

A STUDY ON EMPLOYEE PERCEPTION TOWARDS THE ORGANIZATIONAL CULTURE AND COMMITMENT IN PUBLIC SECTOR

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ABSTRACT

The current article aims to discover about the employee perception towards their organization culture among the employees of the public sector. Culture of an organization has an impact on satisfaction of the employees and their commitment and the corporate performance. A Sample of seventy-five employees working in a public sector company was collected. The data collected were processed by using the various statistical tools such as descriptive analysis, regression & chi-square test. The results reveal that all the factors determining organizational culture viz. Openness, Confrontation, Trust, Authenticity, Proactive, Autonomy, Collaboration, and Experimentation (OCTAPACE) influence the commitment of employees..

Keywords: Employee Perception, Organization Culture, Employee satisfaction, Organization commitment.

I INTRODUCTION

Organization makes involving employees in the process of planning, knowledge and idea sharing with the top management and the supervisors and engineers, share about the financial position of the company with the workers to understand the present situation of the company, motivating and makes chances to expose their skill in the organization are some of the ways organizations are practicing for keeping employees engaged [24] with the working environment. Employee perception has been studied using OCTAPACE tool to understand the level of organizational commitment. The employees are satisfied with their work and how the worker can feel about the jobs so they are committed to the organization. The organization culture consists of the principles and attitude of the group work culture in the organization that ropes the organizational commitment.

II STUDY VARIABLES:

The study variables consist of factor of demographic such as Age of Employees, Gender of applicant, Marital Status , Education, Selection criteria of staff in the organization,

Monthly Income, Year of Experience, and the independent factors such as openness, confrontation, trust, Authenticity, Proactive, Autonomy, collaboration, Experimentation. To measure the employee perception towards the organization culture were used which lead to the outcome variables viz., Organizational commitment.

III STATEMENT OF THE PROBLEM:

In the public sector major problem is permanent job security; they do not work properly at a correct time. And the employees are not made to involve in some important decision making process its lead to affect the employee satisfaction. The organizational culture of public sector is mostly centralized one for making decisions. Its help to allow organizations to more easily assess the organizational culture.

IV LIMITATIONS OF THE STUDY:

Some respondents were not able to answer the questions accurately with the full explanation. So this study is entirely based on the prevailing employee perception. But the employee perception may change according to factors of Proactive, Organizational commitment, Trust, Openness, work culture. The article study is focused on 75 respondents from some of the preferred public sector employees, and the results may vary as per the opinions of various respondents of the different companies.

V OBJECTIVES OF THE RESEARCH:

- To study the relationship among factors of demographic of respondents, organization culture factor. Viz. Openness, Confrontation, Trust, Authenticity, Proactive, Autonomy, Collaboration, Experimentation and Organizational commitment.

VI RESEARCH METHODOLOGY:

This study is mainly out of the analysis made from the data collected. The sample size is 75 employees collected from public sector company employees. For analysis the ANOVA, Chi-Square, Multiple regression, and correlation statistical tools are used .

VII HYPOTHESIS STATEMENTS:

- There is no significance between Independent variables (OCTAPACE), and dependent factor organizational commitment.

VIII CONCEPTUAL RESEARCH MODEL

The conceptual research model shown in figure .1



Figure.1 Conceptual research model

IX LITERATURE REVIEW:

[1] identified about the culture in the hospital. The researcher can did survey among the workers in two different views (i) how the leadership helps in organization culture (ii) how the character of person impact in organization culture.

[2] studied the ethical climate and the culture how that impact in the organization whether it is private or either public organization. The researcher finally found out the ambiguity of the presence of ethical codes.

[3] founded that trust towards the organization by the employees are more important. Without the commitment with organization the employees are not successful. Every changes can lead to improve the commitment towards the organization.

[4] analyzed about the view of culture in safety in the one of Australia's working environment and states that trust among the worker and trust is one of the important factors to improve the organization. The researcher finally suggest that leadership strategies helps to improve the employer employee relation.

[5] identifies which affects worker performance and recognize the organizational ethnicity. Organization culture is important for improving the efficiency in their organizational environment and satisfaction for the workers.

[6] identified about the employees' opinion about the sharing of knowledge , interaction towards social culture and workers sharing their availability of technology in the organization.

[8] studied about the workers knowledge culture in the mid size manufacture organization and finalized that sharing among the worker helps to solve everything in the organization and it also helps to increase the good relation among the organization and workers.

[9] observed about the value of share and how it influence to the culture of organization. And the researcher use the concept of umbrella to pass on context of organization and social.

[10] described about the working environment among workers and culture in construction companies. Additionally the researcher analyzes that change in organization can lead to attaining good position in these world.

[11] make a survey among the workers to find out the impact if there is strategic change happening in the organization. How its helps employee to adapt change in culture

[12] found that change in an organization can impact on workers who are all working in the public organization. Finalize change towards the organization successfully adapted.

