

An Empirical Study on Relationship Between Organizational Culture and Employee Commitment in Manufacturing Companies in India

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Abstract: Organization tradition affects the manner in which humans behave in an company. Organization lifestyle may be considered as the particular pattern of shared values, attitudes, rituals, beliefs, norms, expectations, socialization, and assumptions of employees in the employer (Armstrong, 2009; Chatman and Caldwell, 1991; Eldridge and Crumby, 1974; Burnham and Gunter, 1993; Schein, 1992). In Allen and Meyer's (1990) reference, a committed employee stays with the organization despite its favorable or unfavorable circumstances. Organisational culture is pervasive and strong because it either supports or resists organisational change. Employees will either be hooked to the organization or blown away, depending on how you interpret organisational culture. The relationship between organisational culture and employee commitment is investigated empirically utilizing the Cronbach's alpha reliability test, mean, and correlation coefficient. Power, role, achievement and support are the variables on which the tests are made. Through this research, it's been identified that how that power cultures have greater impact on the commitment of the employee working in manufacturing companies in India.

Keywords: Organization culture, Pervasive, Employee commitment, Psychological, Personality, Effectiveness

1. INTRODUCTION

When used in an organizational context, the term "culture" refers to the distinctive characteristics of an organization as conveyed by the founders' defined core principles and common beliefs. This affects how employees see and behave, as well as how they view the rules that govern all group members. A system of shared values, beliefs, and behavior's among members of an organization is what the majority of scholars refer to as organizational culture. Many authors and anthropologists have spent a lot of time studying culture as they have worked to comprehend various groups around the world. However, recently they have found a link between organizational culture, the behavior of people, and firms' performances (Warrick, 2017). Organizational culture grows via norms, and norms are an essential determinant of behavior (Bettenhausen&Murnighan, 1985; Hogan & Coote, 2014). Organizational culture specifies and indicates the common perceptions of a firm's employees, and affects their behavior (Ahmady, Nikooravesh, & Mehrpour, 2016). They also consider it to be a very important factor for the success of any organization (Levering, 2016). Although organizational culture is not the only aspect in achieving organizational success, developing a culture supersedes these factors (Arditi, Nayak, & Damci, 2017). Organizational commitment is a force that connects an employee to a course of action relevant to certain purposes (Meyer & Herscovitch, 2001). As a result, committed employees become hard workers and more active; therefore, organizations with committed employees are more effective (Morrow, McElroy, & Scheibe, 2012). Most others identify this concept as the strengths of individual implications and identifications in an organization (Stan, 2013). Organizational commitment is obtained when the firm and the employee have an interest in maintaining their working relationship (Tharikh, Ying, & Saad, 2016).

O'Reilly (1991) asserts that organization's aim to increase employee commitment. Management would really like its employees to identify with the company's ideals, standards, and arte facts (paintings). This suggests that an organizational tradition is lacking.

Theoretically, there is a connection between organizational culture and employee commitment because successful business practices seem to have an impact on key outcomes like employee commitment and productivity (Nostrum, 1993). The organizational lifestyle "creates excessive ranges of commitment and overall performance," according to Martins & Martins (2003). This suggests that organisational cultural is the cause of employee commitment. Studies were conducted in 2012 with the help of Astir Ghana on the effects of corporate culture on organisational commitment in the setting of the civil government sector analyzed his data using the hierarchical regression method. The study's findings showed those employees' perceptions of the four corporate lifestyle dimensions—teamwork, verbal communication, praise and popularity, and education and improvement—were unquestionably linked to their commitment to their jobs. Those who perceived the dimensions to a greater degree also demonstrated more positive responses that were closer to their commitment. The findings indicate that communiqué was thought to be the most important indicator of corporate culture since it was strongly correlated with employees' organisational commitment.

2. LITERATURE REVIEW

A study by Asian S. Adeyeye, F, and Ige K. (2012), titled "Agency Lifestyle and Worker Commitment in Public Tertiary Institutions in Lagos, Nigeria," found a significant association between employees' organisational commitments. To this end, the goal of this research project is to advance knowledge of how employee commitment and organisational tradition interact in manufacturing organizations.

