

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

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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 functions². 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 organization³. 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.

BAPLKOL (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.

LTBRD (CO- 5): Manufacturing Electrical and Automation products in Gujarat.

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 manners⁴. Its unifying patterns that are shared, learned, and internalized only by the employees of organization⁵. 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 adaptation⁶. 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 management⁷. 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 organization⁸. Employees Organizational Commitment refers to relative strength in terms of an employee's identification and involvement within a particular organization⁹. This reveals the essence of organizational commitment that affective commitment has been very important core essence of the organizational commitment construct.¹⁰ Employees having strong organizational commitment wish to continue employment in the organization as because they want to do so¹¹. 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' behavior¹². It is presumed that these dimensions relat-

ing 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 Organisation¹³ 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 performance¹⁴. Good education and training program would inspire the employee attitudes and loyalty, and help them for their career development and advancement¹⁵. 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 organization¹⁶. 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 objectives¹⁷. Appreciations towards quality work efforts also have a strong positive impact over employee morale¹⁸. 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 responsibility¹⁹. To achieve desired goals, reward systems should be closely aligned to organizational strategies²⁰. 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 success²¹. 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 workplace²². 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 organization²³. 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’ commitment²⁴.

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 goals²⁵. 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 commitment²⁶. Robbins (2001) has remarked for having close relationship between quality of management-communication and employee motivation and their commitment for better performance²⁷. 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 from¹⁸ 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 Organisation, 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 400 questionnaires (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 should 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 obviously 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

