CONTENTS

ACKNOWLEDGEMENT
LIST OF TABLES
LIST OF FIGURES
LIST OF MAPS

Chapter I  Introduction

1.1 Scope of Organisational Culture  4
1.2 Importance of Organisational Commitment  7
1.3 Need for Job Involvement  9
1.4 Objectives of the Study  10
1.5 Hypotheses Tested  10
1.6 Limitations of the Study  11
1.7 Arrangement of Chapters  12

Chapter II  Review of Literature

2.1 What is Organisational Culture  16
2.2 Toward a Cultural Analysis of Organisations  34
2.3 Dimensions of Culture  39
2.4 Strong and Weak Cultures  51
2.5 Cultural Pluralities  53
2.6 Values : The Essence of Organisational Culture  56
2.7 Corporate Tribes : Identifying the Cultures  60
2.8 Managing Organisational Culture : Fantasy or Reality?  65
2.9 Ethical and Legal aspects of Managing Corporate Cultures  66
2.10 Why is Culture Important  68
2.11 Organisational Culture and Performance  69
2.12 Cultures Across Countries  76
References
Chapter III  Methodology
3.1 Measures of Organisational Culture 82
3.2 Selection of Organisational Culture Factors 89
3.3 Existing Scales Used to Measure Organisational Commitment 91
3.4 Measurement of Job Involvement 96
3.5 Sample 97
3.6 Profile of Units under study 98
3.7 Questionnaire Design 100
3.8 Pre-Test of the Questionnaire 101
3.9 Reliability of the Scale 102
3.10 Frame Work of Analysis 102
3.11 Chapter Summary 104
References.

Chapter IV  Organisational Culture Profile and Person - Culture fit
4.1 Dimensions of Organisational Culture 106
4.2 The Measurement of Organisational Culture 110
4.3 Culture Profile of Units 112
4.4 The Assessment of Person - Culture Fit 130
4.5 Cluster Formation 135
4.6 Clusters and Demographic factors of Executives 145
4.7 Chapter Summary 152
References

Chapter V  Job Involvement
5.1 Concept of Job Involvement 153
5.2 Distinction between Job and Work Involvement 156
5.3 Measures of the Construct 158
5.4 Factors affecting Job Involvement 162
5.5 Importance of studying Job Involvement 162
5.6 Nature of Job Involvement 163
5.7 Job Involvement and Personal Data 164
5.8 Person - Culture Fit and Job Involvement 172
5.9 Chapter Summary 174
References
Chapter VI Organisational Commitment

6.1 Meaning of the concept of Organisational Commitment 176
6.2 Studies of Commitment and its correlates 180
6.3 Identifying a Model or Process of Organisational Commitment 183
6.4 Study of Organisational Commitment Across Countries 194
6.5 Building Commitment through Organisational Culture 198
6.6 Importance of Organisational Commitment 203
6.7 Factors affecting Organisational Commitment 209
6.8 Measurement of Organisational Commitment 210
6.9 Nature of Organisational Commitment in the Units 210
6.10 Levels of Organisational Commitment 219
6.11 Person - Culture Fit and Organisational Commitment 221
6.12 Organisational Commitment and Personal Data. 224
6.13 Chapter Summary References 233

Chapter VII Summary and Conclusions

7.1 Objectives 235
7.2 Major Findings of the Study 236
7.3 Implications of the Study 246
7.4 Scope for Future Research 248

BIBLIOGRAPHY
APPENDICES
A. Abbreviations
B. Questionnaire