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In the globalised market environment, change is the main source of achievement to business concerns. But to make change initiative a success, organizations have to consider the concurrence of their behavioural atmosphere. Culture in each successful company in fact has systemic quality. Executives in successful companies become emotionally committed to their organization and its culture. This emotional commitment arises out of a good fit between the specific cultural features of an organization and the individual characteristics of people staying with it.

Multivariate Analysis of the Inter-relationship among Organizational Culture, Commitment and Change

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The present trend of Globalisation and liberalization imbued a new spirit in the economic performance of public sector organizations. Hence they are increasingly expected to perform commercially also. A strong culture and a positive approach towards organizational change are vital for the efficient functioning of an organization. Innovation, growth, and revitalization are mandatory in a world characterized by rapid change and worldwide competition. Organizations must find a way to have a new life in their procedural management style and culture³. Culture in each successful company in fact has systemic quality. Further, executives in successful companies become emotionally committed to their organization and its culture⁴. This emotional commitment arises out of a good fit between the specific cultural features of an organization and individual characteristics of people staying with it. The above review unveils the significance of the role played by behavioural components of organizational culture; organizational commitment, attitude towards organizational change and their interrelations, in making the change programme a successful one. Attitude of organizational members towards the change initiative is mainly determined by their organizational commitment and

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perceptions of the culture prevailing in the concern. Harrison noted that, "Much of the conflict that surrounds organization change is really ideological struggle."⁵

Organisational culture is the prime factor leading the change attempts through successful steps. In the words of Zammuto and O'Connor, "acceptance and effective implementation of advanced manufacturing technologies in the organization is influenced by its cultural characteristics."⁶ In addition, the impact of culture on commitment is also a deciding factor in the success of a change attempt. Culture is critical in developing and maintaining the levels of intensity and dedication among employees that often characterizes successful firms⁷. A strong organizational culture is a belief system that sustains the commitment of individual members for the betterment of the organisation⁸.

Organisational commitment, a dependent variable, may be defined as the relative strength of an individual's identification with and involvement in a particular organisation⁹. In other words, it is the willingness of an employee to exert high levels of effort on behalf of the organization. Organisational commitment is the acceptance of major goals and values of the organization¹⁰. All the discussed meanings of organizational commitment proved that the committed people would devote their time, money, endurance, persistence, loyalty and ingenuity for the cause of the success of a change effort initiated by their organization. Thus organizational commitment is the glue that provides the vital bond between people and change goals¹¹.

The study unit, Hindustan Latex Limited (a public limited company) has to face stiff competition posed by the MNCs and TNCs in the field. Hence it must energise itself with the help of changing its structure, technology and the system in tune with the order of the day. As said already, the achievements of such change efforts depend upon the culture, commitment and attitude towards change prevail in the organization. Hence systematic probe into the dynamics of organizational culture, commitment and attitude towards change in Hindustan Latex Limited is timely and relevant.

NEED AND SIGNIFICANCE OF THE STUDY

The one source of competitive advantage at present shall be the ability of organization in India to adopt changes and improve even faster than organizations elsewhere, to become truly accelerating organizations. Hence the study unit, Hindustan Latex Limited must come forward to initiate strategic changes in its technology, structure, product mix, promotional mix and other relevant areas. But the success of any such change initiative depends upon the positive attitude of people involved in the implementation of change programmes. The review of literature shows that their organizational commitment level considerably influences the attitude of people towards change. And the existing literature also reveals that the level of organizational commitment is directly related to the nature of culture and person-culture fit prevailing in the concern. The consideration of the above facts urged the attempt of the present research to concentrate on the study of organizational culture, commitment and attitude towards organizational change in Hindustan Latex Limited.

SCOPE OF THE STUDY

The excerpts of the reports of experts in the field of organizational behaviour reveal that the concentration of the research efforts in the review of culture, commitment and change in a single industrial unit will fetch more benefits to the organization under consideration. That is why in the studies on organizational culture, researchers have generally focused on a

single organisation¹². Hence in the present research, the scope of the research endeavour is confined to the total work force working in the administrative office and the manufacturing units of Hindustan Latex Limited.

