North Asian International Research Journal Consortium

North Asian International Research Journal

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The Influence of Organizational Commitment on Organizational Culture and its dimensions in IT Industry

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ABSTRACT

This paper deals with the influence of organizational commitment on the organizational culture in IT industry. The study mainly concentrates on the dimensions Openness, Confrontation, Trust, Authenticity, Proaction, Autonomy, Collaboration and Experimentation in respect to the organizational commitment. This paper attempted to measure the influence of organizational commitment on the organization culture in IT Industry. The data for the research work was collected through the method of questionnaire schedule. To prove the research hypothesis the various tests such as Chi-Square, Correlation and Regression are being used. Thus the result exhibits that organizational commitment has the certain influence on organizational culture in IT companies.

Keywords: Organizational Culture, Organizational Commitment, Dimensions and Values.

INTRODUCTION

Organizational culture is generally accepted to be a holistic and multidimensional concept that is historically determined and socially constructed (Sanders *et. al*, 1990). Tyrrell (2000) states that organizational culture is originated through the constant interactions of human being, as it are an emergent property. The right or wrong behaviour in the organization is found through the values and beliefs that emerge from ongoing negotiation among group members as a source of reference for what is deemed to be acceptable or unacceptable in an organization (Kusluvan & Karamustafa, 2003). Culture measured is to be focused on the employee perceptions of where they work since employees' attitudes and behaviour are determined by their perceptions (Rentsch, 1990).

The organizational culture has frequently been defined generically as, 'the set of norms, beliefs and values shared by members of the organization' (Yu, 2007). The way organizational culture evolves in an organization

detailed by Schein (1985). He states that organizations are purposeful entities formed by the actions of the founders, who have strong assumptions about what to do and how to do things. The founders certainly influences the way in which culture is formed and shared in the organizations as they have strong views about the nature of the world, human nature, truth, relationships, time, and space. Culture is defined by Gregory (1983) as a learned way of coping with experience and argues that coping with experience involves sense making and acting in terms of meanings. He explains culture as a system of meanings explicitly expressed as behaviours and implicitly implied as meanings motivating behaviours. Culture is conceived in an individual capacity though it shares the meanings. The natives treat actions based on the other culture as foreign as they take their culture for granted based on the actions other makes. The measurement of organizational culture at different levels is made possible through combined approach delineating a fuller picture of an organizations and facilitates the organizations understanding of its own cultural assumptions (Schein, 2004).

Organizational commitment contributes to organizational culture in a persistent way by building a strong work force in the company with dedication and affiliation to the working atmosphere. In the building and developing of culture the role played by the commitment is dealt in the following pages of the study by identifying what is the organizational commitment. Organizational commitment is defined as the overall strength of an employee's identification and involvement in an organization. Hence, paving the way for employees to be satisfied with the organization in which they work can be said to be as crucial as providing goods and services (Steers, 1977). In this regard, taking into the positive effects of organizational commitment into account, the significance involved augments. Organizational commitment has become an issue of great importance to be dealt with, because it helps to increase employee performance (Meyer et al., 2002) and helps to minimize turning up late to work, absenteeism, and leaving. The concept of organizational commitment has become a major focus of a number of studies; however, no comprehensive definition to cover all disciplines has yet been rendered (Morrow, 1983). The foremost reason for it is that researches from different field of study such as sociology, social psychology and organizational behaviour have dealt with the topic based on their field of study. Hence, it is no surprise that the literature accommodates a variety of different definitions related to organizational commitment (Steers, 1977). Organizational commitment refers to an individual's psychological bond to an organization as a whole. Organizational commitment can be conceptualized through effective responses of individuals' evaluations of their work environments. The concept of organizational commitment is usually divided into three subcomponents. Meyer and Allen (1997) refer to these constructs as affective, continuance and normative commitment.

