Original Research Article

Culture versus commitment to excellence: Not a skill but an attitude

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A B S T R A C T

The major challenge any organization faces is to handle various types of interpersonal and intrapersonal conflicts within the institute or it can be said that actual conflict is between employees' needs and organizational needs.

In this era of globalization ; the Indian woman of today is present in all areas of work life like technology, services, education, engineering, armed forces, police, and also politics equally with men, and is increasingly exploring creative and challenging careers although their percentage is still less than men.(Desai et al, 2011).[1]Today private sector is highly competitive and women working in such sectors are supposed to be aware of business environment and work policies with colleagues to improve performance within the job for the benefit and excellence of the organization. A good organizational climate instills a feeling of belongingness and commitment towards the organization. As both are important to get the expected performance with efficiency, it is necessary for these working faculty female members to be engaged with dedication and commitment to polish the future endeavors'; the students.

The paper aims to study the impact of organizational climate on the commitment of the women working in Private colleges of Indore .The findings show that a statistically significant correlation exists between organizational culture and organizational commitment.

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1. Introduction

Researchers have been trying to investigate how relationships between employees with their organization influence their work behavior and mental well-being and also why employees break relationships with their organizations. These studies focused on organizational climate Meyer and Allen (1984, 1997),[1,2] Morrow (1993),[3] Buchanan (1974)[4] and employee relationship with the organization (Mowday, Steers, and Porter ,1979).[5]

Employees are assets to any organization and employee turnover robs the organization of this asset. These researches helped in the expansion of the concept related to organizational commitment as a construct which helps the management to understand how to develop employee commitment which can help shape work behaviors (Hrebiniak & Alutto, 1972).[6]

Organizational theories like Systems Theory and Human Resource School (Ott,1989)[7] mentioned about the organizational climate as an environment in which an employee carries out his/her organization related tasks. Employees perceive that top management create the climate (McGregor ,1957).[8] A link between employees and the organizational climate was further established by Litwin and Stringer (1968).[9]

Further researches went on modifying and adding various dimensions to organizational climate.

In present scenario, there are many working women, who are highly educated and qualified to take up jobs in various sectors and are working, earning and contributing

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to their household expenses. The emergence of urban working women is a new phenomenon particularly after the industrial revolution (Mishra, 1994).[10] Due to enactment of laws protecting and promoting women interests, many women are involved not only at national level but also at international platforms.

2. Organizational Climate

Perception of employees regarding policies and practices prevailing in an organization is termed as organizational climate. Positive and negative feelings of the employees contribute in creating a climate (Griffin & Moorhead,2014).[11] Climate can be framed by making people oriented, innovation oriented, discipline oriented and goal oriented practices. Climate has an impact on the performance of an employee as it directly affects job related attitudes. A satisfied employee is a happy and motivated employee, having more of the job engagement and hence more organizational commitment.

Most of the time organizational culture and organizational climate are used interchangeably but both are different (Robbins & Judge, 2013).[12] Culture is deep and stable whereas climate depends upon peoples' behavior and feelings working in an organization. Climate can be easily assessed and changed favourably but changing culture may be time demanding.

2.1. Organizational Commitment

Commitment means a promise or dedication to do something. It helps an individual to stick to their goals during good and bad times or when barriers get in the way. An employee's work commitment is basically mandatory responsibilities that he or she has to perform in their organization. It evokes a strong feeling of purpose and focus to achieve a predefined goal.

A prominent theory related to Organizational commitment is Three Component Model (TCM) which explains how an employee emotionally (affective commitment), morally (normative commitment) and economically (continuance commitment) identifies himself with his organization and wants to continue his membership in the organization (Meyer & Allen,1991).[13] It is a psychological state depicting employee relationship to his organization. Committed employees can boost the growth and excellence of an organization but lack of commitment from employees can be a hindrance to its growth as it may decrease the quality and services offered by the organization.

According to Basic OB Model of Stage I, the perception of climate at individual level of employees gives individual psychological climate, which when combined for all employees' helps in understanding the perception of team or group and hence the perception at organizational level.

There exists a strong link between organizational climate and employee reactions such as stress levels, absenteeism, employee retention, job satisfaction, well-being readiness for creativity, participation, innovation and change (Jain, A., & Sinha, A.K. , 1987).[14]

3. Research Methodology

3.1. Objectives of the study

1. To study the relationship between organization climate and organization commitment
2. To study the difference between favorable and unfavorable organization climate with respect to organizational commitment

3.2. Sampling

The study was Exploratory in nature. In this study, female academicians (engineering and management colleges) from Indore were selected for data collection.

