Chapter II

Organisational culture, commitment and change: A review of literature
ORGANISATIONAL CULTURE, COMMITMENT AND CHANGE: A REVIEW OF LITERATURE

Organisational culture is an essential prerequisite for the success of an organisation. Because there are examples of cultures which prevent organisations to survive during changed situations or situations that require new strategies and approach. Moreover organisational practitioners stress the importance of understanding and enhancing the cultural life of an organisation for its success.

The success of an organisation, depend upon the strength and appropriateness of its culture, and its capability to adapt continuously to its environment. An adaptive culture is generally characterised as one in which people will take risk, trust each other, have a proactive approach to organisational life, work together to identify problems, share considerable confidence in their own abilities and those of their colleagues, and have enthusiasm for their job. Research attempts on organisational culture and its application in the practice of organisational change are flourishing.

Organisational commitment, a predictor of employee effort and performance and a resultant behaviour of a strong culture is influencing the success of change programmes in an organisation. In addition, keeping view with the committed employees engaged in spontaneous, innovative behaviours on behalf of the organisation, it was anticipated that with in limits, organisational commitment among the members would facilitate the capacity of an organisation to adapt to contingencies.

Organisational change is the order of the day. But better performance of change programmes depend on the alteration or adjustment of organisational culture prevailing
in the organisation. The adjustment of culture in tune with the change programmes may be partially due to the organisational commitment of people⁶. There are also considerable evidence to the influence of organisational culture on the commitment level of the work force in an organisation.

Based on the above discussion, it is decided to conduct an empirical survey and analyse the interrelationship between organisational culture, commitment and attitude towards change. To have a valid study, the researcher made an extensive survey of relevant literature to identify the gap existing in the research area. A detailed depict of such review is presented here.

2.1 ORGANISATIONAL CULTURE

Organisational culture is a crucial factor, that assist in the trial of revealing the nature of behaviour in an organisation⁷. The culture of an organisation has a decisive influence on what happens in its day to day functioning⁸. The culture of an organisation, defines, appropriate behaviors and bonds, motivates individuals, and asserts solutions where there is ambiguity⁹. A detailed probe in the concepts of organisational culture is attempted with a discussion of definitions contributed by experts in the field.

Eldridge and Crombie defined Organisational Culture as "the unique configuration of norms, values, beliefs, ways of behaving and so on, that characterise the manner in which groups and individuals combine to get things done. The distinctiveness of a particular organisation is intimately bound up with its history and the character building effects of past decisions and past leaders. It is manifested in the folkways, mores, and the ideology to which members defer, as well as in the strategic choices made by the organisation as a whole"¹⁰.

Schwartz and Davis defines Organisational Culture as, "a pattern of beliefs and expectations shared by the organisation's members. These beliefs and
expectations produce norms that powerfully shape the behaviour of individuals and groups in the organisation."11.

Schein mean culture as "A pattern of basic assumptions invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration - that has worked well enough to be considered valid and therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems"12.

Added to these definitions, the definition given below is taken as a base for framing the Questionnaire of the present research. Gold defined Organisational Culture as, "A quality of perceived organisational specialness, that it possesses some unusual quality that distinguishes it from others in the field"13. The interview schedule of the present study is based mainly on the perceptions of the respondents.

In a nutshell, according to Uttal14, "Culture is a system of shared values (what is important) and beliefs (how things work) that interact with a company's people, organisational structures and control systems to produce behavioural norms (the way we do things around here)"

A review of the above popular definitions explain the following behavioural aspects as the meanings to the term organisational culture15.

a. Behavioural regularities of an organisation.
b. Standards of behaviour evolved during the course of action in an organisation.
c. Value system of an organisation.
d. The guiding philosophy of an organisation and
e. The guidelines or rules or ropes that lead the members of an organisation in a particular direction.
In conclusion, according to Conner, "Culture is the frame of reference that helps to distinguish one group of people from another. Culture establishes a unique set of formal and informal basic rules for how we think, how we behave, and what we assume to be true. While individual members of a culture are distinct in many ways their collective viewpoint serves as a common bond.

2.1.1 Person-Culture Fit

Person-Culture fit refers to the fit between the cultural preference of individual members in an organisation and the broad values of their organisational culture. Much of the previous research have suggested that person-culture fit increases commitment, satisfaction and performance, but very little empirical research on these relationship has been done. Hence it is decided to include person-culture fit in the purview of the present research.