REVIEW OF LITERATURE

Harris S.G., et al. (1996) studied on "The affective implications of perceived congruence with culture dimensions during organizational transformation". The study focused on the influence of organizational culture on the quality of work life among the nurses. It is found that organizational culture shapes the environmental stimuli and experiences to which one is exposed and to which one will react. It is concluded that directly or indirectly organizational culture influences quality of work life of nurses, and influences individual attitudes concerning outcomes such as commitment, motivation, satisfaction, morale and power. Thiemann and Marie Kathryn (1998) conducted a study, in which they have identified that organizational culture is dynamic and forceful. They found that demographic data show significant relationships between culture, education and salary. Positive relationship between group development scales and participant age and tenure with the organization is also seen. Experience with the company is shown to have a strong impact on employee's association with organizational culture. Gruber and Hans George (2000) studied the different aspects of organizational culture that influences the sharing of explicit and tacit knowledge. Organizational culture is viewed as being a set of knowledge shared among the members of an organization. The author identifies five factors namely, openness, trust, availability and use of communication channels, and top management support of knowledge sharing and a reward system linked to the sharing of knowledge. The result of their study suggests that all the factors influence the sharing, while the reward system in the organization appears to be the key component of a culture, which supports sharing of knowledge.

Bandana Nayak (2008) has undertaken an empirical study on measuring organizational culture in Hirakud Smelter of Hindalco Industries Ltd. The author tries to find out the organizational culture through various dimensions like support, opportunity, flexibility, information sharing, maintaining relationship, group cohesiveness, sudden action and creativity. The uniformity of the rules sort by the employees, even though they exercise support mutually, while managerial behaviour has dominated and juniors have to just accepts those. Overall a learning environment is gradually coming up in the organization.

Joby and Panchanatham (2014a) have studied organizational culture and its influence on organizational variables in IT industry. They tried to find out how the organizational variables influence culture and its dimensions. They done a study with 100 samples and analyzed with correlation, chi-square and ANOVA. They have identified that employees working for the company in different projects on and off sites have their culture

constituted based on their experiences with the organization. Variable like designation, work location, experience and co-worker support have a vital role in formatting the culture of the organization.

Joby and Panchanatham (2014b) made an attempt to measure the influence of socio-economic variable's influence of organizational culture. They studied with a sample of 100 using the statistical tools like chi-square, correlation and ANOVA. They identified that employee vary in their perception of culture depending on their educational status and spouse education and job. It is noted that the recreation techniques played a vital role in employees' attitude towards work and organization. Income become another factor that determines the culture of the organization and the standardization employee perception about the organization.

Mowday *et al.* (1982) have studied commitment as the willingness to expend personal, temporal and psychological resources on behalf of a particular domain. They further explained organizational commitment (OC) as the extent to which an individual identifies and is involved with his or her organization and/or is unwilling to leave it. Commitment generally constitutes a variety of behaviours, cognitions and attitudes in favour of that particular domain. Blau (1986) has identified job involvement and organizational commitment as interactive predictors of absenteeism and tardy behaviour. Personnel records and questionnaires were used to collect data on tardiness and absenteeism from 82 registered staff nurses out of 228 nurses from a large mid western hospital. Results extended support for the hypothesis that individuals showing higher levels of job involvement and organizational commitment would exhibit less unexcused tardiness and absenteeism than those with lower levels of job involvement and organizational commitment.

Crawford and Hubbard (2008) in their study shows that employees with work-related goals tend to have higher intrinsic satisfaction on the job and also higher levels of organizational commitment. These authors noted that employees with work- related goals are more involved with the job and are less likely to leave the organization. Brett et al. (1995) have studied the impact of economic dependency on organizational commitment and performance. A sample of 158 and 180 employees from two organizations were covered in this study. They have found stronger relationship between performance and organizational commitment among the group of low financial requirements. Workers with low financial requirements may experience greater pressure to maintain cognitive balance between their attitudes and behaviours than employees with high financial requirements. Employees with high financial requirements appear to have less pressure to reduce inconsistent cognitions because they have less choice in their relationship with their present employers.

The commitment and it various forms certainly contribute values to the organization and act as the mediator for the performances. Thus affective, continuance and normative commitments are taken for the present study to ensure that whether it influences the organizational culture and to what extend it contributes to the creation of the same.

