

# Organizational Culture and Organizational Commitment Study at Coimbatore District

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## Abstract

Every individual is different from others in attitude, behaviour and culture and so he requires a different kind of social and organizational environment to live in. When a person joins any organization, he brings to it his individuality that affects the other members of the organization and is also affected by their behavior and culture. This study serves as a useful platform for, understanding the OCTAPACE dimensions (Openness, Confrontation, Trust, Authenticity, Proaction, Autonomy, Collaboration and Experimentation) of organizational culture and various dimensions of organizational commitment. It is a very important factor to be considered in studying and analyzing organization because it has a profound influence on the outlook, well-being and attitude of organizational members and thus their total performance.

**Keywords:** Commitment, Culture, performance, attitude

## Introduction

Organizational culture is a set of values that are shared and the beliefs, norms including assumptions that mingle the people and systems. People receive an identity and helps in commitment and communication that indeed results in stability and control.

Organizational commitment is most often defined as (1) a strong desire to remain a member of a particular organization (2) a willingness to exert high levels of effort on behalf of the organization and (3) a definite belief in, and acceptance of, the values and goals of the organization

## Objectives Of The Study

The following are the objectives of the study

To find out the organizational culture & commitment as opined by the employees of different sectors namely Health, IT and Bank.

To find out the level of association between different sectors.

## Review Of Literature

Yee Poh Li and Ananthalakshmi (2017) analyzed the influence of organizational climate and employee performance at Malaysia. Role clarity was found to be most important factor impacting the organizational climate followed by the teamwork and support. The organizational climate was proved to be positive and highly significant through regression analysis.

Olanipekun et al (2013) assessed the organizational performance among the firms in Nigeria. Research was conducted through data collected from structured questionnaire. The study found that the rewards, stability, competitiveness and orientation in performance influenced the culture a lot. The concentration on the organizational elements will provide the firms to achieve more in future.

Aina et al (2012) examined the culture and commitment through a descriptive study. It was found that the commitment and culture in the public tertiary organizations were significantly related to each other. Improving the reward system will increase the employee commitment in the organizations.

Manetji and Martins (2009) conducted a study to identify the relationship between the organizational culture and commitment. Scales were used to measure the relationship between the two. The results of the study through the normative and affective commitment the organization can focus on employee retention, productive behavior and well being.

**Research Methodology**

The sample size taken for the study is 120. It includes respondents of Bank, IT, and health sectors and 40 samples from each field at Coimbatore district. Primary and secondary data were collected for the study. The variables chosen for the study are A) Organizational culture B) Organizational commitment

The organizational culture questionnaire was developed by Udai Pareek (2005) measures the culture with regard to Bank, health and IT sector employees. The questionnaire consists of 40 questions that measure the organizational culture with four response categories namely high value (4), fairly high value (3), low value (2), very low value (1). The questionnaire consists of two parts, part – I comprises of 1 – 24 items which measures the values of the organization and part – II consist of 24 – 40 items which measures their belief about the organization. The dimensions are opener, confrontation, trust, authenticity, proaction, autonomy collaboration and experimentation.

Table I Scoring For Octapace

Dimensions	Item Number	Total
Openness	1,19,17,25*,33	5
Confrontation	2,10,18,26*,34	5
Trust	3,11,19,27,35*	5
Authenticity	4,12,20,28*,36	5
Proaction	5,13,21,29,37	5
Autonomy	6,14*,22*,30*,38	5
Collaboration	7,15,23*,31*,39	5
Experimentation	8,16,24,32,40*	5

\*Items implies reverse scoring

The questionnaire consists of 40 questions that measure the organizational culture with four response categories namely, high value, fairly high value, low value, very low value as 4, 3, 2, 1. The items indicated in asterisk imply the reverse scoring as 1, 2, 3 and 4. The scores are obtained for each dimension such as openness, confrontation, trust, authenticity, proaction, autonomy, collaboration and experimentation. The data executed is analyzed by using the “t” test.

