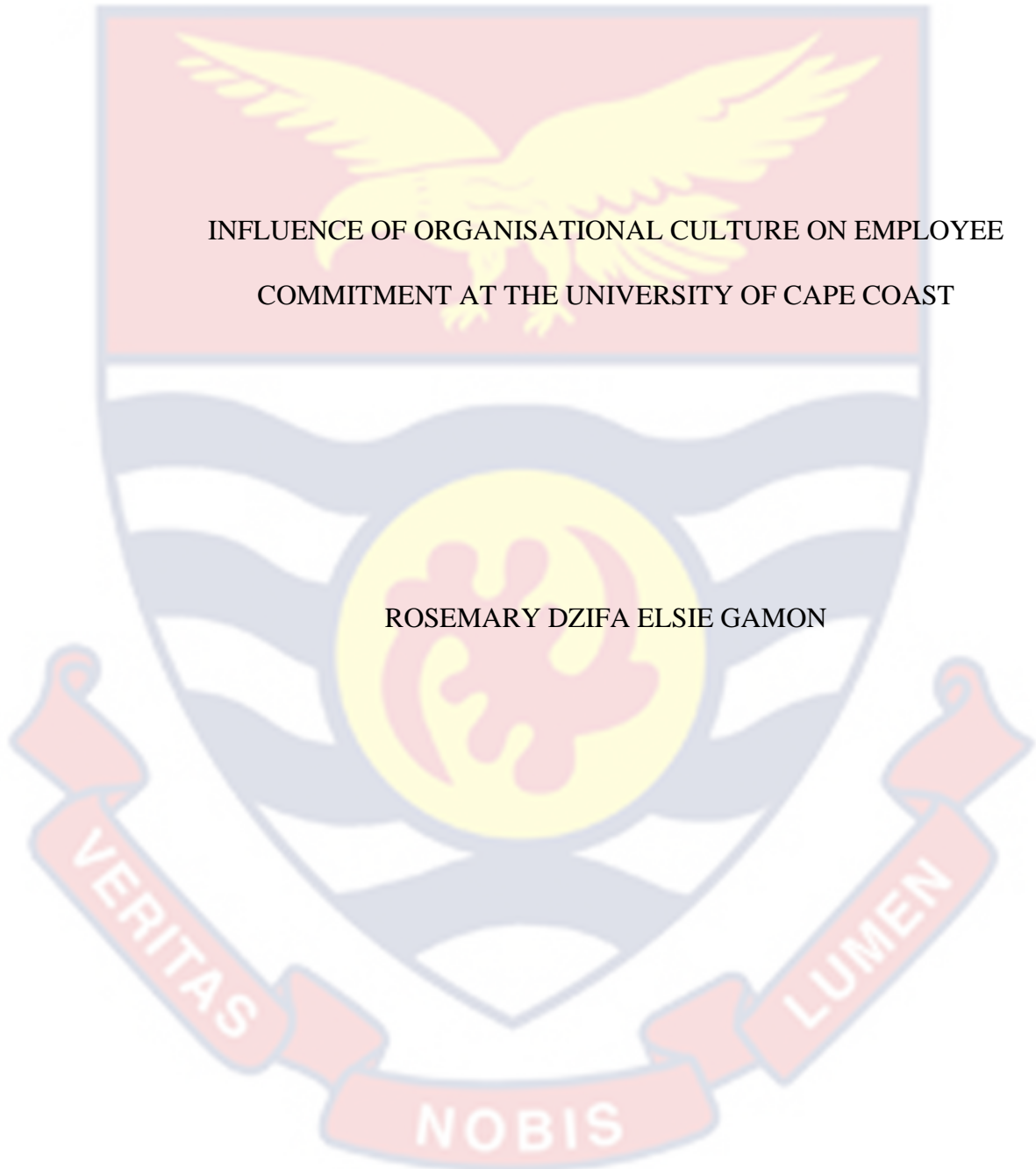


UNIVERSITY OF CAPE COAST



INFLUENCE OF ORGANISATIONAL CULTURE ON EMPLOYEE  
COMMITMENT AT THE UNIVERSITY OF CAPE COAST

ROSEMARY DZIFA ELSIE GAMON

2023

UNIVERSITY OF CAPE COAST



INFLUENCE OF ORGANISATIONAL CULTURE ON EMPLOYEE  
COMMITMENT AT THE UNIVERSITY OF CAPE COAST

BY

ROSEMARY DZIFA ELSIE GAMON

Dissertation submitted to the Department of Human Resource Management of the School of Business, College of Humanities and Legal Studies, University of Cape Coast, in partial fulfilment of the requirements for the award of Master of Business Administration degree in Human Resource Management

APRIL 2023

### DECLARATION

I hereby declare that this dissertation is the result of my own original research and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's signature..... Date.....

