Assessing the Influence of Organizational Culture on Employees Commitment using Reliability and Factor Analysis: Evidence from Ten Heterogeneous Company Operating in Different States in India

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Abstract

Objectives: To investigate the impact of four dimensions on organizational culture in Heterogeneous Industries which includes: Training and Development, Reward and Recognition and Teamwork and Communication over employees commitment. Methods and Analysis: This research was conducted among employees covered under ten heterogeneous Industries located in Jharkhand, West Bengal, Bihar, Gujarat and Karnataka states in India. 242 random population samples were collected under this study. Initially, we have observed the Reliability analysis on the data set to make the information more reliable and authentic. Thereafter Factor analysis using statistical software (SPSS) version 20.2 was applied. Findings: On the basis of a response from the two categories of Management Staff (Jr Management and Senior with Middle Management) within ten Heterogeneous industries serving in the field of Service, Manufacturing and Infrastructure in different states in India, Reliability Analysis and Factor analysis was tested. A questionnaire developed by Lau and Idris, (2001) and Ooi and Arumugam (2006) have been evolved with some modification. Initially, the questionnaire has been framed on the basis of the Training and Development (TandD) with 6 Questions, Reward and Recognition(RandR) with 8 Questions, Team Work (TW) with 7 Questions, and Organizational Communication (OC) with 6 Questions and Employees Commitment (EC) with 10 Questions. After having the Reliability analysis and Factor Analysis on the basis of responses using 5 point Likert Scale (from 1 to5) of the relevant questions on the application of statistical tools showed reasonably significant on the determination of the attributes of various dimensions of organizational culture. Application: Empirical study covers both type of Industries and hence its outcome and implications will provide a better understanding of the cultural issue to such organizations and help them in carving out future strategy.

Keywords: Heterogeneous Industries in India, Organizational Commitment, Organizational Culture, Reliability Analysis and Factor Analysis

1. Introduction

Business organization needs to craft a culture which has a high motivational impact over their employees so as to remain stay longer in the organization for a better drive of business performance. There are indications that Organizational Culture has been considered as an important study of many research workers¹, because it can
affect the performance of organizations as well as individuals. Four dimensions of Organizational Culture, i.e., Training and Development (T and D), Teamwork (TW), Rewards and Recognition (R and R) and Organizational Communication (OC) are examined on the influence of Employees’ Commitment (EC) in this study.

In today’s organizational business environment, corporate culture is considered to be the most powerful tool in quantifying the way a business functions\(^4\). Research study has confirmed that organizational culture, not only can change, guide and reveal but also render significant contributions through influencing thought, feeling, interacting and performance within the organization\(^3\). Empirical literature on the subject is found to be very little that supports in achieving the high degree of “business excellence”. Hence this is the reason this study has been chosen to investigate the relationship within ten heterogeneous companies. Research indicates that four core dimension of Organisational Culture adopted have a significant impact over Employee's Organisational Commitment.

Broadly, main objective of this study is to identify the significant determinates influencing under four dimensions of Organisational Culture i.e., Training and Development, Rewards and Recognition, Teamwork and Organisational Communication over Employees’ Commitment on the basis of the response received from two categories of Management staff engaged in ten heterogeneous industries operating in different states in India using Reliability and Factor Analysis.

Types of Industries covered in the different states in India are:

1.1 Industries Product Range (Heterogeneous)

BCCLPB (CO-1): Engaged in mining of coal and allied activities. It occupies an important place in as much as it produces bulk of the coking coal mined in the country meets almost 50% of the total prime coking coal requirement of the integrated steel sectors operating in the state of Jharkhand.

BAPLKL (CO- 2): Engaged in Developing Airport and real estate in the state of West Bengal.

CRLBIN (CO-3): Producing Wine and Beer and India is one of the fastest growing markets for the beer industry and Beverage operating in Eastern Region in India.

EVKOL (CO-4): Battery and Flashlight the World's second largest producer of carbon zinc batteries lighting and alternative lighting solutions operating in the state of West Bengal.


PCTBRD (CO-6): Largest cooling tower manufacturers in the world serving water shortage and an increasing awareness of water problems. The broad spectrum of products ranges from small factory assembled units through large concrete towers which require construction on site, air cooled heat exchangers and air cooled condensers operating in Gujarat.