Item	Company	Initial Variable	Reliability					Modified Variables					Eigen Values		%Age Explained	Communalities						
			C1	C2	C3	C4	C5	C1	C2	C3	C4	C5				C1	C2	C3	C4	C5		
TD	C1												1.80 1	90.0 4								
	C2	TD1, TD2, TD3, TD4, TD5, TD6	n=6,α=.664 n=5,α=.658 n=4,α=.640 n=3,α=.643 n=2,α=.879	n=6,α=.913 n=5,α=.936 n=4,α=.640 n=3,α=.643 n=2,α=.879	n=6,α=.831 n=5,α=.857	n=6,α=.722 n=5,α=.732 n=4,α=.765 n=3,α=.813	n=6,α=.76 8 n=4,α=.83 7 n=3,α=.90 0 n=3,α=.81 3	TD3 / TD4 /	TD2 / TD3 /	TD2, TD3, TD4, TD5, TD6	TD1, TD3, TD6, TD6	TD2, TD3, TD6	TD1, TD3, TD6	4 79.99 5	65.01 3	73.35 2	87.26 8	TD3=.90 0 TD4=.90 0	TD1=.94 6 TD2=.82 7 TD3=.77 7 TD4=.89 2 TD5=.55 8	TD2=.81 9 TD3=.72 3 TD4=.77 7 TD5=.68 2 TD6=.25 0	TD1=.84 5 TD3=.73 1 TD4=.62 4	TD1=.947 TD3=.724 TD4=.947
	C3												3.25 1	65.01 3	73.35 2	87.26 8						
	C4												2.20 1	73.35 2	87.26 8							
	C5												2.61 8	87.26 8								
RR	C1		n=8,α=.18 1 n=7,α=.19 3 n=6,α=.76 9 n=5,α=.78 6 n=4,α=.77 1 n=3,α=.78 5 n=2,α=.86 6	n=8,α=.907	n=8,α=.950 n=8,α=.942	n=8,α=.782 n=7,α=.775 n=6,α=.778 n=5,α=.765 n=4,α=.751 n=3,α=.748	n=8,α=.949 n=7,α=.963	RR7, RR8	RR1, RR2, RR3, RR4, RR5, RR6, RR7, RR8	RR1, RR2, RR3, RR4, RR5, RR6, RR7, RR8	RR1, RR2, RR3, RR4, RR5, RR6, RR7, RR8	RR1, RR2, RR3, RR4, RR5, RR6, RR7, RR8	1.77 4.92 1.08 3.78 2.00 6.11 4	88.48 61.50 12.96 54.12 66.96 87.34 2	RR7=.88 5 RR8=.88 5	RR1=.72 2 RR2=.74 6 RR3=.88 8 RR4=.71 9 RR5=.12 6 RR6=.58 8 RR7=.64 8 RR8=.54 5	RR1=.44 5 RR3=.75 8 RR4=.67 9 RR5=.12 6 RR6=.58 8 RR7=.64 8 RR8=.54 5	RR1=.60 0 RR5=.63 3 RR6=.60 0				
	C2	RR1, RR2, RR3, RR4, RR5, RR6, RR7, RR8											4.92 0 1.08 7	61.50 3 12.96 1	54.12 7	66.96 4						
	C3												3.78 9	54.12 7	66.96 4							
	C4												2.00 9	66.96 4	87.34 2							
	C5												6.11 4	87.34 2								
TW	C1												2.74 7	68.67								
