Organizational Culture And Employee Commitment A Case Study

Building a People-Centered Culture for Long-Term Success The Human Factor to Profitability: Building a People-Centered Culture for Long-Term Success explores the unique factors of organizational culture and climate that highlight the role and value of employees in any organization. People spend most of their time at work, and being an active participant in the culture and climate of their organization impacts the bottom line. Organizations that promote such values as openness, trust, initiative, teamwork, collaboration, creativity, and empowerment obtain better results. Having employees who are engaged, motivated, and happy at work results in higher productivity and profitability. This book showcases the research, practical application, and testimonials of leaders who use a people-centered process in their organizations. Organizational Culture and Employee Commitment at an Independent State AgencyThe Relationship of Critical Dimensions of Organizational Culture to Employee Commitment

Behind the Scenes of Health Care presents an extensive review of motivation and commitment among health care workers in support and bedside care roles. The publication includes two research studies: (1) motivation and commitment of support services employees in a health care environment and (2) the correlation between patient experience feedback and nursing motivation and engagement. Additionally, the publication includes two case studies: (1) cultural disruption in a health care system and (2) a service organization review of turnover. Lastly, and most significantly, the publication provides a framework and model, The Tri-Factor Model, to assess and measure workplace dynamics of motivation, commitment, and culture that is also applicable to turnover analyses. Readers of Behind the Scenes of Health Care are provided tools to understand motivation, commitment, and cultural components in the contemporary workplace that may be applied to any organization.

This book is the first Southern African edition of Stephen P. Robbins's Organizational Behaviour, the best-selling organisational behaviour textbook worldwide.

This study examines organizational culture as a factor in retention of qualified employees in the gas and power sector in Egypt. The purpose was to examine the relationship of four dimensions of organizational culture to employee commitment to stay with an organization. Technicians, supervisors, managers and executives in the gas and power sector in Egypt were surveyed using PIES CAT (Smith, 2004) to measure the organizational culture and using OCQ (Mowday et al, 1979) to measure the employees' commitment. Three-hundred and eighty-nine employees received the survey. Three-hundred responses were included in the analysis. There was positive correlation between each of the organizational culture dimensions and employees' commitment. Findings indicated that employees older in age, in experience, and those in managerial positions reported higher scores on both organizational culture and commitment. Companies should consider means to improve employees' perception of the organizational culture as part of efforts to improve their commitment to stay with the organization. Providing relevant statistical concepts in a comprehendible style, this text is accessibly designed to assist researchers in applying the proper statistical procedure to their data and reporting results in a professional manner consistent with commonly accepted practice.

Child and family nonprofit organizations are essential for the implementation of United States public policy in their role as service providers. Human service nonprofit organizations held approximately 20,000 government contracts, totaling more than $100 billion in 2009 (Boris, deLeon, Roeger, & Nikolva, 2010). Almost 33,000 human service nonprofit organizations contract with the government to deliver services (Boris, et al., 2010). The services provided by these organizations are critical to the lives of vulnerable American citizens. These organizations depend on committed employees to serve this group, carry out the mission, and reach organizational goals. Employees are nonprofit organizations' greatest resource, investment, and also expense (Rutowski, Guiler, & Schimmel, 2009), thus turnover is considered a critical problem facing the nonprofit sector (Salamon, 2012). Retaining highly committed employees in this important work has been of interest to those studying the nonprofit sector because it is a significant problem particularly in the area of human services (Mor Barak, Levin, Nissly, & Lane, 2006). This study asks if leadership and organizational culture have an impact on nonprofit employees' commitment to their workplace. This quantitative research uses a quota sample of 103 nonprofit employees to understand the relationships between their perceptions of their managers' transformational leadership, their perceptions of their organizations' culture types (clan, adhocracy, hierarchy, market) and two important and distinct employee outcomes, affective commitment and turnover intention. The findings indicate that perceived transformational leadership matters to nonprofit employees as it positively predicts their affective commitment and negatively predicts their turnover intentions. The majority of respondents reported that they perceived their organizations as clan cultures, which are known to be friendly, personal places where belonging and connectedness is high. The findings also reveal that hierarchical cultures play a role in this predictive relationship, having a moderating effect on the relationship between transformational leadership and affective commitment. In contrast, the findings reveal that compared to clan cultures, hierarchical and market cultures may be problematic in that they positively predict employees' turnover intentions. Further, perceived hierarchical cultures negatively predict the employees' affective commitment.