The link between organisational commitment and culture is another hotly debated subject that is frequently noted. An individual's psychological ties to the company they work for are referred to as organisational commitment. According to Peters and Waterman's (2018) theoretical framework, organisational commitment and culture are related. They contend that organisational culture affects a range of corporate and human outcomes, such as output, effectiveness, dedication, and self-assurance. It is believed that there is a significant correlation between organisational commitment and organisational culture. This can be seen in how an organization's members adhere to its rules and regulations. Members of an organization will undoubtedly be dedicated to it if it is well-organized and the leader takes their authority and responsibilities seriously.

According to a different study, effective communication, trust, and an innovative culture inside an organization all have a favorable impact on organisational commitment. Higher levels of organisational commitment are more likely to benefit organisational cultures that are described as being cooperative, brotherly, participatory, consensual, constructive, and supportive. This was proven by Abdullah, Shamsuddin, and Wahab (2016). The impact of organisational culture on a variety of factors, including leadership and employee performance, as well as its effects on leadership style, organisational commitment, and its relationship to job satisfaction, have all been researched.

Previous studies have demonstrated the significance of organisational commitment because, when it occurs, it produces a variety of favorable effects. (2016) Hanaysha. It is crucial to encourage it among staff members since motivated individuals perform better, remain with the company longer, develop a stronger sense of loyalty, and are more productive. Kumar, Dey, and Kumar (2014). According to Abdullah & Ramay (2012), organisational commitment is viewed as a key issue, particularly in management organization's where it is linked to organisational competitiveness and profitability. Organisational cultures vary greatly, both within and within them. Depending on the culture, employees may exhibit their best or worst traits. Ferguson, Warrick, and Milliman (2016).

Employee longevity has been linked in large part to organisational culture. Lui, Raja, Andrews, and Desselle (2018). According to Shim, Jo, and Hoover's (2015) study of 385 Korean police officers, those who valued a group culture showed greater loyalty to their organizations. A corporate culture change strategy should be developed to improve organisational commitment in India's IT services, according to Messner's (2013) research, which also revealed a favourable association between organisational culture and organisational commitment.

Committed employees identify with their organizations, their aims, and their desire to be a part of them. According to M.A. Demircioglu (2021), commitment is correlated with employee engagement and identification with the company.

According to WendrilaBiswas and DebarunChakraborty (2022), when an organisational culture is based on a culture of collectivism, employees are more in sync with one another and conflicts are less frequent. Culture has long been a central theme in the work of anthropologists and writers who have attempted to comprehend various groups all around the world. According to Warrick (2017), there is a connection between organisational culture, employee behavior, and company performance. The nature of the ideal employment relationship has altered as people desire lifelong employment. According to Yao, Qiu, & Wei (2019), organisational commitment demonstrates the dedication of employees to their company.

According to Cameron & Quinn (2011), numerous academics from around the world concur that the connection between organisational culture and employees is crucial to the performance of the businesses. Similar to this, Schein (1996) advocated that in every study of organisational culture, the term "culture" is employed to designate all sizes of social units.

Even Warrick (2017) stated that the concept of the group has been used to compare an organization or group of people to a nation or family, citing examples of people coming together to form a culture as well as the culture of any group of people or an entire industry that collaborates. Within organizations, cultures that are very important have differences that may bring out the best or worst in individuals (Warrick, Milliman, & Ferguson, 2016).

3. OBJECTIVES OF THE STUDY

3.1 General Objective

This study project's main goal is to evaluate the connection between organisational culture and employee commitment.

3.2 Specific Objectives:

- To know the antecedents of Organizational Culture.
- To analyze the relationship between antecedents of organizational culture (Power, role, achievement and support culture) and employee commitment.

4. RESEARCH METHODOLOGY

4.1 Research Hypothesis

For the empirical investigation of the relationship between organisational culture and employee commitment, a research hypothesis on this relationship must be developed. The following research hypotheses address the examiner's goal.

H1a:- Employee commitment and organisational culture are related

H2a:- Power culture and employee commitment have a good link.

H3a:- Employee commitment and role culture are positively correlated.

H4a:- Employee dedication and the accomplishment culture are positively correlated.

H5a:. There is a positive correlation between employee commitment and support culture.

4.2 Research Design

To obtain a representative from the entire workforce population, the researcher employed a straightforward random sampling procedure. This method has its own benefits, including equal risk for all responders, cost effectiveness, time savings, and a reduction in researcher bias.

