Original Research Paper

Management

EFFECT OF ORGANIZATIONAL CULTURE ON ORGANIZATIONAL COMMITMENT OF EMPLOYEES: A STUDY IN PRIVATE SECTOR

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ABSTRACT In organizational behavior and industrial and organizational psychology, organizational commitment is the individual's psychological attachment to the organization. This study focuses on a private sector. This research shows the effect of organizational culture on organizational commitment. Organizational commitment is based on employees involvement in the the organization. The findings of this research shows that there is a strong impact of a culture on employee. This study is done in a private sector where a sample of 80 employees have been taken.

KEYWORDS : organizational culture, organizational commitment, involvement, hierarchy.

Introduction
Organizational culture is a system of shared assumptions, values, and beliefs, which governs how people behave in organizations. These shared values have a strong influence on the people in the organization and dictate how they dress, act, and perform their jobs. Every organization develops and maintains a unique culture, which provides guidelines and boundaries for the behavior of the members of the organization. Let's explore what elements make up an organization's culture.

From the Competing Values Framework 4 organizational culture types emerged: Clan culture, Adhocracy culture, Market culture and Hierarchy culture.

1. Clan Culture. This working environment is a friendly one.
2, Adhocracy Culture. This is a dynamic and creative working environment.
3. Market Culture.
4. Hierarchy Culture.

Organizational commitment may be viewed as an organizational member's psychological attachment to the organization. Organizational commitment plays a very large role in determining whether a member will stay with the organization and zealously work towards organizational goals.

Theory of Organizational Commitment
A prominent theory in organizational commitment is the 3-component model (or TCM). The model argues that organizational commitment has three distinctive components.

1. **Affective commitment** is your emotional attachment to an organization. If you have a high level of affective commitment, you enjoy your relationship with the organization and are likely to stay. You stay because you want to stay.

2. **Continuance commitment** is the degree with which you believe that leaving the organization would be costly. If you have a high level of continuance commitment, you will stay with an organization because you feel that you must stay. For example, you may feel quitting your job may lead to an unacceptable length of unemployment. On the other hand, you may feel you will lose a certain degree of status if you leave a well-respected organization such as a top law firm or research company.

3. **Normative commitment** is the degree you feel obligated to the organization or believe that staying is the right thing to do. Here, you believe you ought to stay.

Research objective
1. To study the concept of organizational culture and organizational commitment
2. To study the effect of organizational culture on organizational commitment of employees.

Research methodology
This study is based on primary and secondary data. Data is collected through questionnaire and also from various websites, books, magazines, journals etc.
Sample size: 80
Sample area: Delhi (private company)
Sampling method: convenience sampling

Review of literature
Hakim (2015) defines organizational commitment as the desire and the willingness of employees to remain in the organization and devote themselves to the success of an organization.

Nongo and Ikyanyon (2012) summarized the three defined characteristics of Organizational commitment which was devised by Mowday. These are a strong belief in and acceptance of the organization" s goals and values, a willingness to exert considerable effort on behalf of the organization and a strong desire to maintain membership in the organization. Moreover, Mowday, Steers, and Porter (1979) stress that commitment represents something beyond mere passive loyalty to an organization. It involves an active relationship with the organization such that individuals are willing to give something of themselves in order to contribute to the organization well being.

In addition, Jaros (2007) has explained the organizational commitment model of Allen and Meyer. This model encompasses three types of commitments; a normative commitment is perceived obligation towards the organization and affective commitment deals about emotional ties that the employee develops with the organization. Lastly, continuance commitment is perceived costs: economic and social costs of leaving the organization.

The most frequently studied antecedents have been side bets, or investments and the availability of alternatives. Normative commitment may result from the internalization of normative pressures exerted on an individual prior to or following entry into the organization. Normative commitment may also develop, however, when an organization provides the employee with "rewards in advance" such as paying college tuition or incurs significant costs in providing employment that includes, costs associated with job training). (Meyer & Allen, 1991)

Analysis and interpretation

Variables	Mean	Std. Dev.
I am willing to put in a great deal of effort beyond the normal expected, in order to help this organization to be successful	4.20	0.856
I talk about this organization to my friends as a great organization to work for	3.71	1.026
I would accept any type of job assignment in order to keep working for this organization	3.78	1.109
I find that my values and the organization" s values are very similar	3.51	1.045
I am proud to tell others that I am part of this organization	3.80	1.086
This organization really inspires the very best in me in the way of the job performance	3.63	1.067

I am glad that I have chosen this organization to work for over others	3.80	1.017
For me, this is the best of all possible organizations for which to work	3.54	1.259
commitment	3.9	0.844

The study found that there is positive effect of organizational culture on organizational commitment of an employee. This commitment is based on an employee adaptability, consistency, involvement.

Recommendation

Although, organizational culture is important in improving the level of employee commitment, the organization is better-off to emphasize on adaptability, mission and involvement, whose contribution to employee commitment is high. However, maintaining a strong culture by being highly consistent, well coordinated and well integrated does not have significant effect on the level of employee commitment. This indicates employees prefer to be given the freedom to do the job rather than being compelled to do it in a rigid manner. In addition, the research finding shows the organization already has well established ethical code that guides employees" behavior and tells right from wrong, but afterward flexible, implicit control system based on internalized values are more effective means of achieving employee commitment.

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