Formation of company citizenship leads to success for the multinational companies by creating psychological alignments of the employee. This, therefore, should be considered as the international strategy of a multinational firm to create unique resources for competitive success. Successful multinational firms develop a common pattern of business performance by creating company citizenships, which include a primary focus on such values as organizational innovation, and a goal orientation. These values ultimately create commitment of the employees. This book proposes that there are some specific espoused values in every important multinational company, which form their organizational cultures and create values, which in turn may create enhanced performance of the organization. We can call this interrelationship between culture and performance as the company citizenship. This company citizenship can be transmitted from one part of the globe to another through the transmission of its corporate management and operations management system as a strategy of a multinational company.

This book extends our understanding of the attitudes and behaviors of teachers who improve their schools consistently and considerably. It sets out to critically analyze and examine organizational citizenship behaviors (OCB) in schools from a contextual perspective and to display the uniqueness of the concept in the context of school, its dimensions, boundaries, antecedents and consequences from a multi-level perspective. Chapters consider: understandings of teachers' OCB, its nature, components, and salience in schools personal, organizational, and cultural factors which might facilitate or inhibit teachers' OCB contributions and the drawbacks of OCB for the improvement of educational systems, schools, and educators a new conceptualization of teachers' OCB based on the unique characteristics of school and the teaching profession, and consequences for theory and practice practical tools for guiding educational policy-makers, principals, and teacher educators on how to assimilate and enhance teachers' OCB. Organizational Citizenship Behavior in Schools will appeal to scholars and researchers in educational administration, educational policy, school leadership and teacher education. It will also be of interest to supervisors, policy makers and postgraduate students in the field of education.

øIt would be unusual for a framework as powerful and predictive as the Competing Values Framework to remain unchallenged and absent of criticism. In addition to updating the examples and references, this second edition provides a new chapter motivated

Commitment is one of the most researched concepts in organizational behavior. This edited book in the SIOP Organizational Frontiers series, with contributions from many scholars, attempts to summarize current research and suggests new directions for studies on commitment in organizations. Commitment is linked to other concepts ie. satisfaction, involvement, motivation, and identification and is studied across cultural lines. Both the individual and group levels of building and maintaining commitment are discussed.

The contribution of culture to organizational performance is substantial and quantifiable. In The Culture Cycle, renowned thought leader

James Heskett demonstrates how an effective culture can account for 20-30% of the differential in performance compared with "culturally unremarkable" competitors. Drawing on decades of field research and dozens of case studies, Heskett introduces a powerful conceptual framework for managing culture, and shows it at work in a real-world setting. Heskett's "culture cycle" identifies cause-and-effect relationships that are crucial to shaping effective cultures, and demonstrates how to calculate culture's economic value through "Four Rs": referrals, retention, returns to labor, and relationships. This book: Explains how culture evolves, can be shaped and sustained, and serve as the organization's "internal brand." Shows how culture can promote innovation and survival in tough times. Guides leaders in linking culture to strategy and managing forces that challenge it. Shows how to credibly quantify culture's impact on performance, productivity, and profits. Clarifies culture's unique role in mission-driven organizations. A follow-up to the classic Corporate Culture and Performance (authored by Heskett and John Kotter), this is the next indispensable book on organizational culture. "Heskett (emer., Harvard Business School) provides an exhaustive examination of corporate policies, practices, and behaviors in organizations." Summing Up: Recommended. Reprinted with permission from CHOICE, copyright by the American Library Association.