2.1.2 Organisational Culture: A Review of Related Literature

The present research is based on the following deep rooted literature survey conducted in the organisational culture. The review of such references are presented one by one in the order of their relevance to the present study.

Hofstede et., al., in their research attempt on "Measuring Organisational Cultures : A Qualitative and Quantitative study across Twenty Cases", tried to reveal the organisational culture of ten different organisations in Denmark and Netherland. Data were collected by indepth interviews on selected respondents and a questionnaire survey of a stratified random sample of organisational members. The informations connected with the task, structure and control characteristics of each unit were collected separately. The authors measured and analysed the organisational culture with the 3 factors emerged out of 57 value items and 6 factors traded from 61 practice items. The study revealed that, the organisational culture differences found, resided mainly at the level of practices as perceived by members.
They also found the influence of certain demographic variables on the organisation culture scores of the respondents. Thus they conclude that "our multidimensional model of organisational cultures does not support the notion that any position on one of the six dimensions is intrinsically 'good' or 'bad' labelling positions on the dimension scales as more or less desirable is a matter of strategic choice, which will vary from one organisation to another."

In the present attempt, the researcher considered to prove the associations explained by Hofstede et. al., between organisational culture and demographic variables. The factor analysis also is introduced in the present trial to unveil the valid cultural factors from the entire cultural data enumerated from the respondents. And some of the cultural variables from both value items and practice items of their study is also utilised in the current effort with slight modifications in such a way to suit the local environment.

Hatch\textsuperscript{19} in his study on "The Dynamics of Organisational Culture" provided a new model to the study of organisational culture. The new model, called Cultural Dynamics, articulates the processes of manifestation, realisation, symbolisation and interpretation and provides a frame work within which to discuss the dynamism of organisational cultures. Hatch also suggested a model of cultural dynamics as a groundwork to the future investigations in the field of organisational culture.

O' Reilly III, et. al.,\textsuperscript{20} in their trial on "People and organisational culture : A profile Comparision Approach to Assessing Person Organisation Fit," revealed three new schemes in the field of organisational behaviour. They are (a) Assessment of person situation interactions (b) Assessment of organisational culture in qualitative terms and (c) Application of Q-sort or template matching techniques in the assessment of person-situation interactions. The authors also developed and validated an instrument for assessing the person-organisation fit and another for measuring the culture of an organisation., called Organisational Culture Profile (OCP). The results
of the study suggest the existence of dimensionality for individual preferences in organisational cultures. They also recognised that the person organisation fit predicts the job satisfaction and organisational commitment level of organisational members.

The present research consider the discussed study as the base, in assuming the influence of organisational culture and person-culture fit on organisational commitment. Some of the cultural values included in the current research are adopted from the literature referred above.

Parida, et. al., developed an instrument to measure the culture of an organisation. They finalised the questionnaire after screening it through three different stages of testing. They used Likert's five point scale in the measurement of organisational culture.

The same Likert's scaling technique in the behavioural measurement is followed here. The questionnaire prepared for the present research also includes some of the cultural values found in the above article.

Sackmann in the research on, "Culture and subcultures: An analysis of organisational knowledge," attempted to reveal the potential existence and formation of subcultures in organisations. The outcome of the analysis also unveiled the existence of number of cultural sub groupings in an organisation.

The authors Hofstede, et. al., in their endeavour on, "Individual perceptions on organisational cultures: A methodological treatise on levels of analysis" aimed to reanalyse the data from a survey of organisational culture in the study units at the individual level, after elimination of between-unit variance. The outcome of the analysis shows that the nature of the latest responses are completely differing from that of the previous one. Thus this case is used for a methodological treatise stressing the need to choose the proper level of analysis for the problem at hand.
Dhingra and Pathak\textsuperscript{24} in their investigation on, "Organisational Culture and Managers" proposed to identify and analyse the cultural differences existing among the Indian Managers working on, proprietary, partnership and in the subsidiaries of the foreign companies. The result of the analysis confirmed the discrepancies exist among the cultural scores of managers from varied type of organisations.

Zamanou and Glaser\textsuperscript{25}, in their article on "Moving towards participation and involvement," explained the resultant impact of an intervention programme designed to change the culture of a Governmental Organisation from hierarchical and authoritarian to participative and involved. The shift in the culture was measured through a triangulation approach consist of questionnaires, interview schedule and direct observation. The post intervention and pre intervention data were gathered. The statistically tested inferences on these data revealed that the organisation has changed significantly in some of the cultural dimensions.

