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Abstract

Organizational culture is the social glue that bonds people together and makes them feel part of the organizational experience. The level of commitment in an organization can be raised significantly by designing a better organizational culture. The objective of this article was to demonstrate conceptualization and examine various concepts of organizational culture and its impact on the organizational commitment. The paper described one model of the organizational culture as developed by Harrison. It reviewed literature on organizational culture a tool for controlling, motivating and performance enhancement as well as effects of organizational culture on organizational commitment. The paper conducted a systematic review of academic journal articles in Interdisciplinary Journal of Contemporary Research in Business, Cross Cultural Management, Leadership and Organization Development Journal and American Journal of Business and Management from Emerald Insights Springer, Industrial Management Institute and Taylor and Francis. The paper concluded that organizational culture is a contributing factor in determining employee's organizational commitment, satisfaction which is positively related to employee performance.

Key words: organizational culture, organizational commitment

Introduction

The idea of viewing organization as having culture is an important phenomenon and it originated as an independent variable affecting employees' attitude and behaviour. Organization(s) constitute an element of a society and people bring different cultures from their own society into the organization. Organizations possess the paradoxical quality of being "part of" or "a part" of a society; which are embedded in a social context. Even though organizations are communities in their own right with distinctive rules and values, organizational culture fosters success and it is therefore one of the most important factors that can account for success or failure of an organization (Owoyemi & Ekwoaba, 2014)

To Mobley (2005, 12) the feeling of every member of organization towards every aspect of corporate life when counted together is organizational culture. Therefore organizational culture covers all the core values, beliefs and shared assumptions that helps to get employees committed and motivated. Organizational culture according to Mobley (2005), is a less tangible factor determines source of competition outside quality, cost, technology, consumer service brand etc. Organizational culture is introduced to all employees once they are recruited, this helps them to be acquainted with the organization and the happenings in the system (Fakhar et al, 2012). Organizational culture refers to a system of shared meanings held by members of an organization that distinguishes them from others (Robbins, 2001). For Imran et al (2010), organizational cultures is a determinant of employee's performance as well as organizational successes because it bring about individual employees' innovativeness, organizational culture is the system of values that employees from different background and at different levels within similar organization has (Robbin and Sanghi 2007).

Singh and Das (1978) in a study concluded that level of commitment can be raised considerably by designing a better organizational culture. Arthur (1994) in a study considering the effects of human resource systems on manufacturing performance and turnover argued that manufacturing performance will be enhanced by higher level of employee commitment. Denison and Mishra (1995) stated that specific culture traits may be useful predictors of organizational performance and effectiveness. Dost, Ahmed, Shafi, and Shaheen (2011) stated that employee commitment has strong impact on organizational performance. Kotter and Heskett (2011) asserted that organizational culture has ability to increase organization performance.

The organizational culture proposed to the employees the way things should be done. Most of the time, people exercise word culture to express the pattern of individual behavior. Before 1980s, in the study of organizational behavior, culture was considered as the most important factor. Businesses show interest in cultural dimensions that was the most extreme effect rather than the other fragments of organizational behavior. Peter and Waterman (1982) assumed that culture is the key to the success of an organization. Many business journals and business articles, published periodically, claimed that culture was fundamental to organizational success, and it was recommended for the managers to deal with their work by following their organizational culture, which helped in the growth of the organization (Moorhead and Griffin, 1995). Researchers have linked culture in the organization with many different organizational behaviors. They have also recognized the correlation between culture of organization and employee job performance (Sheridan, 1992),

decision making Gamble and Gibson, 1999) and productivity (Kopelman *et al.*, 1990).

This paper will provide a discussion on the different perspectives to organizational culture and how it affects organizational commitment. The reason being that human resource of every organization is its backbone, such that the successes or failures of any organization now depends on the workers. Organizations not only want to survive but also to grow and take over or even overtake existing competitors. These compels organizations to develop values, beliefs, behaviours, norms and strategies targeted at not just attracting, cultivating and retaining their employees but also giving the organization competitive edge. Consequently, lack of these values, beliefs and norms (organizational culture) could result in undesirable outcomes such as job dissatisfaction, lack of commitment, absenteeism, low productivity and labour turnover.