4.3 Sample Size Determination

There are a total of 12 manufacturing businesses from various regions. There are 444 total respondents from the data gathered from 37 employees in each manufacturing company. In order to make the data more pertinent for

potential conclusions and recommendations, the researcher uses management bodies only as a source of information.

Table - 1 Size of Population and Sample

No.	Types of respondent	Size			Remark
		Population	Sample		
			No.	%	
1	Management body employees	120	120	100%	Standardized questioner
2	Non-management employees	600	324	54%	

Source: Authors Compilation

Independent and Dependent Variables of the Study

The variables used to assess organisational culture were considered independently as independent variables. Power culture, role culture, success culture, and support culture are the subscales for those variables. Three different measures of employee commitment, however, were utilized as dependent variables. Affective commitment scale, continuous commitment scale, and normative commitment scale are the instruments used to collect this data. Table 2 provides an illustration of such.

Table 2:- Dependent and Independent Variables

Independent Variables Measures				
Instrument			Variables	Scales
Standardized Organizational Culture Questionnaire (SOCQ) Harrison and Stokes (1992)			Power Culture	Least Dominant View
			Role Culture	Dominant View
			Achievement Culture	Next Dominant View
			Support Culture	Most Dominant View
Dependent Variables Measures				
Instrument			Variables	Scales
Standardized Employee Commitment Questionnaire (SECQ) Allen and Meyer (1990)			Affective Commitment	Strongly Agree
			Continuance Commitment	Agree
			Normative Commitment	Not Sure
				Disagree
			Strongly Disagree	

Source: Authors Compilation

4.4 Sources and method of data collection

Both original data and secondary data have been used by researchers. Primary data collection involved the researcher administering the surveys. On the other hand, secondary data came from publications like journals, research papers, books that were readily available, and websites like the official

Manufacturing Companies considered for the study

Sno	Name of the Companies
1	SRI LAKSHMI PRABHA ENGG INDUSTRIES PVT LTD - WORKS
2	GUM MANUFACTURING COMPANY
3	ASHOK INDUSTRIES
4	SRI LAKSHMI GANAPATHI INDUSTRIES
5	HIMADRI CHEMICALS & INDUSTRIES LTD
6	DOZCO (INDIA) PVT. LTD.
7	KURVELINE MANUFACTURING PVT LTD
8	POWER PLANT ENGINEERING WORKS
9	FLASH FORGE PRIVATE LIMITED
10	SHAURYA CASTINGS & ENGINEERING WORKS
11	ASSET TOOLING TECHNOLOGIES PVT LTD
12	GODREJ & BOYCE

4.5 Method of Data Analysis

The researcher employed the computer programme known as SPSS to come across appropriate display of the organisational cultures and worker dedication facts as well as valid generalization of findings. Additionally, the researcher presented a statistical tool to analyse the statistics by using this software. In essence, the researcher employed correlation tools enabled by this software programme to assess the relationship between variables and test the study's hypothesis.

Cronbach's alpha reliability of Coefficient scores for Organizational Culture Instrument

In this study, the reliability of the organisational lifestyle instrument was assessed using the Cronbach's alpha reliability coefficient and the literature review section. The fact that this tool has been thoroughly explored in a variety of industries and international research is also worth noting (Claxton, 2000; Lee, Allen, Meyer, and Rhee, 2001; Meyer and Allen, 1991; Rashid, 2003; Waist, 2003). Reliability values exceeding 0.70 are considered to be at their highest and most familiar levels.

Table 4.3 shows the Cronbach's alpha coefficients for the various organizational culture types.

Table: - 3 Cronbach's alpha reliability of current organizational culture

Types of Culture	N of items	Cronbach's Alpha	Remark
Current Power Culture	15	0.84	>.700 Good and Accepted
Current Role Culture	15	0.76	>.700 Good and Accepted
Current Achievement Culture	15	0.77	>.700 Good and Accepted
Current Support Culture	15	0.82	>.700 Good and Accepted

Source: Authors Compilation

Cronbach's alpha scores for the current power culture and the current support culture are both high-quality and suitable (0.847 and 0.829, respectively), indicating that those scales produce consistent findings. This closely matches the Cronbach's alpha values reported by Harrison and Stokes (1992), which suggested a power culture score of 0.90 and a support culture score of 0.60. Based on this reality, the reliability of the contemporary power culture is far lower than that of Harrison and Stokes (1992), whereas the reliability of the support culture is higher. Current accomplishment culture and role culture both have acceptable and desirable Cronbach's alpha scores (zero.762 and zero.775 respectively).