Barley, Meyer and Gash\textsuperscript{26} in their attempt on "Culture of cultures : Academics, practitioners and the pragmatics of normative control," tried to assess whether any member of two sub cultures, (academics and practitioners) have influenced each other in their interpretations. The results of this analysis suggest that those who explained for practitioners and academics initially conceptualised organisational culture differently. Overtime, academics appear to have moved towards the practitioners point of view, while the later appear to have been little influenced by the former.

A descriptive research of Smircich \textsuperscript{27} on"Concepts of Culture and Organisational Analysis," examined the significance of the concept of culture for organisational analysis. The discussions expose that the essence of most of the studies on organisational culture are centred around the five different designs spotted by the author. The article also assures that the inclusion of organisational culture in
the analysis of the behaviour of an organisation will fetch much insights and benefits
to the cause of its upliftment.

The authors Wilkins and Ouchi\textsuperscript{29} in their assessment on "Efficient Cultures :
Exploring the Relationship between Culture and Organisational Performance"
targeted to bring to light the association between culture and performance in
organisations. The authors argue that, in respect of organisational performance,
particular properties of local organisational culture are more important than others
and that local organisational culture will be more critical to performance in one range
of organisations than in others. The authors also conclude that the culture in
organisations may be more adaptive and more easily developed.

Pettigrew\textsuperscript{29} in his study on "On studying organisational cultures" brought to
light some of the concepts and processes associated with the creation of
organisational cultures. The researcher approached the problem through the concepts
symbol, language, ideology, belief, ritual and myth. These concepts have been defined
and some of their functions and analytical interconnections and overlaps are
distinguished. The method of creating a new culture and the ways of maintaining it is
also dealt with in detail.

Weber, Shenkar and Raveh\textsuperscript{30} in their exploration on "National and corporate
cultural fit in mergers/acquisitions : An exploratory study" ventured to assess the
relative role of national and corporate cultural fit in predicting effect integration
between merger partners. The non parametric co-plot method was adopted in the
analysis. The research findings revealed that the success of mergers and acquisitions
depend upon (a) consideration of the managerial and employee expectations
(b) establishment of proper channels of communications and (c) acculturation to
both national and corporate cultures of the partner firm.
An empirical assessment made by Singh, Mathew and Das on "Organisational Culture and its impact on Managerial Remuneration" revealed the influence of nature of culture of the respondents on expectation of remuneration. They found that if organisational culture tends to be more authoritarian, greater reliance is placed on extrinsic monetary rewards. Moreover, the democratic cultural oriented people give less stress to the monetary remuneration and other rewards.

Tse, et. al., in their research on "Does culture matter?: A cross cultural study of executives' choice, decisiveness, and risk adjustment in international marketing" investigated the impact of a manager's home culture on his or her international marketing decisions. They also found the impact of home culture diminishing in an open economy with intense exposure to international markets, giving way to the process of "globalisation". Their study was based on the assessment of the decision making ability of managers in four simulated international marketing situation. The sample executives were from people's Republic of China, Hongkong and Canada. The findings confirmed that home culture has predictable, significant effects on the decision making capacity of the executives from the people's Republic of China and Canada. Chinese executives from Hongkong were influenced by a combination of Western and Chinese cultural norms.

Singh in his study on "Organisation Culture and leadership Fit," examines the relationship between leadership and organisational culture. His findings reveal that

(a) An organisation may be predominantly characterised by one culture.
(b) Different departments may have different sub cultures which is different from the typical organisational culture.
(c) The leaders have to be adaptive to each such sub-culture while dealing with that sub-unit or department and leaders should solve the conflicts between sub cultures and main culture then and there.
Birnbaum and Wong in their trial on "Organisational structure of Multinational Banks in Hongkong from a culture-free perspective" examined the culture free and culture bound hypotheses used. The authors also attempted to investigate the work satisfaction in relation to organisational structure, controlling for job structure and individual attributes. The culture free hypothesis was supported except for the managers' preferences for centralised decision making.

Lincoln, Hanada and Olson aimed to reveal the cultural differences in the reactions of persons in organisations through their research on "Cultural orientations and individual reactions to organisations: A study of Employees of Japanese owned firms", was conducted among the employees of 28 Japanese owned firms in the united states. The results revealed that (a) the employees of Japanese origin favoured more organisational paternalism but expressed less work satisfaction than their American colleagues (b) there is no cultural differences (c) the vertical and horizontal differentiacion of organisational structures have clear effects in Japanese employees but no effects in the case of Americans.