THE NATURE OF STUDY

The present study is a case study of a public limited company. The data collected for this study is subjective as it is based on the perceptions of the respondents. Usually the perceptions of the people are based on their judgment about their experience in their organization. Though it is subjective to some extent, it is decided to go ahead with the collection of the preferences of respondents on organizational culture and perceptions of respondents on culture, commitment and attitude towards change through an interview schedule. Though the respondents are responding from their continuous experience in the organization, it has to be mentioned that the study is not a longitudinal one.

The next decision to be taken as to the nature of the study is whether to include universal or organization specific values to measure the perceptions of the respondents. Although the study is a case analysis, the researcher decided to induct more universal variables in addition to some organization specific aspects. This will make the research work more useful to the study unit and similar organizations to face the challenges of globalization.

OBJECTIVES OF THE RESEARCH

The various objectives of the present research are listed below.

1. To identify the existing organizational culture profile in the study unit.
2. To access the nature of person-culture fit existing in the study unit.
3. To unearth the kind of cross relations prevail between organizational culture, organizational commitment and attitude towards organizational change in the study unit.

SAMPLING AND DATA COLLECTION

A random sampling method was used in the selection of samples, using all possible efforts to give representation to all parts of the organization structure of Hindustan Latex Limited. People who were reluctant and non-cooperative were left out. All efforts were taken to ensure at least 10% of the population to take part in the sample.

In the enumeration, interview method of data collection was adopted. Though the combined use of sophisticated questionnaire survey and detailed interview and observation may give great insight into an organisation's culture, it is extremely time consuming and labour intensive¹³. Hence it was decided to adopt interview method of data enumeration. A translated schedule in the mother tongue was also used while collecting data from the staff sector. Analysis of the collected information reveals that the sample size is more than the targeted response rate of 10% out of the total population. The number of schedules collected from the three factory premises and the office is 322. After a preliminary screening only 300 completed schedules were included for the analysis of this study. Again the cluster analysis rejected 24 of the respondents whose responses were totally different from that of others. Thus the rate of sampling is 13.25%, which is adequate for the study.

PERSONAL DATA SCHEDULE

The first part of the interview schedule is reserved to gather the demographic details of the respondents. The information gathered under this head includes the age, sex, education,

hierarchical level, tenure level, earnings pattern, and nature of job department and unit of occupation in Hindustan Latex Limited.

ORGANISATIONAL CULTURE SCALE

Organisational culture is a descriptive term. It is concerned with how individuals perceive the organization, whether they like it or not. It describes rather than evaluates¹⁴. Hence the researcher decided to pursue the study with, and enumeration of the respondents' perceptions about the various and organization-related features. To gather their perceptions, the researcher framed an interview schedule with certain value statements. To decide on the cultural dimensions to be included, the researcher made useful discussions with experts and executives, besides reviewing the existing literature.

The dividend derived from the discussions and the review of literature are served a lot in the design of Organizational Culture Scale that consists of 40 cultural value statements. Such statements are related to the cultural values of accomplishment, structure, relationship, development and conventions. The research experience exposed by Zamanou and Glaser¹⁵ paved way to choose a 5-point Likert type scale, with (1) being Strongly Disagree and (5) being Strongly Agree. The score of the scale is reversed for negative statements that are included to ensure reliability of the instrument. Two different scales are attached with each such statement in order to measure the preferred and perceived organizational culture existing among the respondents.

ORGANISATIONAL COMMITMENT SCALE

Organisational commitment refers to the attachment of the staff to their employing organization, but the attachment arise for varying reasons¹⁶. Allen and Meyer¹⁷ suggest that the commitment may arise either for the reason of his willingness to stay or for absence of alternative opportunities. By following this suggestion, the researcher included sixteen commitment statements from affective commitment, continuance commitment and normative commitment dimensions. As Mowday et al¹⁸ adopted, the researcher used a five point Likert's scale ranged from (1) strongly disagree to (5) strongly agree to measure organizational commitment. The negative items are scored in reverse.

