



A STUDY ON THE RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND ORGANIZATIONAL COMMITMENT OF AN EMPLOYEE IN THE AVIATION INDUSTRY

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Abstract

This paper aims to find the full organizational behavior in the Aviation Industry, which can be seen in small and medium institutions or companies. It completely focuses on commitment oriented analysis to go deep in knowing the factor affecting the organizational culture, emerging in an organization which results in employee performance. This is the article's specific contribution to assess whether there is a positive or negative impact on an individual's behavior. The sample for this study was taken from 115 respondents using a questionnaire as a measuring tool. The outcome clearly states that organizational commitment is the reaction of organizational culture affecting employee performance, and in this study, there is a positive output with commitment and performance because the employees are also satisfied with the work culture, which motivates them.

Keywords: Organizational culture, Organizational commitment, Satisfaction and Performance.

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1. Introduction

Organizational culture and organizational commitment are the two eyes in a firm that relate and stand as a great challenge in the workplace. An organizational culture is a place of vision and mission in which employees experience a set of values and norms in their workplace. A pattern of communication, tradition, and custom is followed there, which has a direct relationship to the commitment of the employees.. Organizational culture clearly describes how well the employees perform, react in a stipulated area. It creates an identity, a feeling of security, a sense of acceptance and a sense of belongings.

At times organizational culture values the employee and increases production and at some cases it affects employee engagement, when an employee is fully dependent on organizational culture, the employees would result in the overall reactions or performance which can give profitability, increase sales, create satisfaction and the quality of work and services. It is very important for an organizational culture to give a good feel which reacts to employees in the way they are involved, the adaptability towards work, the mission that is set, and consistency. The result of organizational dimensions gives a positive impact towards the commitment where it stays as a great element towards the employee's performance in his workplace with good satisfaction in performing their duties to reach success.

2. Review Literature

William G.Ouchi and Alan L.Wilkins (2014) investigate a research on “What you need to know more on an organizational culture” where you will be asked to follow up with different cultures in different organizations and also try to focus on employees. The study suggests that there should be an understanding, interactions and semiotics that has to be followed by all employees which provides good facilities for them. And states that nowadays organizational culture has become a major domain which must be changed.

Dr. Ashok Kumar (2012) investigated "Developing work culture environments with high-performance work organizations," which explains how a work environment is and the ways the employees perform in the organization, which helps in learning more about the culture of an organization. The research helps to know the ways of developing the culture and the reactions from which the employees are benefiting.

Sulakshna Dwivedi, Sanjay Kaushik and Luxmi (2014) clearly examine the concepts about the “Impact of Organizational culture on commitment of employees: A study on BPO sector

in India”. This study aims at the retention of the employees at critical issues where there is an increase in retention rates among employees. The study states that employee’s commitment stays with the attitude of their own where it suggests that cultural policies and patterns should be carefully designed for the organizations.

Dr. Ashok Kumar Katta and Mr. J. Lalith Kumar (2020) conducted the research "HRD Climates in India: A Facet of Workplace Environment and Culture at Krishnapatnam Port Company Ltd." This study's main objective is to know the environment in an organization to learn the culture that marks the environment to give its best to the employee, where the output of the organizational culture would be the attitudes and the performance of the employees.

Saharuddin, Abdul Rahman Mus, Baharuddin Latief and Budiandriani (2020) scrutinize that “Organizational culture, work environment and compensation effect on Job satisfaction and Police members performance in Metropolitan city” which analyze the satisfaction level, how police are committed towards work with different organizational culture along with their performance. Facilities like non-financial remuneration makes them work smoothly. Thus, this study gives a suggestion that when you perform better, you will be given compensation as a tribute which makes you perform more.

Peter Lok, and John Crawford (2004) examine "The effect of organizational culture and leadership style on job satisfaction and organizational commitment," which focuses on culture and leadership style and tries to know more about satisfaction and organizational commitment. They found different levels of satisfaction among the employees and suggest that the difference between demographic variables and organizational commitment will remain a key factor in determining employee satisfaction and performance.

Ashok Kumar Katta (2017), "Mean Analysis of Organizational Factors with Reference to Transportation and Commercial Department," examines an organization that analyzes the factors related to transportation and commercial activities, which makes us study the culture and know the problems and give solutions in such departments. Thus, we will be able to know more about organizations and the factors they leave behind.

