

ROLE OF ORGANISATIONAL COMMITMENT IN THE RELATIONSHIP OF ORGANISATIONAL CULTURE AND EMPLOYEE PERFORMANCE

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Abstract

Purpose – This study sets out to explore the impact of organisational culture on employee job performance by using organisational commitment as a moderator in Rajasthan's public and private banks.

Design/methodology/approach – Using adapted survey questionnaire based on Denison organisational cultures Model (DOCS), 445 questionnaires were administered to lower and middle management employees in 88 public and private banks.

Findings – The findings showed that in the absence and presence of moderator (Organisational commitment) there is significant positive impact of some of organisational culture traits on task performance, contextual and adaptive performance whereas no significant impact on counterproductive work behaviour performance.

Keywords-Organizational culture; employee performance; organisational commitment; public and private banks

Paper type -Research paper

I. Introduction

India is among developing countries and economies of the world. The economy of any country is based on different factors and the organizations are one of them. As the development level increases, the working environment becomes more competitive. Employers now demand for more skilled, trained and qualified work force since the organizational output and productivity is highly dependent on the employees' performance (Currall et al. 2005).

Every organization has certain objectives that can be attained by utilizing the resources like money, material, men and machines. All these resources are important for the organisation but the manpower is the most important among them. Human resource plays vital role in performing tasks for accomplishing the goals. Further business environment is changing drastically.

It is not possible to predict tomorrow. Thus there is a need for highly skilled and dedicated human resource felt who can give their best output. Nowadays the markets are also very competitive and there is a cut throat competition. Thus it is very difficult for organisations to start, grow, survive, stabilize and excel in the business. The contribution of employees is important in organisation development and business excellence. For the success of the unit it is necessary to coordinate the performance of workforce on different jobs. Performance refers to the activities and tasks performed by an employee efficiently and effectively. Performance can be measured by managers through different mechanisms (Saleem and Amin, 2013).

The bond shared by an organization and its employees is a strong one because organisation provides them psychological and financial support. And also provide them opportunities to advance professionally. The employees play a pivotal role in an organization's success. Individuals join organizations with certain needs, skills and desires and expect to find a work environment where they can utilize their skills and abilities and satisfy their basic needs (Dessler, 1999).

The primary focus of this research paper is to investigate the relationship between organisational culture and employee performance in public and private bank by using organisational commitment i.e. affective, normative and continuance commitment as moderator.

II. Review of Literature

Organisational Culture

Githui (2015), found that involvement and consistency has significant moderate relationship with job performance of employees whereas adaptability has strong correlation with job performance.

Organizational culture has positive impact on performance of Ghana banks. Studies conducted in two countries in Ghana and US indicated that mission is strongest predictor of performance (Zakari et. al., 2013).

The author studied 34 firms representing 25 different industries. They concluded that, two indices, “organization of work” and “decision making”, were significantly correlated with financial performance. Further they found that the strength of the culture was predictor of short-term performance; when performance was defined with broad indicators such as return on sales, return on assets and return on investment (Jean Lee & Yu, 2004).

The authors described the culture of 62 financially successful firms; making claims of a link between a particular type of “strong cultures and superior performance” (Jean Lee & Yu, 2004).

According to Denison & Neal (2000) organizational culture is important for all leaders because it influences the way that their organizations react to the changing demands of the business environment. At any given time, the culture of an organization is strongly influenced by the past successes and past learning about how to adapt and survive.

Employee Performance

According to Javier (2002), performance is equivalent to the famous 3Es (economy, efficiency, and effectiveness) of a certain program or activity. However, according to Daft (2000), organizational performance can be defined as the organization’s ability to achieve its goals by using resources in efficiently and effectively. According to Deal and Kennedy (1982) Strong culture in the organization is very helpful to enhance the performance of the employees, which leads to the goal achievement and increases the overall performance of the organization.

Shahzad, F. (2014) analyzed the overall impact of organizational culture directly or indirectly on employee’s job performance. Employee participation, customer service, reward system, innovation & risk-taking and communication system, are considered variables for this study. It is found by results that employee’s commitment and participation are most important factor to increase the organizational performance.

Employee's job performance was one of the important factors for a business to compete in this global market. Result showed that organizational values has a more significant effect to employee's job performance at Wartsila, than the organisation climate as is mostly assumed as a vice versa relationship, Wambugu (2014).