Reddy in his descriptive study on "Impact of culture on organisational design" verified the impact of culture on organisational structure. The study explained that the culture has influenced significantly the structure of an organisation. It also argue that, the creation of structures based on the cultural values will mismatch with the values of organisational members. This in turn will lead to the formation of a parallel structure known as operational structure. This may lead to certain dysfunctionalities. The research also reveal that these dysfunctionalities have important implications for the leadership style of the top management and for organisational development attempts.

Whitney and Schmitt in their endeavour on, "Relationship between Culture and Responses to Bio-data Employment Items," tried to expose the relationship
between Black-White cultural values and responses to bio-data employment items. The findings of this study revealed the existence of relation between the cultural values of the respondents and bio-data response option selection. But analysis disproved the hypothesis that cultural values are associated with the observed differences in Black and White response choices.

Denison in his effort on "What is the difference between organisational culture and organisational climate? A native's point of view on a decade of paradigm wars," examined the resemblances and similarities between the mode of research methods adopted in the latest organisational culture research and that of the traditional organisational climate research. This theoretical review also presents certain useful suggestions to the methodological side of the culture research.

Abrahamson and Fombrun in their article on "Macrocultures : Determinants and consequences," bring forth the following facts. They proposed that, value added networks which link organisations into collectivities, reflect the existence of more or less homogeneous macrocultures. Such homogeneous macroculture in turn (a) increase the level of inertia these organisations experience (b) influence the inventiveness of organisations and the diffusion of innovations among them and (c) increase the similarity of member organisations' strategic profiles.

Demirag and Tylecote made investigations on "The effects of organisational culture, structure and market expectations on technological innovation : A hypothesis concerned with the causes and technological effects of 'Short Term Pressures" on and in Large Firms in British Manufacturing". The researcher defined "Short Term Pressures" (STP) as factors acting upon (or with in) an organisation which tend to cause decision makers (explicitly or implicitly): (a) to raise their time rate of discount and/or (b) to foreshorten the time horizon beyond which future revenues are ignored altogether. Such pressures will tend to reduce the rate of investment and /or bias toward short term pressures. STP acting within an organisation are likely to be
associated with pressures on middle and lower management to take a narrow, 'sectional' view, avoiding efforts and expenditures, whose benefits may go largely to other parts of the firm.

The first section of this research presents the theoretical framework with which to predict the intensity of external short term pressures, and uses this to assess their likely incidence. The second section deals with the internal short term pressures and shows how performance pressures on managers at various levels and is determined by the interaction of structural and cultural factors. In the third level of discussion the influence of short term pressures on technological change are assessed.

Sheridan in his empirical assessment on "Organisational Culture and Employee Retention" revealed the retention rates and culture values of 904 graduates hired in six public accounting firms over a period of six years. The findings brought to light that the organisational culture values varied significantly among the firms. The relationship between the employees' job performance and their retention varied significantly with organisational culture values.

Earley and Mosakowski in their discussion on "Creating hybrid team cultures: An empirical test of transnational team functioning," unveiled the nature of hybrid team culture existing within transnational teams. Their study was based on the hypothesis that there was a curvilinear relationship between team heterogeneity on nationality and effective performance. In the findings the hypothesized curvilinear relationship was confirmed, with homogeneous and highly heterogeneous teams outperforming, moderately heterogeneous ones in the long run.

Kelley and Worthley in their effort on "The role of culture in comparative management: A cross cultural perspective," aimed to isolate the role of culture in order to test its relationship to managerial attitudes. This was accomplished by a research strategy that took samples of Japanese from Japan and Hawaii and Canadasians from Hawaii in order to look for similarities and differences in their managerial attitudes. The findings suggest the importance of both national and cultural differences.
Hofstede\textsuperscript{44} in his endeavour on "Attitudes, values and organisational culture: Disentangling the concepts" wanted to verify the mood of respondents towards the arbitrary categorisation of attitudes, values and manifestations of organisational culture, made by the researchers. The results of the research supported the distinctions between categories of sentiments. Attitudes and values were different constructs, not only in the minds of researchers but also in those of respondents. While perceptions of organisational culture practices were found to be unrelated to values, but overlapped with attitudes. The study raises doubt in the effect of organisational culture on performance.