Maahierah satardien, Rukhsana Jano, Broght Mahembe, (2017) studies on “The relationship between perceived organizational support, organizational commitment and turnover intention among employees in a selected organization in the aviation industry” which analyzes the relationship between organizational commitment, support, and turnover intention. It is found that there is a

significant correlation between turnover intention and organizational commitment, and this alone can change the attitude of the employees. It is also said that sparing is required here, which will make an employee feel good, comfortable, and motivated to perform better.

Objectives:

- To dissect whether organizational culture creates a positive impact towards organizational commitment.
- To identify the factors affecting organizational culture in the Aviation Industry.
- To examine the relationship between organizational culture and organizational commitment.
- To investigate the different perceptions of employees in a workplace.

3. Methodology

The study is based entirely on primary data, with all information gathered from the employees of Air India. The data collected during the month of January 2023 in the city of Chennai. The sample size is 115 concentrated on the Operating department, which is analyzed and presented in a bar chart.

Limitation of The Study

1. The study was done only in the Air India operational department.
2. The result will vary depending on the institutions or companies.
3. The incumbency was limited.

Relation between organizational culture and organizational commitment:

Meyer and Allen (1997) state that the biggest challenge is the changes in the organization, which leads an employee to get committed to work. Understanding and changing employee behavior and attitudes is the work of organizational culture.

It was where an employee learned how to behave in an organization, leaving all values and norms behind (Martins and Martins 2003). A dynamic study of culture points towards involvement and commitment to work. "Martins and Matins" define "organizational culture as a system where we can vary one organization from another."

Characteristics of Organizational Culture

There are some general characteristics that bring about some change in the performance of the employees in fulfilling their level of performance, enhancing diversity, and increasing retention rates. Some important characteristics are:

- Innovation and risk taking
- Attention to detail

- Outcome orientation
- People orientation
- Team orientation
- Aggressiveness
- Stability

1. Innovation and risk taking: It is a way where the employees are ready to be innovative and take risks where they can be creative with new ideas and bear risk which will make their performance better gradually. Low valued cultured organizations expect their employees to be trained.

2. Attention to detail: This is a very important part of an employee in an organization where he has the involvement in his work of paying attention how small or big the work is, but important how he leaves work in detail by completing the work.

3. Outcome orientation: It is the process on which the manager focuses on, in order to achieve goals, the manager deals with quality work. It is where the managers accountable for work and utilize the output

4. People orientation: This orientation is the level of involvement and participation at which any decision may affect others as well. It involves the good support and development of people in their groups, where they should not be isolated but should be highly interested in all decisions.

5. Team orientation: It is rare that people work in groups, which sets values and behaviors in the workplace. Participation with a good and positive attitude is an important aspect that must be maintained at all costs.

6. Aggressiveness: This is where all employees are ready to accept the competitors or be violent towards them. It purely depends on the interest of the employee.

7. Stability: It is the quality of inner personality where the employees are good and stable at work that is highly expected; this brings security and changes at the workplace.

Dimension of organizational culture:

- Artifacts and Behaviors
- Espoused values
- Assumption

These are the 3 levels of organizational culture where organizational culture is experienced daily, practiced, and becomes a habit in the organization.

• Artifacts and behaviors:

This is how outsiders perceive the organization; it is the first time they have heard of it.

Example: company name, logo, employee behavior, dress code, the interior look of the company, etc. It is also how people welcome you at the table or behave among themselves. Thus, this dimension is more directly visible.

• Espoused values:

This level is partially visible by the new people or outsiders as it could be the rules and norms which cannot be visible directly but only mentioned in some places.

Example: Organization website; annual report; written or ruled rule; publicity announcement. When new people visit, they may notice a difference compared to other organizations.

- **Assumptions:**

It is a basic and personal feeling that is not very easy to identify. It depends on the thoughts of the people. It is invisible and deals with behavior, but can be seen later only at the time of the result.

Example: A brand name can create a better level or can go down, but it cannot be seen at the time of the process but is only known at the end.