Going far beyond previous empirical work, John Kotter and James Heskett provide the first comprehensive critical analysis of how the "culture" of a corporation powerfully influences its economic performance, for better or for worse. Through painstaking research at such firms as Hewlett-Packard, Xerox, ICI, Nissan, and First Chicago, as well as a quantitative study of the relationship between culture and performance in more than 200 companies, the authors describe how shared values and unwritten rules can profoundly enhance economic success or, conversely, lead to failure to adapt to changing markets and environments. With penetrating insight, Kotter and Heskett trace the roots of both healthy and unhealthy cultures, demonstrating how easily the latter emerge, especially in firms which have experienced much past success. Challenging the widely held belief that "strong" corporate cultures create excellent business performance, Kotter and Heskett show that while many shared values and institutionalized practices can promote good performances in some instances, those cultures can also be characterized by arrogance, inward focus, and bureaucracy -- features that undermine an organization's ability to adapt to change. They also show that even "contextually or strategically appropriate" cultures -- ones that fit a firm's strategy and business context -- will not promote excellent performance over long periods of time unless they facilitate the adoption of strategies and practices that continuously respond to changing markets and new competitive environments. Fundamental to the process of reversing unhealthy cultures and making them more adaptive, the authors assert, is effective leadership. At the heart of this groundbreaking book, Kotter and Heskett describe how executives in ten corporations established new visions, aligned and motivated their managers to provide leadership to serve their customers, employees, and stockholders, and thus created more externally focused and responsive cultures.

This monograph focuses on the level of management culture development in organizations attempting to disclose it not only with the help of theoretical insights but also by the approach based on employees and managers. Why was the term "management culture" that is rarely found in literature selected for the analysis? We are quite often faced with problems of terminology. Especially, it often happens in the translation from one language to another. While preparing this monograph, the authors had a number of questions on how to decouple the management culture from organization's culture and from organizational culture, how to separate management culture from managerial culture, etc. However, having analysed a variety of scientific research, it appeared that there is no need to break down the mentioned cultures because they still overlap. Therefore, it is impossible to completely separate the management culture from the formal or informal part of organizational culture. Management culture inevitably exists in every organization, only its level of development may vary.

Diagnosing and Changing Organizational Culture provides a framework, a sense-making tool, a set of systematic steps, and a methodology for helping managers and their organizations carefully analyze and alter their fundamental culture. Authors, Cameron and Quinn focus on the methods and mechanisms that are available to help managers and change agents transform the most fundamental elements of their organizations. The authors also provide instruments to help individuals guide the change process at the most basic level—culture. Diagnosing and Changing Organizational Culture offers a systematic strategy for internal or external change agents to facilitate foundational change that in turn makes it possible to support and supplement other kinds of change initiatives.

The questionable practices and policies of many businesses are coming under scrutiny by consumers and the media. As such, it important to research new methods and systems for creating optimal business cultures. Organizational Culture and Behavior: Concepts, Methodologies, Tools, and Applications is a comprehensive resource on the latest advances and developments for creating a system of shared values and beliefs in business environments. Featuring extensive coverage across a range of relevant perspectives and topics, such as organizational climate, collaboration orientation, and aggressiveness orientation, this book is ideally designed for business owners, managers, entrepreneurs, professionals, researchers, and students actively involved in the modern business realm.

Culture and Leadership Across the World: The GLOBE Book of In-Depth Studies of 25 Societies is the second major publication of GLOBE (Global Leadership and Organizational Behavior Effectiveness), a groundbreaking, large-scale project on international management research featuring contributions from nearly 18,000 middle managers from 1,000 organizations in 62 countries, perhaps the largest project of its kind ever undertaken. This volume effectively presents a complex collection of global research addressing the culture of particular countries, leadership qualities within those countries, and recommendations on how managers should conduct business in countries other than their own. A massive effort with a cross-cultural focus and broad international appeal, this book explores: how leadership is conceptualized and enacted in its cultural milieu; quantitative data including middle manager questionnaires, unobtrusive measurement, and participant observation data; qualitative research from interviews, focus groups, and media analyses; and theoretical and methodological pitfalls that arise in the effort to develop universal management theories. This book is a coherent and well-organized presentation of the findings of the GLOBE Project and will appeal to scholars in leadership, management, international business, cultural studies; and also to practicing managers.

Regarded as one of the most influential management books of all time, this fourth edition of Leadership and Organizational Culture transforms the abstract concept of culture into a tool that can be used to better shape the dynamics of organization and change. This updated edition focuses on today's business realities. Edgar Schein draws on a wide range of contemporary research to redefine culture and demonstrate the crucial role leaders play in successfully applying the principles of culture to achieve their organizational goals.