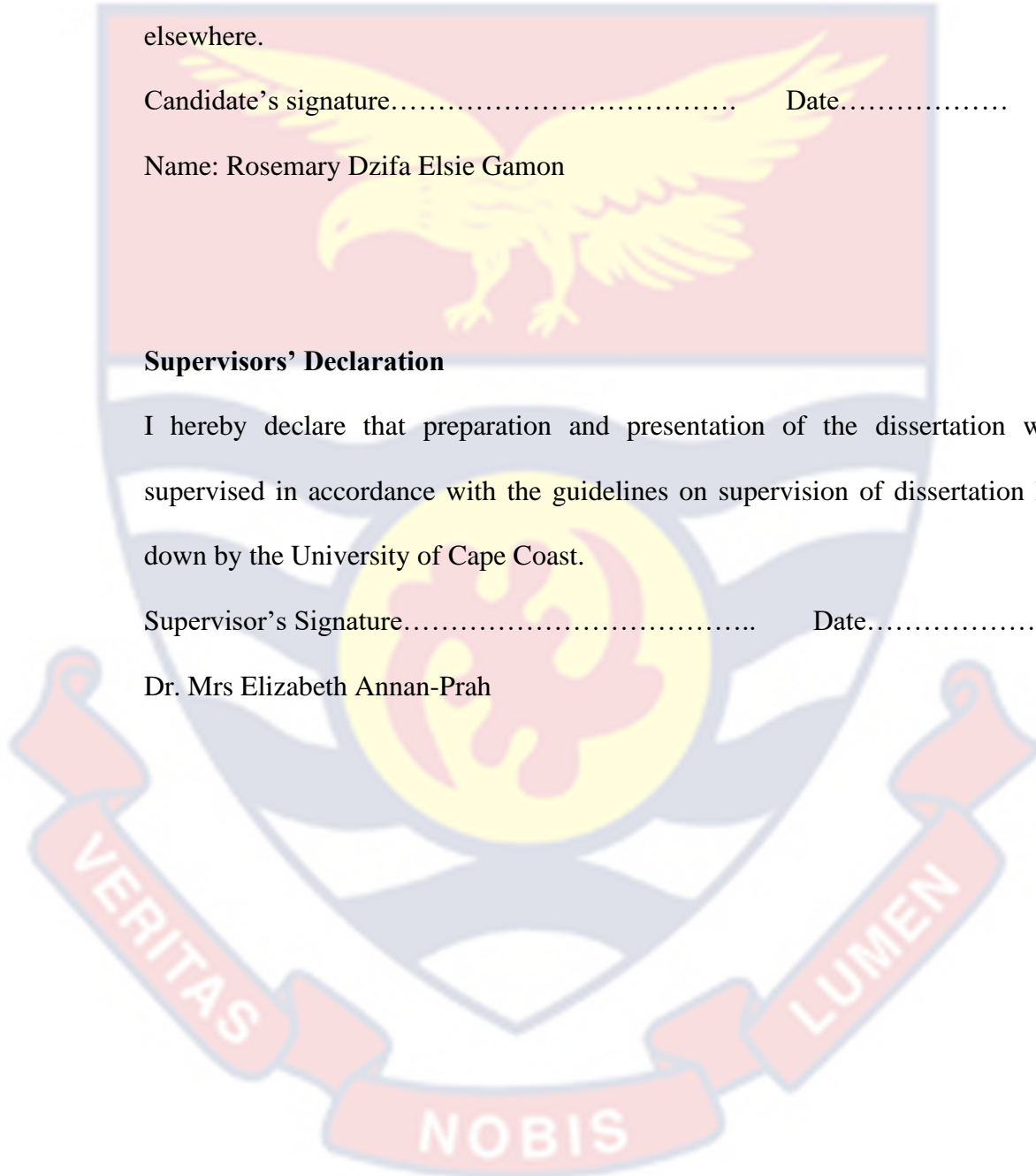
Name: Rosemary Dzifa Elsie Gamon

### Supervisors' Declaration

I hereby declare that preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisor's Signature..... Date.....

Dr. Mrs Elizabeth Annan-Prah



## ABSTRACT

The aim of this study was to assess the influence of organisational culture on the commitment of senior staff at the University of Cape Coast. The study sought to draw evidence from 310 employees from the study area, however, 249 were deemed usable for the study. It was a quantitative study with self-administered questionnaire as the main research instrument. The results from the survey were analysed with the help of the Statistical Package for the Social Sciences (SPSS v26.0). The collected research data was analysed using descriptive and inferential statistics. The study found that with the right clan culture employed by the management of the institution significantly improves the commitment of senior staff within the University of Cape Coast. The study also found that, the use of a conducive hierarchical culture environment in providing a positive influence on the commitment of staff is supported by most staff at the University of Cape Coast. The findings revealed that the senior staff of the University of Cape Coast were guided by the organisations' overall strategic plan in carrying out their work and employees completed work assigned to them as per the desired standards. The study recommends that management must create a favorable condition for staff in relation to the right organisational culture type and as to which level of employee commitment that would best address certain negative influences on employee commitment and hence, the overall performance.