Saeed et al. (2013) stated the relationship between the manager’s attitude and employees’ performance in the Banking sector of Pakistan. This study includes variables like manager’s attitude, organizational culture, personal problems, and job content and financial rewards.

The firms with congenial manager's attitude have more positive impact on employees' performance.

According to Aktar et al. (2012) recommend that commercial banks of Bangladesh should keep both types of rewards i.e extrinsic and intrinsic for the employees to increase their performance. Extrinsic and intrinsic rewards alone are not sufficient to motivate employee.

Organisational commitment

Normative commitment has a positive and significant correlation with employees' job performance (Memari et al., 2013). Further, it indicated the employees' job performance with four demographic variables such as; age of the respondents has no affect on job performance in public and private sector. It was also found that the males were higher performers than Females. Similarly private sector employees exhibited high sense of performance levels vis -a vis public sector employees.

The employees' competencies do not have an impact on employees' performance improvement. Organisational commitment plays vital role in improving employees' performance. It is induced from the study that organizational commitment as mediation is able to strengthen the impact of organizational culture on performance improvement (Patulak et al. 2013).

Syauta, J. H., Troena, E. A., & Margino Setiawan, S. (2012) analyzed and revealed the influence of organization cultural and organizational commitment to employee performance direct or indirectly to the job performance. It means the higher organizational commitment the higher employee performance and highly committed employee will devote all thought, abilities and skills for company advance Job satisfaction able to mediate organizational commitment to the employee performance.

Research Objectives:

The objective of the research is to find the relationship between organisational culture and employee performance keeping organisational commitment as a moderating variable. Here, organisational culture is an independent variable, organisational commitment is moderating variable and employee performance is dependent variable.

HYPOTHESIS



From the above problem statement the following hypotheses have been developed.

H₀₁ : There is no significant role of organisational commitment (affective, continuance and normative commitment) in the relationship of organisational culture (creating change, customer focus, organisational learning, empowerment, team orientation, capability development, core values, agreement, coordination and integration, strategic intent and direction, goals and objectives and vision) and task performance.

H₀₂: There is no significant role of organisational commitment (affective, continuance and normative commitment) in the relationship of organisational culture (creating change, customer focus, organisational learning, empowerment, team orientation, capability development, core values, agreement, coordination and integration, strategic intent and direction, goals and objectives and vision) and contextual performance.

H₀₃: There is no significant role of organisational commitment (affective, continuance and normative commitment) in the relationship of organisational culture (creating change, customer focus, organisational learning, empowerment, team orientation, capability development, core values, agreement, coordination and integration, strategic intent and direction, goals and objectives and vision) and counterproductive work behaviour performance.

H₀₄: There is no significant role of organisational commitment (affective, continuance and normative commitment) in the relationship of organisational culture (creating change, customer focus, organisational learning, empowerment, team orientation, capability development, core values, agreement, coordination and integration, strategic intent and direction, goals and objectives and vision) and adaptive performance.