Denison Theory- Building on organizational culture:

- Adaptability
- Mission
- Consistency
- Involvement

There are four traits of Denison which have been explained as a model. It clearly explains the belief, values, unwritten rules, and assumptions of the behaviors in order to create an organization.

The model explains the organization's culture implementation on a chain basis.

- **Adaptability:**

This is how we get attached to the organization, where we should have the ability to perceive and respond to customers and make others feel the adaptation. It is a process where the demands are converted into action. It deals with ideas of learning and changing, which are responsive, practiced in the organization, ready to take risks, focusing on customers on evaluating and making recommendations, continuous adaptation for new and better ways to respond to competitors, focusing

on customers and taking customers' suggestions into consideration, and strong performance with good coordination.

- **Mission:**

It is a process of performance and direction. It explains how an employee works and how they contribute each day towards the organization in a meaningful long-term direction. It is concerned with developing a new vision and strategy as well as providing and implementing new innovative ideas. It should have long-term goals to work towards, a clear mission, and future strategies to succeed. Leaders should establish realistic goals with clear objectives to achieve, and the vision should be shared and materialized over time to encourage participation and motivation.

- **Consistency:**

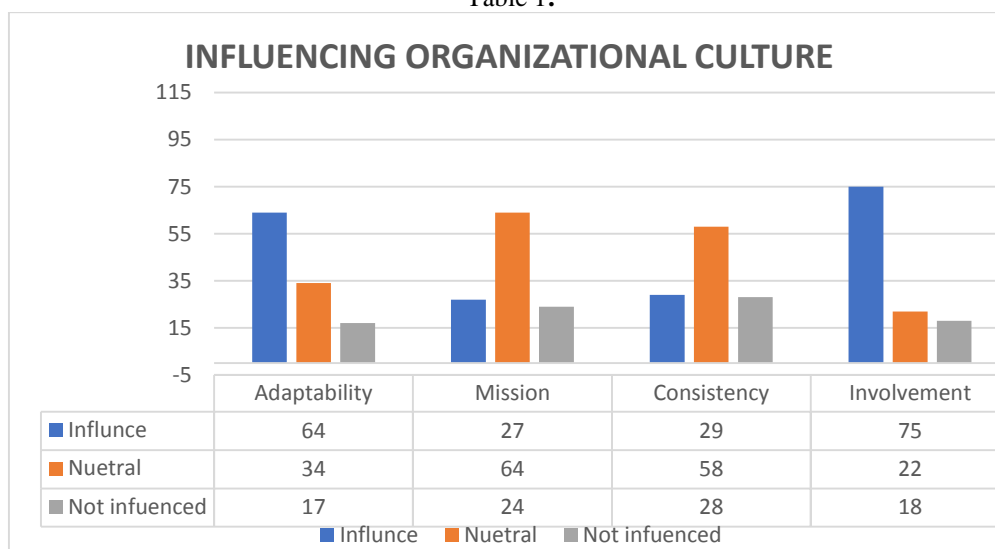
It works on integration and coordination, which helps with a system of governance based on support and values for creating a strong culture. It enhances gross function and coordination throughout the procedure. The rules and responsibilities and the employees about the value there should be an ethical code on common behavior, common awareness, finding solutions at times of issue, employee sharing of information, coordinating, and performing with harmony between different levels in an organization.

- **Involvement:**

This means having ownership capacity and responsibility aligned and engaged. Here, organization involves a sense of ownership, responsibility, and the capacity for high commitment. When it comes to autonomy and accountability, good team language should encourage employees to express their thoughts. Making decisions necessitates the employee sharing information. There should be supervision, coordination ability, and the ability to develop skills with ability.