This book examines the interplay between IT solutions and specific management methods in organizations. In particular, it assesses the impact of IT reliability on factors like employees' commitment and organizational performance. After developing the necessary theoretical foundation, the book presents a framework for aligning IT solutions with a number of specific management methods in organizations. In addition, it demonstrates the extent to which IT reliability can be an indicator for this alignment, and discusses the impact on employees' commitment and organizational performance under various management methods. Case studies from organizations in Switzerland and Poland help to illustrate the findings. In closing, the book presents roadmaps for

improving IT and business alignment so as to achieve higher commitment and better results.

A high level of employee commitment holds particular value for organizations owing to its impact on organizational effectiveness and employee well-being. This Handbook provides an up-to-date review of theory and research pertaining to employee commitment in the workplace, outlining its value for both employers and employees and identifying key factors in its development, maintenance or decline. Including chapters from leading theorists and researchers from around the world, this Handbook presents cumulated and cutting-edge research exploring what commitment is, the different forms it can take, and how it is distinct from related concepts such as employee engagement, work motivation, embeddedness, the psychological contract, and organizational identification.

The present book is a result of research conducted in the Indian corporate arena for the presence and effectiveness of Relational practices. Further, It also draws and analyses the relationship between Relational Practices, Organisational Culture and Organisational Commitment. It outlines the significance of Relational Practices through primary and secondary research on the subject.

The fields of organizational climate and organizational culture have co-existed for several decades with very little integration between the two. In Organizational Climate and Culture: An Introduction to Theory, Research, and Practice, Mark G. Ehrhart, Benjamin Schneider, and William H. Macey break down the barriers between these fields to encourage a broader understanding of how an organization's environment affects its functioning and performance. Building on in-depth reviews of the development of both the organizational climate and organizational culture literatures, the authors identify the key issues that researchers in each field could learn from the other and provide recommendations for the integration of the two. They also identify how practitioners can utilize the key concepts in the two literatures when conducting organizational cultural inquiries and leading change efforts. The end product is an in-depth discussion of organizational climate and culture unlike anything that has come before that provides unique insights for a broad audience of academics, practitioners, and students.

In the past, services had a strong local and national focus. Professional services were very likely to be independently and autonomously organized from country to country in order to cater to local needs and local legal requirements. This has since changed radically, and highly integrated business and delivery models around the globe have become the status quo in clients' businesses and strategies. Serving clients on a global level requires professional services firms to adopt a structural change from local to distributed global sales and delivery. This book brings together many years of experience, current perspectives and future ideas of international business practitioners, academics, and market researchers. Along those lines it is structured into four parts. Part I "Winning Strategies and Innovative Ideas" lays the book's foundation: it discusses core strategies behind the globalization movement and introduces the major paradigms and ideas. Part II "Successful Processes for Realization" provides solutions for how to establish successful processes for delivering global professional services. Part III "Inspired Talent Management" goes to the core of the professional services industry: attracting, developing, and keeping the right talent in the right locations. Finally, Part IV offers "Experiences and Case Studies" on all aspects related to successfully building a globalized professional services firm. In short, this handbook provides professional services firms and their clients alike with a sound foundation for responding strategically to fundamental global changes and turning them into business advantages. It offers a comprehensive perspective of why and how to successfully globalize a professional services firm.

The Second Edition provides an overview of current research, theory and practice in this expanding field. The editorial team and the authors come from diverse professional and geographical backgrounds, and provide an unprecedented coverage of topics relating to both culture and climate of modern organizations.

Organizational socialization is the process by which a new employee learns to adapt to an organizational culture. This crucial early period has been shown to have an influence on eventual job satisfaction, commitment, innovation, and cooperation, and ultimately the performance of the organization. After decades of research on organizational socialization, much is now known about this important process. However, some confusion still exists regarding what it means to be socialized. The Oxford Handbook of Organizational Socialization brings comprehensive reviews of the scholarly literature together with perspectives on what is being done in organizations to integrate and support new employees. The first section introduces the principles and practice of employee socialization and provides a history of the field, and the second section focuses on outcomes and antecedents of socialization. The third section on organizational context, systems, and tactics covers an extensive number of topics, including diversity, person-organization fit, and social networks, and special contexts such as socialization into higher-level jobs, and expatriation. The fourth section reviews process, methods, and measurement. The fifth section goes "beyond the organizational newcomer" to examine socialization in special contexts. The sixth section expands on practice-related issues and walks the reader through two case studies, one in an academic setting and another in a corporate setting. The final chapters provide a "best practices" approach, based on the highest quality research, summarize the state of the field, and offer an agenda for future research as well as suggestions for potential research-practice partnerships. Unique and thorough in its approach, The Oxford Handbook of Organizational Socialization is a useful single source of information across the range of research relevant to organizational socialization.