OBJECTIVES

- To find out the association between cultural class and organizational commitment class
- To analyses the relationship of organizational commitment with cultural dimensions
- To find out the influence of organizational commitment on organizational culture

RESEARCH METHODOLOGY

Research design stands for advance planning of the methods to be adopted for collecting the relevant data and the techniques to be used in their analysis, keeping in view the objective of the research and the availability of staff, time and money. The design has chosen for this study is descriptive in nature and 100 samples were collected. Primary data were collected through structured questionnaire and secondary data from past studies, research journals and websites. Chi-Square, Correlation and regression tests are used for the analysis of the data. Variables used for culture was scale developed by Udai Pareek. The OCTAPACE profile is a 40-item instrument that gives the profile of organization's ethos in eight values. These variables are Openness, Confrontation, Trust, Authenticity, Proaction, Autonomy, Collaboration and Experimentation. The organizational commitment scale is used for the study, developed by Meyer and Allen (2002) with twenty-four items. Organizational culture and Job satisfaction scales have scored the alpha coefficient value 0.87 and 0.82 for the present study.

North Asian International Research Journal of Multidisciplinary   **ISSN: 2454 - 2326**   **Vol. 3, Issue 1, Jan. 2017**

CIF IMPACT FACTOR: 4.465

RESULT AND DISCUSSION

Table-1: Chi-Square Tests showing the association of Organizational Culture Class with Organizational Commitment Class

Chi-Square Tests

			Organizational Culture			Total	X^2	Sig.
			Low	Medium	High			
Organizational Commitment	**Low**	Count	12	12	0	24	140.769	.000
		% within Organizational Commitment Class	50.0%	50.0%	.0%	100.0%		
	Medium	Count	0	53	0	53		
		% within Organizational Commitment Class	.0%	100.0%	.0%	100.0%		
	High	Count	0	0	23	23		
		% within Organizational Commitment Class	.0%	.0%	100.0%	100.0%		
Total		Count	12	65	23	100		
		% within Organizational Commitment Class	12.0%	65.0%	23.0%	100.0%		

From the above table maximum frequency (53) was found in the cell which had the medium organizational commitment and medium organizational culture and least frequency was found in the cell created at the intersection of high organizational commitment with high organizational culture. The chi-square value 140.769 and P value = 0.000 are statistically significant at 5% level. Therefore it can be concluded that organizational commitment and organizational culture has a close association among the information technology employees working in Cochin.

The values creates the organizational commitment, which is a psychological condition that characterizes the relationship among employees in organization that has direct implication to the employee's decision whether they will go through or resign as organization member. Success of organizations in facing the more complex environment is one of the factors that create commitment. The congruity is expressed by the employees who have strong organizational commitment through identify their business with the organization's business, getting seriously involved in workplace as well as having loyalty and affection to the pursuit of organizational goals. Employees who are committed to their firms tend to identify with the objectives and goals of their organization (Kovach, 1995) seeking the founders' visions to be fulfilled. Organizational commitment reflects positive feeling towards an organization & its values. Since the measurement of organizational commitment is matching individuals& organization's values & beliefs (Swailes, 2002).

Employees highly committed to organization express strong belief in acceptance of an organization's goals and values, effort on behalf of the organization to reach these goals and objectives and strong desire to maintain membership in the organization (Hunt and Morgan, 1994). Organizational commitment points to the attitudes of employees concerning commitment towards the organizations they work for that reflects it values practiced (Northcraft and Neale, 1990). Organizational culture is created through the committed employees acceptance of organizational goals, as they reduce turnover and absenteeism and potentially perform better at their jobs (Somers and Birnbaum, 2000). It has long been a challenge for organizations to gain full commitment from all employees. Most of the time, organization leaders are generally blamed for the absence of commitment and imitative among employees, since leaders are considered to bring in better culture and changes need to the organization (Macher, 1988). The test shows that high level of commitment among employee creates better work culture.