Problem statement

Different authors and researchers asserted that there is positive and significant relationship between overall organizational culture and organizational commitment. Furthermore, a study by Nongo and Ikyanyon (2012) proved that corporate culture is important in improving the level of employee commitment to the organization but not all corporate cultural measures have effect on employee commitment. Accordingly, these researchers conclude that, consistency and Mission; two of the corporate culture traits on Dension Model, are not significantly correlated with organizational commitment. To the contrary, Asghar, Mojtabaand Sadeghi (2015); Ghader and Afkhami (2014); Azadi, Bagheri, Eslami and Aroufzad (2013) research finding depict that there is significant relationship. This paper felt there is further need to research which organizational culture trait impacts on organizational commitment.

Hence, examining effect each organizational culture traits enables organizations to identify a cultural trait which has greater effect on employee commitment. Accordingly, studying the organizational culture and its effect on employee commitment might help organizations to enrich its organizational culture practice and adjust its focus on most important organizational culture type that can bring employee commitment.

It is against this background that the paper conducted a systematic review to identify effect organizational culture on employee commitment.

Objective of the study

The overall objective of this paper was to provide a review of academic literature on impact of organizational culture on organizational commitment.

Theoretical framework

Harrison's culture model

A multitude of organizational culture models can be found in literature. One of the first who created a thorough model based on empirical data was Harrison. He defined four different "organization ideologies" (1972) and named them "power orientation", "role orientation", "task orientation", and "person orientation". In a later publication (1987), he used the term "culture" beside the term "orientation" and renamed "task orientation" to "achievement culture" as well as "person orientation" to "support culture". Harrison defines a power-oriented enterprise as "an organization that [. . .] attempts to dominate its environment and vanquish all opposition. [. . .] And within the organization those who are powerful strive to maintain absolute control over subordinates" (Harrison 1972, p. 121). A power-oriented organization is further described as "competitive and jealous" (ibid., p. 121); compliance is more highly valued than performance. Power orientation

can be found in companies with a background of family ownership or which are newly founded.

In this type of organizational culture a dominant head sits in the centre surrounded by intimates and subordinates who are the dependents (Harrison, 1993). In this regard a personal, informal and power management style becomes valued. Normally the organizational structure is a web structure that is hierarchical in nature (Brown, 1998). The web structure implies that the whole structural system connects to the central power while being hierarchical in nature means power is shared from top to bottom.

A power-oriented culture organization often has a top down communication approach (Harrison, 1993). Such an organization may be politically oriented in the sense that decisions are taken largely on the bases of influence rather than on procedural or purely logical grounds. The management may be threatened by new changes imposed by internal and external environments (Hampden-Turner, 1990).

"An organization that is role-oriented aspires to be as rational and orderly as possible. [. . .] Competition and conflict [. . .] are regulated or replaced by agreements, rules, and procedures. [. . .] While there is a strong emphasis on hierarchy and status, it is moderated by the commitment to legitimacy and legality" (Harrison 1972, pp. 121–122). This means that in both the power- and the role oriented enterprise all power is centralized, but while a power-oriented company exerts this power on a personal level, the role-oriented company has highly formalized processes and work instructions to apply this power. Harrison states, "Most organizations we know, live with, and work in are a combination of the power-oriented and role-oriented models, with larger organizations tending toward the bureaucratic [role-oriented] mode" (Harrison 1987, p. 8).

"In the organization that is task-oriented, achievement of a superordinate goal is the highest value. The goal need not be economic. [. . .] The important thing is that the organization's structure, functions, and activities are all evaluated in terms of their contribution to the superordinate goal. Nothing is permitted to get in the way of accomplishing the task. If established authority impedes achievement, it is swept away" (Harrison 1972, p. 122). Appropriate knowledge and competence is needed to gain authority. Harrison also describes this culture as fostering "deep personal satisfaction" (1987, p. 9) as well as evoking "strong personal commitment" in "high energy work situations" and links them to "new business and new plant startups, nuclear test shots, intensive care units, combat teams, and political and community organizing campaigns". He also points to "social service organizations, research teams, and high-risk businesses" (1972, p. 122). Task forces and project teams are also mentioned.