## KEYWORDS

Adhocracy Culture

Clan Culture

Employee Commitment

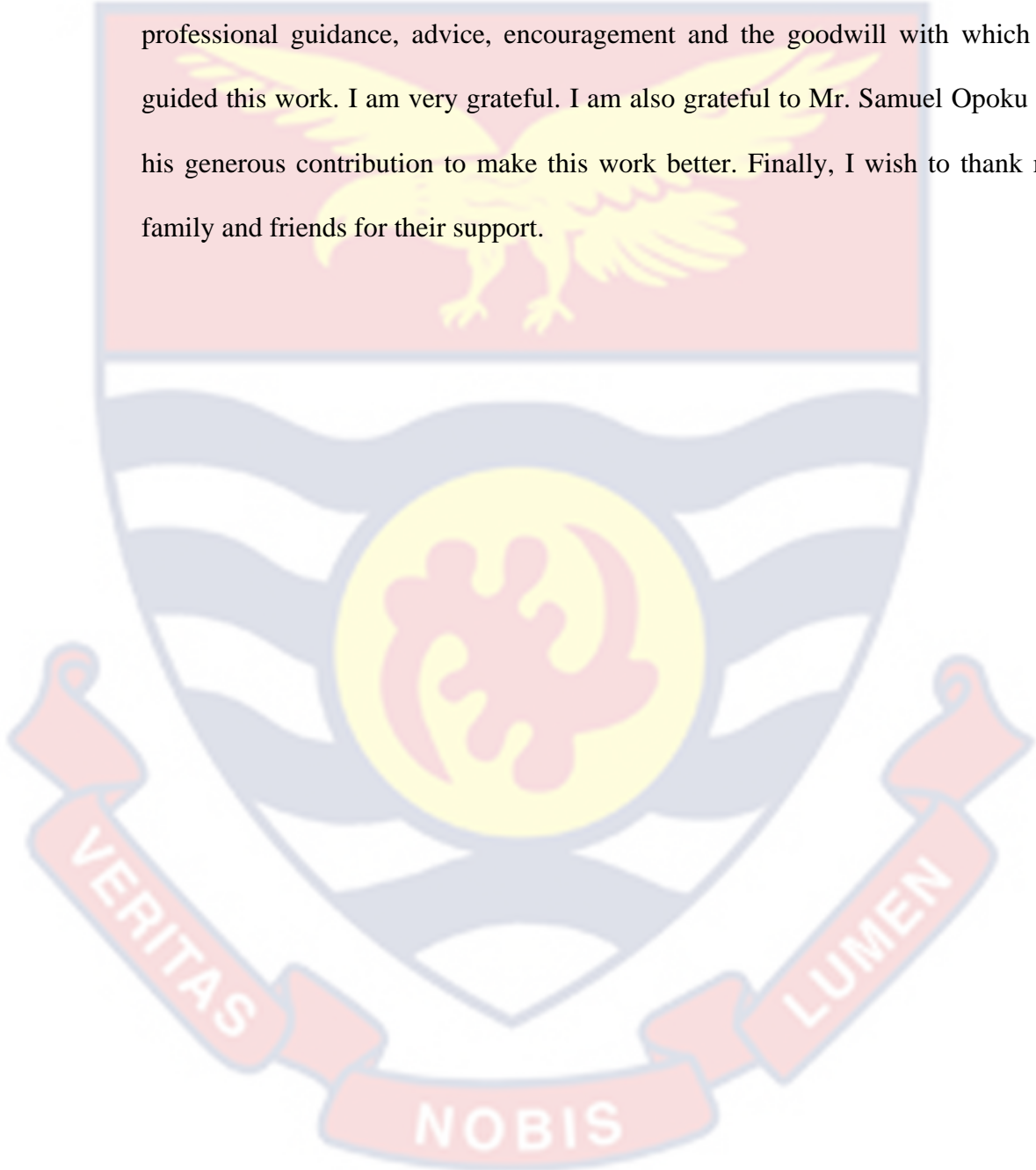
Hierarchical Culture

Market Culture



## ACKNOWLEDGEMENTS

I would like to express my sincere gratitude to my supervisor, Dr. Mrs. Elizabeth Annan-Prah of the Department of Human Resource Management, for her professional guidance, advice, encouragement and the goodwill with which he guided this work. I am very grateful. I am also grateful to Mr. Samuel Opoku for his generous contribution to make this work better. Finally, I wish to thank my family and friends for their support.



