Introduction

This research study on Organizational Culture (OC) and Employees’ Commitment (EC) takes a plunge into the fathomless academic literature, and reviews the two concepts that are pivotal to the research study. The purpose of this endeavor is to base the discussion on the key issues that have triggered off divergent views on the two concepts, and to arrive at some degree of integration. It first burrows into the Organisational culture literature, and then, into the literature concerning employee commitment.

The two terms, culture and commitment, are related to each other very closely. In fact, commitment is the willingness of an employee to exert high level of efforts on behalf of the organizations, strong desire to stay with organization, the degree of belongingness or loyalty to the evaluation. Hence, it is an individual’s orientation towards the organization in terms of loyalty, identification and involvement.

On the other hand culture is the complex of knowledge, belief, art, moral, law, custom and other capabilities and habits acquired by a man in the society. When a person joins the organization he brings with him the values and beliefs learnt by him. If a person joins with a commitment-orientation and organizational culture is otherwise, the entry of that person may help in modifying the culture, and if the organizational culture is commitment – driven, its value system can be inculcated on the joining person. Therefore, organizational culture, which is the philosophies, ideologies, values, assumptions, beliefs, expectation, attitudes and norms that are shared by its employee and help the organization in keeping it intact, has a greater role to play in infusing the culture of commitment. It means that employee’s commitment and organizational culture are not mutually exclusive rather they are complementary to each other. Rather it is the organizational culture, which can make or mar the levels of commitment amongst its
employees. Many discussions and opinions have been put forth on Organisational culture and its offspring – symbol, language, ideology, belief, ritual, and myth (Pettigrew, 1978). As Smircich (1983) observes, the concept of culture has been liberally borrowed from anthropology, where there is no consensus on its meaning and the concept is fuzzy, if not enigmatic and elusive. Therefore, it calls for indepth study of culture concept.

Business/industrial organizations are basically human organizations. Just as in families, children absorb culture from their parents and/or other elders, employees in Organisational settings absorb culture from their managerial leaders, and other senior and/or peers. This implies that when individuals join an organization, they join the way of life or the culture of that organization. And this Organisational culture provides many opportunities for shared assumptions, priorities, meanings, and values to the organization members. Top management people, and management theorists have come to appreciate the power of Organisational culture in guiding employee behaviour on the job within the company.

It is precisely this dimension of ‘interpretive meanings’ that enhances or deteriorates work performance of organization’s members. And a deeper concept such as ‘organisational culture’ to fathom roles, norms, and values has become a felt need (Schein, 1990).

The Organisational culture movement has slowly gained popularity and Notions of culture and commitment had become twinned with a variety of efforts such as ‘Total Quality Movement’, ‘Organizational Transformation’, Thus, currently Organizational culture is regarded as central to individual and Organisational effectiveness.

Hence, keeping in view the significance and relevance of the topic, the present study i.e. *A Study of Organizational Culture and Employees’ Commitment in Indian Organizations* has been carried out.