"Unlike the other three types, the person-oriented organization exists primarily to serve the needs of its members. The organization itself is a device through which the members can meet needs that they could not otherwise satisfy by themselves. [. . .] Authority in the role- or power-oriented sense is discouraged. When it is absolutely necessary, authority may be assigned on the basis of task competence [. . .]. Instead, individuals are expected to influence each other through example, helpfulness, and caring" (Harrison 1972, pp. 122–123). Harrison redefined this culture later as "an organizational climate based on mutual trust between the individual and the organization. In such an organization, people believe they are valued as human beings, not just as cogs in a machine" (1987, p. 13). He gives examples of small groups of professionals who have joined together for research and development as well as some consulting companies. Harrison also states, "the

pure support culture tends not to thrive in business unless it is balanced by a drive for success—an achievement orientation" (1987, p. 14).

Harrison's model has Afrocentricity insights. According to Moleffi Kete, Afrocentricity is a paradigm shift that attempts to erect Africa as the center of the universe, from which all good things come. Afrocentricity challenges the defining principles of the European supremacist domination of African people and other majority peoples of the world. One of the characteristics of Afrocentricity is consequential morality. This holds that whether an act is morally right depends only on the consequences of that act or of something related to that act. In Achievement culture, people believe so much in what they are doing that the end comes to justify the means. Another characteristic is collective identity of a group that derives from its members' common interests, experiences, and solidarities. This is found in support, role and achievement culture.

It is important to acknowledge in this paper that Harrison's model has also been studied by Charles Handy's, British management writer, organizational model. Handy classified organizational culture by the power of individuals' roles and functions within an organization. He named the four cultures after ancient Greek gods who were worshipped simultaneously namely Power Culture: Based on Zeus, Role Culture: Based on Apollo, Task Culture: Based on Athena, Person Culture: Based on Dionysius. Handy had no preference for any of the four archetypes since they co-exist in most organizations.

Methodology

To construct the methodology, the paper did a systematic review of the existing literature on influence of organizational culture on organizational commitment, and organizational performance. The approaches of a systematic review were selected according to the purpose of the study and the nature of the available data.

To obtain a comprehensive review of literature on impact of organizational culture on organizational commitment, the author searched within academic journal articles in Interdisciplinary Journal of Contemporary Research in Business, Cross Cultural Management, Leadership and Organization Development Journal and American Journal of Business and Management from Emerald Insights, Springer and Industrial Management Institute.

Literature review
Organization Culture

Organizations have distinctive culture and personality that demonstrate their values, ways of dealing with problems, decision making and doing things. Organizational culture includes beliefs and attitudes of people in performing, organizing, assessing and rewarding their performance when dealing with problems of external adaptations and internal integration, how they think and feel about their organizations (Trompenaars, 1993).

Most corporate culture reflects value of owners in reinforcing the vision/ mission of the organization to establish the main operating orientation as well as providing members with shared identity. So while it constitutes a bond that holds an organization together it is also an informal control mechanism that facilitates coordination of people efforts.

According to Schein (1990) Corporate Culture has three levels namely Surface, Middle and Deepest. At Surface level it includes visible appearance and behaviors, such as physical layout, dress codes, organization structures, organization policies, procedures and programs and attitudes. At middle level culture is represented by the organization's beliefs and values, while at the deepest level it involves basic assumptions i.e. organization's long

learned automatic responses and established opinions.

Organizational commitment

Organizational commitment refers to an employee's belief in the organization's goals and values, desire to remain a member of the organization and loyalty to the organization (Mowday et al., 1982; Hackett et al., 2001). With the increasing speed and scale of change in organizations, managers are constantly seeking ways to generate employees' commitment, which translates to competitive advantage and improved work attitudes such as job satisfaction, performance, absenteeism, and turnover intentions (Lok and Crawford, 2001; Yousef, 2000). Allen and Meyer (1990) conceptualized a model of organizational commitment and identified three components: (1) affective; (2) continuance; and (3) normative commitment.

