

## A Review of Organisational Culture and Organizational Commitment

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**Abstract:** This paper aims to review a number of studies on organisational culture and organisational commitment. However, only articles published from 2012-2017 were reviewed. The reviewed literatures showed different conclusions. Most of the studies confirmed that strong significant interactions exist among organisational culture and organisational commitment but in some the association is weak. Other studies showed no association among organisational culture and organisational commitment. This controversy of conclusions emanates from differences in methodology; countries conducted the study and the number of respondents and observations. Therefore, this paper contributed to the understanding the mechanisms through which organisational culture affect organisational commitment by incorporating the concept of different organisational factors. Organisations can retain committed and motivated workforce through fostering a strong culture, which can support employees' affective commitment to the organisation.

**Keywords:** Organisational Culture, Organizational Commitment.

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### I. Introduction

Organization looks for achievement particularly because of today's focused condition. Despite their size and market, organizations endeavour to maintain the best employees and recognize their essential part and impact on the effectiveness of such organizations (Sabri, Ilyas, & Amjad, 2011).

Furthermore, the investigation of behaviors inside organizational setting has highlighted basic factors that are strong or adverse to the performance of workforce. This thought remains constant while concentrating on nature of human resource that is a primary consideration which contributes fundamentally to the organizational achievement (Suma and Lesha, 2013).

As a system of shared assumptions, values and beliefs, organizational culture governs the behaviour of people to dress, act and perform their job towards achieving success. This process comprises of goal setting, work setting, and training program in such a way that people understand themselves and work as a team. Motivation is one of the crucial factors required to develop the desired culture that each organization aspires to achieve. In this respect, it indicated that the organizational culture is the most important factor of organization making up, and the factor contributed in the creation organizational commitment (Edwards, 2016).

Moreover, the importance of organizational culture role in the organization as well as points out that the real importance of organizational culture was at the beginning of the ninth decade (Iorgulescu, & Marcu, 2016). As well as employees who work in Public Jordanian universities enjoy in specialization and high profession where new employees depend on the experiences of their colleagues to develop their knowledge, different skills and organizational commitment this leads to an increase in performance averages. From this respect, it is important to give attention to human element which forms the core of the administration process and its role in achieving the organization aims, so there is a clear increase in the point of commitment of employees in a culture of the organization to be distinguished from others.

Currently, many of researchers seek to understand the factors affecting the organizational commitment of employees deeply and also the utilization from. There have been various studies on the organizational culture and organizational commitment, such as Hakim, Awaluddin, and Hakim, (2013), Rehman, et al (2013), Suma and Lesha, (2013), Asrar-ul-Haq, Kuchinke, Masrek and Nadzar (2014), Alkahtani, (2016), Ismail and Razak, (2016), Tagoe and Quarshie, (2016) and Inanlou and Ahn, (2017). The literature review showed that researchers are mostly focused on organizational culture and commitment, and unfortunately the influence of emotional aspects are vastly neglected in organizational behavior researchers. Therefore, the main objective of this paper is to review researches that investigate the relationship between organisational culture and organisational commitment. This paper is organised in the following sections. First-section introduction of the

study; Second-section empirical reviews of some selected literature; in the last section, the summary, conclusion and recommendation of the study is provided.

## **II. Empirical Review**

Widyanningrum, (2012) aimed at measuring the performance of medical servants in the hospital where the study sample was (175). The study showed that there was a direct and indirect effect of organizational variables and the ability on organizational commitment as well as it showed that organizational commitment is an important tool to measure the worker's performance. Moreover, Raategar and Aghayan, (2012) aimed at showing the relationship between organizational commitment and organizational culture when the sample was chosen from the training and education organization in the city of Tehran. The study showed that the demographic variables, as well as teaching, marriage, job experience, were with no great effect on organizational commitment.

In Pakistan, Syed et al., (2012) studied the effect of organizational culture on organizational culture on organizational commitment applied on the instructional members from governmental universities. The results were that these universities suffer from a bad administration which needed to adapt comprehensive strategy to improve the performance of high management. Similarly, Kong, (2007) found that there were great schools and basic schools, and there was a great difference in organizational commitment toward school from the both sexes of teachers. As well as there was a great effect of organizational commitment on the attitude toward organizational rehabilitation.