ORGANISATIONAL CHANGE ATTITUDE SCALE

Attitude towards organizational change scale intends to measure the attitude of the respondents towards the change programmes of an organization. The literature review and the views of the experts reveal that there are two kinds of values that may incite change attitude among the employees. Hence two sets of values are taken as base to frame the attitude towards change scale. The scale consists of eight statements related to "Values incite creativity" and another set of eight statements are associated with the "Values incite flexible action". As in the previous cases, Likert's five point scale is used for measurement. The negative statement of attitude towards change scale are valued reversely by scoring "1" to "strongly agree" responses and "5" to "strongly disagree" markings.

ORGANISATIONAL CULTURE: FACTOR ANALYSIS

An important question before the researcher was to identify the factors on which the organizational culture could be measured. This can be answered by multivariate analysis, reducing the data from the 49 survey items so as to explain the major share of their variance

by the smallest possible number of vital factors 19. Hence the researcher made an attempt here to reduce the size of the data and the variables used in the organisational culture study. Factor analysis was highly useful in yielding easily understandable factors that convey essential information contained in the original set of variables. Factor analysis was also classificatory or labeling methodology. Thus it was decided to use factor analysis in the present study.

Factor analysis was done on the data collected for the 49 perceived organisational culture variables from the 300 samples. The "Principal Component Analysis" and varimax rotation have been employed for the purpose of extraction and rotation of factors respectively. There are eight (8) factors that emerged from the factor analysis with an overall variance of 62.6%. The structure of factors analysed and their identification and labeling were narrated as follows:

ORGANISATIONAL CULTURE FACTORS

As a step to minimize the quantum of data into valuable sets of factors, a principal component analysis with variance rotation was applied. The result of such factor analysis brought out eight different organizational cultures with an overall variance of 62.6%. The factor structure revealed the existence of the cultural factors (in the order of their significance) in the behavioural atmosphere of the study unit.

1. Humanistic Culture (38.9%)
2. Hierarchical Culture (4.4%)
3. Achievement Culture (3.7%)
4. Development Culture (3.5%)
5. Rational Culture (3.3%)
6. Conventional Culture (3.2%)
7. Consensual Culture (2.9%) and
8. Competitive Culture (2.8%)

PERSON-CULTURE FIT GROUPS

A cluster analysis was applied in order to identify the cluster groups based on the extent of person-culture fit of the respondents from the area under study. An analysis of the agglomeration schedule and the dendrogram (based on the comparison of perceived culture scores with preferred culture), bring forth the following person-culture fit cluster groups (table 1). The dendrogram grouped 136 of the respondents in the high person culture fit group, 79 under moderate person culture fit group and 61 in the category of Low person culture fit. This categorization reveals that the cultural patterns of most of the respondents (136) are highly fitted with the culture of the organization. This was also confirmed by Wilk's Lambda and Rao's V stepwise method of discrimination analysis (table 2). The canonical discriminant analysis included only five of the eight culture factors in the analysis. Again only three of such five factors viz., achievement, conventional and development cultures were found to be significantly discriminating between the three groups. The overall view of canonical results revealed a positive posture about the discriminating power of the previous person-culture fit categorization.

INTERRELATIONSHIP BETWEEN ORGANISATIONAL CULTURE, COMMITMENT AND ATTITUDE TOWARDS ORGANISATIONAL CHANGE IN HINDUSTAN LATEX LIMITED

Organisational culture, commitment and attitude towards organizational change are interrelated behavioural components²¹. Much of the existing studies treat commitment as a dependent variable²². The attitude towards organizational change is influenced by the person-culture fit and commitment level of the organizational members²³.

