



ORGANIZATIONAL COMMITMENT AND ITS IMPACT ON EMPLOYEE COMMUNICATION

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Organizational culture tends to be shared by all or most members of some social group; is something that older members usually try to pass on to younger members; shapes behavior and structures perceptions of the world. Cultures are often studied and understood at a national level, such as the American or French culture. Culture includes deeply held values, beliefs and assumptions, symbols, heroes, and rituals. Culture can be examined at an organizational level as well. The main distinction between organizational and national culture is that people can choose to join a place of work, but are usually born into a national culture. Organizational climate, on the other hand, is often defined as the recurring patterns of behavior, attitudes and feelings that characterize life in the organization,^[2] while an organization culture tends to be deep and stable. Although culture and climate are related, climate often proves easier to assess and change. At an individual level of analysis the concept is called individual psychological climate. These individual perceptions are often aggregated or collected for analysis and understanding at the team or group level, or the divisional, functional, or overall organizational level.

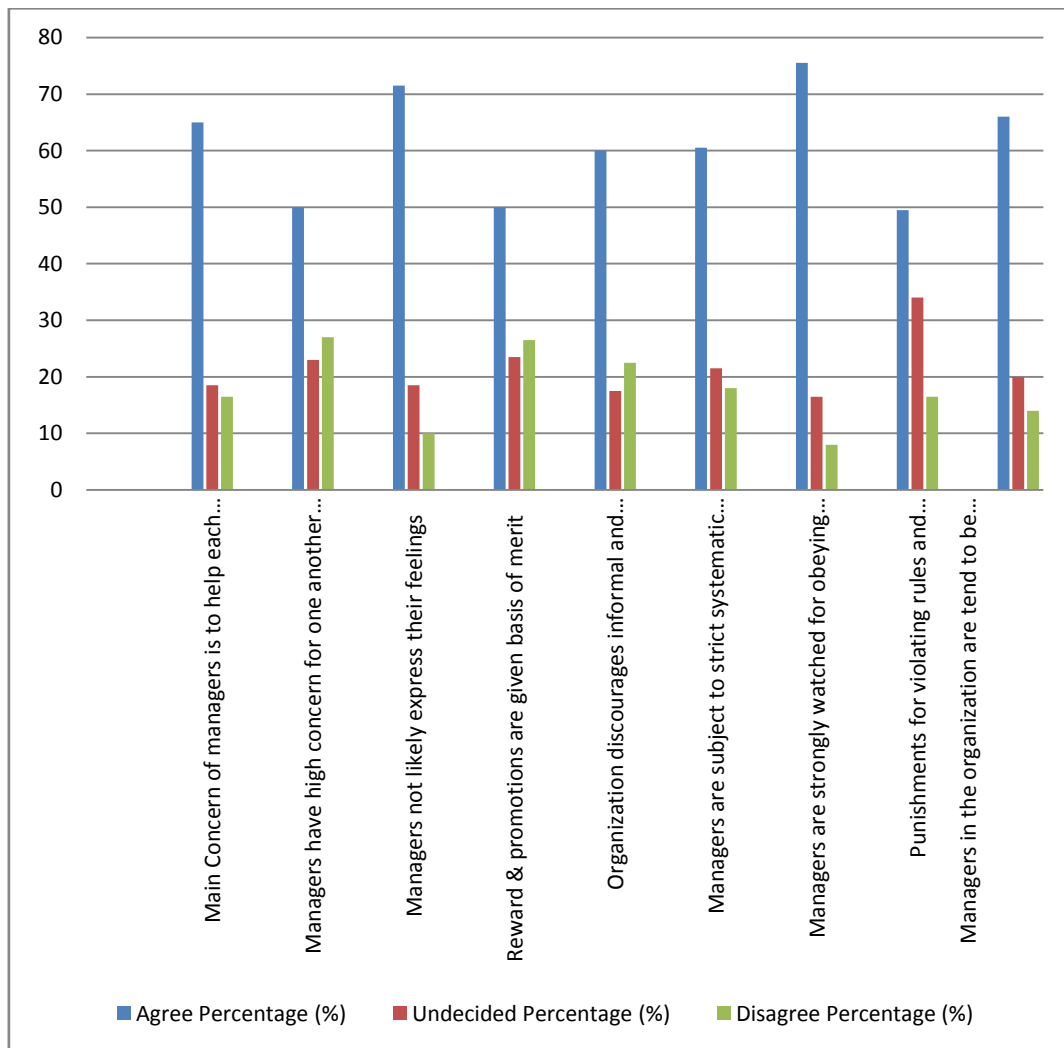
Organizational Climate:

The researcher has made an attempt to find out the Organizational Climate of the available data by calculating the mean and standard deviation of the data from the seven parameters. These seven parameters are Interpersonal Help, Organization Risk Taking, Autonomy and Pressure for Performance, Centralization, People Orientation, Participation, and Form of Standardization.

Table No. 57 - Interpersonal Help:

Sr No	Parameters	Agree	Undecided	Disagree	Total
1	Main Concern of managers is to help each other develop skills	130 (65 %)	37 (18.5 %)	33 (17 %)	200 (100 %)
2	Managers have high concern for one another and help each other spontaneously	100 (50 %)	46 (23 %)	54 (27 %)	200 (100 %)
3	Managers not likely to express their feelings	143 (72 %)	37 (18.5 %)	20 (10 %)	200 (100 %)
4	Reward & promotions are given basis of merit	100 (50 %)	47 (23.5 %)	53 (27 %)	200 (100 %)
5	Organization discourages informal and personal relations	120 (60 %)	35 (17.5 %)	45 (23 %)	200 (100 %)
6	Managers are subject to strict systematic discipline & control	121 (61 %)	43 (21.5 %)	36 (18 %)	200 (100 %)
7	Managers are strongly watched for obeying all the rules	151 (76 %)	33 (16.5 %)	16 (8 %)	200 (100 %)
8	Punishments for violating rules and procedures of the organization are severe	99 (50 %)	68 (34 %)	33 (17 %)	200 (100 %)
9	Managers in the organization are tend to be cold and aloof towards each other	132 (66 %)	40 (20 %)	28 (14 %)	200 (100 %)

Graph No. 57 - Interpersonal Help:



Description:

The above table represents the organizational dimension relativity to interpersonal help. The data reveals that 65% of the respondents agree that their main Concern of management is to help each other develop the skills for the growth of organization while 16.5% of the respondents disagreed.

One half i.e. 50% of the respondents agree that managers have high concern for one another and help each other spontaneously while 27% of the respondents disagreed.

A majority 71.5% of the respondents agree that they are not likely express the feelings in Performance Management rest of the respondents either remained undecided or disagreed.

One half of the respondents disclosed the agreement regarding Reward & promotions are given basis of merit while more than one fourth of the respondents disagreed the same.

When 60% of the respondents agree that Organization discourages informal and personal relations, while 22.5% of the respondents did not agree it.

More than 60% of the respondents disclose agreement that Managers are subject to strict systematic discipline & control while a few 18% of them disagreed.

More than three fourth respondents fall in the agreement category that Managers are strongly watched for obeying all the rules set by the organization while 8% of the respondents unaccepted it.

Nearly one half i.e 49.5% of the respondents agreed that Punishments for violating rules and procedures of the organization are severe while 16.5% of the respondents from the category of departmental managers did not show their acceptance.

