INTRODUCTION

The term 'Culture' per se has been used in different types of disciplines and studies. At this juncture several theories of organisations exist leaving much uncovered and yet to be explained. Metaphors and associations have to be found that would explain, understand and improve modern organisations. Hence the concept of Culture in its various manifestations in this study is to be seen as more than new wine in an old glass.

The concept of Culture from an organisational view point refers to a set of values which are developed, inculcated and unique to each organisation. They may be explicit or implicit, taken for granted and have to be inferred from the members of an organisation. These values are communicated by way of symbolic means. When such values are strongly shared and widely held amongst a large number of members; a value system is evolved called the "Organisational Culture".

The construct of culture was commonly used by sociologists, anthropologists, psychologists to study an "ideal" social life, social structure and differences between expressed intention and observed behaviours. The importance of these ideas have been extended to the organisation too where researchers feel that culture of an organisation has much influence on organisational effectiveness. Several efforts have also been made to understand the behaviour of individuals and groups in organisations by drawing on the cultural concepts. This process generated a series of debates over issues such as the definition of culture, the appropriate methodology for investigating it and the proper level of analysis for its study.
Research on Culture usually begins with a set of values and assumptions. These values act as the defining elements around which norms, symbols, rituals and other cultural activities revolve. Such basic values may be thought of as internalised normative beliefs that can guide behaviour. When a social unit's members share values they form the basis for social expectations on norms. If these are more widely shared throughout a larger social grouping, an organisational culture or value system may exist.

The pervasiveness and importance of values in organisational culture are fundamentally linked to the psychological process of identity formation in which individuals appear to seek a social identity that provides meaning and connectedness.

A substantial body of research has shown that individuals tend to classify themselves into social categories such as gender, race, ethnicity and organisational affiliation and to use those categories to define themselves. Drawing on underlying values, individuals may manage their lives in ways that help them choose congruent roles, occupations and even organisations. It has been proposed that individuals may be attracted to organisations having values similar to their own. In addition organisations attempt to select recruits who are likely to share their values. New entrants are further socialised and assimilated and those who don't fit leave. Thus basic individual values or preferences for certain modes of conduct are expressed in organisational choices and then reinforced within organisational contexts. Just as research has shown that similar backgrounds, attitudes and experience can increase liking between individuals it may be that organisations that manifest and reward characteristic outcomes and behaviours will be more or less attractive
to different types of people. Values provide the starting point with the joint processes of selection and socialisation acting as complementary means to insure person-organisation fit. Thus congruency between an individual's values and those of an organisation may be at the crux of person-culture fit.

Much of the previous research has suggested that person-culture fit increases commitment, satisfaction and performance but very little empirical research, on these relationships has been done.

With the increased attention given to commitment there have been many important developments in both theory and research. It has become increasingly apparent that commitment is a complex and multi-faceted construct. For many years theorists and researchers have been defining and operationalising commitment in different ways. Attempts have been made to synthesise the results of the accumulating research. It is now acknowledged that commitment can take different forms and that appropriate measures be used for the intended purpose.

In total then a three component model of organisational commitment has evolved and measures for each component have been proposed. Affective Commitment (AC) refers to the employee's emotional attachment to, identification with and involvement in the organisation. Continuance Commitment (CC) refers to commitment based on the costs that the employee associates with leaving the organisation. Finally Normative Commitment (NC) refers to the employee's feelings of obligation to stay with the organisation.
To add more meaning to cultural validity and value system of organisations, culture can also be related to job involvement. The term Job Involvement has been used frequently in both experimental and field studies. Experimental work has been concerned with its effects on perception, problem solving, level of aspiration etc. The concern of field studies has been with the relationship of job involvement to quality and quantity of performance, absenteeism, grievances and so on.

In its wide range of use, different interpretations and measurements have been introduced. Hence involvement either in the context of a particular job or with work in general can be viewed as a cognitive or belief state of psychological identification. An individual's psychological identification with a particular job or work in general depends on the (1) importance of one's needs (both extrinsic and intrinsic) and (2) the perceptions that one has about the need satisfying potentialities of the job (or work).