**DEDICATION**

To my lovely husband, Edem Gamon





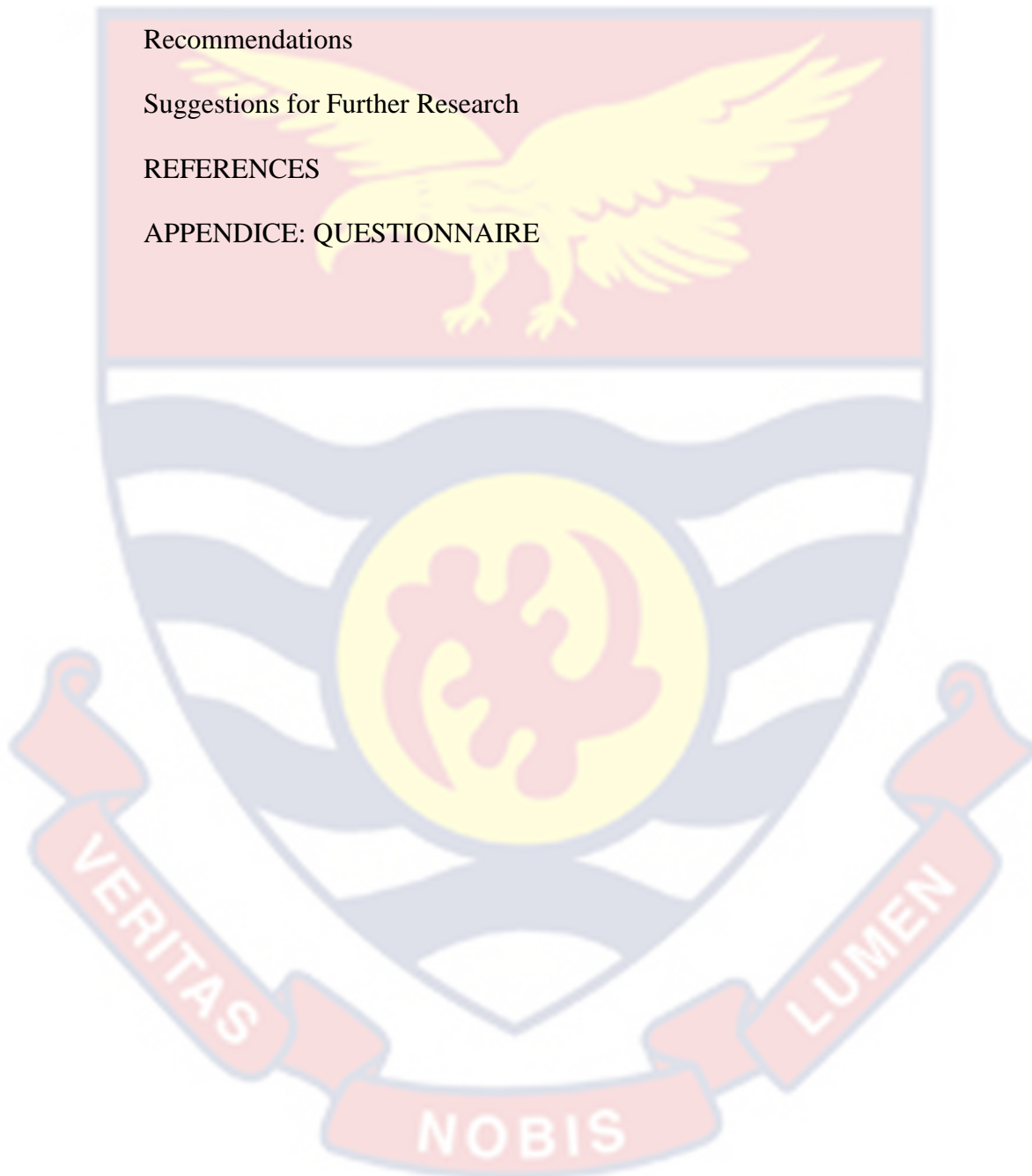
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