



ORGANIZATIONAL CULTURE AND PROFESSIONAL COMMITMENT; A CORRELATIONAL ANALYSIS AMONG EMPLOYEES INVOLVED IN HIGH PRECISION JOB SETTINGS

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ABSTRACT

Present study aimed to reveal the relationship between organizational culture and professional commitment with regard to employees working in a job setting which demands high precision in their jobs. Sample size of the study were 100 professionals involved in high precision jobs like bio engineering, tool and die making related to air crafts and aerospace industries etc. Stratified random sampling were the sampling technique used in the study. Descriptive survey method was used as the main method for data collection. Tools used were organizational culture Inventory developed by Sunil & Aiswarya (2023) and revised version of Professional commitment developed by Mayor, Allen & Smith (1993). Superior-Subordinate relationship, Productivity of the firm, Relationship between co-workers, Work-Life balance, Employee engagement and organizational leadership were the six dimensions. Leadership. Extend of professional commitment can be divided into three, high, moderate and low. Three types of Employee commitment are cited in the professional commitment scale i.e., Affective Commitment (ACS), Normative commitment (NCS) and Continuance commitment (CCS). As per the results of the study, there exists a positive nature of correlation between organizational culture and professional commitment.

KEYWORDS : *Organizational culture , Professional commitment, High precision jobs, correlation etc.*

INTRODUCTION

High precision jobs are nothing but the jobs which are closer to the maximum extend of designed value. Allowable deviation or tolerance of these kinds of jobs are very less say in the order of micron. High precision jobs can be considered as productive occupational activities which supposed to invest whole hearted involvement of employees with its fullest concentration and utmost accuracy in dealings. Realization of these kinds of jobs are directly connected with quality of raw materials, appropriate production processes, environmental conditions and finally the capability of human resources involved in the job sector. Out of these four factors, context of discussion under this study is regarding the efficiency/performance of human resources involved in high precision jobs. Factors influencing the performance of human resources can be cited as Expertise/skill of employee, physical conditions of the personnel, mental conditions , environmental conditions, education, age etc. (Singh & Guptha, 2015).

Organizational culture, familial conditions, social conditions, communication, interpersonal relationships etc. can be cited as some of the determining factors of mental conditions. In high precision job settings, where accuracy, attention to detail, and

quality are critical, the organizational culture plays a significant role in shaping the work environment and employee behavior. Professional commitment can be viewed as the urge of a person to devote his maximum potentials towards the organization where he/ she is working in. Professional commitment is the desire of a professional to update, strengthen, and sharpen his professional competencies and to develop understanding and insight in different aspects of a profession (Alvi et al, 2015). It is referred to as the psychological link between an individual and his occupation that is based on an affective reaction to that organization. Professional Commitment is a term which stimulates a 'rejuvenating transformation' which reveals the positive attitudes in people and brings about positive changes in the personal domains for effective life (Sena, 2020). It is a matter of debate for a long time that whether there exists any significant factor which positively or negatively influence the professional commitment of employees. Even though we can quote enormous factors, present study is an attempt to reveal out the influence of organizational culture on professional commitment of employees working in high precision job settings. Organizational culture encompasses all factors.

Occupational progress has served a significant role in the development of all realms of the Nation. Especially the



contributions of high precision job settings like aerospace manufacturing industries added flying colours to the progressive potentials of state. Even now, the most valued asset of our nation is, obviously, the efficient and excellent professionals who make their effective presence around the entire world. Hence it can be considered as the need of hour to analyze the relationship between organizational culture and professional commitment among employees working in high precision job settings.

OBJECTIVES OF THE STUDY

Following are the objectives involved in the study.

- To find out the nature of Organizational culture within high precision job settings.
- To find out the level of professional commitment among employees involved in high precision job settings.
- To find out the relationship between organizational culture and professional commitment among employees involved in high precision jobs.

HYPOTHESES OF THE STUDY

Major hypothesis involved in the study is written below.

- There will be no significant relationship between the organizational culture and professional commitment among employees involved in high precision jobs.