Sampling method used was non-probability sampling. It was a purposive sampling.

Sample size was 100 working female faculty members of private colleges in Indore.

3.3. Tool for data collection

Data was collected through questionnaire measuring organization climate and organizational commitment.

A standardized scale of organization climate developed by B.R Sharma was used for the study. The reliability and validity of the scale was found to be .93 and .98 respectively. The scale for organizational commitment developed by Upinder Dhar, Prashant Mishra and D.K. Shrivastava was used for the study. The reliability and validity of the scale was found to be .61 and .78 respectively.

The Organizational Commitment Scale by Upinder Dhar, Prashant Mishra and D. K. Srivastava, measures employees concern for the organization and employees identification with the organizations. The scale consists of 8 items out of which items number 6 and 8 are negative. Each item has 5 alternatives from 'strongly agree to strongly disagree'. The two dimensions measured were Identification with the organization and Concern for the organization.

3.4. Tool for data analysis

Data collected was tabulated and was analyzed using SPSS 20 software. Correlation was applied to study the relation between the independent variable i.e. organizational climate and dependent variable organizational commitment. Further t-test statistic was applied to study the significant difference between favorable and unfavorable organizational climate with respect to organizational commitment.

3.5. Hypotheses

H_{01}: *There is no association between Organization climate and Organization commitment.*

The data related to this hypothesis was analyzed using Correlation analysis.

Table 1: Correlations

		Oclsumtotal	Ocmsumtotal
Oclsumtotal	Pearson Correlation	1	.418**
	Sig. (2-tailed)		.000
	N	100	100
Ocmsumtotal	Pearson Correlation	.418**	1
	Sig. (2-tailed)	.000	
	N	100	100

Table 1 Shows that value of Pearson Correlation is .418 which is significant at .01 level. This means that there is a moderately positive correlation between organization climate and organizational commitment. Thus the null hypothesis "there is no positive relation between organization climate and organization commitment" is rejected.

H_{02}: *There is no significant difference between favorable and unfavorable organization climate with respect to organization commitment.*

The data related to this hypothesis was analyzed using t-test. The results are presented in Table 3.

Table 2: Group statistics

Ocl sum total		N	Mean	Std. Deviation	Std. Error Mean
Ocm sum total	>= 101	55	35.67	3.300	.445
	< 101	45	33.58	4.664	.695

Source: Author

It can be observed from Table 3. that the t-value is significant at .01 levels. It means that organization climate produce significant effect on organizational commitment. Hence, the null hypotheses that "there is no association between organizational climate on organizational commitment" is rejected. Further the mean scores (Table 2) of favorable organizational climate group is 35.67 which is significantly higher than that of unfavorable organizational climate which is 33.58. Thus, it may be concluded that employees with favorable organization climate are more committed to their organizations as compared to employees with unfavorable organization climate.

Table 3: Independent samples test

	Levene's Test for Equality of Variances		t-test for equality of means					95% Confidence Interval of the Difference	
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
OCM Total — Equal variances assumed	.811	.370	2.625	98	.010	2.095	.798	.511	3.679
Equal variances not assumed			2.538	76.919	.013	2.095	.825	.451	3.739

Source: Author

4. Conclusion

There exists a moderate positive relation between Organizational climate and commitment. This means that Organizational commitment is dependent on organization climate. The study further shows that employees show enhanced Organizational commitment where they perceive the Organizational climate as favorable. If the climate is unfavorable there is a lack of commitment of employees towards the organization. Employee satisfaction is influenced by various dimensions of organizational climate. Employee satisfaction, motivation, involvement and commitment are central to management because it explains why employees behave the way they do in organizations and also the success of any organization depends to a great extent on employees work behavior.

As teachers are nation builder, lack of commitment towards their organization hampers the teaching-learning process. Improving organizational climate is a way in which the organization can recognize their responsibility to develop an environment that is excellent and congenial for its employees as well as for economic health of the organization. The elements in a typical organization culture includes OCTAPACE values which gives the employees a higher chance of job involvement, job satisfaction, team work and free flow of communication within the organization.

5. Scope of the Study

New employees with no previous work experience are influenced by organizational climate and accordingly establish or develop their commitment levels whereas previously hired experienced employees have their own levels of commitment already established which can be subsequently modified by organizational climate. So further research can be done to find out whether previous work experience colors organizational commitment and organizational climate related perceptions.

A research can also be done to find out whether organizational commitment changes over time in different ways specifically with respect to new employees either with zero years of experience or having some work experience.

6. Source of Funding

None.

7. Conflict of Interest

None.

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