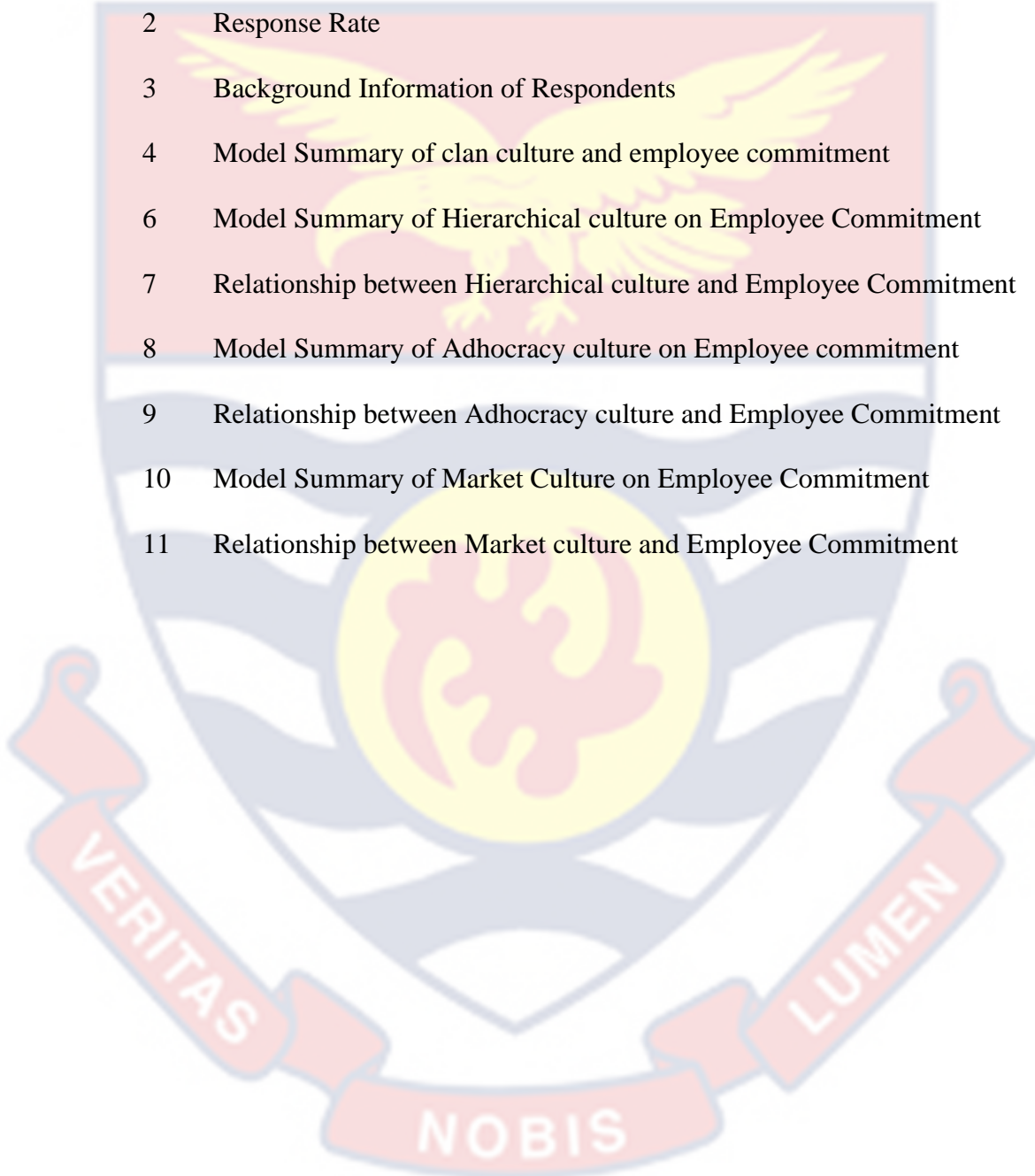
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## CHAPTER ONE