UMKOL (CO-7): Manufacturers of wire ropes in the world and leading specialty steel manufacturer in India for more than 50 years of a global base for their product operating in the state of West Bengal.

TPSG (CO-8): Serving country in generation, transmission and distribution of power, and a proven track record of implementing large power projects also catering most critical need of the people in Health Care being Pharmaceuticals industry in the Country operating in the State of Gujarat.

ECLASN (CO-9): Engaged in mining of coal and allied activities. It occupies an important place in as much as it produces bulk of the coking coal mined meeting major share of the total prime coking coal requirement of the integrated steel sectors in India operating in the state of West Bengal.

DVCM (CO-10): Serving country in generation, transmission and distribution of power operating in the State of West Bengal.

1.2 Organisational Culture

Authors have outlined Organisational culture in many ways. Organizational Culture is key identity presenting a set of values, beliefs, and behavior patterns which helps an organization towards expected employees' behaviors or manners\(^5\). Its unifying patterns that are shared, learned, and internalized only by the employees of organization\(^6\). Organizational Culture is also described as a pattern of behavior developed by a given group in an organization which tells about coping with its problems relating to internal integration and external adaptation\(^6\). With these values, new employees in the organization are inducted and made aware so that they can think and feel in the same way in the context of those problems.
Desired outcome of Organisational Culture is displayed individually and organizationally as loyalty, turnover intent, satisfaction and commitment hence earlier in few decades it is considered as an important theme in research and management. Academicians and professionals are of the same frame of mind with regard to Organisational Culture defining it as a philosophy of management and managing organization in such a way to enhance their overall performance and effectiveness.

Questionnaire evolved pertaining to four dimension (Refer annexure A in the last page) are very important determinants in keeping the employees highly motivated for their commitment and organizational success.

1.3 Employees Commitment
Employee's commitment is often viewed as a psychological attachment of employees in the particular organization. Employees Organisational Commitment refers to relative strength in terms of an employee's identification and involvement within a particular organization. This reveals the essence of organizational commitment that affective commitment has been very important core essence of the organizational commitment construct. Employees having strong organizational commitment wish to continue employment in the organization as because they want to do so. Every employee of industry should have strong Commitment towards staying longer and achieving the desired goals of the Organization. By and large the fulfillment of Employees Organizational Commitment may certainly contribute towards economic development of the society.

Questionnaire adapted focuses the extent the employees are associated with the company, their willingness to continue and instinct to put forward their efforts in the organization. Employees with strong commitment wish to continue longer in the organisation. Company must lend support to their employees by giving due value of their contribution and involvement in order to achieve organizational goal and objectives.

1.4 Hypothesis
Framework of this study is based on four dimensions of Organizational Culture training and development, rewards and recognition, teamwork, and communication. Above four dimensions have been selected as these factors are likely to have the greater impact over employees' behavior. It is presumed that these dimensions relating to organisational culture can highly influenced the employee's commitment. Hence organizational culture will represent four dimensions and to be considered as an independent variable.

These dimensions of corporate culture have been selected because they have previously been identified as those likely to have the greatest effects on employee behavior and attitudes in a particular Organisation as such Organizational Commitment is dependent variable in this study.

1.5 Training and Development
Training and development is the process of providing specific knowledge and skills to help the employees to upgrade their shortcoming so as to enhance their performance. Good education and training program would inspire the employee attitudes and loyalty, and help them for their career development and advancement. Hence this study will examine how far the extent of training and development is playing an important role as it facilitates over the skills updating of the employees which creates sense of belongingness, wellbeing and enhance commitment, consequently lead to the strengthening competitiveness for the organization. Thus, we propose the following hypothesis:

H1: “Training and Development” is perceived as a positive strength by the Employees for organizational commitment within their organizations.

1.6 Reward and Recognition
Reward and recognition can be defined as a benefit of employees which includes increase of salary, Incentive, and position elevation all these are appreciation/recognition indicative of high level of performance towards achieving company’s objectives. Appreciations towards quality work efforts also have a strong positive impact over employee morale. The most direct approach is to work on the intrinsic, job content factors.

Giving the employee encouragement and recognition helps them to feel more valued within the company, as well as giving a sense of achievement and responsibility. To achieve desired goals, reward systems should be closely aligned to organizational strategies. Studies have examined this issue and have found that consistent approach on reward and recognition has bigger influence over employees' commitment and in return leading to organization excellence and success. Thus, following hypothesis is proposed:
H2: “Reward and Recognition” is perceived as a positive strength by the employees for organizational commitment within their organizations.