Theoretical Framework

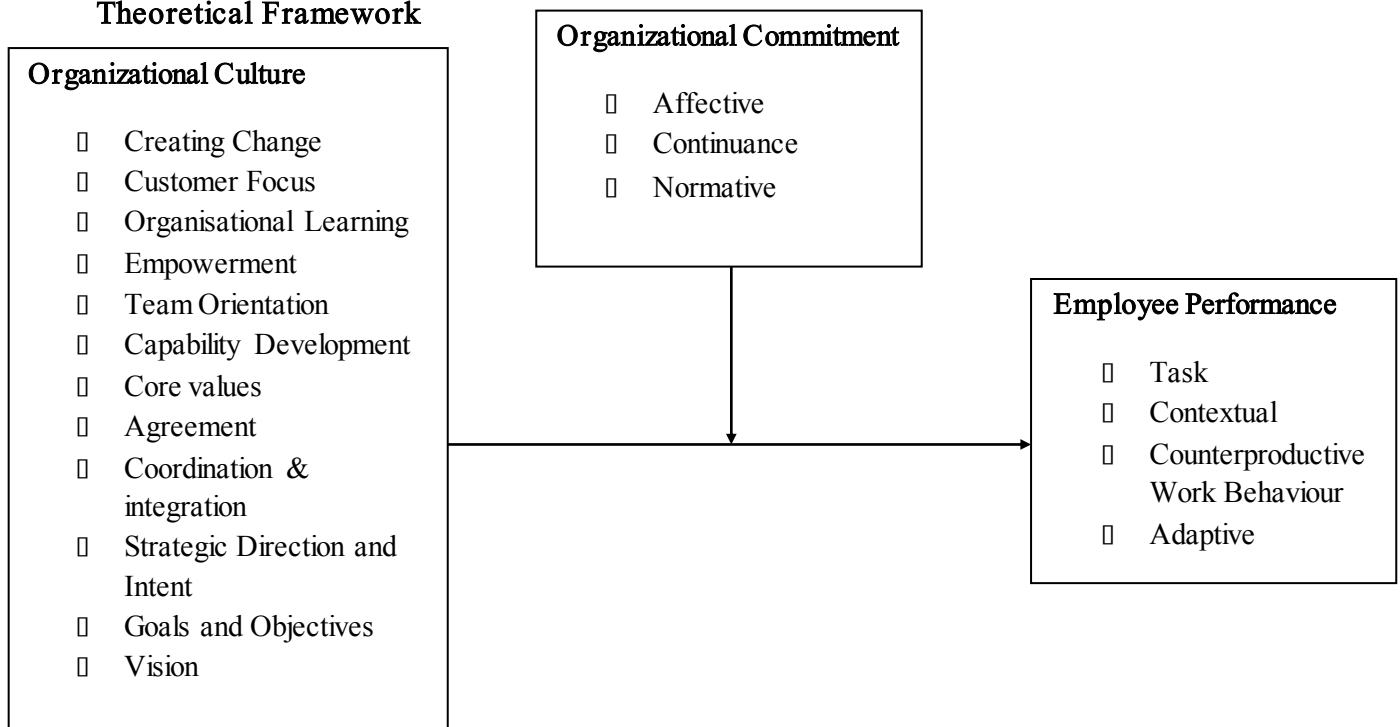


Figure 1: Effect of Organisational Culture on Employee Performance keeping Organisational commitment as a moderator

III. Methodology

The target population for this study comprised of the employees of public and private banks and the sample size consisted of 445 bank employees with the application of Cochran formula. The sampling is done by using multi stage random sampling. Simple random sampling technique has the main feature of having equal chances of selection of respondent within the population. In our study this technique also has been used for the selection of branches of different banks. Descriptive and inferential statistics have been used for data analysis. In the

analytical part of the analysis, it was found that the distribution is not normally distributed using the Kolmogorov - Smirnov formula. Then, hierarchical regression was used to examine the impact of moderator in the relationship of the dependent and independent variables.

The questionnaire has been adapted by researcher and 562 questionnaires were distributed through personal visits. Out of 562 administered questionnaires, completed and useable questionnaires received were 445 which makes response rate of 79 percent.

The values of Cronbach's alpha which indicates the reliability of instrument as well as of variables. Organizational culture, employee performance and

Five point likert scales was used to get the responses from respondents in case of measures regarding all variables. In this scale rating alternatives are categorized as Following instrument has been used in this study:

organizational commitment are showing the values 0.882, .770 and .694 respectively.

Measurement

5= strongly agree, 4= agree, 3= neither agree nor disagree, 2=disagree, and 1= strongly disagree.

Factors	Types of variables	Source
Organisational Culture Adaptability, involvement ,consistency, Mission	Independent variable	(Denison, 2006)
Organisational Commitment Affective, Continuance, Normative	Moderators	(Meyer, Allen & Smith,1993)
Employee Performance Task Performance, Contextual performance, counterproductive behaviour , Adaptive performance	Dependent variable	(Koopmans, Bernaards, Hildebrandt, van Buuren, van der Beek, & de Vet (2012)

IV. Results and Discussion

In order to analyze the results of the research, we have entered all the data which we collected from our respondents about organisational culture, organisational commitment and employee performance SPSS. We have applied multiple tests to elaborate the findings like Descriptive Statistics, Reliability or Cronbach Alpha, Spearman Correlation and Hierarchical Regression.

The descriptive statistics shows the mean, standard deviation, median, mode, and range of the variables used for the study. For example, the mean of 4.38 for commitment shows that responses are more in agreement to the cultural traits survey questions under scale of 1 (strongly disagree) to 5 (strongly agree). The higher score of the mean shows more agreement, while the lower score of the mean shows disagreement.

The mean values for the independent variables organisational culture are stated as the lowest (M=3.762, SD= .60) for coordination & integration and the highest (M=4.373, SD=.46) for team orientation.