What is a committed employee? Are such employees better or worse off than uncommitted employees? What are the organizational advantages and disadvantages of having a committed workforce? This book overviews academic and popular perspectives on commitment in employees. It examines the multiple faces of commitment and the links that have been established between the various forms of commitment and organizational behaviour. In addition, questions concerning individual differences, organizational characteristics, job characteristics and work experiences associated with commitment are explored. The volume concludes with a discussion of what organizations can do to manage commitment effectively, including under difficult circumst

In this instant New York Times bestseller, Angela Duckworth shows anyone striving to succeed that the secret to outstanding achievement is not talent, but a special blend of passion and persistence she calls "grit." "Inspiration for non-geniuses everywhere" (People). The daughter of a scientist who frequently noted her lack of "genius," Angela Duckworth is now a celebrated researcher and professor. It was her early eye-opening stints in teaching, business consulting, and neuroscience that led to her hypothesis about what really drives success: not genius, but a unique combination of passion and long-term perseverance. In Grit, she takes us into the field to visit cadets struggling through their first days at West Point, teachers working in some of the toughest schools, and young finalists in the National Spelling Bee. She also mines fascinating insights from history and shows what can be gleaned from modern experiments in peak performance. Finally, she shares what she's learned from interviewing dozens of high achievers—from JP Morgan CEO Jamie Dimon to New Yorker cartoon editor Bob Mankoff to Seattle Seahawks Coach Pete Carroll. "Duckworth's ideas about the cultivation of tenacity have clearly changed some lives for the better" (The New York Times Book Review). Among Grit's most valuable insights: any effort you make ultimately counts twice toward your goal; grit can be learned, regardless of IQ or circumstances; when it comes to child-rearing, neither a warm embrace nor high standards will work by themselves; how to trigger lifelong interest; the magic of the Hard Thing Rule; and so much more. Winningly personal, insightful, and even life-changing, Grit is a book about what goes through your head when you fall down, and how that—not talent or luck—makes all the difference. This is "a fascinating tour of the psychological research on success" (The Wall Street Journal).

How is practical change work carried out in modern organizations? And what kind of challenges, tasks and other difficulties are normally encountered as a part of it? In a turbulent and changing world, organizational culture is often seen as central for sustained competitiveness.

Organizations are faced with increased demands for change but these are often so challenging that they meet heavy resistance and fizzle out. Changing Organizational Culture encourages the development of a reflexive approach to organizational change, providing insights as to why it may be difficult to maintain momentum in change processes. Based around an illuminating case study of a cultural change programme, the book provides 15 lessons on the entire change journey; from analysis and design, to implementation and how organizational members should approach change projects. This enhanced edition considers the most recent studies on organizational change practice, with new examples from businesses and the public sector, and includes one empirical study which uses the authors' own framework, enriching their practical recommendations. It also draws on the latest theoretical developments, including ideas of power and storytelling. Accompanying the text is an online pedagogic and research ideas guide available for course instructors and lecturers at Routledge.com. Changing Organizational Culture will be vital reading for students, researchers and practitioners working in organizational studies, change management and HRM.

Building on the revolutionary Institute of Medicine reports To Err is Human and Crossing the Quality Chasm, Keeping Patients Safe lays out guidelines for improving patient safety by changing nurses' working conditions and demands. Licensed nurses and unlicensed nursing assistants are critical participants in our national effort to protect patients from health care errors. The nature of the activities nurses typically perform â€" monitoring patients, educating home caretakers, performing treatments, and rescuing patients who are in crisis â€" provides an indispensable resource in detecting and remedying error-producing defects in the U.S. health care system. During the past two decades, substantial changes have been made in the organization and delivery of health care â€" and consequently in the job description and work environment of nurses. As patients are increasingly cared for as outpatients, nurses in hospitals and nursing homes deal with greater severity of illness. Problems in management practices, employee deployment, work and workspace design, and the basic safety culture of health care organizations place patients at further risk. This newest edition in the groundbreaking Institute of Medicine Quality Chasm series discusses the key aspects of the work environment for nurses and reviews the potential improvements in working conditions that are likely to have an impact on patient safety.