Deshpande, Farley and Webster, Jr\textsuperscript{45} in their analysis on "Corporate Culture, Customer Orientation, and Innovativeness in Japanese Firms: A Quadrad Analysis", used "Quadrads" (double dyads) of interviews, each conducted with a pair of marketing executives at a Japanese vendor firm and a pair of purchasing executives at a Japanese customer firm, provided data on corporate culture, customer orientation, innovativeness, and market performances. The study results found a positive correlation of the business performance with the customer’s evaluation of the supplier's customer orientation. But the supplier’s own assessment of customer orientation do not correspond well to that of the customer. Japanese companies with corporate cultures stressing competitiveness and entrepreneurship, out performed those dominated by internal cohesiveness or by rules. Their study also revealed that the successful market innovation will lead an organisation to better performance.

The knowledge gained from the above thorough review of the organisational culture related literature helped the researcher to frame the interview schedule, decide the methodology to be adopted, and to finalise the scheme of research. The literature survey also rendered the researcher in classifying the multifarious doubts arrived at the various levels of research course.
2.2 ORGANISATIONAL COMMITMENT: SURVEY OF RELATED LITERATURE

The second major determinant of the success of change programmes in an organisation is the level of organisational commitment possessed by its members. Jones discussed this fact in his article on "Preparing an Organisation for Change" as organisational change may be initiated at any point in the organisation, but involvement, commitment and support from the top down is required for lasting the change. Hence organisational commitment is considered here to unearth the nature of influence made by it on the attitude of people towards organisational change.

The role of organisational commitment for the efficient functioning of an organisation is valuable. Countless evidences are there as to the involvement of organisational commitment in reduction of absenteeism and turnover. Organisational commitment creates an obligation on the part of organisational members to remain in the organisation. Organisational commitment also causes dedication and involvement among people towards their job and organisation. As commitment is resulting in job satisfaction, job performance, control and much more advantages to an organisation, it gained considerable significance in the modern research attempts associated with organisational behaviour.

2.2.1 Definition

One of the famous definitions for organisational commitment is given by Porter and his colleagues. Porter et. al., defines Organisational Commitment as, "the relative strength of an individual's identification with and involvement in a particular organisation. It can be characterised by atleast three factors : (a) a strong belief in and acceptance of the organisations goals and values (b) a willingness to exert considerable effort on behalf of the organisation and (c) a strong desire to maintain membership in the organisation."
According to O'Reilly "Organisational Commitment is an individual's psychological bond to the organisation, including a sense of job involvement, loyalty and a belief in the values of the organisation."

Buchanan and Bruce also brought to light some of the concepts of organisational commitment from the commitment oriented studies conducted in USA. Their descriptive research explain the meaning of organisational commitment as:

(a) Willingness of an employee to exert high levels of effort on behalf of the organisation.
(b) Strong desire to stay with the organisation.
(c) Degree of belongingness or loyalty to the organisation.
(d) Acceptance of major goals and values of the organisation.
(e) Positive evaluation of the organisation.

Together with organisational commitment, researchers have identified the following kinds of commitment.

(i) Jackson et.al. brought out the commitment of people towards their employment.
(ii) The concept of Professional Commitment was introduced by Morrow and Wirth
(iii) Fullager and Barling highlighted the significance of commitment to Unions.
(iv) Arnold identified the existence of the commitment towards Career and
(iv) Marsh and Mannari distinguished Life Time Commitment from the over all commitment of people towards their organisation.
The present research includes the aspects related to affection commitment, continuance commitment and normative commitment as components to measure the organisational commitment of respondents. The affective component of organisational commitment refers to employees' emotional attachment to, identification with, and involvement in the organisation. While the continuance component refers to commitments based on the costs the employees associate with leaving the organisation. And the normative component refers to employees' feelings of obligation to remain with the organisation.

2.2.2. Organisational commitment: Other reviews

The discussion of the present research is also based on the extraction of the following relevant research analysis.

John P. Meyer, et. al., in their attempt on, "organisational commitment and Job performance: It's the nature of the commitment that count," examined the relationship between the performance of first level Managers in a large food service company and their affective commitment, continuance commitment and job satisfaction. Commitment and satisfaction scores were correlated with three indexes of performance obtained from the Manager's immediate supervisors. The result shows that the affective commitment correlated positively and continuance commitment correlated negatively with all three measures of performance. Job satisfaction did not correlate significantly with performance ratings.

Dunham, et. al., in their focus on, "Organisational Commitment: The utility of an Integrative Definition," tried in the direction of construct definition, measurement and validation of Organisational Commitment. Their explorations on the various antecedents of the organisational commitment dimensions disclosed the existence of three major organisational commitment dimensions. They are affective, continuance and normative dimensions. They also confirmed the sub divisions of continuance commitment as personal sacrifice and lack of alternatives. The result of
the study suggest the wide use of organisational commitment. Questionnaire of Porter et. al.,⁵⁸ is mainly effective in measuring the affective dimension. The research outcomes accept the various proposed antecedents of the study.