1.7 Teamwork

Teamwork is a very important dimension to have influence over organisational success as also for bridging out good relationship between workers and managers. The concept of teams and teamwork is increasingly important to productivity and employees’ organizational commitment in the contemporary workplace. Drawing affiliate needs at the work floor ‘Teamwork has got direct impact over employees’ commitment and Kari stated that the key factors for Japanese performance was how the people display teamwork and togetherness, and also revealed that teamwork will play a very important role and lead to more commitment and involvement of employees within the organization. Therefore, we propose the following hypothesis:

H3: Teamwork is perceived as a positive strength by the employees for organizational commitment within their organizations.

1.8 Organizational Communication

Several authors have observed that organizational communication is a very important aspect leading to have positive result and outcome for improving employees’ commitment.

Organizational communication is a process by which employees are made aware of organizational goals and their involvement in the achievement of them is recognized to play an important role in fostering job commitment and find organizational communication to have an important positive association with affective commitment and achieving organizational goals. It matters a lot as to how the organizational goals—and the employees’ role in getting these goals or objectives achieved —are communicated to the employees has a strong influence towards organizational commitment. Robbins (2001) has remarked for having close relationship between quality of management-communication and employee motivation and their commitment for better performance. Hence following hypothesis is proposed:

H4: Organizational communication perceived as a positive strength by the employees for organizational commitment within their organizations.

2. Material and Methods

This study examines impact of Organizational Culture on Employees Commitment on following four dimensions:

1. Training and development influences Employees Commitment
2. Reward and Recognition Influences Employees Commitment
3. Teamwork influences Employees Commitment
4. Communication influences Employees Commitment

2.1 Sample Selection

Above study examines three Categories of Executives (Sr Management, Middle Management, Jr Management) within the Ten operating in the state of Jharkhand, West Bengal Gujarat and Bangalore (Karnataka) company’s all serving to the country and world economy.

2.2 Questionnaire Design

Construction of raw questionnaire represents six sections. Section A consists of 6 questions under “Training and Development”. Dimensions focused on employees’ encouragement over accepting training, Availability of resources for training, education to use quality management tools, Learning specific work-skills training and grow, Concern for employees’ career development, Employees confidence and capability for higher responsibility.

Section B contains 8 questions under “Reward and Recognition”. Dimensions which has thrust towards providing an atmosphere to appreciate and recognize quality improvement efforts of the employees, Encouraging team and individual contributions, Rewards system for quality work, Encouraging employees for suggestions, communicating over rewards and penalties, Rewards for innovative employees, Performance-related rewards, and Fair approach in promotion, fixing salary and recognition.

Section C refers “Teamwork” dimension containing 7 questions which includes Assignment of Work within groups, working in team instead of individual, Consensus and support over workplace decisions, counting appreciation of opinion and ideas, encouraging cross functional met to resolve interdepartmental issues, Employees cooperation in job participation.
Section D has 6 questions under “Organizational Communication” dimensions. Providing feedback among teams, Communication between staff and management, sharing information and decision relevant to the employees, Communication to the employees about the performance parameters, regularly briefing of the departmental targets by the HOD, Having regular open forums.

Section E represents 10 questions under “Employees Commitment” dimension adapted from[12] with little changes reflecting upon: Putting effort willingly beyond normal expectation, Putting high Image of the Company, Company’s loyalty, Accepting any tasks, Concerned for the caring of fate of the Company, enjoying trust with the Organiasation, pride to work with this company, Inspiring best in the way of job performance, Feeling to own the organizational problem and long term strive association with the company.

The last, Section F represents demographic profile which includes marital status, Age and gender among employees. In this section questions have been asked in a categorical form.

2.3 Collection of Data

In all Ten heterogeneous company altogether 400questionnaires (hard copy) were distributed amongst executives’ categories through their locational HR department out of which 242 valid response received.

2.4 Research Construct

In order to examine the extent of Employees Commitment, respondents were asked to respond their degree of rating using a 5 - point scale from 0 (Not Relevant), lowest in 1 (strongly disagree) to highest in 5 (strongly agree).