The affective component refers to the employee's emotional attachment to, identification with, and involvement in, the organization. Much of the research undertaken in the area of organizational commitment focused on affective commitment (Brunetto and Farr-Wharton, 2003). The continuance component refers to commitment based on the costs that the employee associates with leaving the organization. The normative component refers to the employee's feeling of obligation to remain with the organization. Normative involvement has received less research attention. Many studies have revealed that the level of organizational and managerial support an employee feels, their involvement in decision making (Porter et al., 1974; Mowday et al., 1982) the amount of feedback received about job performance and job role (Mathieu and Zajac, 1990), leadership behaviours and organizational culture influence whether a person has high or low organizational commitment.

Organizational Culture a Tool for controlling, motivating and performance Enhancement

The culture of organizations are social glues that bond employees together, makes them feel as part of the organization there bring out the bring out the best in them in terms of efficiency and effectiveness in achieving organizational goal (Fakhar, 2005, p.981). The stronger the culture of the organization, the more confidence is built into employees commitment, these serve as a tool of controlling and motivating employees, hence enhances their performance. Organizational culture helps align employee's goal with management goals and this helps to improve productivity and increase overall performance (Saffold, 1980).

Organizational culture bring higher commitment, higher morale, effective performance and productivity. This to (Pascale & Athes, 1982) achieves managerial aims. With organizational culture employees think and make decisions, organizations conduct their business by being held together. (Pettigrew, 1979, Tichy, 1982). Fakhar et al citing Stewart 2010, believed that culture covers those organizational managerial norms and values that have strong effect on the employees of the organization. Organizational culture must be adaptable to all employees, give them sense of ownership and job satisfaction, which in turn makes them perform well, be committed and removes conflict. Excellent performance, commitment, and non -existence of conflict are the back bones of any organization that guarantees organizational profitability.

To Smiricich (1983) organizational culture is a tool used by the senior management to control the attitude of the employees. This is done through sharing and transmitting the clear set of values, norms and beliefs between the employees; this in turn gives them sense of belonging and consequently motivates them.

Alvesson (2002) organizational culture is behavioural regularities, that guides policies on how to best workers and customers are to be treated. That is, the organizational climate gives an overall feeling and this is portrayed in the physical layout, interaction process and the ways employees conduct themselves (Luthans, 1995). To Palmer and Hardy (2002) organizational culture can undermine performance, especially when such performance comes with arrogance, politics and bureaucracy, all of which can prevent organizations from identifying new directions and inhibit change. It should therefore not be a substitute for an effective organizational structure. To Frost et al (1985), instead of organizations focusing seriously on organizational culture squally to control, motivate and enhance performance, they should lay emphasize on subcultures linked to demographic, profession and occupational categories. Organizational culture involves internal control, which helps to manage information and achieve stability. The reason being that rules is enforced; employees are made to conform while attention is paid to technical matters. Organizational culture helps managers to educate employees without them knowing, control and demobilize employees, and this done through getting employees directly involved as to believe and value the culture of that organization (Willmott, 1993, Brock, 2004). Hence organizational culture displaces democratic system and inhibits employees from being powerful and complete. (Barker, 1999).

Organizational culture is also associated with trust and participation through team work which helps to makes managers to be nice and encourage employees to comply with the norms and traditions. This gives goals through consensus rather than through control, which also in turn helps employees to achieve productivity and efficiency. Although the culture types of organizations are something incompatible with what the employee's culture and wants are, the can still co-exist in the same organization

Sathe (1983), whether weak or strong organizational culture: organizational culture must increases efficiency in communication, cooperation, commitment, decision making and implementation. These can only happen if employees are permitted to ascertain how they are expected to behave. Secondly, employees they generate philosophy that gives them meanings to work and lastly serve as informal control. Organizational cultural should aimed at achieving employees' commitment, which improve organizational performance (Thompson *et al*, 2002).