	C2		n=7,α=.78 7 n=6,α=.81 1 n=5,α=.83 3 n=4,α=.83 7	n=7,α=.782 n=6,α=.835 n=5,α=.874 n=4,α=.837	n=7,α=.887 n=6,α=.906	n=7,α=.726 n=6,α=.722 n=5,α=.715 n=4,α=.694 n=3,α=.683 n=2,α=.619	n=7,α=.907 n=6,α=.953	TW1, TW3, TW5, TW7	TW1, TW2, TW3, TW4, TW5, TW6, TW7	TW1, TW2, TW3, TW4, TW5, TW6, TW7	TW1, TW2, TW3, TW4, TW5, TW6, TW7	TW1, TW2, TW3, TW4, TW5, TW6, TW7	3.41 4.24 1.87 1.42 1.14 5.27 6	68.19 70.77 26.75 20.33 16.38 87.95 9	TW1=.49 5 TW3=.82 6 TW5=.70 2 TW7=.72 4	TW1=.88 9 TW3=.73 0 TW4=.73 7 TW5=.66 6 TW7=.38 8	TW2=.6 88 TW3=.4 84 TW4=.9 02 TW5=.6 42 TW6=.8 48 TW7=.6 83	TW1=.40 3 TW2=.54 2 TW3=.72 1 TW4=.66 4 TW5=.85 9 TW6=.67 6 TW7=.57 9	TW1=.959 TW3=.533 TW4=.906 TW5=.959 TW6=.959 TW7=.959			
	C3	TW1, TW2, TW3, TW4, TW5, TW6, TW7											4.24 7	70.77 5	26.75 3	20.33 8						
	C4												1.87 3	26.75 8	20.33 3	16.38 6						
	C5												5.27 6	87.95 9								
OC	C1		n=6,α=.43 4 n=5,α=.56 5 n=4,α=.55 8 n=3,α=.58 5 n=2,α=.66 0	n=6,α=.870 n=5,α=.882	n=6,α=.850 n=5,α=.872	n=6,α=.792 n=5,α=.799 n=4,α=.798	n=6,α=.982 n=5,α=.799 n=4,α=.798	OC1, OC2	OC1, OC2	OC1, OC2	OC1, OC2	OC1, OC2	OC1, OC2	2.55 3.52 3.46 1.10 2.49 5.79 6	63.74 70.52 57.68 18.41 62.48 96.60 2	OC1=.75 2 OC2=.75 3	OC1=.51 7 OC2=.80 9 OC3=.72 6 OC4=.78 1 OC5=.69 2 OC6=.90 7	OC1=.48 9 OC2=.88 7 OC3=.68 9 OC4=.83 4 OC5=.76 0 OC6=.90 7	OC1=.66 5 OC2=.66 4 OC3=.62 1 OC4=.54 9 OC5=.955	OC1=.999 OC2=.999 OC3=.999 OC4=.999 OC5=.847 OC6=.955		
	C2	OC1, OC2, OC3, OC4, OC5, OC6											3.52 6	70.52 6	57.68 1	18.41 9						
	C3												3.46 1	57.68 1	18.41 9							
	C4												2.49 9	62.48 3	96.60 2							
	C5												5.79 6	96.60 2								
EC	C1												3.43 7	68.74 1								
	C2	EC1, EC2, EC3, EC4, EC5, EC6	n=10,α=.7 06 n=9,α=.74 8 n=8,α=.76 7	n=10,α=.887 n=9,α=.8 97 n=8,α=.8	n=10,α=.81 0 n=9,α=.81 0 n=8,α=.8	n=10,α=.92	n=10,α=.91	EC1, EC3, EC5, EC7	EC4, EC6, EC7	EC2, EC3, EC5, EC6	EC1, EC2, EC3, EC5, EC6	EC1, EC2, EC3, EC5, EC6	4.30 9 4.18 4 1.31 7	71.81 8 59.77 3 18.80 8	EC1=.65 6 EC3=.43 9 EC6=.73	EC4=.48 4 EC6=.67 4 EC7=.64 0	EC2=.68 8 EC4=.85 9 EC5=.88 9 EC6=.80	EC1=.65 9 EC2=.80 0 EC3=.85 2 EC4=.85 5 EC5=.79 4	EC2=1.00 0 EC4=1.00 0 EC7=1.00 0			
	C3												4.18 4	59.77 3	18.80 8							
	C4												1.31 7	18.80 8								
	C5																					