[13] researched about how the workers in the organization can be interact in their job, expose their ideas towards the organization everything can helps to improve the commitment towards the organization.

[14] analysed about the organizational commitment and how its helps the employee to improve their involvement and to increase the productivity of the organization.

[15] researched about the relation among the traditional culture and job satisfaction for women workers who are all working in the public sector. The researcher mainly focuses on the female workers and analyze about their job satisfaction in the organization.

[16] suggests the organization cultural is more influential on the behavior of worker and organization culture in simple and easy can help their employees can do their effective work towards the organization.

[18] identified relation between culture of the organization and worker's commitment. And finalize that culture and organization environment also another factor which affects the employee's commitment.

[20] examined ,how the cultural impact in organizational commitment and finalize with the culture followed in the organization leads and motivates their workers working towards the organization and improve their commitment.

[22] studied about the relation how the performance of the organization can be impacted by the culture which is followed in the organization. And the researcher has found out how they worker behave in the organization like how support another employee, how they treat their customers, etc.,

[23] identified about relation in workers and possible variations in perceptions concerning the psychological, between workers in the various sectors like public and private.

[25] studied about ability of supervisor and effect on performance of the organization. Stated that job of supervisor helps to moves towards the organizational goal.

X RESULTS AND DISCUSSION

Table No:1 Demographic profile of the respondents

Demographic variables			
Age (Yrs)	25-35	35-45	45-Above
	1	31	43
%	1.33	41.33	57.33
Gender	Male	Female	
	74	1	

%	98.67	1.33			
Education	Up to Higher Secondary	Diploma	UG/PG (Technical)	UG/PG (Non-Technical)	
	28	24	14	9	
%	37.33	32	18.67	12	
Selection criteria of staff in organization	Qualification and Experience	Experience only	Through competitive exam	Any other(specify)	
	39	1	34	1	
%	52	1.33	45.33	1.33	
Monthly Income (Rs.)	15000-25000	25000-35000	35000-45000	Above 45000	
	0	0	24	51	
%	0	0	32	68	
Years of Experience	3-5	5-8	8-12	12-16	16 & Above
	0	0	1	7	67
%	0	0	1.33	9.33	89.33

Source: Primary Data

The above demographic profile of the respondents table depicts that 57.33% were in the age cluster of above 45 years. And also reveals that 98.67% of sample were males and the rest of them were feminine. 32% of responded samples are drawing a income cluster of Rs.35,000 to Rs. 45,000. Results also indicates that 37.33% of the samples had educated up to Higher Secondary. 45.33% of the respondents were selected in the criteria through competitive exam. 9.33% of sample respondents were having experience of 12-16 years.

Table No: 2

Chi-Square Test analysis on factor determining organizational culture

Predictors	Mean	Median	S.D	Chi-Square
Openness	8.12	8.00	1.394	44.187(0.000)
Confrontation	11.45	11.00	1.318	91.200(0.000)
Trust	11.72	12.00	1.475	44.147(0.000)
Authenticity	10.64	10.00	1.744	52.893(0.000)
Proactive	7.96	8.00	1.962	1.655E2(0.000)
Autonomy	8.90	9.00	1.824	57.587(0.000)
Collaboration	13.60	13.00	1.593	93.133(0.000)
Experimentation	9.21	9.00	1.832	86.000(0.000)

Hypothesis (H₀): There is no significance relationship with the demographic variables of respondents and organizational commitment.

As per table of Chi-Square Test analysis it was establish the hypothesis can be rejected due to low p value and satisfied that there is an relation among the demographic variables of Age of Employees, Gender, Marital Status, Education, Selection criteria of staff in the organization, Monthly Income, and Year of Experience of the respondents. The investigator also fulfilled that there is no significance relationship between gender and income of the workers.

Table No:3
Factor determining organizational culture and organizational commitment
One way ANOVA

Independent Factors	F	Significance Value	Result
Openness	1.461	0.205	Accepted
Confrontation	0.897	0.524	Accepted
Trust	1.174	0.329	Accepted
Authenticity	0.779	0.607	Accepted
Proactive	1.193	0.314	Accepted
Autonomy	2.014	0.066	Accepted
Collaboration	0.432	0.913	Accepted
Experimentation	1.026	0.429	Accepted

*=H₀ accepted at 0.05 level of significance

Hypothesis (H₀): There is no relation difference organizational culture and organizational commitment

From the One way ANOVA table, it is identified that there is no significant difference between organization culture factors such as Openness, Confrontation, Proactive, Autonomy, Collaboration, and Experimentation at 0.05 significance level. The Researcher has also found that there is a significance of openness, trust and Autonomy. So the researcher concludes that openness, trust and Autonomy are influencing the organizational commitment.

Table No:4

Factor determining organizational Commitment and demographic factors-One way ANOVA

Demographic variables	F	Significance Value	Result
Age of Employees	0.192	0.826	Accepted
Gender	1.957	0.166	Accepted
Education	0.589	0.624	Accepted
Selection criteria of staff in the organization	0.715	0.546	Accepted
Monthly Income	0.240	0.626	Accepted
Year of Experience	1.414	0.250	Accepted

(*=H₀ accepted at 5% significance level)

Hypothesis (H₀): There is no significant difference among organizational commitment and demographic factors.