Effects of Organizational Culture on Organizational Commitment
Organizational culture and organizational commitment are the most extensively researched about concepts in management studies, yet the two concepts still remain elusive as ever (Shoaib, Zainab, Maqsood & Sana, (2013). Not only that, as depicted on the problem statement of this study , the effect of different organizational culture traits on organizational commitment investigated and conclude by different researcher is inconsistent.

Involvement and Employee Commitment
A study conducted by Nongo and Ikyanyon (2012) found a significant and positive relationship between involvement and commitment. This means that employees are committed to their organizations when they are involved in decision making. The key success factors for organizations today are employee empowerment, teamwork, and employee development. These enable managers and employees more committed to work and feel that they own a piece of the organization. People at all levels feel that they have at least some inputs into decisions that will affect their work and that their work is directly connected to the goals of the organization.

Furthermore, Asghar, Mojtaba and Sadeghi (2015) Involvement is one of the most important dimensions of organizational culture and it has great role in fulfillment of organizational commitment of teachers. This shows that people participation in work helps their intention to stay in work space. The employees" Involvement means using them in decision making and this leads to the stability of their commitment.

Consistency and Employee Commitment

Nongo and Ikyanyon (2012) found out that there was no significant relationship between consistency and commitment. As much as organizations try to maintain a strong culture by being highly consistent, well-coordinated, and well integrated, this does not impact significantly on the level of employee commitment. In other words, employees prefer to be given the freedom to do the job rather than being compelled to do it in a rigid manner.

To the contrary, research finding by Asghar, Mojtaba and Sadeghi (2015), Ghader and Afkhami (2014) revealed that there is positive relationship between consistency and organizational commitment in which coordination and integration, agreement and fundamental values as a component of consistency increase employee commitment to provide efficient and effective work. Similar, Hakim (2015) asserted that an indicator of the most powerful in shaping the organizational culture variable is stability (consistency). It means that, cultural values that received the most attention in the activities of the organization, which emphasizes the maintenance of the status quo as a contrast to the growth will have positive effect on organizational commitment.

Adaptability and Employee Commitment

Adaptability predicts employee commitment more than any other corporate cultural variables. Employees are more committed to organizations that adapt to changing circumstances. Companies should encourage innovation and teamwork among employees. This will enable employees adapt in an environment of change, thereby improving their level of commitment. (Nongo & Ikyanyon, 2012)

Similarly, employees exhibited the highest organizational commitment when they perceived higher learning culture (adaptability traits) which includes culture of creating, acquiring, and transferring knowledge and also quickly react to current trends, and anticipate future changes. (Ghader & Afkhami (2014), Azadi, Bagheri, Eslami and Aroufzad (2013).

Mission and Employee Commitment

According to Denison and Neale (2011) mission provides purpose and meaning by defining a social role and external goals for the organization. And also mission provides clear direction and goals that serves to define an appropriate course of action for the origination and its members which result the increase in level of employee commitment to the organization.

To the contrary, Nongo and Ikyanyon (2012) found no significant relationship between mission and commitment. This means that employees" identification with the purpose, mission, and goals of the organization does not bring commitment to the organization. But companies should define the mission of their organization clearly and communicate same to employees at all times.

Findings and Discussions

In his paper "The impact of organizational culture on organizational performance: The mediating role of employee's organizational commitment" Amin Nikpour (2017), found out that the relationships among the variables of organizational culture, employee's organizational commitment, and organizational performance were explained theoretically, and then they were examined. In fact, the objective of the present study was to examine

the possibility of the impact and the possible impact of organizational culture on organizational performance with regard to employee's organizational commitment. The results indicated that the organizational culture not only has direct positive impact on organizational performance, but also indirectly affects organizational performance using employee's organizational commitment and the indirect impact is more than the direct impact.