2.5 Statistical Methods

Population sample under this study collected during January Jan 2015 to Dec 2015. This study has 159 valid response and observations. Initially we have observed the Reliability analysis on the data set to make the information more reliable, consistent and authentic. Thereafter Factor analysis using statistical software (SPSS) version 20.2 was applied.

2.6 Reliability Analysis

Cronbach’s Alpha, is frequently used to measure of internal consistency as to how far a set of items are as a group relating closely. It’s a key element supporting for evaluating the quality of the overall score. It is measured on the same scale as a Pearson r (correlation coefficient) and degree of variation between 0 and 1. A negative value is very much possible and if so this shows a scale in which some items measure the opposite of what other items measure. Alpha closure to 1.00 represents greater internal consistency of factors being analysed. Coefficient alpha is conceptually as the correlation between a test score and all other tests of equal length that are randomly drawn out of the same population of interest. It’s a very simple formula to ascertain alpha using number of items in the scale (k) and the average correlation between pairs of items. The number of items in the scale (k) increases, the value of α becomes larger. Further it is also found that if inter- correlation between items is large, the corresponding α will also be large.

The formula of the standardized Cronbach’s alpha for understanding it conceptually is here below:

$$\alpha = \frac{N \cdot \bar{C}}{\bar{v} + (N - 1) \cdot \bar{C}}$$

where, N = number of items, c-bar stands for average inter-item covariance of the items and v-bar equals to average variance.

In the above formula, it can be observed that when we increase number of items, Cronbach’s alpha also increases. Again additionally while average inter-item correlation is low, alpha also become low. Hence when average inter-item correlation increases, Cronbach’s alpha will also be simultaneously increases (holding number of items as constant).

Principal Components Analysis (PCA) (Johnson and Wichern, 2009, page 431 – 461) 212. This method is often used in transforming into a new set of variables from a set of variables which are uncorrelated with each other. Factors are constructed through finding best linear combination in variables. The factors with the maximum variance explained, may have the best linear combinations of the variables. Usually the formation of factors is being stopped only when it reveals the unexplained variance in the factor extraction method. This method helps to identify or reduce the number of factors without losing any logical relationships of the variables may render the same information to the researchers.

2.7 Key Terms Implication Applied in Factor Analysis Variance

In statistics factor analysis tries to best fit factors of a scatter diagram on feedback responses in such a manner that
factors explain the variance pertaining to responses of each statement. Through this method we can get factors in such a manner that whatever variance lies with each statement could be well explained in this study.

2.8 KMO Statistics - Kaiser-Meyer-Olkin

Relying on correlation also with partial correlation, KMO statistics, helps in predicting when the data are likely to factor well. In respect of each individual variable, there is a KMO statistic, and sum total of the same speaks KMO overall statistic. KMO range varies from 0 to 1.0 and overall it’s hould be 0.60 or higher to move forward with factor analysis. In case, it could not be found, indicator variables have to be dropped down with the lowest individual KMO statistic values, unless KMO overall appears to above 0.60. It is recommended by Kaiser (1974) for accepting values greater than 0.5 as barely acceptable (values below this suggests either to collect more data or reconsider which variables should be included). Values above 0.9 are considered superb (Hutcheson and Sofroniou, 1999). However, value between 0.5 and 0.7 are mediocre, 0.7 and 0.8 are good, and values between 0.8 and 0.9 are great.

2.9 Bartlett Test of Sphericity Statistics

The Bartlett test of sphericity, is a statistical test for the presence of correlations among the variables. It provides the statistical probability that the correlation matrix has significant correlations amount at least some of the variables

2.10 Eigenvalues

Eigenvalues are a set of scalars concerned with a linear system of equations, it is sometimes also called as characteristic roots, characteristic values (Hoffman and Kunze 1971), The Eigenvalues used to measure the variance on a given factor with all the variables accounted for by those particular factor. The ratio of Eigenvalues stands as ratio of explanatory importance of the factors in respect of the variables. When a factor reveals low eigenvalue, then it should be understood as very little contribution towards the explanation with the variances in that variables and need to be ignored treating it as useless with more important factors.

2.11 Varimax

A varimax rotation is evolved for the purpose of simplifying the expression of a particular sub-space pertaining to a few major items each. The actual coordinate system remains unchanged; mainly two types of rotation are to be used. One is Orthogonal, if the new axes are found to be as orthogonal to each other and the other oblique while the new axes are not needed as orthogonal to each other.