Wayne, Casper, Matthews, and Allen, (2013) explained the processes through which family-supportive organizational perceptions relate to employee affective commitment. The data collected from 408 couples. The results suggested that employee is positively associated with employee commitment through both employee work-to-family experiences and partner attitudes. A family-supportive organizational perception was positively related to employee work-to-family enrichment, which was positively associated with employee affective commitment. Moreover, family-supportive organizational perceptions was negatively associated with employee work-to-family conflict, which related to a partner's more positive attitude toward the employee's work schedule and higher commitment to the employee's firm. However, partner commitment was positively and reciprocally related to employee affective commitment. These relationships partially mediated the family-supportive organizational perceptions-employee affective commitment relationship and varied as a function of parental status and single- versus dual-earner couple status but not as a function of employee gender.

Carlos, Paula and Dibb, (2014) explored the relationships among organisational culture, market orientation, organisational commitment and organisational performance in non-profit organisations. The data was collected through a mail survey of a sample of Portuguese non-profit organisations operating in the area of health. They employed Structural equation modelling as a means of analyse. The findings have shown that organisational culture influences organisational performance. Moreover, the market orientation consequences, the study results suggest that higher levels of market orientation result in both high levels of organisational commitment and organisational performance. They also suggested that organisational commitment does not affect performance in a very significant way.

Another study of Ruiz-Palomino, and Martínez-Cañas, (2014) examined relationship between person organization fit, ethical intent and organizational citizenship behavior (OCB), using a sample of 525 employees from the financial industry in Spain. The findings of EC were more strongly related to ethical intent and organizational citizenship. Also, significant differences were found in the degree to which each the EC dimensions related to both ethical intent and OCB.

Anitha, and Begum, (2016) focused on service sector and automobile manufacturing, and highlights elements like employee commitment and organisational culture that measure how to preserve an employee in an organisation. The model will be confirmed which will be valuable to organisations in the service sector and automobile to focus on crucial features that support in employee retention. Organisational commitment includes three dimensions, such as Continuance, Normative and Affective Commitments, which were derived from Allen and Mayer's model. The observations of Organisation Culture are similarly the elements measured to know the present levels of retaining an employee in an organisation. The results revealed that Organisational Culture has high influence on Employee Retention than Continuance Commitment and Normative Commitment. Moreover, this suggested that the employees of the organisation have more positive perception concerning organisational culture. Conversely, Affective Commitment does not influence Employee Retention to a significant level.

Huhtala, and Feldt (2016) investigated the role of person-organisation fit and work engagement as mediating procedures among ethical culture and employee commitment, where ethical culture is seen as an organisational resource. It was estimated that the stronger the ethical values and performs are practiced to be, the more friendly employees impression with the organisation. A good person-organisation fit was promoted to act as a personal job means for the employees, who would subsequently practice greater work commitment prominent to stronger affective commitment and less turnover targets. They used

questionnaire data collected from 270 Finnish school psychologists. They analysed the data using SEM and mediation modelling with the bootstrapping method. The findings revealed that Ethical organisational culture had a significant positive relationship with skilled person-organisation fit, which in turn was associated to greater work commitment. Moreover, both person-organisation fit and work commitment were related with greater affective commitment and with lower turnover targets.

Pučėtaitytė, Novelskaitė, Lämsä, and Riivari, (2016) explored the interrelations among ethical organisational culture and organisational innovativeness in two diverse socio-cultural perspectives, Finland and Lithuania. According to the Global Innovation Index 2013, Finland placed 6th and Lithuania 40th in relations of the state capability to produce innovations. Previous research by Riivari et al. (*Eur J Innov Manag* 15:310–331, 2012) and Riivari and Lämsä (*J Business Ethics* 124:1–17, 2014) argues the importance of the ethical dimension of organisational culture in fostering the organisational capacity to innovate. Moreover, different perspective is taken to test hypothesised variances among the two multidimensional phenomena. The findings of 2 surveys in Finnish and Lithuanian public organisations (respectively,  $n_{FI} = 477$  and  $n_{LT} = 757$ ). The data analysis showed that ethical organisational culture influences organisational innovativeness, especially behaviour and process innovativeness in both organisations. However, the findings suggested that some ethical virtues such as discuss ability, clarity and congruency of management can be elucidated by an institutional rather than socio-cultural perspective. Conversely, the influence of sanction ability and transparency in the Finnish organisation and congruency of supervisors, viability and supportability in the Lithuanian organisation rests on individualities of a socio-cultural perspective.