A strong organizational culture is valuable as it increase the commitment of employees towards the firm²⁴ and its change programmes²⁵. The commitment level of its members may also decide the success of organizational change. This section of the research intended to reveal the details about the complex natured interrelations prevailing among organizational culture, commitment and attitude towards organizational change.

PERSON-CULTURE FIT AND ORGANISATIONAL COMMITMENT AND ATTITUDE TOWARDS ORGANISATIONAL CHANGE

The influence of person-culture fit on organizational commitment and attitude towards organizational change are investigated by assessing the ranks of respondents for the two behavioural variables based on their level of person-culture fit. The analysis exhibited (table 3) that all the three person-culture fit groups ranked organizational commitment and attitude towards organizational change in a similar manner. The moderate person-culture fit group obtained first place in both organizational commitment and attitude towards organizational change. The high person-culture fit group ascribed second place for both the variables. The low person-culture fit group assigned the third rank for the organizational commitment and attitude towards organizational change. The ranking pattern proved the existence of relation between person culture fit of respondents and their scores on organizational commitment and attitude towards organizational change. Such relations are then tested in the next part of the discussion with the help of an ANOVA (ONE WAY) analysis.

IMPACT OF PERSON-CULTURE FIT ON COMMITMENT AND CHANGE

Table 4 presented the result of the ANOVA (ONE WAY) applied to reveal the impact of person-culture fit on commitment and attitude towards organizational change of respondents. The influence of person culture fit on the nature of organizational commitment and attitude towards organizational change was supported by the results of ANOVA at 0.01 percent significance level. The results expose that the attainment of organizational commitment and generation of a positive attitude among the members towards the change programmes depend on the nature of person culture fit exist in its members.

IMPACT OF ORGANISATIONAL CULTURE ON ORGANISATIONAL COMMITMENT AND ATTITUDE TOWARDS ORGANISATIONAL CHANGE

The critical aspect of this research attempt is to determine the nature of influence made by the culture factors on the formation of organizational commitment and attitude towards organizational change in the study unit. This mission is achieved through the application of stepwise multiple regression analysis. The results of such analysis are detailed in table 5, 6 and 7.

The results presented in table 5 brought to light the nature of influence made by organizational culture factors on organizational commitment. The results of the multiple regression analysis disclosed that the major culture factor determining the organizational commitment in the

study unit is competitive culture ($R^2 = 0.082$). Its influence was determined at 0.01 percent significance level. In the second and third stages of the multiple regression analysis, the significant level of influence made by rational and hierarchical culture factors on organizational commitment was proved. Where as the significant impact of other culture factors on organizational commitment was inferred from the t-test results showed in table 5. The results of Multiple regression shown by table 6 reveal that the main culture factor moulding the attitude towards organization change in the study unit is consensual culture. Then comes humanistic, hierarchical and rational culture.

The power of organizational commitment on moulding the respondents' attitude toward organizational change is brought to light through a stepwise multiple regression and the results are displayed in table 7. The result ($R^2 = 0.181$) reveals that the commitment level of respondent plays a vital role in the formation of a positive attitude among respondent towards the change initiatives of the organization.