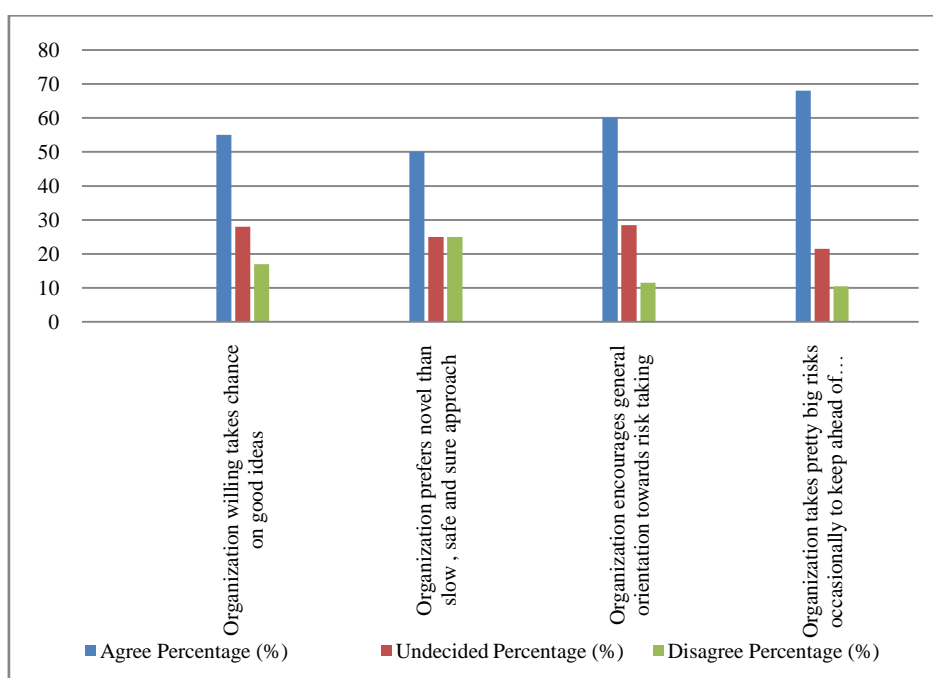
Majority of the respondents i.e., 66% of the respondents agree that Managers in the organization tend to be cold and aloof towards each other.

In general it can be referred that interpersonal help is relatively fair in the organizations.

Table No. 58 - Table showing the managers aspects of Organization risk taking:

Sr No	Parameters	Agree	Undecided	Disagree	Total
1	Organization willing takes chance on good ideas	110 (55 %)	56 (28 %)	34 (17 %)	200 (100 %)
2	Organization prefers novel than slow , safe and sure approach	100 (50 %)	50 (25 %)	50 (25 %)	200 (100 %)
3	Organization encourages general orientation towards risk taking	120 (60 %)	57 (28.5 %)	23 (12 %)	200 (100 %)
4	Organization takes pretty big risks occasionally to keep ahead of the competition	136 (68 %)	43 (21.5 %)	21 (11 %)	200 (100 %)

Graph No. 58 - Graph showing the managers aspects of Organization risk taking:



Description:

Majority of the respondents i.e. 55% agreed that Organization is willing to take chance on good ideas while 17% of the respondents fall in disagreement group.

Relatively a high percent 55% of the respondents do agree that Organization prefers novel than slow, safe and sure approach while one fourth denied the same.

A good proportion i.e 60% of the respondents falls in agreement that Organization encourages general orientation towards risk taking.

When 68% of the respondents agree that Organization takes big risks occasionally to keep ahead of the competition, a few 10.5% disagreed.

