

## Organizational Culture as determinant of Work Commitment of School Teachers

Dr. Nasheed Imtiaz

Assistant Professor

Department of Psychology

Aligarh Muslim University, Aligarh.

e-mail: [nasheed786@rediffmail.com](mailto:nasheed786@rediffmail.com)

Contact: +919212148512

### Abstract

In this modern challenging world, it is quite difficult for organizations to survive. Organizational modernity and work force utilization are becoming increasingly important for any emerging and growing organization. Hence, among all commitment of an employee is a hall mark for organizations to grow and develop and finally to sustain in the highly competitive global market.

To attain maximum possible commitment of employee's organizations must take care of those factors which play significant role in enhancing the commitment level. In view to the above assertion, organizational culture is one of the very important aspect which plays vital role for determining work commitment of employees at work. Hence, present investigation was undertaken to investigate the determining organizational culture for influencing employees work. The study comprised of N= 200 teachers who were taken from schools. The findings have suggested that organizational culture significantly influences work commitment.

**Key Words:** Work Commitment & Organizational Culture

## 1. Introduction

"Productivity isn't about how busy or efficient you are—it's about how much you accomplish."

*Chris Bailey*

Work commitment is a highly valuable and accepted work related behavioural phenomenon which attracted considerable attention of psychologist, managers and other behavioural scientists because everyone want committed workforce in the organization. Commitment is an inner force that binds the employees with the assignments and work in an organization they are entrusted with. The concept of commitment has come into existence since early fifties when Whyte (1950) talked about employees' psychological belongingness. Therefore Brown(1969) while describing commitment highlighted important facets of commitment that included notion of membership, current position of employees, their predictive potentials concerning certain aspects of performance, their motivation to work, spontaneous contribution and other related outcomes. Meyer and Allen (1984) conceptualizes commitment initially in two approach they refer to these approach as affective commitment (emotional Commitment), continuance commitment (awareness of the cost of leaving), and a third approach was added the normative commitment (feeling of obligation to continue employment). Affective commitment has been described as the employee's emotional attachment to, identification with, and involvement in the organization. Meyer and Allen (1991) proposed that anything increases the quality of one's personal competence, will increase affective commitment. Continuance commitment assess the extents to which employees feel committed to their organization by virtue of the costs that they feel are associated with leaving. This form of commitment should increase over time as people accumulate personal investments or side-bets (e.g., seniority rights; attractive benefits) that would be at risk if the relationship was terminated. Normative commitment a third component refers to employee's feeling of obligation to continue employment. Normative commitment is affected by socialization and/or culture prior to entry into an organization. Employees can experience these three components to varying degree.

Common to these approaches is the view that commitment is a psychological state that (a) characterizes the employees' relationship with the organization, and (b) has implication for the decision to continue or discontinue membership in the organization. Thus, Allen and Meyer (1996) have defined commitment as a psychological link between the employees and his or her organization that makes it less likely that the employee will voluntarily leave the organization.

Robbins (2005) also defined commitment to some extent in the same line, i.e. a state in which an employee identifies with a particular organizational work assignment in tune with the accomplishment of organizational goals, and also wishes to maintain membership in the organization. Muthueloo and Rose (2005) defined commitment as employee's acceptance, involvement and dedication towards achieving the organization's goals.

The increasing attention given to commitment, there have been many important developments. According to two of these are firstly, it has been found that commitment is a complex and multifaceted construct. It is now recognized that commitment can take different forms. Secondly, there has been the broadening of the domain within which commitment is studied.

Organizational culture encompasses values and behavior that contribute to the social and psychological environment at work in an organization. According to Needle (2004), organizational culture represents the collective values, beliefs and principles of organizational members which are product of such factors as history, product, market, technology, strategy, type of employees, management style, and the national culture.

Ravasi and Schultz (2006) opined that organizational culture is a set of shared assumptions that guided what happen in organizations by defining appropriate behaviour for various situations. It is also the pattern of such collective behaviors and assumptions that are taught to new organizational members as a way of perceiving and, even thinking and feeling. Thus organizational culture affects the way people and groups interact with each other, with clients, and with stakeholders.

Business executive Rosauer (2013) developed what he refers to as an actionable definition of organizational culture: "Organizational Culture is an emergence – an extreme complex incalculable state that results from the combination of a few simple ingredients. In

“Three Bell Curve: Business Culture Decoded”, Rosauer outlines the three manageable ingredients which guides the culture of any organization. These are 1- Employees (focus on engagement), 2- The Work (Focus on eliminating waste increasing value) waste, 3- The Customer (Focus on likelihood of referral). The Purpose of the Three Bell Curves methodology is to bring management employees, the work and the customer together for making efforts to bring improvement in organizational culture and brand.