This is in perfect agreement with Harrison and Stokes' (1992) Cronbach's alpha values, which showed values of 0.86 for the accomplishment culture and 0.64 for the role culture. This suggests that the reliability of the role culture is higher than the Cronbach's alpha values of Harrison and Stokes (1992), whereas the dependability of the accomplishment culture is higher than this examination result. All of the current organisational culture scales produced favorable Cronbach's alpha values.

Cronbach's alpha reliability of Coefficient scores for Employee Commitment Instrument

By employing Allen and Meyer (1990), Cronbach's alpha coefficient was modified and used to assess the validity of the employee commitment questionnaire. The Cronbach's alpha coefficients for the various employee commitment measures are shown in Table 4.4 below.

Table - 4 Cronbach's alpha reliability of employee commitment

Employee Commitmentscales	N of items	Cronbach's Alpha	Remark
Affective Commitment	7	0.982	>.700 Good and Accepted
Continuance Commitment	7	0.974	>.700 Good and Accepted
Normative Commitment	7	0.976	>.700 Good and Accepted

Source: Authors Compilation

According to Table 4, the affective commitment scale has a high dependability of 0.982, which is significantly higher than the cost of 0.87 as calculated by Allen and Meyer (1990). The value of 0.75 established by Allen and Meyer (1990) is superior and optimal than the value of 0.974 for continuous commitment reliability. Allen and Meyer (1990) found that the dependability value of 0.72 is lower than the normative commitment reliability value of 0.976.

Table -5:- Mean scores of existing organizational culture scales

Current Culture Type	Mean Value
Power Culture	51.05
Role Culture	43.43
Achievement Culture	27.69
Support Culture	27.79

Source: Authors Compilation

According to the respondent's score, which was derived from the values of the current organisational culture, was the effective organisational culture. This was perceived by the respondents to be the dominant scale, and the findings are shown in Table 5 as the power culture, which was identified by 62.23% of respondents and has a high mean of 51.05, as the dominant current culture.

Table - 6: Mean scores of organizational commitments scale

Employee Commitment Type	Mean Value
Continuance Commitment	21.64
Normative Commitment	21.62
Affective Commitment	21.57

The responses that received the highest scores on the employee commitment scale, which was again derived from, were deemed to represent each respondent's dominant commitment scale. As a result, it can be deduced and demonstrated that the highest respondents (34%) have a higher dominating scale of affective commitment than the respondents with normative commitment and continuation commitment (33%).

Relationship between Organizational Culture and Employee Commitment

This cluster's primary goal is to assess the connection between corporate culture and employee loyalty. The study's main goal is achieved by evaluating the important link between organisational culture and employee commitment. Employee commitment and certain of the antecedents of organisational cultures are shown to have a positive link, as stated in the literature review some art of this study (Lathery, 1994).

Table – 7 Description of the strength of the correlation coefficient (r)

Absolute Value of r	Description of relationship
Less than 0.01	Indifferent relationship
0.01 – 0.29	Weak relationship
0.3 – 0.49	Moderate relationship
0.5 – 0.99	Strong relationship
(- 1) and (+1)	Perfect relationship

(Source: - Adapted from Behr

(1988:46)

The Relationship between (Organizational Culture and Employee Commitment)

All of the variables in this study were subjected to Karl Pearson's correlation coefficient (r) for two reasons. Finding the relationship between the variables is the first goal, and testing the hypothesis is the second goal.