IMPLICATIONS FOR MANAGEMENT

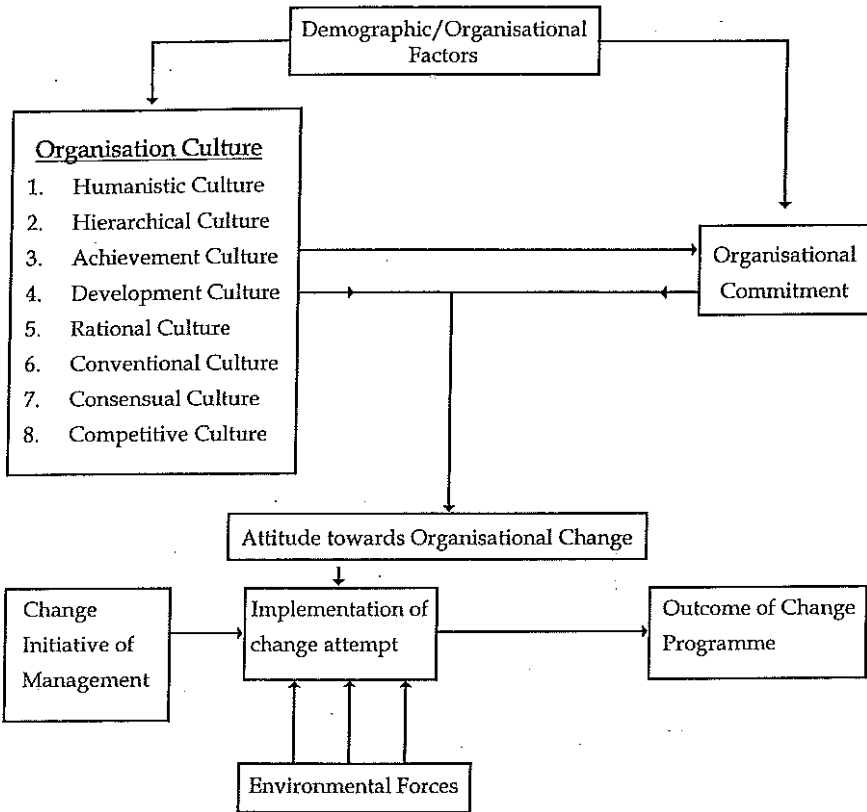
A broad view of the analysis unveiled that much of the findings of this study were consistent with the results of the related previous literature. The details of such confirmation are arranged as follows:

1. The present research identified eight different organizational culture factors from a factor analysis employed on the cultural perceptions of the respondents. The study unit enjoys a good fit between preferred culture of individuals and perceived culture of the organization. The above out come of the current study is in compliance with the attempts of the previous trials of O' Reilly, et al²⁶ and Hofstede et al²⁷ in understanding the organizational culture structure of the respective area of study.
2. The outcomes of the analysis affirmed the role of nature of culture and person-culture fit in designing the commitment level of the people in the organization under consideration. This revelation of study is consistent with the findings of the previous research programmes undertaken by O'Reilly and Jennifer A. Chatmen²⁸ Harrison and Carroll²⁹.
3. The impact of organizational culture and person-culture fit on attitude towards change was also proved in the present study in line with the previous endeavours of O'Reilly and Chatman and Conner³⁰.
4. The influence of organizational commitment on attitude towards organizational change of respondents was empirically confirmed in the present study as per the theoretical information drawn from the related reviews of Conner,³¹ Carmoy³² and Zeffane³³.

CONCLUSION

In the globalised market environment, change is the main source of achievement to business concerns. But to make change initiative a success, organizations have to consider the concurrence of their behavioural atmosphere. The present study, with information of its own and other related reviews, identified organizational culture, organizational commitment and the attitude towards organizational change as the major aspects of the behavioural situation of an organization, deciding the direction of a change attempt. This can be confirmed by referring the model developed from the discussions of the present study. (fig.1)

(FIG 1)
MODEL DEVELOPMENT FROM THE STUDY



APPENDIX

Table 1
Categorisation of person - Culture fit groups

Cluster Group	No. of respondents	Percent (%) of respondents
High person culture fit	136	49.28%
Moderate person culture fit	79	28.62%
Low person culture fit	61	22.10%
Total	276	100%

Source : Primary Data

Table 2
Results of Canonical Discriminant analysis on the
Culture Factors among the Cluster Groups