The mean value for affective commitment is highest (M= 4.102, SD=.67). The mean value for dependent variable employee performance is highest (M=4.327, SD=.45) for contextual performance.

Table 1: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Creating Change	445	2.0	5.0	4.300	.4829
Customer Focus	445	2.0	5.0	4.117	.6143
Organizational learning	445	2.3	5.0	4.213	.5014
Empowerment	445	2.5	5.0	4.339	.4359
Team Orientation	445	2.3	5.0	4.373	.4697
Capability development	445	2.0	5.0	4.002	.6051
Core values	445	2.0	5.0	4.179	.5978
Agreement	445	2.0	5.0	4.034	.5905
Coordination and Integration	445	1.8	5.0	3.762	.6026
Strategic direction and intent	445	2.7	5.0	4.261	.4998
Goals and objectives	445	2.3	5.0	4.240	.4953
Vision	445	2.0	5.0	4.285	.5430
Organisational commitment (Affective Commitment)	445	1.3	5.0	4.102	.6742
Continuance commitment	445	1.3	5.0	3.784	.7896
Normative Commitment	445	1.8	5.0	3.802	.6176
Employee Performance(Task performance)	445	2.0	5.0	4.326	.5081
Contextual performance	445	2.0	5.0	4.327	.4598
Counterproductive work behaviour	445	1.0	5.0	2.346	.9203
Adaptive performance	445	1.0	5.0	4.264	.5182
Valid N (listwise)	445				

H₀1: There is no significant role of organizational commitment (affective, continuance and normative commitment) in the relationship of organizational culture (creating change, customer focus, organisational learning, empowerment, team orientation, capability development, core values, agreement, coordination and integration, strategic intent and direction, goals and objectives and vision) and task performance.

Table 2 shows change in R square in the absence and presence of the moderator (Organizational commitment).

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.509 ^a	.259	.239	.4434	.259	12.601	12	432	.000
2	.539 ^b	.291	.266	.4354	.031	6.335	3	429	.000

Table 3: ANOVA^c

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.725	12	2.477	12.601	.000 ^a
	Residual	84.923	432	.197		
	Total	114.648	444			
2	Regression	33.328	15	2.222	11.721	.000 ^b
	Residual	81.320	429	.190		
	Total	114.648	444			

a. **Significant at five percent

ANOVA table for organisational culture, organisational commitment and employee performance respectively are showing the .000 value of significance which is less than ($p < 0.05$). This means the model one and second is significant.

Table 4: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.180	.289		4.086	.000	
	Creating Change	.050	.052	.047	.957	.339	.703
	Customer Focus	.003	.040	.004	.082	.935	.750
	Organizational learning	.083	.050	.082	1.669	.096	.714
	Empowerment	.055	.061	.047	.892	.373	.616
	Team Orientation	.116	.055	.107	2.107	.036	.668
	Capability development	-.005	.040	-.006	-.122	.903	.754
	Core values	.153	.044	.180	3.490	.001	.643
	Agreement	-.016	.047	-.019	-.344	.731	.568

	Coordination and Integration	.117	.043	.139	2.744	.006	.667	1.500
	Strategic direction and intent	.075	.053	.074	1.418	.157	.626	1.596
	Goals and objectives	.023	.053	.022	.426	.670	.645	1.551
	Vision	.096	.046	.103	2.099	.036	.712	1.405
	(Constant)	1.163	.287		4.049	.000		
	Creating Change	.004	.052	.004	.076	.940	.665	1.504
	Customer Focus	-.004	.039	-.005	-.108	.914	.738	1.355
	Organizational learning	.083	.049	.082	1.696	.091	.713	1.403
	Empowerment	.046	.061	.039	.760	.448	.613	1.631
	Team Orientation	.125	.055	.116	2.288	.023	.644	1.553
	Capability development	-.010	.040	-.012	-.256	.798	.740	1.352
	Core values	.158	.043	.186	3.644	.000	.636	1.572
	Agreement	-.030	.047	-.035	-.636	.525	.554	1.806
2	Coordination & Integration	.092	.043	.109	2.146	.032	.646	1.548
	Strategic direction and intent	.054	.052	.053	1.029	.304	.621	1.611
	Goals and objectives	-.007	.053	-.007	-.137	.891	.615	1.627
	Vision	.062	.046	.066	1.347	.179	.683	1.463
	Organisational commitment (Affective Commitment)	.144	.038	.191	3.835	.000	.667	1.500
	Continuance commitment	-.017	.030	-.027	-.565	.572	.750	1.332
	Normative Commitment	.061	.038	.074	1.606	.109	.774	1.292

b. Dependent Variable: Employee Performance(Task performance)

c. **Significant at five percent

To test the hypothesis hierarchical regression was applied. In the first step it can be seen that only team orientation, core values, coordination and integration and vision have significant positive impact on task performance. These variables accounted for a significant amount of variance, $R^2 = .259$, $F(12, 432) = 12.6$, $p < 0.05$.