North Asian International Research Journal of Multidisciplinary **ISSN: 2454 - 2326** **Vol. 3, Issue 1, Jan. 2017**

CIF IMPACT FACTOR: 4.465

Table-2: Correlation test shows the association between Organizational Commitment and Organizational Culture with its various dimensions

Sl. No	VRS	$\overline{X}$	S.D	1	2	3	4	5	6	7	8	9	10
1	OC	115.36	13.992	1									
2	OP	15.11	2.127	.846**	1								
3	CON	14.79	2.319	.828**	.674**	1							
4	TST	14.55	2.017	.830**	.746**	.699**	1						
5	AUTY	13.80	2.151	.820**	.625**	.652**	.526**	1					
6	PRO	15.26	2.130	.790**	.720**	.614**	.662**	.527**	1				
7	AMY	13.05	2.324	.726**	.461**	.472**	.440**	.715**	.401**	1			
8	COL	14.03	2.129	.798**	.601**	.521**	.643**	.592**	.593**	.626**	1		
9	EXN	14.77	2.039	.865**	.693**	.741**	.716**	.676**	.637**	.559**	.616**	1	
10	OCC	82.71	24.690	.985**	.828**	.810**	.784**	.835**	.759**	.750**	.788**	.850**	1

*OC= Organizational Culture, OP=Openness, CON=Confrontation, TST=Trust, AUTY=Authenticity, PRO=Proaction, AMY=Autonomy, CCOL=Collaboration, EXN=Experimentation, OCC=organizational commitment, VRS=Variables.

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

Correlation matrix (Table-2) showed means, standard deviations, direction and significance of association between various dimensions of organizational culture and organizational commitment. The organizational commitment showed significantly positive correlations with openness (r =.82, p<.001); confrontation (r =.81, p<.001); trust (r=.78, p<.001); authenticity (r=.83, p<.001); Proaction (r= .75, p<.001); autonomy (r= .75, p<.001); collaboration (r= .78, p<.001) and experimentation (r =.85, p<.001). It means that as the various dimensions of organizational culture are positively correlated to organizational commitment that the increase of organizational commitment increases the culture of the organization in the IT sector. Commitment is an employee's orientation towards an organization, which influences her or his involvement in its current and future operations. The orientation toward an organization is multidimensional (Andolsek and Stebe 2004).

Organizational commitment and openness (r =.82, p<.001) has strong positive correlation. Free interaction among employees, each respecting others, feelings, competence and sense of judgment happens when an employee feels happy in an organization as its member and enjoys the discussion. Free discussion and communication between seniors and subordinates were encouraged as they feel the problems of the organization as their own that resulted in genuine sharing of information, feelings and thoughts in general meetings. Organizational commitment and confrontation (r =.81, p<.001) exhibited the strong correlation. Employees face the problems and not shying away from problems when they feel that they are the part of the organization and the problems of the organization as their own. Organization giving great deal for the employees; they go deeper to the problems rather than doing surface level of analysis and develop a sense of belongingness. Employees face the challenges inherent in work situations as they fell emotional attachment to the organization and attached to it rather passing bucks tactfully.

Organizational commitment and trust (r=.78, p<.001) was positively correlated. Interpersonal contacts and support among people develops loyalty and morale obligations to continue in an organization rather switching over and proposes a value to remain in an organization and entitle themselves as company man/women. The belongingness offers morale support and help to employees and colleagues in a crisis that gives them feeling of part family. The emotional attachment to the organization makes them capable of surviving amidst of serious problems and fends them in situation, when chips are down. Organizational commitment and authenticity (r=.83, p<.001) was positively correlated. Committed employees express congruity between feelings and expressed behaviour, as they feel emotionally attached to the organization that has great deal of personal meaning. Commitment retains employees in the organization even if they consider leaving the organization taking up the

responsibility of mistakes happens. Employees becomes smarter in dealing with the problems showing tactfulness to get things done even with a little manipulation as they feel that organizational problems as their own problems.