Laforet, (2016) examined the impacts of organisational culture (OC) on organisational innovation performance (OIP) in family small and medium-sized enterprises (SMEs). They seek to find the type of culture that lead to great innovation performance in family firms. They applied postal survey of family SMEs across sectors in the UK. The study employed multiple regression analyses to test which family business culture has an effect on OIP. Among the family business cultures tested are: a flexible, open OC and an external cultural orientation as well as an organisational climate established on open trust and communication, the initiator culture, and a long-term cultural alignment. The findings showed that authoritarian and initiator culture type do not have a positive influence on family firm innovation performance, however an entrepreneurial-like culture does, that is one that is flexible, proactive, externally oriented and long-term oriented. Also, an inward focus culture such as, the initiator culture hampers innovation; whereas an outward focus culture such as, an external orientation culture has a positive influence on family firm innovation performance.

Yousef, (2017) investigated the direct and indirect interactions among organizational commitment, job satisfaction and attitudes toward organizational change. The findings showed that employees in the investigated departments are very contented with wonderful- vision and co-workers, but they are slightly contented with job security and work conditions but they have little contentment with pay and promotion aspects of the job. The analysis further confirmed that employees in the investigated departments are continuing with their present departments either because they want to do so, or because they have to do so, however not because they feel they ought to do so.

Ramdhani, Ramdhani, and Ainsiyifa, (2017) analysed to some previous research; they developed by expanding constructs to explain how the dimension of corporate culture influences employees commitment. They used examination model founded on the literature reviews of previous research and then the hypotheses were used as a methodology. The findings of the study revealed that the employee commitment to organization can be developed through corporate culture that involves communication, teamwork, reward- recognition and training development. To sustain competence, effectivity and organization productivity could be accompanied by enhancing employee commitment to organization by generating and applying corporate culture constantly. The concept of employee commitment to organization is designated with causal relationship toward corporate culture which is putrefied into the dimension of communication, teamwork, reward- recognition and training development.

Tekingündüz, Top, Tengilimoğlu, and Karabulut, (2017) investigated the influence of the job satisfaction dimensions, organisational trust dimensions and numerous personal on the organisational commitment. They used all staff working at a public hospital in Bingöl Turkey. Moreover, a total of 516 questionnaires were taken into consideration for data analysis. The result confirmed that job satisfaction dimensions, organisational trust dimensions, and personal variables explained affective commitment variable in the proportion of 37.5%; normative commitment variable in the proportion of 39.8% and continuance commitment variable in the proportion of 27.2%. Furthermore, the results revealed that managers, communication, cognitive trust, the structure of work, the department worked and gender were the significant predictors of affective commitment. However, cognitive trust, income, emotional trust, the structure of work, additional opportunities and education status, have been found to have a significant effect on continuance commitment. Also, managers, the structure of work, cognitive trust, education status and promotion, the structure of work, emotional trust, gender, and emotional trust had a significant influence on normative commitment.

Kundu, Kundu, Mor, and Mor, (2017) examined the relationship between employee perceptions of diversity that is diversity management, significance of diversity, and value of diversity practices employed and perceived organizational performance. It furthermore examined whether the perceptions of diversity differ between employees from different diversity backgrounds that is across gender and categories in Indian IT industry. They applied primary data based on 402 respondents and analysed using statistical tools like correlations, factor analysis, analysis of variance, grand means, means, and regression. Their findings indicated that employees regardless of their diversity backgrounds positively accepted diversity and diversity management. Conversely, partial however significant differences were observed between employees a perception concerning appreciating the diversity performs employed centred on their diversity backgrounds. Additionally, employees' perception of promotion of gender diversity was found to be positively related to perceived organizational performance.