In the next step moderator organizational commitment (affective, continuance and normative commitment) were added to the regression model, which accounted for a significant proportion of the variance, $\Delta R^2 = .031$, $\Delta F(3, 429) = 6.33$, $p < 0.05$. Results execute that in the presence of affective commitment the impact of team orientation, core values and coordination and integration task performance has increased.

H₀₂: There is no significant role of organizational commitment (affective, continuance and normative commitment) in the relationship of organizational culture (creating change, customer focus, organisational learning, empowerment, team orientation, capability development, core values, agreement, coordination and integration, strategic intent and direction, goals and objectives and vision) and contextual performance.

Table 5: Model Summary^c

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.451 ^a	.204	.181	.4160	.204	9.203	12	432	.000
2	.497 ^b	.247	.221	.4059	.043	8.257	3	429	.000

Table 6: ANOVA^c

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	19.115	12	1.593	9.203	.000 ^a
1 Residual	74.772	432	.173		
Total	93.887	444			
Regression	23.197	15	1.546	9.385	.000 ^b
2 Residual	70.690	429	.165		
Total	93.887	444			

a. **Significant at five percent

ANOVA table for organisational culture, organisational commitment and employee performance respectively are showing the .000 value of significance which is less than 0.05 this means that organisational commitment strongly related with both organisational culture and contextual performance.

Table 7: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error				Beta	Tolerance
(Constant)	1.985	.271		7.326	.000		
1 Creating Change	.025	.049	.026	.512	.609	.703	1.422
Customer Focus	.011	.037	.015	.296	.768	.750	1.334
Organizational	-.007	.047	-.008	-.149	.881	.714	1.400

learning							
Empowerment	.158	.058	.150	2.744	.006	.616	1.623
Team Orientation	.091	.051	.093	1.765	.078	.668	1.497
Capability development	.049	.038	.065	1.314	.190	.754	1.327
Core values	.082	.041	.107	1.997	.046	.643	1.554
Agreement	.012	.044	.016	.273	.785	.568	1.759
Coordination and Integration	.134	.040	.175	3.330	.001	.667	1.500
Strategic direction and intent	.091	.050	.099	1.824	.069	.626	1.596
Goals and objectives	-.053	.050	-.057	- 1.059	.290	.645	1.551
Vision	-.029	.043	-.034	-.669	.504	.712	1.405
(Constant)	1.946	.268		7.266	.000		
Creating Change	-.027	.049	-.028	-.551	.582	.665	1.504
Customer Focus	.000	.037	.000	-.004	.997	.738	1.355
Organizational learning	-.006	.046	-.006	-.125	.900	.713	1.403
Empowerment	.152	.056	.144	2.688	.007	.613	1.631
Team Orientation	.110	.051	.113	2.159	.031	.644	1.553
Capability development	.040	.037	.052	1.070	.285	.740	1.352
Core values	.089	.040	.115	2.198	.028	.636	1.572
Agreement	-.009	.044	-.012	-.208	.835	.554	1.806
2 Coordination and Integration	.102	.040	.134	2.575	.010	.646	1.548
strategic direction and intent	.069	.049	.075	1.411	.159	.621	1.611
Goals and objectives	-.089	.050	-.096	- 1.804	.072	.615	1.627
Vision	-.069	.043	-.082	- 1.616	.107	.683	1.463
Organisational commitment (Affective Commitment)	.152	.035	.223	4.350	.000	.667	1.500
Continuance commitment	.013	.028	.023	.465	.642	.750	1.332
Normative Commitment	.055	.035	.074	1.561	.119	.774	1.292

a. Dependent Variable: Contextual performance

b. **Significant at five percent

Table 7 shows empowerment, core values and coordination & integration

influence contextual performance positively. In the presence of affective commitment the positive impact of empowerment, team orientation, core values and coordination & integration on contextual performance has increased (Adjusted R Square is increased from .181 to .221).