Step No.	Factor No.	Organisational Culture Factor	Wilk's Lambda	Sign Level	Rao's V	Sign Level	Change in Rao's V	Sign Level
1	3	Achievement Culture	0.9694	.0143	8.6334	.0133	8.6334	.0133**
2	6	Conventional Culture	.9486	.0062	14.6115	.0056	5.9781	.0503*
3	4	Development Culture	.9234	.0014	22.2212	.0011	7.6097	.0223*
4	7	Consensual Culture	.9094	.0011	265845	.0008	4.3633	.1129
5	1	Humanistic Culture	.8994	.0014	29.8130	.0004	3.2285	.1990

Source : Primary Data

**Significant at 0.01 level

* Significant at 0.05 level

Table 3
Mean values and ranks of cluster groups on organisational commitment
and attitude towards organisational change

N=276

Variables				
Person-Culture Fit	Organisational Commitment		Attitude towards organisation change	
	Mean	Rank	Mean	Rank
High	47.618	II	47.632	II
Moderate	48.253	I	48.684	I
Low	46.607	III	47.164	III

Source : Primary Data

Table 4
ANOVA (ONE WAY) Results on Assessing Organisational Commitment
and attitude towards organisational change among cluster groups

Variables	Between groups (D.F.=2)		Within groups (D.F.=273)		F-value
	Sum of squares	Mean squares	Sum of squares	Mean squares	
Organisational Commitment	93.790	46.895	185.612	6.614	7.090
Attitude towards Organisational change	89.930	44.965	2167.067	7.938	5.665

Source : Primary Data

**Significant at 0.01 level
D.F. = Degrees of Freedom

Table 5
Results of multiple regression (Stepwise) analysis of organisational culture factors on organisational commitment

Step No.	Organisational Culture Factors	Coefficient of Determination (R ²)	Regression Coefficient (b)	t-Value
1.	Competitive Culture	0.082	0.2868	4.955**
2.	Competitive Culture	0.111	0.1949	3.000**
	Rational Culture		0.1921	2.957**
3.	Competitive Culture	0.128	0.2644	3.724**
	Rational Culture		0.2331	3.489**
	Hierarchical Culture		0.1634	2.335**
4.	Competitive Culture	0.137	0.2347	2.967*
	Rational Culture		0.2267	3.130**
	Hierarchical Culture		0.1644	2.288**
	Conventional Culture		0.0170	0.277
	Humanistic Culture		0.444	0.701
	Achievement Culture		-0.0217	-0.346
	Consensual Culture		0.0819	1.238
	Development Culture		-0.0334	-0.451

Source : Primary Data

**Significant at 0.01 level

*Significant at 0.05 level

Table 6
Results of multiple regression (Stepwise) analysis of organisation culture on attitude towards organisational change

Step No.	Organisational Culture Factors	Coefficient of Determination (R^2)	Regression Coefficient (b)	t-Value
1.	Consensual Culture	0.105	0.3240	5.670**
2.	Consensual Culture	0.169	0.2643	4.664**
	Humanistic Culture		0.2608	
3.	Consensual Culture	0.183	0.2903	5.035**
	Humanistic Culture		0.2702	4.783**
	Hierarchical Culture		0.1190	2.102*
4.	Consensual Culture	0.198	0.2668	4.583**
	Humanistic Culture		0.2432	4.239**
	Hierarchical Culture		0.12749	2.843*
	Rational Culture		0.1430	2.232*
5.	Consensual Culture	0.210	0.2555	4.038**
	Humanistic Culture		0.2458	4.054**
	Hierarchical Culture		0.1966	2.862**
	Rational Culture		0.1334	1.980*
	Conventional Culture		0.0635	-1.083
	Achievement Culture		0.0648	1.078
	Development Culture		-0.0626	-0.883
	Competitive Culture		0.1127	1.489

Source : Primary Data

**Significant at 0.01 level

**Significant at 0.05 level

Table 7
Results of multiple regression (Stepwise) analysis of organisational
commitment on attitude towards organisational change

Step No.	Variable	Coefficient of Determination (R^2)	Regression Coefficient (b)	t-Value
1.	Organisational Commitment	0.181	0.4255	7.78

Source : Primary Data

**Significant at 0.01 level

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