From the One way ANOVA table, the researcher has finalized that there is no significant difference between organizational commitment and demographic variables viz., Age of Employees, Gender, Education, Selection criteria of staff in the organization, Marital Status, Monthly Income, Year of Experience at 0.05 significance level. The Researcher

has also found that there is a significance of gender and year of experience. So the researcher concludes that gender and year of experience are influencing the organizational commitment and increase their trust towards the organization.

Table No:5
Correlation analysis for the factor determining organizational culture and organizational commitment

Factor	R	Significance
Openness	0.174	0.136
Confrontation	0.054	0.647
Trust	0.177	0.130
Authenticity	-0.090	0.441
Proactive	0.073	0.533
Autonomy	-0.120	0.304
Collaboration	-0.029	0.802
Experimentation	0.010	0.931

* = significance at 5%level

Hypothesis (H₀): There is no relationship between the independent factors on organizational commitment. Correlation analysis reveals that **Trust** gets strong positive relationship between behavioural intentions ($r=0.177$) it shows that the organizational commitment of the employee depends upon the trust towards the organization. There is a low relationship between **Experimentation** ($r=0.010$) and the organizational commitment but the experimentation also has the positive relationship between the organizational commitment. In the correlation analysis the authenticity, collaboration and autonomy are in the negative correlation between the organizational commitments.

Table No:6
Unstandardized Coefficients of Regression Model – organizational culture factors and organizational commitment

Predictors	Unstandardized Coefficients		Sig.
	B	Std. Error	
Openness	0.308	2.451	0.136
Confrontation	0.101	2.485	0.647
Trust	0.296	2.449	0.130
Authenticity	-0.128	2.478	0.441
Proactive	0.092	2.482	0.533
Autonomy	-0.163	2.470	0.304
Collaboration	-0.046	2.487	0.802
Experimentation	0.014	2.488	0.931

* = significance at 5% level

Hypothesis (H₀): There is no significance effect of independent variables on organizational commitment.

As per above result of regression shows that the independent factors viz., openness, confrontation, trust, Authenticity, Proactive, Autonomy, collaboration, Experimentation (p is less than 0.05) is significant in relation to organizational commitment. The regression results also predicts that the factors such as openness and trust. The correlation value of R is 0.330, which indicates a positive degree of correlation among the independent variables and organizational commitment. The value of R^2 indicates the 0.111 of variation in variable of dependent “Organizational commitment”, is explained by the factors of independent with the following equation

$$\text{Equation: } 0.308x_1 + 0.101x_2 + 0.296x_3 - 0.128x_4 + 0.092x_5 - 0.163x_6 - 0.046x_7 + 0.014x_8$$

XI MAJOR FINDINGS:

From the regression analysis has been used to analyse the relation among the organizational commitment and the independent factors like OCTAPACE. In that the trust gets more significant in the independent factors when it is relation with organization's commitment. It shows that the workers need to trust towards the organization to improve in organizational commitment.

From the correlation result also they are positive relationship between the trust and organization's commitment. And factor of openness also has, the more positive relation it shows that the workers are like to interact each other in the aspect of sharing knowledge and expects organization to help the worker to solve their problem.

Finally researcher has found the trust is the important among the employee to improve the performance output to the organization and trust leads more commitment towards the organization.

XII CONCLUSION:

The vital aspire of our research is to increase the organizational commitment of the workers and how the organizational culture can be impacted on it. Regression analysis has been used to analyse the relation among the organizational commitment and the independent factors. The trust factor gets more significant relation with the organization's commitment. As per result of correlation they are positive relationship between the trust and organization's commitment. the openness also being more positive relation it reflects workers interact each other in the aspect of sharing knowledge and expects organization to help the worker to solve their problem. It shows that the workers need to trust towards the organization to improve in organizational commitment. [7] is also identified that the relation between the behavior of the workers and on the whole performance of the workers. The organization includes belief and value of the person in the organization to attain the objective of organization. Organizational culture leads to improve the

satisfaction of the workers in the organization and its makes changes in the performance of the organization. [26] are also noticing that the employer and the employee regulated by working environment. Good in organizational culture helps to increase the loyalty of employees and workmanship and it also leads to improve the productivity. In one way ANOVA, the researcher found that there is no significant difference between organizational commitment and independent factors like Openness , Confrontation , Proactive , Autonomy , Collaboration , and Experimentation And conclude that the trust, autonomy and authenticity are more influential in the organization's commitment and the most of the researchers also says that organization's commitment can improve the worker's involvement towards the organization and as a researcher conclude that the workers need to trust over an organization and need to adapt with their culture and their changes It makes a commitment to the job and makes all employee satisfaction and its helps to further improvement of the organization.

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