Table 2. (Company 6-10) Reduction of variables under various dimensions using Reliability and Factors Analysis for employee Table 2

Item	Company	Initial Variable	Reliability					Modified Variables					Eigen Values		Variance Explained		Communalities				
			C6	C7	C8	C9	C10	C6	C7	C8	C9	C10					C6	C7	C8	C9	C10
TD	C6												2.851 1.605	47.520 26.746							
	C7												1.558	77.881							
	C8	TD1, TD2, TD3, TD4, TD5, TD6	n=6,a=.733 n=4,a=.744 n=3,a=.796 n=3,a=.813	n=6,a=.560 n=3,a=.591 n=4,a=.621 n=3,a=.677 n=2,a=.716	n=4,a=.843	n=6,a=.658 n=3,a=.719 n=4,a=.718 n=3,a=.715 n=2,a=.706	n=6,a=.705 n=3,a=.716 n=4,a=.740 n=3,a=.787	TD1, TD2, TD3, TD4, TD5, TD6	TD1, TD3, TD4, TD5, TD6	TD3, TD4, TD5, TD6	TD1, TD2, TD3						TD1=.787 TD2=.672 TD3=.408 TD4=.863 TD5=.939 TD6=.783	TD4=.779 TD5=.779	TD3=.883 TD4=.340 TD5=.757 TD6=.610	TD3=.787 TD4=.787	TD1=.749 TD2=.653 TD3=.705
	C9												1.574	78.682							
	C10												2.107	70.224							
RR	C6												3.277	65.535							
	C7												4.288	61.259							
	C8	RR1, RR2, RR3, RR4, RR5, RR7, RR6, RR8	n=8,a=.809 n=7,a=.832 n=6,a=.831 n=3,a=.835	n=8,a=.870 n=7,a=.890 n=6,a=.831 n=3,a=.835	n=8,a=.710 n=7,a=.776 n=6,a=.831 n=3,a=.836	n=8,a=.780 n=7,a=.813 n=6,a=.851 n=3,a=.910	n=8,a=.889	RR2, RR3, RR6, RR7, RR8	RR1, RR2, RR3, RR4, RR6, RR7, RR8	RR1, RR2, RR3, RR5, RR7, RR8	RR2, RR4, RR5, RR6, RR7, RR8	RR1, RR2, RR3, RR4, RR5, RR6, RR7, RR8				RR1=.600 RR3=.633 RR8=.600	RR1=.563 RR2=.645 RR3=.723 RR4=.692 RR6=.545 RR7=.633 RR8=.487	RR1=.733 RR2=.604 RR3=.789 RR4=.343 RR7=.609	RR2=.821 RR3=.755 RR5=.829 RR7=.478 RR8=.874	RR1=.885 RR2=.820 RR3=.890 RR4=.811 RR5=.846 RR6=.667 RR7=.502 RR8=.887	
	C9												3.756	75.128							
	C10												3.991 2.377	49.131 29.714							
TW	C6												1.903	47.622							
	C7												1.721	37.36							
	C8	TW1, TW2, TW5, TW4, TW3, TW6, TW7	n=7,a=.341 n=6,a=.568 n=3,a=.553 n=4,a=.610 n=3,a=.590 n=2,a=.584	n=7,a=.439 n=6,a=.531 n=3,a=.574 n=4,a=.587 n=3,a=.619 n=2,a=.565	n=7,a=.878 n=6,a=.899	n=7,a=.474 n=6,a=.679 n=3,a=.751 n=4,a=.808		TW3, TW4, TW5, TW6, TW7	TW3, TW4, TW5, TW6, TW7	TW1, TW2, TW3, TW4, TW5, TW6, TW7	TW1, TW3, TW5, TW6, TW7					TW4=.414 TW5=.469 TW6=.655 TW7=.367	TW4=.536 TW5=.608 TW6=.377	TW1=.555 TW3=.730 TW4=.371 TW5=.809 TW6=.717	TW1=.896 TW3=.680 TW5=.644 TW7=.419		
	C9												4.033	67.219							
	C10												2.639	65.983							
OC	C6												1.583	79.164							
	C7												1.863	46.616							
	C8	OC1, OC2, OC3, OC4, OC5, OC6	n=6,a=.285 n=3,a=.338 n=4,a=.431 n=3,a=.641 n=2,a=.726	n=6,a=.561 n=3,a=.568 n=4,a=.603 n=3,a=.590 n=2,a=.726	n=6,a=.868 n=3,a=.874	n=6,a=.730 n=3,a=.806 n=4,a=.877	n=6,a=.399 n=3,a=.520 n=4,a=.669 n=3,a=.802	OC3, OC4,	OC1, OC3, OC4, OC5, OC6,	OC1, OC3, OC4, OC5, OC6,	OC1, OC2, OC3, OC5	OC1, OC4, OC5				OC3=.792 OC4=.792	OC1=.439 OC3=.380 OC4=.364 OC5=.482	OC1=.675 OC3=.726 OC4=.700 OC5=.706 OC6=.584	OC1=.880 OC2=.687 OC3=.495 OC5=.664	OC1=.825 OC4=.150 OC5=.745	
	C9												3.092	77.289							
	C10												1.721	57.358							
EC	C6												3.157	63.146							
	C7												2.509	62.731							
	C8	EC1, EC2, EC3, EC4, EC5, EC6, EC7, EC8, EC9, EC10	n=10,a=.748 n=9,a=.766 n=8,a=.802 n=7,a=.822 n=6,a=.830 n=3,a=.834	n=10,a=.693 n=9,a=.724 n=8,a=.808 n=7,a=.820 n=6,a=.810 n=3,a=.804 n=4,a=.793	n=10,a=.940	n=10,a=.864 n=9,a=.881 n=8,a=.885		EC2, EC6, EC7, EC8, EC10	EC3, EC8, EC9, EC10	EC1, EC2, EC3, EC4, EC5, EC6, EC7, EC8, EC9, EC10	EC1, EC2, EC3, EC4, EC5, EC6, EC7, EC8, EC9, EC10				EC2=.648 EC6=.638 EC7=.794 EC8=.497 EC10=.559	EC3=.673 EC8=.636 EC9=.648 EC10=.551	EC1=.545 EC2=.734 EC3=.635 EC4=.848 EC5=.847 EC6=.839 EC7=.832 EC8=.909 EC9=.831 EC10=.922	EC1=.879 EC2=.846 EC3=.495 EC4=.664 EC5=.763 EC6=.898 EC7=.942 EC8=.769			
	C9												4.886	61.080							
	C10												1.370	17.127							