1.1 SCOPE OF ORGANISATIONAL CULTURE

There are quite a few reasons why a strong culture is invaluable to an organisation.

* Every firm decides a competitive strategy which dictates how it attempts to position itself with respect to its competitors. Once established critical tasks or objectives must be accomplished through congruence among elements of people, culture and structure. The strategy will be effectively executed only with the help of norms and culture of an organisation.
Culture is critical in developing and maintaining levels of intensity and dedication among employees that often characterises successful firms. Strong attachment towards the organisation improves performance and high levels of motivation is derived.

Culture enhances social system stability wherein it guides and shapes behaviours of individuals.

OD interventions are often directed at the cultural system to allow for the questioning of values and norms under which people operate. These activities then serve to make culture more receptive to change.

Mergers and acquisitions can be done smoothly across countries.

Culture helps distinguish between one organisation and another. It conveys a sense of identity for organisation members.

A strong organisational culture increases behavioural consistency. Management too need to be less concerned with developing formal rules and regulations to guide employee behaviour.

A relatively strong relationship between culture and satisfaction can be established. It is proposed that satisfaction will be highest when there is a congruence between individual needs and the culture. Hence job satisfaction varies according to the employees' perception of the organisation's culture.
Studies relating to industry characteristics - technology and growth and organisational culture help linking the two factors for competitive advantage.

Investigations of person-organisation fit of employees at the time of selection and their socialisation can result in their feeling most satisfied and the intent to remain with their organisation for longer period of time.

Geert Hofstede and others in their classic study measured organisational cultures across countries in 20 cases, facilitating comparison for creating awareness of cultural differences which will help planners formulate their strategies.

Future organisations would foster strong cultures requiring the dismantling of the centralised structures into small units where work in the corporation would be done in small autonomous units linked to the mega-corporation of new telecommunications and computer technologies called the atomised organisation.

Organisational culture can be a powerful tool for effective corporate leaders and can improve a company's performance. This is possible when leaders are sensitive to and have an understanding of organisational design and development programs. Hence excellent leaders emerge due to their effective leadership.
1.2 IMPORTANCE OF ORGANISATIONAL COMMITMENT

* A bunch of individuals does not an organisation make. Groups are the building blocks of organisations. Therefore widespread efforts at team building are undertaken, resulting in strengthening of employee commitment and organisational effectiveness.

* Understanding the scope of organisational commitment is most essential as it has emerged as a multi-dimensional construct rendering itself to further research.

* The adoption of the multi-faceted construct helps to explore both antecedents like personal characteristics, job characteristics, work experiences and consequences like desire to remain, attendance and turnover for each of the organisational components of commitment.

* An examination of the moderating effect of organisational commitment on relationship between stress with job satisfaction, intent to quit and health during organisational turmoil can bring positive outcomes. Organisations can try to reduce such job displeasure and increase employee commitment.

* Organisational commitment of employees in different countries renders itself to comparison. Hence it promotes investigations and generates outcomes when applied in such cross-cultural studies.
Management style can significantly influence the degree of employees commitment to organisational values and goals. It has been argued that a more flexible and participative management style can strongly and positively enhance organisational commitment.

On the other hand studies have shown that in the wake of recession and competition, manager's reactions to organisational threat (job insecurity) or managerial redundancies has an impact on organisational commitment.

An extended study of individual's reactions to the perceived fairness of decisions of the institution such as lay off has an influence on their individual level of commitment, and thus cautions the organisations in similar situations.

As it is of extreme importance that high levels of person-organisation fit be present, assessing new comers' changing commitment to the organisation during their initial period of work with proper measurement techniques indicates the intentions to stay and extent of socialisation to organisational values and culture.

The pre and post entry influences can also be studied.

With increasing globalisation, international activities of firms increase requiring exchange of employees temporarily. The extent of their commitment to a parent company and foreign operations acts as an eye opener to the organisation to take steps to guard its professionalised skill and management.
1.3 NEED FOR JOB INVOLVEMENT

The concepts of job involvement and work centrality or work involvement have existed in the literature for some time. Much of the research work has been carried out either to draw a distinction on the concepts or consolidate the literature on the subject. However, a lot is yet to be learned about the causal connections between these constructs and others.