H₀₃: There is no significant role of organisational commitment (affective, continuance and normative commitment) in the relationship of organisational culture (creating change, customer focus, organisational learning, empowerment, team orientation, capability development, core values, agreement, coordination and integration, strategic intent and direction, goals and objectives and vision) and counterproductive work behaviour performance.

Table: 8 Model Summary^c

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.186 ^a	.035	.008	.9166	.035	1.296	12	432	.218
2	.200 ^b	.040	.007	.9172	.005	.811	3	429	.489

Table 9: ANOVA^c

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.066	12	1.089	1.296	.218 ^a
	Residual	362.979	432	.840		
	Total	376.045	444			
2	Regression	15.112	15	1.007	1.197	.270 ^b
	Residual	360.933	429	.841		
	Total	376.045	444			

**Significant at five percent

The Model 1 and 2 are insignificant. Because the value of model one is .218 and two .270 which is greater than ($p > 0.05$).

Table 10: Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.859	.597		6.464	.000	
	Creating Change	-.029	.107	-.015	-.266	.790	.703
	Customer Focus	-.095	.082	-.063	-1.156	.248	.750
	Organizational learning	-.020	.103	-.011	-.193	.847	.714
	Empowerment	-.158	.127	-.075	-1.243	.214	.616
	Team Orientation	-.049	.113	-.025	-.430	.668	.668
	Capability development	.011	.083	.007	.137	.891	.754
	Core values	.088	.091	.057	.968	.334	.643
	Agreement	.001	.098	.000	.007	.994	.568
	Coordination and Integration	.162	.088	.106	1.832	.068	.667
	Strategic direction and intent	-.059	.110	-.032	-.536	.592	.626
	Goals and objectives	-.035	.109	-.019	-.320	.749	.645
	Vision	-.150	.095	-.089	-1.581	.115	.712
2	(Constant)	3.760	.605		6.213	.000	
	Creating Change	-.044	.111	-.023	-.401	.689	.665
	Customer Focus	-.108	.082	-.072	-1.310	.191	.738
	Organizational learning	-.017	.103	-.009	-.167	.867	.713
	Empowerment	-.149	.128	-.071	-1.169	.243	.613
	Team Orientation	-.023	.116	-.011	-.195	.846	.644
	Capability development	-.005	.084	-.003	-.056	.955	.740
	Core values	.091	.091	.059	.992	.322	.636
	Agreement	-.023	.099	-.015	-.232	.817	.554
	Coordination and Integration	.144	.090	.094	1.601	.110	.646
	Strategic direction and intent	-.061	.111	-.033	-.554	.580	.621
	Goals and objectives	-.052	.112	-.028	-.460	.646	.615
	Vision	-.169	.097	-.100	-1.743	.082	.683
	Organisational commitment (Affective commitment)	.013	.079	.009	.161	.872	.667
Continuance	.093	.064	.080	1.465	.144	.750	

commitment							
Normative commitment	.008	.080	.005	.095	.924	.774	1.292

- c. Dependent Variable: Counterproductive work behaviour
d. **Significant at five percent

Table 10 showing that no organisational culture traits have significant relationship with employee performance in the presence and absence of moderator.

H₀₄: There is no significant role of organizational commitment (affective, continuance and normative commitment) in the relationship of organizational culture (creating change, customer focus, organisational learning, empowerment, team orientation, capability development, core values, agreement, coordination and integration, strategic intent and direction, goals and objectives and vision) and adaptive performance.

Table 11: Model Summary^c

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.525 ^a	.275	.255	.4472	.275	13.681	12	432	.000
2	.535 ^b	.286	.261	.4455	.010	2.086	3	429	.101

Table 12: ANOVA^c

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32.837	12	2.736	13.681	.000 ^a
	Residual	86.405	432	.200		
	Total	119.242	444			
2	Regression	34.079	15	2.272	11.445	.000 ^b
	Residual	85.163	429	.199		
	Total	119.242	444			

- a. **Significant at five percent

Model one and model two showing the level of significance .000 and .000 respectively which is lower than 0.05. This means that organisational commitment has significant relation with organisational culture and adaptive performance.