Organizational commitment and proaction (r= .75, p<.001) was positively correlated. Commitment made an employee to take preventive action on the most matters since he is attached to the organization and knows well about its functioning mechanism. Strong sense of belongingness makes the seniors to encourage the subordinates to think about their development and take actions in right directions that adds more value to the organization in the future as well as enlarges its productive capacity. Employees were taught to make decisions that affect the organizational performance by considering both positive and negative aspects before taking action. Organizational commitment and autonomy (r= .75, p<.001) was positively correlated. Employees take independent action relating to their jobs as they are the part of the organization as a family and express a strong sense of belongingness. Obeying and checking with seniors rather acting ones own express lack of commitment to the work since he needs close supervision. Committed employees feel that freedom to employees' breeds indiscipline as they may misuse the opportunities given for, not going with the organizational principals of work values. Self perception in an objective manner have proved that employees, who are committed to their organization in an effective way, achieve the best results in terms of efficiency and citizenship behaviour and also show the least dysfunctional behaviour (Meyer and Allen, 1997).

Organizational commitment and collaboration (r= .78, p<.001) was positively correlated. Strong sense of belongingness and emotional attachments increases employees' involvement in developing an organizations' mission and goals that contributes to the productivity. Loyalty to the organization increases employees' collaboration at various levels that brings in teamwork and team spirit that brings the achievement of organizations' mission and vision much closer. Commitment makes them to perform the immediate tasks as well as be concerned about organizational goals at lager perspective. Organizational commitment and experimentation (r =.85, p<.001) was positively correlated to organizational commitment. Things were better when people stayed in one organization for large part of their careers that paves the ways for trying out innovative ways of problem solving and encouraging employees to have fresh look at the ways in which problems are solved. Committed employee thinks of consolidation and stability rather than the experimentation by making genuine attempts to bring in his loyal nature. Employee's emotional attachment make hard for him to leave the organization that stabilizes roles and gives an opportunity to try our things within the organizational rules and regulations.

The employee commitment to an organization increases when performance (efficiency) of an organization decreases and trust in the organization is less likely. People may feel committed to a person, a relationship or an institution even in the absence of their feeling confident about themselves and even in the absence of trust in those they rely on (Joby & Panchanatham, 2015). It is precisely the feeling of commitment that maintains relationships when they might otherwise collapse, and which assumes, implicitly, that irrespective of present circumstances, the thing to which one is committed will be viable in the future and the value system makes the employee to draw the decisions in different cultural context. Commitment is a psychological connection between the employee and organization as identification with, involvement in and loyalty to the organization (Aryee *et al.*, 1998).

A committed employee need not be planning to quite the organization but may be at odds to balance his/her family and work roles because of his/her pre occupancy with the work domain catalyzed by the deep commitment. Individual behaviour in the organizations is expressed through the unique relationship of individuals with organization that reflects the organizational commitment (Bhatnagar, 2005). Brown R (2003) said that commitment is one of the central elements of any community and there is need in each case of commitment, conceptually; need for someone to do the work. Organizational values are created and sustained through the committed employees (Joby & Panchanatham, 2015).

Table-3: Correlation matrix of organizational culture with dimensions of organizational commitment

Sl. No	Variables	$\overline{\text{X}}$	S.D	1	2	3	4	5
1	Organizational Culture	115.36	13.992	1				
2	Organizational Commitment	82.71	24.690	.985[**]	1			
3	Affective Commitment	26.83	7.802	.979[**]	.811[**]	1		
4	Continuance Commitment	32.03	6.722	.973[**]	.848[**]	.830[**]	1	
5	Normative Commitment	23.85	10.577	.960[**]	.795[**]	.778[**]	.729[**]	1

Correlation matrix (Table-3) shows means, standard deviations, direction and significance of association between organizational culture and dimensions of the organizational culture and the dimension affective commitment. The result shows that organizational culture has positive correlation with affective commitment. Affective commitment is a work related attitude with positive feelings towards the organization showing ones belongingness to the work place. Sheldon (1971) also maintains that this type of attitude is "an orientation towards the organization, which links or attaches the identity of the person to the organization". Affective commitment is the relative strength of an individual's identification with and involvement in a particular organization (Mowday, et al, 1982). It means that the various dimensions of organizational culture are positively correlated to affective commitment that the increase of affective commitment increases the culture of the organization in the IT sector.

Correlation matrix (Table-3) shows means, standard deviations, direction and significance of association between organizational culture and dimensions of the organizational culture and the dimension continuance commitment. The result shows that organizational culture exhibits significant positive correlation with continuance commitment. It means that the various dimensions of organizational culture are positively correlated to continuance commitment that the increase of continuance commitment increases the culture of the organization in the IT sector. This indicates the difference between continuance and affective commitments. The later entails that individuals' stay in the organization because they want to.