Nikpour (2017) findings resulted from the present study were compared and analyzed with the results from different studies which are as follows: The finding of the research indicated that organizational culture has a positive and significant impact on organizational performance in education office of Kerman province. The *results* are in *line with* the findings of Denision and Mishra (1995), Kotter and Heskett (2011), Ng'ang'a and Nyongesa (2012), Shahzad et al. (2012), and Ahmed and Shafiq (2014). Denision and Mishra (1995) concluded that specific culture traits may be useful predictors of organizational performance. Kotter and Heskett (2011) believe that organizational culture has ability to increase the organization performance. Ng'ang'a and Nyongesa (2012) in their study argued that an institutional culture has impact on its performance. Shahzad et al. (2012) asserted that organizational culture has a deep impact on organizational performance. Ahmed and Shafiq (2014) stated that all dimension of organizational culture influence different perspective of organizational performance.

The other finding of the research indicated that organizational culture has a positive and significant impact on employee's organizational commitment in education office of Kerman province. The results of the *study were* supported by other *studies, namely* Singh and Das (1978), Boon and Arumugam (2006), Manetje and Martins (2009), Zain et al. (2009), Lauture et al. (2012), and Ghorbanhosseini (2013).

The other finding of the research indicated that employee's organizational commitment has a positive and significant impact on organizational performance in education office of Kerman province. The finding is in line with the results of Arthur (1994), Bonaparte (2008), Dost et al. (2011), Kashefi et al. (2013), and Irefin and Mechanic (2014).

Arthur (1994) asserted that manufacturing performance will be enhanced by higher level of employee commitment. Bonaparte (2008) in his study concluded that organizational commitment has impact on organizational performance. Dost et al. (2011) expressed that employee commitment has strong impact on organizational performance. Kashefi et al. (2013) argued that organizational commitment has impact on organizational performance and Irefin and Mechanic (2014) stated that employee commitment enhances organizational performance.

In his research, Silverthorne (2004) findings indicate that Person organization (P-O) fit is key in both the level of job satisfaction that employees experience and also in their level of organizational commitment whether measured by turnover rates or an organizational commitment questionnaire (OCQ). Specifically, the research tested the hypothesis that organizational culture impacts job satisfaction. For the Taiwan sample, involvement in an organization that has a bureaucratic organizational culture resulted in the lowest level of job satisfaction indicating that bureaucratic organizations have a greater problem with maintaining employee job satisfaction than organizations that have an innovative or supportive culture. Clearly organizational culture can play an important role in the level of job satisfaction of employees.

The data analysis yielded similar but stronger results for organizational commitment (Silverthorne, 2004). The bureaucratic

organizational culture had the lowest level of organizational commitment. The innovative culture had the middle level of commitment and the supportive culture showed the highest level of employee organizational commitment. However, this time all of the differences were statistically significant. The bureaucratic organization had the least amount of organizational commitment and the lowest level of employee job satisfaction. Clearly, any organization that has a bureaucratic organizational structure in Taiwan needs to pay close attention to employee feelings on these two dimensions. Supportive organizational cultures appear to be the most effective in Taiwan on the two critical organizational dimensions measured in this study.

These results indicated that a good fit is a powerful variable within the organization and that it has a positive impact on job satisfaction and organizational commitment and a negative impact on turnover rates (Silverthorne, 2004). The better the fit the higher the job satisfaction, the higher the organizational commitment and the lower the turnover rate. More importantly, these effects occurred in each of the three organizational cultures. While the culture may provide a framework within which the influence of the P-O fit occurs, a good fit is important in all organizational cultures implying that sharing information about the culture before hiring employees and using culture to guide the selection process and criteria will result in a better P-O fit and hence higher job satisfaction and organizational commitment.

Based on the results of model analysis showed that, cultural organizations formed by characteristic innovation and risk taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness and stability has a positive and significant impact in improving organizational commitment (Hakim, 2015. All these elements have provided significant support in the

form of variables within the organizational culture of the district hospital of South Konawe of Southeast Sulawesi Province, and the greatest contribution are: stability, human orientation, results orientation, team orientation, aggressiveness, innovation and risk, as well as the lowest is the attention to detail (Hakim, 2015). The contribution of all these components have a positive impact in improving employee commitment so feel have an attachment to: (a) continue to work within the organization, because they desperately need the jobs and requires the support of the organization, both financially and non-financially for the sake of survival (continuance commitment) ; (b) the employee wants to remain and contribute energy and ideas within the organization because they feel a moral obligation to deliver the organization in achieving success (Normative commitment); (c). Most employees have a high commitment to remain working in the organization because of the existence of a desire and willingness and sincerity in their work (affective commitment).