The reason for the rotations being always performed within a subspace (the so-called factor space), are the new axes which will also explain with less variance than the original factors which are computed optimal, however the part of variance explained after rotation through total subspace will obliviously be the same as it was found before rotation (only the partition of the variance has changed). This is due to the fact that rotated axes are not defined as per the statistical criterion, their raison d’être is to facilitate the interpretation

2.12 Factor Loading

Factor loading is useful tool for investigating variable relationships for complex concepts such as socioeconomic status, dietary patterns, or psychological scales. This is a correlation coefficient between the variables i.e., rows and factors as columns. Similar to Pearson’s r the squared factor loading is the % of variance under that indicator variable explained over by the factor. Variance % can be obtained in all the variables accounted for in each factor through adding sum of squared factor loadings towards that factor (column) and then divide it by the number of variables.

2.13 Communality

Communality refers the proportion of common variance present in a variable. Hence a variable that has no specific variance (or random variance) would have a communality of 1; a variable that shares none of its variance with any other variable would have a communality of 0. In factor analysis, interest in finding common underlying dimensions within the data and primary interest only in the common variance.

Once the underlying factors have been extracted, new communalities can be calculated that represent the multiple correlation between each variable and the factors extracted. Therefore, the communality is a measure of the proportion of variance explained by the extracted factors.

2.14 Extraction

Through this process factors are determined through a large set of variables. Initially the eigenvalues after extrac-
Table 1. (Company 1-5) Reduction of variables under various dimensions using Reliability and Factors Analysis for employee satisfaction.

<table>
<thead>
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<th>Company</th>
<th>Dimension</th>
<th>Reliability</th>
<th>Factors Analysis</th>
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### Table 2. (Company 6-10) Reduction of variables under various dimensions using Reliability and Factor Analysis for employee

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**Note:** The table above includes the reduction of variables under various dimensions using Reliability and Factor Analysis for employees in companies 6 to 10 in India.
Table 3. (Dominant Factors)

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<th>DLEY C1</th>
<th>LTY RND C1</th>
<th>PCTEND C1</th>
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Assessing the Influence of Organizational Culture on Employees Commitment using Reliability and Factor Analysis: Evidence from Ten Heterogeneous Company Operating in Different States in India

Some research scholar has in mind applying the rule of having enough factors to account for 90% (sometimes 80%) of the variation. Whereas the researcher’s goal has emphasized Parsimony (explaining variance with as few factors as possible), the criterion could be as low as even up to 50%.

2.15 Total Variance Explained criteria

Some research scholar has in mind applying the rule of having enough factors to account for 90% (sometimes 80%) of the variation. Whereas the researcher’s goal has emphasized Parsimony (explaining variance with as few factors as possible), the criterion could be as low as even up to 50%.

3. Result and Discussion

Initially the questionnaire has been framed on the basis of the Training and Development (T and D) with 6 Questions, Reward and Recognition (R and R) with 8 Question, Team Work (TW) with 7 Questions, Organizational Communication (OC) with 6 Questions and Employees Commitment (EC) with 10 Questions.

After having the Reliability analysis and Factor Analysis on the basis of respondent’s answer using 5 point Liker Scale (from 1 to 5) the relevant questions are proved under different dimensions, which are given in Tables 1, 2. Table and dominant factor identified are shown in Table 3.

4. Conclusion

The results of the study based on application of statistical tools showed reasonably significant on the determination of the attributes of various dimensions of corporate culture.

This study, in summary, focuses an exploratory reports examining relationship between organizational culture and employees’ organizational commitment within the context of ten selective industries under different group of company in India. Authors of Empirical study claims organizational culture has a very significant impact over personnel attitudes towards their commitment in the organizations. It shows from the analysis that employees’ perceptions of four organizational culture dimensions are positively related to their commitment, and employees who perceive a greater awareness over these dimensions displaying more positive feeling and satisfactory reaction towards the organizational commitment. The findings will have a significant contribution and provide a better understanding of the influence of organizational culture contexts on commitment among employees under all the Industries covered under these sectors. The authors suggest that adopting and practicing these dimensions will yield better and enduring results in the organization. The attributes identified by this analysis may supports the organization towards creating understanding over the development of a theoretical base for the application and also prescribes potential clue to top management to review organizational culture dimensions of those units for further improvement.

5. References


24. The role of communication in enhancing employees.