Yamsul, P. et. al. (2015) studied the Effect of Motivation and Cultural Organization on the Job Satisfaction and Organizational Commitment (Study on the National Program Manager for Community Empowerment (PNPM) in Southeast Sulawesi Province). Analysis approach in this research is descriptive statistical analysis and analysis of Structural Equation Modeling (SEM). The results of this study found that relationship between variables does not affect the significance of motivation to commitment, meaning that regardless of the motivation will not result in changes in the value of commitment to the Program Administrator for Community Empowerment (PNPM) in Sulawesi southeast. This study also finds that the Organizational Culture of Commitment variable is not significant. The study also found the influence of organizational culture variable to variable indirect commitment between the Cultural Organizations of commitment through satisfaction. Indirect effect is also among the motivational variables of commitment through satisfaction variables.

In view of the above description, it is evident that for work and organizational commitment, organizational culture is of vital importance; therefore, the objective of the present investigation was to see organizational culture as determining phenomenon of employees work commitment. And it was hypothesized that Organizational Culture will significantly influence work commitment of both public and private school teachers.

## 2. Methodology

The aim of the present investigation was to study organizational culture as determiner of work commitment employees of academic institution. Hence, in quest of carrying out the study most objectively and scientifically, certain concrete steps were undertaken.

### 2.1 Sample

Sample is a small portion of population which was selected for present investigation from academic institution. N=200 was selected through convenience random sampling.

### 2.2 Tools used

To measure and understand human behavior Psychological test used are

### 2.3 Work Commitment Scale

To measure work commitment, Imtiaz, N. & Ansari, S. A.(2000) - work commitment scale was used. Scales consist of 15 items based on three dimensions viz., Affective Commitment, Continuance commitment and Normative Commitment. Items are based on 7 point Likert scaling technique, where 1 for minimum, i.e. strongly disagree to 7 for maximum for strongly agree. Reliability coefficient  $r = .80$  and validity coefficient was  $r = .76$ .

### 2.4 Organizational Culture Scale

To measure employees organizational culture impact Imtiaz, N. & Ansari, S. A.(2000) – Organizational Culture Scale was used. Scale consist of 45 items based on 12 dimensions viz., fairness, mutual trust, openness, organizational climate, synergy, organizational environment, autonomy, work values, confrontation, pro-action and organizational loyalty. The scale has 5 point response category ranging from “strongly agree” (i.e., 5) to “strongly disagree” (i.e., 1). Reliability coefficient was  $r = .89$  and validity coefficient was  $r = .76$ .

### 2.5 Statistical Analysis

In view of the above study Kolmogrov-Smirnov statistical test was found to be highly suitable for looking into the differential influence of organizational culture on work commitment. KS test is a non- parametric test, hence, it is a condition free test but gives clear picture

## 3. Result & Discussion

The result of the present study shows that different level of organizational culture significantly influences work commitment of school teachers as its values of  $KS = 7.45$  is found significant at .01 level of confidence. From the result it is evident that perceived high or good culture is found to be instrumental for high work commitment whereas, perceived low culture found generating low level of commitment.

In view of the pattern of the finding, it is imperative to mention that employees’ perceived organizational culture is of vital importance for work commitment subsequently leading to employees’ work performance and organizational productive outcome.

**Table: 1- Shows differential influence of Organizational on Work Commitment**

	51-60	61- 70	71-80	81-90	91-100	
Perceived High Culture	8(.04)	15(.35)	20 (.66)	10(.81)	12 (1)	65
Perceived low Culture	12(.27)	16(.62)	8 (.8)	5(.91)	4 (1)	45
“D”	<b>.23</b>	<b>.27</b>	<b>.14</b>	<b>.1</b>	<b>0</b>	

**KS= 7.45**

Perceived high and low organizational culture here was taken to study work commitment because usually in schools there is a differential treatment of teachers by school administration, hence, the same environment and conditions are differently perceived by teachers. This is the reason why, the difference in the level of work commitment as a function of high and low organizational culture is obtained. In view of the findings it is suggested that in organization there should not be differential treatment with employees as equal treatment is most likely to lead to positive work related Behaviour, especially the employees' work commitment

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