Workforce diversity refers to a strategy that promotes and supports the integration of human diversification in business. By utilizing focused inclusion policies and practices, businesses can guide work environments and create an optimal business culture. Management Techniques for a Diverse and Cross-Cultural Workforce is a critical scholarly resource that examines the emerging work culture to understand the underlying human processes prevalent in modern organizations. Featuring coverage on a broad range of topics, such as gender diversity, workforce trends, and inclusion management, this book is geared towards business owners, managers, entrepreneurs, professionals, researchers, and students seeking current research on diversity management.

Perceived importance of personal and organizational values congruence in the management of organizations have actualized this phenomenon in both theory and practice. Researchers continuously show positive impact of personal and organizational values congruence on employees? behavior, attitudes, organizational climate and organizational performance. Management of organizations are also seeking to apply the solutions to eliminate the gap between organizational and employees' values. However, arising scientific and practical problems requires to purify the factors that determine values congruence. This challenges for a search of complex and consistent understanding of this phenomenon: from theory to practice. This book aims to provide the reader with a comprehensive overview of the personal and organizational values congruence phenomenon, featuring the most important critical issues regarding the exposure, diagnosis and strengthening of congruence of personal and organizational values.

Employee-Organization Linkages: The Psychology of Commitment, Absenteeism, and Turnover summarizes the theory and research on employee-organization linkages, including the processes through which employees become linked to work organizations, the quality of such linkages, and how linkages are weakened or severed. The text identifies the determinants of employee commitment, absenteeism, and turnover, as well as their consequences for the individual, work groups, and the larger organization. The book also presents conceptual models on how employees become committed to, decide to be absent from, and decide to leave their organizations. Human resource practitioners, managers, employers, and industrial psychologists will find the book very informative and insightful.

Evaluate significant cultural patterns within the organization! Different organizations need different cultures. For a culture requiring change, this powerful diagnostic tool suggests how to effect that change. Developed by renowned training and OD experts, the Instrument will identify the shared values and beliefs that constitute your organization's culture. The Trainer's Package contains all the information, guidance, and support materials you'll need to lead a senior team through each step of the program's advanced, results-oriented design. Use Diagnosing Organizational Culture for team building, organizational development, productivity improvement, human resources development, and much more!

Total quality management (TQM), reengineering, the workplace of the twenty-first century--the 1990s have brought a sense of urgency to organizations to change or face stagnation and decline, according to Enhancing Organizational Performance. Organizations are adopting popular management techniques, some scientific, some faddish, often without introducing them properly or adequately measuring the outcome. Enhancing Organizational Performance reviews the most popular current approaches to organizational change--total quality management, reengineering, and downsizing--in terms of how they affect organizations and people, how performance improvements can be measured, and what questions remain to be answered by researchers. The committee explores how theory, doctrine, accepted wisdom, and personal experience have all served as sources for organization design. Alternative organization structures such as teams, specialist networks, associations, and virtual organizations are examined. Enhancing Organizational Performance looks at the influence of the organization's norms, values, and beliefs--its culture--on people and their performance, identifying cultural "levers" available to organization leaders. And what is leadership? The committee sorts through a wealth of research to identify behaviors and skills related to leadership effectiveness. The volume examines techniques

for developing these skills and suggests new competencies that will become required with globalization and other trends. Mergers, networks, alliances, coalitions--organizations are increasingly turning to new intra- and inter-organizational structures. Enhancing Organizational Performance discusses how organizations cooperate to maximize outcomes. The committee explores the changing missions of the U.S. Army as a case study that has relevance to any organization. Noting that a musical greeting card contains more computing power than existed in the entire world before 1950, the committee addresses the impact of new technologies on performance. With examples, insights, and practical criteria, Enhancing Organizational Performance clarifies the nature of organizations and the prospects for performance improvement. This book will be important to corporate leaders, executives, and managers; faculty and students in organizational performance and the social sciences; business journalists; researchers; and interested individuals.

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