Table 13: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.985	.271		7.326	.000	
	Creating Change	.025	.049	.026	.512	.609	.703
	Customer Focus	.011	.037	.015	.296	.768	.750
	Organizational learning	-.007	.047	-.008	-.149	.881	.714
	Empowerment	.158	.058	.150	2.744	.006	.616
	Team Orientation	.091	.051	.093	1.765	.078	.668
	Capability development	.049	.038	.065	1.314	.190	.754
	Core values	.082	.041	.107	1.997	.046	.643
	Agreement	.012	.044	.016	.273	.785	.568
	Coordination and Integration	.134	.040	.175	3.330	.001	.667
	Strategic direction and intent	.091	.050	.099	1.824	.069	.626
	Goals and objectives	-.053	.050	-.057	-1.059	.290	.645
	Vision	-.029	.043	-.034	-.669	.504	.712
2	(Constant)	1.946	.268		7.266	.000	
	Creating Change	-.027	.049	-.028	-.551	.582	.665
	Customer Focus	.000	.037	.000	-.004	.997	.738
	Organizational learning	-.006	.046	-.006	-.125	.900	.713
	Empowerment	.152	.056	.144	2.688	.007	.613
	Team Orientation	.110	.051	.113	2.159	.031	.644
	Capability development	.040	.037	.052	1.070	.285	.740
	Core values	.089	.040	.115	2.198	.028	.636
	Agreement	-.009	.044	-.012	-.208	.835	.554
	Coordination and Integration	.102	.040	.134	2.575	.010	.646
	strategic direction and intent	.069	.049	.075	1.411	.159	.621
	Goals and objectives	-.089	.050	-.096	-1.804	.072	.615
	Vision	-.069	.043	-.082	-1.616	.107	.683

Organisational commitment (Affective Commitment)	.152	.035	.223	4.350	.000	.667	1.500
Continuance commitment	.013	.028	.023	.465	.642	.750	1.332
Normative Commitment	.055	.035	.074	1.561	.119	.774	1.292

- a. Dependent Variable: Adaptive performance
b. **Significant at five percent

To test the hypothesis that there is significant impact of organisational commitment in the relationship of Organizational culture and employee performance, a hierarchical multiple regression analysis was conducted. In the first step two variables were included organizational culture and adaptive performance. These variables accounted for a significant amount of variance, $R^2 = .275$, $F(12, 432) = 13.6$, $p < 0.05$. Customer focus, capability development and strategic direction and intent have positive significant impact on adaptive performance.

Next in the next step organisational culture, job performance and organisational commitment were added to the regression model, which accounted for a significant proportion of the variance, $\Delta R^2 = .010$, $\Delta F(3, 429) = 6.33$. In the presence of normative commitment core values and strategic direction and intent have positive significant impact on adaptive performance. Multicollinearity does not exist between variables as we can see in last column of table 13.

V. Conclusion and Recommendations

The core objective of this research was revolved around to check the impact of organisational culture traits on employee job performance with the moderating role of organizational commitment which was found positive by the results.

It can be concluded from table 4 that hypothesis 1 is partially supported because in the presence of affective commitment only team orientation, core values and coordination and integration and task performance.

Table 7 shows that hypothesis 2 is partially supported because in the presence of affective commitment the impact of team orientation, core values and coordination and integration contextual performance has increased.

The Table 10 shows no moderating effect of affective, continuance and normative commitment in the relationship between organizational culture traits and counterproductive work behaviour performance ($p > 0.05$). Hence, hypothesis 3 was accepted.

Table 13 indicates that hypothesis 4 is partially supported because not all traits of culture have impact on adaptive performance. In the presence of moderating variable normative commitment only core values and strategic direction and intent have influence on adaptive performance.

VI. Future Research

- In spite of the limitations, this study made specific recommendations for banks to address and for further research. Similar types of survey could be performed on different banks operating in the region. Denison model could also be compared with other existing approaches such as Harrison's culture model (1972) and Deal and Kennedy's culture model (2000).
- Future research can use other moderating and mediating variables rather than the organizational commitment to grasp the relationship with more diversity.
- This research can be done in other industry such as manufacturing, IT that will make the results more generalizeable.

VII. Limitations

- Demonetisation was the biggest limitation for the study. Due to demonetisation it was difficult to collect the data from bank employees.
- This research does not included foreign banks because their organisational policies and orientation is different from Indian banks. Therefore future studies can incorporate foreign banks.
- Due to time and financial constraints, it does not represent larger geographical area and sample.

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