Results of this study implied that, in order to increase employee commitment regional hospital district South Konawe terms of continuance commitment, normative commitment and affective commitment, it is necessary to increase the organization's culture. Such findings have provided support to the concept that culture is worth to the organization of employees, increase cultural and organizational commitment and consistency of employee behavior (Rival, 2004: 432). Furthermore Didit (2013: 146) states that, culture add to the organization's commitment and improve the consistency of behavior. With the organizational culture we can improve the behavior and motivation of human resources so as to improve its performance and in turn improve the performance of the organization to achieve organizational goals (Uha, 2010: 16). Results of this study contribute to strengthening the results of previous studies

suggest that, organizational culture positively and significantly affect organizational commitment (Mandan, Amir and Vajihed, 2013; Kamal, et al, 2013).

Conclusion

A strong organizational culture supports adaptation and develops organization's employee performance by motivating employees toward a shared goal and objective; and finally shaping and channeling employees' behavior to that specific direction should be at the top of operational and functional strategies (Daft, 2010). A firm's mission reflects its ultimate long term objective which is accomplished by conducting integrated operational and behavioral activities. A firm's performance improves if it has a clear sense of purpose and commitment towards its mission. Successful and well performed organization defines its organizational goals as the report card of forthcoming (long term) future (Ohmae, 1982; Mintzberg, 1987; Hamel and Prahalad, 1994).

On the basis of this study, it can be concluded that organizational culture has a positive impact on the employee's job performance. From the literature reviewed, research shows that every individual in the organization has different culture and he/she first try to adjust him with the norms and values of the organization. The adoption of culture of the organization is helpful for the employees to do their work effectively and efficiently. Positive development is easier to achieve when everyone is on a common path in the organization. Studies have revealed that employee's commitment and group efficiency plays very crucial role to adopt the value and beliefs of the organization and enhancing the performance of the organization.

Singh and Das (1978) concluded that level of commitment can be raised considerably by designing a better organizational culture. Boon and Arumugam (2006) argued that all dimensions of

corporate culture are directly involved in improvements in employees' organizational commitment. Manetje and Martins (2009) stressed that organizational commitment is an outcome of organizational culture. Zain et al. (2009) expressed that all dimensions of corporate culture have impact on organizational commitment. Lauture et al. (2012) in their study found that the positive perception of organizational culture increases the employees' commitments. Ghorbanhosseini (2013) in his study concluded that organizational culture has direct and significant effect on organizational commitment.

The author notes that agreement of employee on organizational culture builds organizational commitment. Besides, the paper agrees with the authors and researchers mentioned that the more members accept the core values, the greater their commitment and the greater its influence on their behavior.

From the literature reviewed, the paper pointed out that organizations with a culture that is basically supportive in nature are likely to have the highest level of employee job satisfaction and organizational commitment. One specific result of a strong organizational culture should be a lower employee turnover. Why is this so? It is because when organizational members agree about what the organization stands for, the end results are cohesiveness, loyalty and organizational commitment

Several models have been proposed by various scholars explaining the organizational culture, the paper picked Harrison's model of organizational culture. The models were applicable to this study since they provided insights that demonstrated that the strength of a culture determines employee's commitment in that organization.

This article concluded that organizational culture is important in determining individuals' commitment,

satisfaction and retention with the organization. In turn, commitment and satisfaction are positively related to employee performance.

From the findings obtained, the paper can concluded that the organizational culture (innovation and risk taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness and stability) have a significant impact in improving organizational commitment (Continuance commitment, Normative commitment, Affective commitment).

Way forward

This study was based on the literature; further research can be done empirically to understand the power the organizational culture in influencing employee's commitment and ultimately on organizational performance.

Managers and leaders were recommended to develop the strong culture in the organization to improve the overall performance of the employees and organization. The paper suggested that more research can be done in this area to understand the nature and ability of the culture in manipulating performance of the organization.

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