4. Findings And Interpretation Of The Study

Table 1:



Source: Primary data

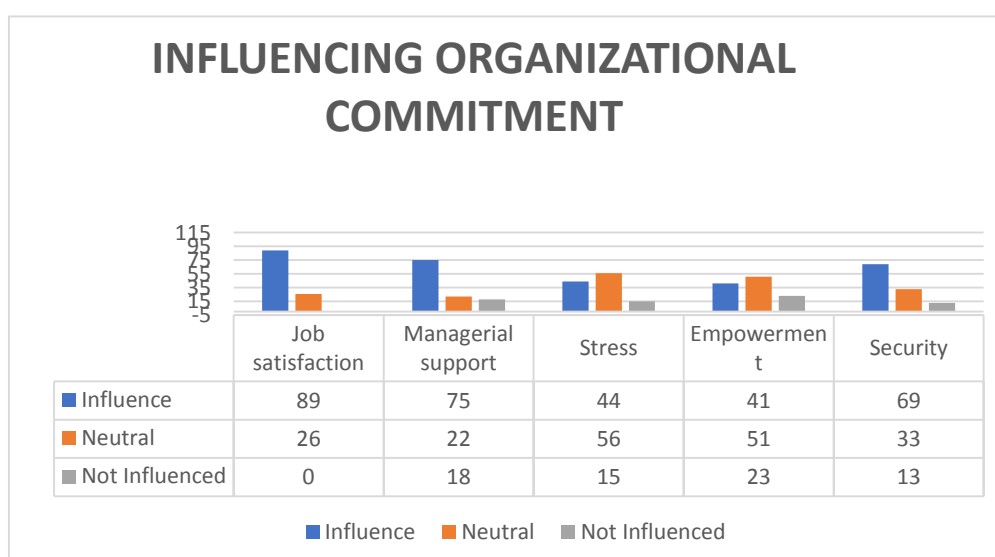
Table 1: Influencing Organizational Culture

- The above table states that 64 respondents are influenced by adaptability, 34 respondents are neutral, and 17 respondents are not influenced by the statement.
- The above table states that 27 respondents are influenced by Mission, 64 respondents are

neutral, and 24 respondents are not influenced by the statement.

- The above table states that 29 respondents were influenced by the statement, 58 respondents were neutral, and 28 respondents were not influenced by it.
- The above table states that 75 respondents were influenced by the statement, 22 respondents were neutral, and 18 respondents were not influenced by it.

Table 2:



Source: Primary Data

Table 2: Influencing Organizational Commitment

- The above table states that 89 respondents are influenced by job satisfaction, 26 respondents

are neutral, and 0 respondents are not influenced by the statement.

- The above table states that 75 respondents are influenced by managerial support, 22

respondents are neutral, and 18 respondents are not influenced by the statement.

- The above table states that 44 respondents were influenced by the statement, 56 respondents were neutral, and 15 respondents were not influenced by it.
- The above table states that 41 respondents were influenced by the statement, 51 respondents were neutral, and 23 respondents were not influenced by it.
- The above table states that 69 respondents were influenced by the statement, 33 respondents were neutral, and 13 respondents were not influenced by it.

Recommendations

This study on organizational culture and commitment was the result of the study's finding that the work culture has a positive impact on organizational commitment. At times, the variables of organizational culture directly affect an employee's performance, which leads to a fall in turnover where the employees work. Culture should be a satisfying tool in order to make him feel comfortable with the company's beliefs, values, and attitude influencing their behavior. Organizational commitment has a positive influence on employee performance. The employees who are satisfied are tempted to stay and never leave the organization, and moreover, his performance results in good turnover.

According to this research, it is said that organizational culture policies have a reaction to improving performance, which means a good organizational culture motivates the employees based on the result. It's been seen that output positively relates to commitment in an organization, influencing performance with good satisfaction. When an organization fails to satisfy the employees' expectations, the employees try to quit as they are not satisfied. It is the responsibility of the organization to motivate and comfort them so that they will react with good commitment.

5. Conclusion

Based on this study, it is found that organizational culture affects organizational commitment where there is a relationship between commitment and

performance. When the expectations of employees fail, it gives a negative reaction towards commitment. The culture consists of different methods in order to shape the employee's perception, behavior, and understanding. When an employee is wholly committed to work, it tends to be successful, which promotes engagement and productivity. When there is a unique environment interacting with different contributions that provide benefits and wellness, absenteeism and turnover are reduced, enhancing retention rates.

When one is strongly committed to his work, there will be transparent management, open communication, clear goals, trust, innovation, and so on, which all contribute to a great sense of consistency. Also, it leads to working with cooperation, having fun together, overcoming obstacles, making decisions together, and holding high principles. It finally concludes that commitment obligates the employees to have a quality of life that can be achieved only by an organization with a satisfying culture.

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