Organizational commitment questionnaire (Mayer and Allen, 1990) is used to assess the level of commitment of the employees rewards the organization. The questionnaire consists of 18 items each statement scale has five alternatives namely, strongly disagree (5), Disagree (4), Neutral (3), Agree (2),

strongly agree (1). One items of the scale are framed in such a way that they can be used for measuring the degree of commitment of all the subjects irrespective of the nature of their work. There is no time limit to complete the test.

Table II Scoring For Commitment Dimensions

Dimensions	Item Number	Total
Affective Commitment	1*,4*,6,7*,10,12	6
Continuance Commitment	2*,5*,13*,16*,17*	5
Normative Commitment	3*,8*,9,11*,14,15*,18*	7

\*Items implies reverse scoring

Table Interpretation

The questionnaire consists of 18 questions to measure the organizational commitment with five response categories namely strongly disagree (5), disagree (4), neutral (3), agree (2), strongly agree (1). The items indicated in asterisk imply reverse scoring as 5, 4, 3, 2, 1. The scores are obtained for each dimension as affective commitment continuance commitment and normative commitment.

Research Hypothesis

H0: A)There is no significant difference between the health , bank ,IT sector employees with regard to the various dimensions of organizational commitment.

B)There is no significant difference between the health ,bank ,IT sector employees with regard to the OCTAPACE dimension of organizational culture.

H1:A) There is a significant difference between the health , bank ,IT sector employees with regard to the various dimensions of organizational commitment

B) There is a significant difference between the health, bank ,IT sector employees with regard to the OCTAPACE dimension of organizational culture.

Table III Culture - Health And Bank Sector Employees

S. No	Dimension	Group	N	Mean	Standard Deviation	't' Value
1	Openness	Health	40	14.4250	3.83565	.705
		Bank	40	13.7250	4.65192	
2	Confrontation	Health	40	13.8500	3.70412	1.071
		Bank	40	12.8500	4.28803	
3	Trust	Health	40	13.3750	4.32457	.277
		Bank	40	13.0750	4.56513	
4	Authenticity	Health	40	14.1000	3.67807	.702
		Bank	40	13.4500	4.13831	
5	Proaction	Health	40	13.6750	4.41668	.322
		Bank	40	13.3250	4.39923	
6	Autonomy	Health	40	15.0500	2.65011	1.701
		Bank	40	13.8250	3.55822	
7	Collaboration	Health	40	14.6750	3.69607	.999
		Bank	40	13.8000	3.94968	
8	Experimentation	Health	40	13.1000	3.30346	.716
		Bank	40	12.4500	4.19371	

Table IV Commitment - Health & Bank Sector Employees

S N o	Dimension	Group	N	Mean	SD	't' Value
1	Affective Commitment	Health Bank	40 40	19.5250 18.5000	7.00179 7.79546	.603
2	Continuance Commitment	Health Bank	40 40	16.0750 14.7250	4.69799 5.33488	1.123
3	Normative Commitment	Health Bank	40 40	22.7750 21.4500	7.53279 8.41229	.693

### Summary Of Findings And Conclusion

The calculated value is compared with the 't' distribution table. The null hypothesis was accepted in all the dimensions of the culture and climate except with regard to the autonomy dimension with regard to bank and health sector employees.

All the employees though belonging to various groups exhibited the same opinion towards the organizational culture and organizational commitment dimensions. The organizations in which they work may adopt separate counseling sessions so that they can have their interpersonal relations smoother as a committed employed is an asset to the organization.

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### Authors profile



Dr. M. Vidya is presently working as Assistant Professor in the Department of Management Science at Sri Krishna Arts and Science College with 8 years of teaching experience. She has done her Doctorate Degree in the field of Online Shopping and her area of expertise is Marketing and Human Resource Management. Adding credit to her qualification she has completed National Eligibility Test (NET) and State Level Eligibility Test (SLET) in Management. She holds Life Membership in ISTE. She had presented 25 papers at various national and International level seminars and conferences. Her 14 papers are published in national and international journals. She is at present guiding two Part time scholars in Ph.D. under her guidance. Being a resource person and delivered talks on career guidance, Personality development, Morale and stress thereby getting good feedback from the participants.