data used previously for the analysis and the results are undertaken for the next process.

## DATA ANALYSIS AND INTERPRETATION

In this section, the collected data or information from the quantitative research and qualitative research is introduced, analyzed, interpreted and portrayed in an orderly way as the subsequent stage of the research process. Analysis of data or collected information is a strategy in which information is gathered and sorted out with the goal that one can get accommodating information from it. Analysis of data is a procedure for getting raw information and changing it into some useful information for basic decision making by the researcher. So collected data is analyzed and on the bases of it give the answers to various questions or prove or disprove the hypothesis or theories.

India (1962) stated that the data analysis is the Methods for analysis of information/data, or the systems for translating the results of such strategies and for planning the collection of information to make its examination easily, more exact or more precise, and all the apparatus and consequences of statistics (mathematical) which apply to data analyzing. The data analysis is done by two techniques known as qualitative and quantitative. This research has used both the quantitative and qualitative method to study the collected data. Quantitative method or research emphasize objective measurements and numerical analysis, statistical (mathematical) analysis of received data throughout surveys, questionnaires or by controlling previous statistical information by utilizing computational methods whereas qualitative method analyses the information collected by the various secondary sources.

correlations

	Organization Culture in Academic Institute	Organisational culture	Organisational Commitment
Pearson Correlation	1	.644**	.487**
Sig. (2-tailed)		.000	.000
N	50	50	50
Pearson Correlation	.644**	1	.490**
Sig. (2-tailed)	.000		.000
N	50	50	50
Pearson Correlation	.487**	.490**	1
Sig. (2-tailed)	.000	.000	
N	50	50	50

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

model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.726 <sup>a</sup>	.527	.497	.591

The table above shows the model summary which is quite strong considering it is a social science research an R of 72.6% is considered very strong but since we are interested in the R Square as it is the basic value in a multiple regression to check and see the model prediction value which in our case is 52.7% meaning that this model can predict 52.7% of the variance in the dependent variable which is overall strategy. The next check is to know the three independent variables namely the instructions displayed in the web are very clear, how do you rate the organization commitment in Academic Institute in Dehradun effect, but before we proceed further let us see if our model was statistically significant or not this can be seen with ANOVA table 3 shows the Sig value at .000 which means it is less than .05 indicating that the model is statistically significant and a good predicting model. Other details are not of interest to us.

anova<sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	17.930	3	5.977	17.109	.000 <sup>b</sup>
Residual	16.070	46	.349		
Total	34.000	49			

a. Dependent Variable: Organisational Commitment

b. Predictors: (Constant), Organisational Culture

## CONCLUSION

Focused on the above description, it can take several conclusions, that: (a) the organizational culture (innovation and risk taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness and stability) have a significant impact in improving organizational commitment (Continuance commitment, Normative commitment, Affective commitment). (b) Organizational culture has a significant influence in improving employee performance (quality, quantity,

timeliness and cost effectiveness, need for supervision and interpersonal impact). (c) The results of this study also found that, the commitment the organization has significant effect in improving the performance of employees, as well as the commitment the organization has a significant role as a variable between organizational culture and employee performance.

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