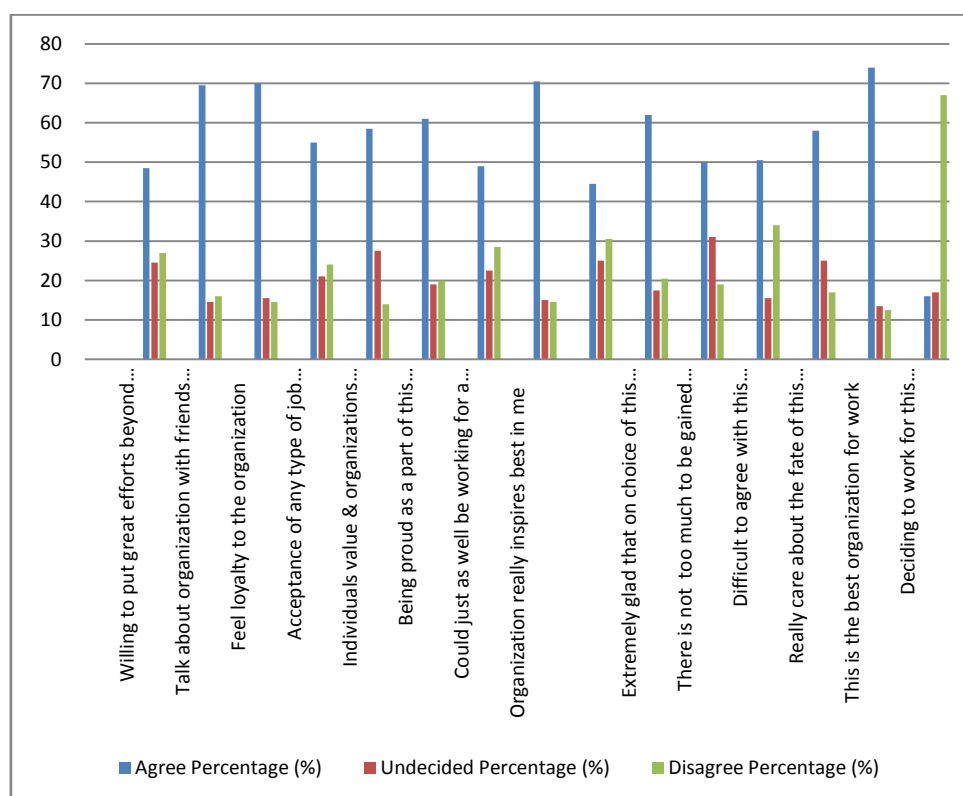
Organizational Commitment:

Table No. 56 - Table showing various statements related to the state of Organizational commitment in the organizations:

Sr No.	Statements	Agree	Undecided	Disagree	Total
1	Willing to put great efforts beyond expectation	97 (49 %)	49 (24.5 %)	54 (27 %)	200 (100 %)
2	Talk about organization with friends as great organization	139 (70 %)	29 (14.5 %)	32 (16 %)	200 (100 %)
3	Feel loyalty to the organization	140 (70 %)	31 (15.5 %)	29 (14.5 %)	200 (100 %)
4	Acceptance of any type of job assignment	110 (55 %)	42 (21 %)	48 (24 %)	200 (100 %)

5	Individuals value & organizations values are same	117 (59 %)	55 (27.5 %)	28 (14 %)	200 (100 %)
6	Being proud as a part of this organization	122 (61 %)	38 (19 %)	40 (20 %)	200 (100 %)
7	Could just as well be working for a different organization as long as the type of work was similar	98 (49 %)	45 (22.5 %)	57 (28.5 %)	200 (100 %)
8	Organization really inspires best in me	141 (71 %)	30 (15 %)	29 (14.5 %)	200 (100 %)
9	There is wont difference even if have to leave organization	89 (45 %)	50 (25 %)	61 (30.5 %)	200 (100 %)
10	Extremely glad that on choice of this organization	124 (62 %)	35 (17.5 %)	41 (20.5 %)	200 (100 %)
11	There is not too much to be gained by sticking with this organization indefinitely	100 (50 %)	62 (31 %)	38 (19 %)	200 (100 %)
12	Difficult to agree with this organizations policies on important matters	101 (51 %)	31 (15.5 %)	68 (34 %)	200 (100 %)
13	Really care about the fate of this organization	116 (58 %)	50 (25 %)	34 (17 %)	200 (100 %)
14	This is the best organization for work	148 (74 %)	27 (13.5 %)	25 (12.5 %)	200 (100 %)
15	Deciding to work for this organization was definite mistake	32 (16 %)	34 (17 %)	134 (67 %)	200 (100 %)

Graph No. 56 - Graph showing various statements related to the state of Organizational commitment in the organizations



Organizational commitment identifies the relative strength of an individual’s identification and involvement in an organization. The problem confronting any organization is getting individual committed for behaviors that are right for him and for Organisation It simply predicts the behavior patterns which has a great influence in the organization.