Balaji⁵⁹ in his descriptive analysis on, "An Organisational Commitment Decomposes. Issues in Measuring Multiple Organisational Commitments," attempted to clear the process of decomposition of organisational commitment into commitment towards the various parts of the organisation like trade union, career, top management, co-workers, organisation's policies and rules, technology, plant and machinery, tools and equipments and so on. The paper exposed that Reichers⁶⁰ was the first person to reveal the existence of multiple commitments in organisations. The author suggested the future researchers to choose between global commitment and commitment to different parts of the organisation. He also proposed the researchers to be cautious about the process of framing the questionnaire after deciding the aspect of commitment to be focussed.

The authors Blau, Paul and John⁶¹ in their trial on, "On developing a general index of work commitment," ventured to develop a questionnaire for work commitment without any redundancy in-between the four facets viz., career, job, value and organisation. They arranged two different studies one by one in order to develop an index of work commitment. The second survey was aimed to verify the removed lapsus of the first one. The final discussion confirmed the discriminant validities of the corrected work commitment facet scales.

Steers⁶² in his evaluation on, "Antecedents and outcomes of organisational commitment," aimed to test a preliminary model of antecedents and outcomes of employee commitment to organisations. The study in particular was focussed on the antecedents of personal characteristics, job characteristics and work experience. The variables considered were Desire to remain, Intent to remain, Attendance, Employee retention and Job performance. The study was a cross validational one, conducted
among hospital employees on the one side and on scientists and engineers on the other side. For both set of samples, commitment level was influenced by their personal characteristics, job characteristics and work experiences, while commitment was strongly associated with intent and desire to remain for both the samples and moderately connected with turnover and attendance for one set of sample.

Aryee and Chay in their exploration on, "An examination of the impact of career-oriented mentioning on work commitment Attitudes and career satisfaction among professional and management employees," tried to examine the impact of career oriented mentoring on three work commitment attitudes (viz., career, organisation and job) and career satisfaction. The results of the analysis reveal that the career oriented mentoring roles were differently related to job involvement, organisational commitment and career satisfaction. These outcome variables has shown a limited amount of variance, while the mentored respondents reveal significantly higher levels of the outcome variables than non mentored respondents.

Wahn in his research reports on, "Sex differences in the continuance component of organisational commitments," assessed the influence of the personal profiles of human resource professionals on their response pattern to Allen and Meyer's continuance commitment scale. The results report that the scores of women respondents as better than that of men in the continuance commitment scale. A further analysis expose the relationship between sex and tenure with continuance commitment and negative relationship between education and hierarchy level and continuance commitment.

Meyer, Allen and Smith in their attempt on "Commitment to organisations and occupations: extension and test of a three component conceptualisation," tested the generalisability of Meyer and Allen's three component model of organisational commitment to the area of occupational commitment. The researcher developed measures of affective, continuance, and normative commitments to occupation. These
measures serve them to test the hypotheses concerning their differential relations with antecedent and consequence variables. The results show that the three component measures of occupational commitment were distinguished from one another and from measures of the three components of organisational commitment. Further their analysis proved that the occupational and organisational commitment contributes independently to the prediction of professional activity and work behaviour.

Somers and Casal in their research work on "Organisational commitment and whistle-blowing" tried to expose the relationship between organisational commitment and whistle blowing. The findings suggest that the relationship between organisational commitment and whistle blowing is purely curvilinear, taking the form of an inverted 'U'. This means that people with relatively high and low level commitment hesitated to report the wrong doings and employees with moderate level of commitment are mostly whistle-blowing in nature.

Keller in his article on, "Job involvement and organisational commitment as longitudinal predictors of Job performance: A study of Scientists and Engineers," attempted to reveal the moderating effect between scientist and engineer (scientist-engineer distinction) on the relationships between job involvement and organisational commitments. One year later, the same study tried to find the job performance ratings. The outcome reveals that scientists had stronger associations with job involvement and performance than engineers. The study also found that there was no moderating effect for the scientist-engineer distinction on the relationship between organisational commitment and the performance measures. The assumption of moderating effect of the association between job involvement and organisational commitment on the performance measures was also disproved by the empirical results of the study.