Table-8 the correlation Matrix of(Organizational Culture and Employee Commitment)

Independent Variables	Dependent Variables			
	Affective Commitment		Continuance Commitment	Normative Commitment
Power Culture	Pearson Correlation	-.330**	-.312**	-.300**
	Sig. (2- tailed)	.004	.006	.009
	N	444	444	444
	Correlation is significant at 0.01 level (2- tailed)			
	Pearson Correlation	.289*	.250*	.243*

Role Culture	Sig. (2- tailed)	.012	.031	.035
	N	444	444	444
	Correlation is significant at 0.05 level (2- tailed)			
Achievement Culture	Pearson Correlation	.983**	.987**	1.000**
	Sig. (2- tailed)	.000	.000	.000
	N	444	444	444
	Correlation is significant at 0.01 level (2- tailed)			
Support Culture	Pearson Correlation	.339**	.330**	.303**
	Sig. (2- tailed)	.003	.004	.008
	N	444	444	444
	Correlation is significant at 0.01 level (2- tailed)			

Source: Authors Compilation

Power Culture and Affective Commitment

According to table 8, there is a substantial inverse association ($r = -0.330$, $p =$ less than 0.01, significant at the 95% confidence level) between the power culture and the affective commitment. This demonstrates that a rise in the power culture will have a considerable detrimental impact on the affective commitment.

Power Culture and Continuance Commitment

According to Table 8, there is a strong negative linear association between power culture and continuing commitment, with a r value of -0.312 and a p value of less than 0.01. At the 95% confidence level, there is significant, according to this. This shows that a growth in power culture has had a major detrimental impact on the continuing commitment.

Power Culture and Normative Commitment

The Pearson correlation value of (-0.300) is significant at the 95% level of confidence, indicating that there is a substantial negative linear link between the power culture and the normative commitment. Which suggests that an increase in power culture has a seriously negative effect on the commitment to norms?

Role Culture and Affective Commitment

Table 8 shows a significant positive linear relationship ($r = 0.289$, $p 0.05$) or Pearson correlation coefficient of (0.289) , which is significant at the 95% confidence level, between the role culture and the affective commitment. This suggests that an increase in role culture would have a major favorable impact on the affective commitment.

Role Culture and Continuance Commitment

Table 8 shows a substantial (significant at the 95% confidence level) positive linear association between the role culture and the continuing commitment ($r = 0.250$, $p 0.05$) or Pearson correlation coefficient of (0.250) . This suggests that a rise in role culture would have a major favorable impact on the continuing commitment.

Role Culture and Normative Commitment

The Pearson correlation coefficient of 0.243 , which is significant at the 95% confidence level, shows a significant positive linear association between the role culture and the normative commitment ($r = 0.243$, $p 0.05$). This suggests that an increase in role culture would have a major positive impact on the normative commitment.

Culture and Affective Commitment

Table 8 shows a substantial (significant at the 95% confidence level) positive linear relationship between the success culture and the affective commitment ($r = 0.983$, $p = 0.01$) or Pearson correlation coefficient of (0.983). This suggests that a rise in accomplishment culture would have a considerable positive impact on the affective commitment.

Achievement Culture and Continuance Commitment

Table 8 shows a substantial positive linear association ($r = 0.987$, $p = 0.01$) or Pearson correlation coefficient of (0.987), which is significant at the 95% confidence level, between the accomplishment culture and the continuing commitment. This suggests that a rise in success culture would have a considerable favorable impact on the continuing commitment.

Achievement Culture and Normative Commitment

Table 8 shows a substantial (significant at the 95% confidence level) positive linear association between the achievement culture and the normative commitment ($r = 1.000$, $p = 0.01$) or Pearson correlation coefficient of (1.000). This suggests that a rise in accomplishment culture would have a considerable positive impact on normative commitment.

Support Culture and Affective Commitment

In light of table 8 above between the support culture and affective commitment, there was a significant positive linear association ($r = 0.339$, $p = 0.01$), or Pearson correlation coefficient of (0.339), which is significant at the 95% confidence level. This suggests that a rise in support culture would have a very good impact on the affective commitment.

Support Culture and Continuance Commitment

In light of table 8 above The Pearson correlation coefficient of (0.330) between the support culture and the continuing commitment showed a significant positive linear association ($r = 0.330$, $p = 0.01$), which is significant at the 95% confidence level. This suggests that a rise in support culture would have a major positive impact on the continuing commitment.

The Relationship between Organizational Culture Variables and Commitment)

The existence of a substantial, linear association between the employee commitment measures and the existing organisational culture scales has been evaluated using the Pearson's correlation coefficient.