METHODOLOGY OF THE STUDY

Descriptive survey method was used as the main method for data collection. Sample size of the study were 100 professionals involved in high precision jobs like bio engineering, tool and die making related to air crafts and aerospace industries etc. Stratified random sampling were the sampling technique used in the study. Tools used were organizational culture Inventory developed by Sunil & Aiswarya (2023) and revised version of Professional commitment scale TCM developed by Mayor, Allen & Smith (1993)..Superior-subordinate relationship, Productivity of the firm, Relationship between co-workers, Work-Life balance, Employee engagement and organizational leadership were the six dimensions of Organizational Culture Inventory. Extend of professional commitment can be divided into three, high, moderate and low. Three types of Employee commitment are cited in the professional commitment scale i.e. Affective Commitment (ACS), Normative commitment (NCS) and Continuance commitment (CCS).

RESULTS AND DISCUSSIONS

Table showing the Frequencies and Percentages with regard to nature of Organizational culture in high precision job settings

Table No 1

	Nature of Organizational culture	Frequencies	Percentages
1.	Conducive (151 and above)	25	25
2.	Moderate (98-151)	57	57
3.	Poor (upto 97)	18	18

From the above table it can be understand that 25% of the total sample opinioned that organizational culture of their institution found to be conducive. 57% of the sample felt a moderate level in

the organizational culture of their institution. 18% of the total sample found organizational culture of their institution as in poor level.

Table showing the Frequencies and Percentages of employees having different levels of professional commitment

Table no 2

Sl no	Extend of commitment	Frequencies	Percentages
1.	Affective	56	56
2.	Normative	20	20
3.	Continuance	24	24

From the above table it can be understand that 56% of the total sample have affective nature of commitment towards the organization they are working in. 20% showed Normative

commitment to their sector of work and the rest 24% have continuance commitment towards the organization.

Table showing the relationship between organizational culture and professional commitment among employees working in high precision job settings

Table No 3

Sl no	Dimensions	r value	P value
1.	Organizational culture	0.70	.000
2.	Professional commitment		



From the above table, obtained r value 0.70 indicates that there exists significant positive relationship between organizational culture and professional commitment. Both variables found to be directly proportional to each other. When organizational culture enhances, eventually professional commitment also will get strengthened.

MAJOR FINDINGS OF THE STUDY

Major findings obtained from the study are as follows.

- 25% of the total sample opinioned that organizational culture of their institution found to be conducive.
- 57% of the sample felt a moderate level in the organizational culture of their institution.
- 18% of the total sample found organizational culture of their institution as in poor level.
- 56% of the total sample showed affective nature of commitment towards their organization.
- 20% showed Normative commitment to their sector of work
- 24% have continuance commitment towards the organization.
- There found to have significant positive relationship between organizational culture and professional commitment.

IMPLICATIONS OF THE STUDY

- Conducive organizational culture leads to increase in productivity of the firm since number of professionally committed employees will also be high.
- Organizations must not be a 'pressure' building area for employees, but a 'pleasure' providing abode of peace which directly or indirectly results in the emergence of a group of professionally committed employees.
- Relationship between superior and subordinate must be co-ordinal, neither too strict nor too liberal.
- There should be an equilibrium between appreciations and criticisms by superior to subordinate.
- Handshakes, smiles, word of appreciation etc. from superior officers will definitely add up the level of confidence of employees and enhance their professional commitment.
- A habit of expression of gratitude must be encouraged among employees in any firm.
- Reduce the rejection of products in high precision manufacturing area.
- Route causes of efficiency reduction in high precision production have to be analyzed.
- Professional commitment of workforces can be enhanced through pleasant and encouraging industrial environment.
- Employers have to provide an emotionally securing relationship with employees.
- Occupational environment have to be devoid of ego related issues.

- Proper remuneration for employees have to be assured.
- Cordial relationship between employees has to be maintained.

CONCLUSION

Present study was an attempt to analyze the relationship between organizational culture and professional commitment among employees working in high precision job settings. As per the result, there exists a highly significant correlation between these two variables. Level of happiness, satisfaction and comfort level of employees in the organizational setting can be considered as some of the significant determinants of professional commitment. It is essential to take measures enhance to enhance harmony in workplace by the authorities. Producing and maintaining a culture that symbolizes these dimensions requires the commitment of organizational leaders and employees at all levels. A strong organizational culture in high precision job settings can significantly be contributed to improved performance, reduced errors, and enhanced job satisfaction among employees.

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