Ko, Price and Mueller in their trial on "Assessment of Meyer and Allen’s three component model of organisational commitment in South Korea", empirically assessed the three components of affective, continuance and normative commitments
through the Meyer et. als., Six Item Version Scale. The results, on one side proved the reliability of affective, commitment scale and normative commitment scale and on the other side caused doubt on the reliability of the continuance commitment scale. The analysis accepted the convergent validity of all the three scales, while the discriminant validity of the continuance commitment scale was rejected. Finally, the validity tests were unable to confirm the construct validities of the continuance commitment scale and the normative commitment scale. Thus their discussion brought to light the requirement of additional conceptual work and new measures to measure the commitments towards an organisation.

Wallace* in his report on "Professional and organisational commitment compatible or incompatible?" empirically reviewed the nature of relationship between professional and organisational commitment. The results of a meta analysis revealed a positive relation between professional and organisational commitment. The study also exposed that, the relationship between professional commitment and organisational commitment are moderated by the degree of occupational professionalisation, the individual's position in the employing organisation, and the form of professional commitment.

Thus the researcher followed the guide lines provided in the above literature relevent to the concept of organisational commitment.

a. Organisational commitment is a dependent variable to organisational culture.

b. Organisational commitment is treated as a single factor. This course is adopted from the literature provided by Blau, Paul and John70.

c. It is also decided to include the organisational commitment items from the dimensions of affective commitment, continuance commitment and normative commitment.
2.3 ATTITUDE TOWARDS ORGANISATIONAL CHANGE: A SURVEY OF RELATED LITERATURE

The second dependent factor of the study, "Attitude towards organisational change" is the very critical factor to the success of change programmes in an organisation. A positive attitude towards organisational change makes an organisation to be voluntarily adaptive to the change requirements arise out of the alterations in the technology, society or policy. Attitude towards organisational change refers to the attitude of the members of an organisation towards the change programmes or efforts of an organisation.

The Globalisation of technology and trade expect a tremendous and continuous alterations in the industrial houses for their survival circus. This circumstance urged the researchers to identify the factors responsible for the creation of a positive attitude towards the organisational change in an organisation.

There are research explorations which cite organisational culture and organisational commitment as the variables influencing the nature of the employees' attitude towards change in an organisation. Before bringing to light the evidences in favour of such aspects, a detailed review about attitude towards organisational change are summarised here below.

The researchers John and Davies\textsuperscript{21} in their research on "Approaching to stimulating change in mature insurance companies" made a comparison between the companies that initiated the process of innovation successfully, called pacesetters' with that of companies which were unsuccessful in their attempt of innovation. In pacesetter organisations, the Chief Executive Officers administered a shock treatment to the first line managers by explaining them the market threats and opportunities. Then they transferred their responsibility to the first line managers with the insistence of introducing a new style of market focussed management style. On the contrary, in
case of less successful concerns, the Chief Executive Officers initiated the process of innovation through a debate on alternative strategies. But this approach lacked the urgency in action apart from the disagreements between members which may cause demotivation among employees.

Daly in his attempt on "Explaining changes to Employees: The Influence of Justifications and Change Outcomes on Employees' Fairness Judgements" aimed to unveil the efficiency of Kotter and Schlesinger's method of educating about the significance and benefit of change attempts to make the employees more adaptive. The findings of the study denotes that the employees are expecting explanations, only when they found that the outcomes are negative in nature.

The research report presented by Albert on "Algebra of change," reports that the axioms, rules, and operations of abstract algebra are very much useful in understanding the nature of organisational change. He again argued that the properties of algebra helps the researchers and practitioners in building the theory that leads the empirical research. This in turn helps to derive a proper and useful implementation strategies of organisational change programmes.

The author Strebel in his article on, "Why do Employees Resist Change," assessed the theoretical aspects of the association between personal compact revisions of organisations and achievements in the change efforts. The author mean personal compacts as the reciprocal obligations and mutual commitments, both agreed or implied, that define the relationship between employees and organisations. The article also describes that the revision of personal compacts must be made together with or prior to change attempts to make it success.

Larkin and Larkin in their descriptive analysis on "Reaching and Changing Front Line Employees" suggest the following guidelines in communicating about the change programmes to the front line employees: (a) Communicate only facts; not values (b) Communicate directly, do not use indirect forms like videos, or publications, or large meetings. (c) Communicate to them through front line supervisors and not
through the executives. The author's suggestions arise out of practical experience and decades of research could assist in the success of long term change programmes.