To ascertain the degree of relationship, they were created using Pearson's coefficient. The range of the Pearson's co-efficient's measurement of the strength and direction of the relationship between the two variables is between -1.0 and +1.0.

Table - 9 the correlation Matrix of Organizational Culture and Employee Commitment)

Organizational Culture Variables	Employee Commitment	
Power Culture	Pearson Correlation	-.315**
	Sig. (2- tailed)	.006
	N	444
	Correlation is significant at 0.01 level (2- tailed)	
Role Culture	Pearson Correlation	.262**
	Sig. (2- tailed)	.023
	N	444

	Correlation is significant at 0.05 level (2- tailed)	
Achievement Culture	Pearson Correlation	.995**
	Sig. (2- tailed)	.000
	N	444
	Correlation is significant at 0.01 level (2- tailed)	
Support Culture	Pearson Correlation	.326**
	Sig. (2- tailed)	.004
	N	444
	Correlation is significant at 0.01 level (2- tailed)	

Source: Authors

Compilation**Power Culture and Employee Commitment**

There was a substantial negative linear link between the power culture and the employee commitment, as indicated by the Pearson correlation value of (-0.315), which is significant at the 95% confidence level ($r = -0.315$, $p 0.01$). This implies that an increase in power culture would have a seriously negative effect on employee engagement.

Role Culture and Employee Commitment

There was a substantial positive linear relationship between the role culture and the employee commitment, as indicated by the Pearson correlation value of (0.262), which is significant at the 95% confidence level ($r = 0.262$, $p 0.05$). This shows that enhancing the role culture would significantly increase employee commitment.

Achievement Culture and Employee Commitment

The Pearson correlation coefficient of (.995), which is significant at the 95% confidence level, shows that there was a substantial positive linear association between the success culture and the employee commitment ($r = .995$, $p 0.01$) in Table 9. This suggests that a rise in accomplishment culture would have a considerable beneficial impact on employee commitment.

Based on the aforementioned findings, the achievement culture, which is now the least prevalent culture has a significant impact on the growth or improvement of the company's employee commitment. Due to the fact that this least prevalent existing culture was the most desirable culture for the company's bright future, the researcher has achieved the study's major purpose. The study by Drench, Thierry, and Wolff (1998), which discovered a link between high levels of employee commitment and the two elements of organisational culture, directly influenced this finding. Specifically, innovation- and support-focused cultures. In other words, a high degree of staff commitment is influenced by both the support and innovation culture elements.

Support Culture and Employee Commitment

According to Table 9, there was a significant positive linear relationship ($r = 0.326$, $p 0.01$), or Pearson correlation coefficient of (0.326), which is significant at the 95% confidence level, between the support culture and the employee commitment. This suggests that improving the support culture would have a considerable beneficial impact on employee commitment. This study suggests that employee commitment to their firm is influenced by the prevalent current culture or support culture. This would suggest that, in manufacturing organizations, elevating the support culture would raise employee commitment.

The relationship between organizational Culture and Employee Commitment

Organisational culture is vital in fostering and maintaining employee commitment in organizations, as indicated in the study's literature evaluation (O'Reilly, 1989). The association between organisational culture and employee commitment, according to Nostrum (1993), "indicates that people who work in a strong culture feel more committed".

Table - 10 the relationship between Organizational Culture and Employee Commitment

Correlations

		Current Culture	Organizational	Employee Commitment
Current Organizational Culture	Pearson Correlation	1		.891**
	Sig. (2-tailed)			.000
	N	444		444
Employee Commitment	Pearson Correlation	.891**		1
	Sig. (2-tailed)	.000		
	N	444		444

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Authors Compilation

According to Table 10 significant Pearson correlation coefficient of (.891), which is significant at the 95% level of confidence, there was a significant positive linear link between organisational culture and employee commitment. This indicates that enhancing corporate culture will significantly enhance employee commitment. According to this conclusion, organizations needed a suitable, strong, and efficient organisational culture in order to create and retain employee engagement.

Based on the aforementioned outcome, organisational culture has a significant impact on the growth or improvement of employee commitment. Due to the fact that the study's primary goal was achieved and since the most desired organisational culture for the company features bright, strong, and appropriate culture, employee engagement to the organization was developed and maintained.

4.6 Research Hypothesis Testing

The association between organisational culture and employee commitment was examined statistically using the Person Correlation Method, which has a 95% confidence level.