Table 3. (Dominant Factors)

Dominant Factor Analysis -Heterogeneous											Dominant Factor
Communalities											
Item	BCCLPB C1	BAPLKOL C2	CRLBIN C3	EVKOL C4	LTBRD C5	PCTBRD C6	UMKOL C7	TPSG C8	ECLASN C9	DVC C10	
Training Development	0.900	0.946	0.819	0.845	0.947	0.787		0.883	0.787	0.749	0.766
	0.900	0.827	0.723	0.731	0.724	0.672		0.540	0.787	0.653	
		0.777	0.777	0.624	0.947	0.409		0.757		0.705	
		0.892	0.682			0.863	0.779	0.610			
		0.558	0.250			0.939	0.779				
TD Average	0.900	0.800	0.650	0.733	0.873	0.743	0.779	0.698	0.787	0.702	
Maximum Value	C1 =	0.900									
Reward and recognition	0.885	0.722	0.445	0.600		0.600	0.563	0.733	0.821	0.885	0.688
	0.885	0.746	0.758	0.633		0.633	0.645	0.604	0.755	0.820	
		0.888	0.679	0.600		0.600	0.723	0.769	0.829	0.890	
		0.711	0.126				0.692	0.543	0.478	0.811	
		0.700	0.648				0.545	0.609	0.874	0.846	
		0.673	0.545				0.633			0.667	
		0.764					0.487			0.502	
		0.754								0.887	
RR Average	0.885	0.745	0.534	0.611	NA	0.611	0.613	0.652	0.751	0.789	
Maximum Value	C1 =	0.885									
Team Work	0.495	0.889	0.668	0.403	0.959	0.414	0.536	0.555	0.896		0.663
	0.826	0.730	0.484	0.542	0.533	0.469	0.608	0.730	0.680		
	0.702	0.737	0.902	0.721	0.906	0.655	0.577	0.371	0.644		
	0.724	0.666	0.642	0.664	0.959	0.367		0.809	0.419		
		0.388	0.848	0.859	0.959			0.851			
			0.683	0.676	0.959			0.717			
				0.579							
TW Average	0.687	0.682	0.705	0.635	0.879	0.476	0.574	0.672	0.660	NA	
Maximum Value	C5 =	0.879									
Organizational Communication	0.752	0.517	0.489	0.665	0.999	0.792	0.439	0.675	0.880	0.825	0.697
	0.753	0.809	0.887	0.664	0.999	0.792	0.380	0.726	0.687	0.150	
		0.726	0.689	0.621	0.999		0.564	0.700	0.495	0.745	
		0.781	0.834	0.549	0.999		0.482	0.706	0.664		
		0.692	0.760		0.847			0.584			
					0.955						
OC Average	0.753	0.705	0.732	0.625	0.966	0.792	0.466	0.678	0.682	0.573	
Maximum Value	C5 =	0.966									
Employees' Commitment	0.656	0.484	0.688	0.659	1.000	0.649	0.673	0.545	0.879		0.749
	0.439	0.674	0.859	0.800	1.000	0.658	0.636	0.734	0.846		
	0.736	0.640	0.889	0.852	1.000	0.794	0.649	0.635	0.495		
	0.803	0.825	0.801	0.855	1.000	0.497	0.551	0.848	0.664		
	0.803	0.809	0.771	0.794	1.000	0.359		0.847	0.763		
		0.877	0.549	0.391	1.000			0.839	0.898		
			0.944	0.719				0.832	0.942		
			0.595				0.909	0.769			

tion are same and identical to PCA extraction. However, in case of other extraction methods, eigenvalues after extraction would be lower in comparison to their initial counterparts.

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 Likert 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.

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