The present table given above indicates the level of commitment of the respondents. Organisational commitment consists of fifteen statements the responses are given below.

Around one half of the respondents i.e, 48.5% of the respondents are agree with the fact that they are Willing to put great efforts beyond expectation while 27% do not agree.

When, 69.5% of the respondents agree with the fact that they talk with pride about organization with friends while only 16% of the respondents disagreed.

A good number of i.e, 70% of the respondents agree that they are loyal to the organization while 14.5% of the respondents expressed disagreement

Though more than one half agreed that they are ready to accept any type of join assignment, nearly one fourth of the respondents are in the disagreement category.

The respondents who agree that, individual’s value & organizations values are same for 58.5%, while 14% of the respondents do not accept the statement.

Majority of the respondents i.e, 61% agree that they are proud to be the part of this organization while 20% of them are negative.

Only around one half of the respondents i.e. 49% agree that their working culture for present organization and previous organization is same while 28.5% relatively a good proportion expressed disagreement.

A major proportion i.e, 70.5% of the respondents agreed that Organization culture really inspires them in getting best out of them while 14.5% of the respondents fall in disagreement category.

Less than one half of the respondent's i.e, 44.5% agreed that There is no difference for the organization even if they will leave organization while one third ie 30.5% of the respondents disagreed the statement.

When i.e., 62% of the managers agree that they have made the right choice in selecting the present organization for employment, 20.5% of the respondents do not agree so.

When one half of the respondents agree with the fact that there is not too much to be gained by sticking with this organization indefinitely, 19% decline the same

When 50.5% of the respondents agree with this organizations policies on important matters while 24.5% of the respondents from the category of departmental managers are not agree with the fact that Difficult to agree with this organizations policies on important matters.

Majority of the respondents i.e., 58% agree that they really care about the fate of the present organization while only 17% of the respondents disagreed

Nearly three fourth 74% of the respondents agree that present organization is best suitable for work while a few 12.5% of the respondents expressed disagreement.

Further only 16% of the respondents expressed agreement that deciding to work for this organization was definite mistake while a major proportion of 67% disagree with the statement.

On the whole the data discloses that their commitment level falls in partial agreement.

Hypothesis 6: Managers Perception of Performance Management System and commitment to the organization are dependent to each other.

Alternative Hypothesis: Managers Perception of Performance Management System and commitment to the organization are dependent to each other.

Null Hypothesis: Managers Perception of Performance Management System and commitment to the organization do not dependent on each other.

.Justification: Strategic decisions like creation of performance driven culture and climate in the organizations affect the direction of a firm and its culture. These major decisions concern

areas such strategic initiatives in product or service development, acquisitions and mergers, strategic alliances, reorganization, and other important matters. Strategic decision making is usually conducted by the firm's top management .As variables were discrete categorical variables and further researcher was interested in finding out the association between these variables, Spearman's correlation was thought to be most appropriate test. The result of the correlation is as shown in the table below.

		Commitment
PMS	Correlation Coefficient	.0.131 **
	Sig. (2-tailed)	.000
	N	200

Inference –

Since, $p < 0.01$, there is evidence of positive correlation between performance management system and the Organisational commitment **Spearman's correlation coefficient is 0.131 and this is statistically significant (P = 0.000)**. Thus, null hypothesis is rejected and alternative hypothesis is accepted. Therefore, from the result it is clear that there is relation between Commitment of employees and Performance Management System.

Conclusion:

Behaviors of the employees are important to any cultural change process .All the time employees have the view what management wants them to do more of. That is the behavior issue in a nutshell. Of course there are refinements. Thus employees just want to know the acceptable standards of behavior i.e. what is expected and what is rewarded. It is important that there is alignment between employee commitment and execution of proper performance management systems.

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