Correlation matrix (Table-3) shows means, standard deviations, direction and significance of association between organizational culture and dimensions of the organizational culture and the dimension normative commitment of organizational commitment. The result shows that organizational culture exhibits significant positive correlation with normative commitment. It means that the various dimensions of organizational culture are positively correlated to normative commitment that the increase of normative commitment increases the culture of the organization in the IT sector. Normative commitment is seen as "a feeling of obligation to continue employment" since they hold the employees back in the organization. Internalized normative beliefs of duty and obligation make individuals obliged to sustain membership in the organization (Meyer and Allen, 1990). The value system in the organization makes employees with normative commitment to feel that they ought to remain with the organization (Meyer and Allen, 1991). In terms of the normative dimension, the employees stay because they should do so or it is the proper thing to do.

Normative commitment is the work behaviour of individuals; guided by a sense of duty, obligation and loyalty towards the organization as they feel about the work in the organization is essentials (Wiener, 1982). The morale reasons bind the members of an organization bound to it as it generates and sustains the same values (Iverson and Buttigieg, 1999). The normatively committed employee considers it morally right to stay in the organization, regardless of how much status enhancement or satisfaction the organization gives him or her over the years. The strength of normative organizational commitment is influenced by accepted rules about reciprocal obligation between the organization and its members (Joby *et.al*, 2013).

Table-4: Regression showing the strength of association between Organizational Commitment and Organizational Culture.

The association between Culture and the Organizational Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.985[a]	.971	.971	2.391

a. Predictors: (Constant), Commitment

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	69.171	.840		82.381	.000
	Commitment	.558	.010	.985	57.385	.000

a.   Dependent Variable: Culture

Organizational commitment influences as organizational culture is formed through the goal and value congruence of individuals and organization working towards the goal mutually exclusive. When clarifying the issue of commitment, most researchers agree that organizational commitment is a complex phenomenon (Mottaz, 1988). The complex nature of the commitment is seen because of the individual difference. O'Reilly *et al.* (1991) speak about the multidimensional nature of the commitment in the form of compliance or identification with, or even internationalization of organizational values. As the employees perceive that their organization provides something beneficial to them or their families, they likely to reciprocate by demonstrating attitudes and behaviours consistent with the perceived benefit they have received. As such, we accept that when employees

view their work as providing important benefits to them they develop more positive feelings about their jobs and organization. Organizational culture strongly reflects in management that empowers their employees so that they can be motivated, committed, and assist the organization in achieving its objectives.

MANAGERIAL IMPLICATIONS

The study shows that organizations need to take more care on the organizational commitment by which employee in turn involve themselves more in what they do and excel in their performance and contribute more to the organization in terms of production and to be effective in the organization. Moreover the Indian managers generally focus on building strong emotional bonds with their subordinates, peers, and superiors that shows his identification with organization. Managers are chosen on the basis of intellectual capability and knowledge as well as his nature of commitment towards the organization worked. Indian organizations ensure that they have enough money to maintain a desired standard of living if they should become unemployed or encounter some other loss of income. In the modern era people are also attracted to IT jobs as compared to olden day's government jobs for better earnings and having scope of ensured career. Thus organizational commitment influences the organization culture is formed out of human values ensuring the social and organizational needs.

CONCLUSION

Organizational commitment is major component in organizational culture that is constituted through employee values producing with sustainable employee credibility (Joby & Panchanatham, 2014c). Every organization has a unique culture, which comprises certain assumptions, beliefs, values and norms commonly shared by its members or employees. Members of the organization make contribution larger as they are involved and satisfied in their respective domain of the work. Thus, Organizational culture is influenced by the organizational commitment of the employees as per the finding of this study and the committed employees contribute more to the development of the organization that which lays the foundation for the culture.

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North Asian International Research Journal of Multidisciplinary   **ISSN: 2454 - 2326**   **Vol. 3, Issue 1, Jan. 2017**

CIF IMPACT FACTOR: 4.465

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