To highlight a few areas where Job Involvement can be very useful:

* It helps identify the extent of involvement amongst employees in different levels of hierarchy - managers, supervisors and workers.

* It also encourages in comparing the extent of job and work involvement, increased worker participation and rewards provided by organisation, increased satisfaction and productivity.

Having introduced the three constructs of the study the following objectives have been framed.
1.4 OBJECTIVES OF THE STUDY

The research work attempts to:

i. Study the culture profile of the selected units.

ii. Assess "Person-culture fit" for executives in the units

iii. Examine the nature of involvement of executives in their job.

iv. Ascertain the nature of commitment of executives towards their organisation.

v. Find the association between person-culture fit of executives and their involvement in the job.

vi. Determine any association between person-culture fit of executives and organisational commitment.

1.5 HYPOTHESES TESTED

Two major hypotheses were framed to study the relationship between person-culture fit, job involvement and organisational commitment. These are:

i. There is no significant relationship between person-culture fit levels of Executives and their involvement in the job.

ii. No significant relationship exists between person-culture fit Executives and their commitment towards the organisation.

The first hypothesis was rejected as the Chi-square results confirmed the association that Executives with high, moderate and low person-culture fit levels correspondingly experience high, moderate and low job involvement.
Similarly the second hypothesis too had to be rejected as the Chi-Square test confirmed that Executives with high, moderate and low person-culture fit levels exhibited high, moderate and low organisational commitment respectively.

1.6 LIMITATIONS OF THE STUDY

The study is restricted to the Executive levels in the units. This is due to the fact that professional and managerial skill is present only amongst the executives and such executives being indispensable to their employer. Again level of organisational commitment and extent of job involvement amongst them plays a role in the growth of an organisation.

The pre-selection of factors as key determinants of culture of an organisation restricts the scope of research to an extent.

The questionnaire method has been used to assess the three constructs of culture, commitment and job involvement at a single point in time.

The consistency in the response of the Executives has been assumed to be present.

There is also a possibility of a change to occur in any of the three constructs of culture, commitment and job involvement over a period of time. Hence the outcomes predicted hold good at the specified time period and are not long lasting nor can they be generalised.
The study covers only five units. Being a case study approach, a large sample could not be covered.

The inherent limitations attached to studies in behavioural sciences needs to be mentioned. As the study relies on questionnaire method, the limitations associated with such a method applies to the present study also.

1.7 ARRANGEMENT OF CHAPTERS

This study is presented in seven chapters. After introducing the subject matter in the First Chapter, the subsequent chapters are as follows.

CHAPTER II - Review of Literature

This Chapter reviews the literature on Organisational Culture. It traces the growth, significance and dimensions of culture, attempts are made at model building, identifying cultures that exist in organisations. The questions as to whether cultures can be managed and changed and whether different cultures exist across countries are studied here.
CHAPTER III - Methodology

This chapter describes the different measures of organisational culture, organisational commitment and job involvement. A profile of the units under study, a brief understanding of framework of analysis for each of the objectives are also provided. Information regarding construction of the questionnaire, its pre-test, reliability and size of sample are also discussed herein.

CHAPTER IV - Organisational Culture Profile and Person-Culture Fit

This Chapter helps to understand the profile of the units under study based on eight selected culture factors. It also assesses person-culture fit of executives and their classification into specific clusters. The reliability of cluster formation and their analysis is explained. Association between person-culture fit and personal data has also been determined and reported.

CHAPTER V - Job Involvement

An introduction to the concept of Job Involvement, the various conceptualisations of the constructs, the measures of the construct, the importance of studying job involvement comprise this chapter. The nature of Job Involvement in the units and levels of job involvement amongst the executives have also been examined. An association between job involvement and personal data has been determined with the help of Chi-square test. Finally an important question of a significant relationship between person-culture fit Executives and job involvement has also been discussed.