Daya\textsuperscript{76} in his paper on, "Technological change and Human processes", reported that the organisations which attempt to introduce change, together with hormonisation of the social system or the human processes will easily succeed in their trials.

Nadler and Tushman\textsuperscript{77} in their study on, "Beyond the charismatic leader : Leadership and organisational change," argue that executive leadership is the critical factor in the initiation and implementation of large system organisational change. The authors also presented an approach to the leadership requirement of discontinuous organisation change. Discontinuous change is usually initiated in advance to a competitive threat and/or performance. The article elucidated that charismatic leadership is a vital aspect of managing large system change. Charismatic leaders provide vision, direction, and energy. The authors also emphasis the supplementation of instrumental leadership (through attention to detail on roles, responsibilities, structures, and rewards) with the christmatic leadership to ensure success in large system change. They also advice to spread waves of leadership to the entire structure of the organisation so as to ensure the involvement of each member of the organisation for the success of change programmes.

Beer and Nohria\textsuperscript{78} in their creation on," Cracking the Code of Change," suggest, that there are two different archetypes or theories of change, theory -E and theory -O. According to Beer and Nohria, Theory -E change strategies usually involve heavy use of economic incentives, drastic lay offs, downsizing, and restructuring. Shareholder value is the only legitimate measure of corporate success. Theory-O change strategies geared towards building up the corporate culture, employee behaviours, attitudes, capabilities, and commitment. The Organisation's ability to learn from its experience is a legitimate yardstick of corporate success. The authors also
suggest that the integration of theories - E and O will enable organisations to ensure the success in any change programme with enough pay offs.

V. Singh, House and Tucker in their research on, "Organisational change and organisational mortality," exposed whether an ecology, an adaptation, or a random organisational action perspective more appropriately describes the impact of Organisational change in a population of voluntary social service organisations. Their research work reveals the existence of three kind of changes, on the basis of their impact on the life of the organisation. They are disruptive changes, changes which have no impact on organisational mortality and adaptive changes. They also suggest that the effects of organisational changes depend on the location of the changes in the organisation, like the core or the periphery.

Revisions made in the articles related to organisational change pave way to clarify the explanations detailed below:

a. Background of the theoretical structure of change in organisations.

b. Determinants and outcomes of organisational change programmes.

c. To locate the research gap in the past literature of organisational change. The theoretical review reveals that no attempt is made to elucidate the attitude of people towards the change programmes introduced in organisations. And there is a very little research in exploring the influence of organisational culture and organisational commitment on the nature of attitude towards organisational change among the members of an organisation. The present research also provide provision for the exploration of the impact of culture and commitment on attitude towards Organisational change.

d) Items to be included in the questionnaire for attitude towards organisational change.
2.4 CULTURE, COMMITMENT AND CHANGE: REVIEW OF RELEVANT STUDIES

Deep rooted attempt is made to analyse the contents of the existing literature relevant to the interrelationship between culture, commitment and organisational change.

Organisational culture is critical in developing and maintaining levels of intensity and dedication among employees and it undoubtedly causes for the success of the firm. Thus organisational culture influence the level of commitment to work significantly. The level of commitment can be again enhanced by reducing the gap between the culture of the organisation and individual cultures of people working.

In this direction, the influence of commitment on attitude towards change is also crucial. Response on the part of employees towards change programmes in organisations may usually be negative in trend. But Conner argue that committed people have to devote the time, money, endurance, persistence, loyalty and ingenuity needed for the success of change programmes. Organisational commitment is the glue that provides the vital bond between people and change goals. Jones says that the need for organisational change may be initiated at any point in the organisation but involvement, commitment and support from the top down is usually required for lasting change. Thus it is correct to view that much of the change failures track back to the lack of commitment.

There are also quotations by eminent scholars referring to the influence of organisational culture on the attitude towards organisational change in the organisation. In the words of Jones "Organisational change not only means the implementation of varied programmes, processes and improvements, but also requires a cultural alteration for the people involved. When Organisations wants to radically change their methods of operation, the relative immutability of culture stands on the way."
culture is a crucial organisational variable that can facilitate or impede the change initiative, and the change managers must analyse the culture in detail.

Such a stock taking process of the existing culture, together with the assessment of employees' attitude towards organisational change will help the change manager to decide about their change strategies.

In the light of the above discussion, the present research work, direct its efforts on exploring the nature and inter relationship between the organisational behaviour factors of

a. Organisational culture

b. Organisational commitment and

c. Attitude towards Organisational change in the study unit.
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