Novak, Brunetto, Shacklock, Farr-Wharton, and Brown, (2017) studied that the problem of longevity and safety of engineering assets is of growing significance because of their influence when calamities happen. Moreover, they addressed a literature gap by investigative the role of workplace associations in employees' safety behaviour, and figures on the Resilience Engineering (RE) framework by inspective some organisational culture elements affecting how employees behave. However, a Social Exchange framework is employed to observe the influence of employee commitment to safety practices, supervisor-employee associations, and the type of conservation culture upon employees' commitment to safety and safety outcomes. They used a survey data from 284 engineering and technical employees in engineering asset management associations in Australia and analysed using Structural Equation Modelling (SEM). Effective employee associations with management and a practical maintenance culture were related with employee commitment to safety culture and safety outcomes. Their results provided empirical support for implanting an effective organisational culture engrossed on a practical maintenance approach, beside with confirming employees are committed to safety procedures, to confirm safety outcomes and likewise asset longevity.

Qureshi, Frank, Lambert, Klahm, and Smith, (2017) the concept of justice shows a significant role in determining the attitudes of citizens towards criminal justice agencies. Moreover, research indicated that police officers' sensitivities of justice inside their own organisation can influence their attitudes towards it. Therefore, most of the research to date has focused on police officers in Western nations; but, the effects of organisational justice could be universal or vary between cultures. In their study, they investigated the relationship among sensitivities of two dimensions of organisational justice, distributive and technical, with job satisfaction and organisational commitment among Indian police officers. They applied ordinary least squares (OLS) regression analysis of survey data collected from 827 officers stationed in the Sonapat and Rohtak districts in the north Indian state of Haryana. The results indicated that sensitivities of distributive justice and technical justice had significant positive relations with both job satisfaction and affective organisational commitment. Their results support the contention that sensitivities of organisational justice have significant influences on Indian police officers.

Horwitz, Horwitz, Horwitz, and Horwitz, (2017) to investigated the relationship between patient safety culture and two attitudinal constructs: affective organizational commitment and structural empowerment. Therefore, Affective commitment was measured with the Organizational Commitment Questionnaire, whereas structural empowerment was assessed with the Conditions of Work Effectiveness Questionnaire-II. The abbreviated versions of these surveys were administered to a cohort of 71 post-doctoral medical residents. They employed hierarchical regression analyses for the main and interaction effects of affective commitment and structural empowerment on the perception of patient safety culture. The findings revealed that both affective commitment and structural empowerment were positively associated to patient safety culture. A potential interaction effect of the two attitudinal constructs on patient safety culture was tested but no such effect was detected.

Yang, Wu, and Jing, (2017) used a exclusive dataset containing of 343 supervisor-subordinate pairs from many workplaces in China to investigate workers' organisational commitment in Chinese organisations. They compared two lines of arguments on gender composition and work experiences for supervisors and subordinates: Rosabeth Kanter's tokenism theory, and a collection of fruitful studies on leadership and gender. Their results support the tokenism theory: women working under female supervisors not only have the lowest levels of organisational commitment, but the difference between their organisational commitment and that of either men or women working under male supervisors is statistically significant.

Lau, McLean, Hsu, and Lien, (2017) Based on person-organization fit theory, they change outside theories of motivation and social exchange interactions that have often been used in commitment literature. They contributed to understanding sensitivities of organizational culture (OC) and affective commitment (AC) oversensitivities of a learning organization (LO). Such understanding supports to hold existing commitment problems in Malaysia over strategic human resources development (HRD) forecasting and positioning organization development accomplishments. They also examined the degree to which organizations with a contained LO mediated OC and AC, the most leading component of OC in stimulating employee AC, and the

most significant component of LO for prompting OC and AC. They obtained 516 respondents in selected Malaysian private organizations. Their analysis concluded that LO mediated the association among OC and AC. Moreover, respect for people was a leading factor of OC for AC, whereas empowerment played a major role in LO culture mediating the association among OC and AC. HRD practitioners should tactically plan organizational activities, policies and norms that stimulate organizational learning procedures and a learning culture to improve AC.

### III. Conclusion

The various empirical studies reviewed here show different results and conclusions. Most of the studies confirmed that strong significant interactions exist among organisational culture and organisational commitment but in some the association is weak. Other studies showed no interaction among organisational culture and organisational commitment. This controversy of conclusions emanates from differences in methodology; countries conducted the study and the number of respondents and observations. Nevertheless, most studies showed suggestion to support the notion that there is an association among organisational culture and organisational commitment. Conversely, this analysis necessitates to be made with restraint, as most of studies have revealed that only little disparity in organisational culture can be explained by those organisational commitment factors. Another issue in the analysis of this association is whether it is a coexistent or lead-lag relationship.

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