Table – 11 Hypotheses testing according to r- values

Stated Hypotheses	r-values (Pearson correlation coefficient)		Ha Accepted	Ha Rejected	Ho Accepted	Ho Rejected
Ho 4.1 The existing organisational culture and employee commitment do not have a statistically meaningful linear relationship.	Pearson Correlation	.891* *				X
	Sig. (2 tailed)	.000				

Ha 4.1 The association between the existing organisational culture and employee commitment is statistically significant and linear.	N	444	√			
	Correlation is significant at 0.01 level (2- tailed)					
Ho 4.2 Power culture and employee commitment have a statistically strong linear negative association.	Pearson Correlation	-.315* *			√	
	Sig. (2- tailed)	.006				
Ha 4.2 Power culture and employee commitment have a statistically significant linear positive association.	N	444		X		
	Correlation is significant at 0.01 level (2- tailed)					
Stated Hypotheses	r-values (Pearson correlation coefficient)		Ha Accepted	Ha Rejected	Ho Accepted	Ho Rejected
Ho 4.3 There is a statistically significant linear negative relationship between role culture and employee commitment	Pearson Correlation	.262* *				X
	Sig. (2- tailed)	.023				
Ho 4.3.Role culture and employee commitment have a statistically significant negative linear connection	N	444	√			
	Correlation is significant at 0.05 level (2- tailed)					
(Ha 4.3).Role culture and employee commitment exhibit a statistically significant linear positive connection.	Pearson Correlation	.995* *				X
	Sig. (2- tailed)	.000				
Ho 4.4. Employee commitment and accomplishment culture have a statistically significant negative linear association	N	444	√			
	Correlation is significant at 0.01 level (2- tailed)					
4.4. Employee commitment and accomplishment culture have a statistically significant positive linear connection	Pearson Correlation	.326* *				X
	Sig. (2- tailed)	.004				
Ho 4.5 Support culture and employee commitment have a statistically significant linear negative association.	N	444	√			
	Correlation is significant at 0.01 level (2- tailed)					

5. FINDINGS

- Based on table 10, the null hypothesis (H0 4.1) was rejected because there was a positive linear association between the existing organisational culture and employee commitment, and r-values indicated that those variables had adequate evidence at the 1% level of significance. Ha4.1 was thus approved.
- According to the table 10, the null hypothesis (H0 4.2) was accepted since there was a negative linear relationship between employee commitment and the existing power culture, and r-values indicated that these variables had adequate evidence at the 95% level of significance. As a result, Ha4.2 was disregarded.
- The table 10 shows that the null hypothesis (H0 4.3) was rejected since there was a positive linear relationship between employee commitment and the present role culture, as indicated by the r-values, and because those variables provided adequate evidence at the 95% level of significance. This fact led to the acceptance of Ha4.3.
- The table 10 shows that the null hypothesis (H0 4.4) was rejected since there was a positive linear relationship between employee commitment and the current success culture, as indicated by the r-values, and because those variables provided adequate evidence at the 95% level of significance. This fact led to the acceptance of Ha4.4.
- The table 10 shows that the null hypothesis (H0 4.5) was rejected since there was a positive linear relationship between employee commitment and the existing support culture, as indicated by the r-values, and because those variables provided adequate evidence at the 95% level of significance. This fact led to the acceptance of Ha4.5.
- The research is concluded in the following chapter, which gives a summary of the results and discusses how they relate to earlier studies. Additionally, recommendations and ideas for additional study are provided.

6. CONCLUSION

The study article has focused on evaluating how organisational culture and employee commitment relate to one another. Power culture, role culture, accomplishment culture, and support culture were the subjects of an empirical analysis with impressive results. The power culture has a detrimental effect on employee commitment in a variety of manufacturing enterprises in India, whereas the remaining factors—role, achievement, and support—have a favorable impact on fostering employee commitment inside the organization. The workplace must be conducive to fostering a commitment-building and positive internal climate between the company and employees. This research study will assist the organisation in comprehending the components of the contemporary power culture that affect employees. They must determine the underlying reason and make system adjustments or modifications that will lessen the impact.

7. CONFLICTS OF INTEREST

The authors declare no conflicts of interest.

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