### INTRODUCTION

This dissertation is about how organisational culture influences on employee's commitment at the University of Cape Coast. The main chapters are five and this is the preparatory chapter of the dissertation which presents an overview of the study to enable a reader to situate the research in its right context. The chapter starts off by providing the background to the study. This is followed by the statement of the problem, justifying the existing research gap that this study seeks to fill. Accordingly, this part of the chapter provides the purpose, specific objectives and the research hypothesis. The chapter then proceeds to define and provide the boundary of the study, that is its delimitation. The limitations, which are the caveats of the study are also provided. This chapter ends with how the rest of the dissertation has been organised.

#### **Background to the Study**

Organisational culture has been defined as the unique set of values and norms that are held by people and groups in an organisation and that affect the way they interact with each other and with stakeholders outside the organisation (Jepkorir, Lagat & Ng'eno, 2017). Maina (2016), revealed that organisation culture is so crucial to the organisation to the point that, in the long term, it may be the one decisive impact for the survival or demise of the organisation.

Every organisation has its own distinct culture which dictates its existence and operation. This culture is made up of the underlying values, assumptions, and beliefs shared in common by members of the organisation. It may be regarded of

as the ‘personality’ of the organisation. These cultures are dynamic and overtime alter to embrace new patterns of conduct or thought (Szydło & Grześ-Bukłaho, 2020; Willcoxson & Millett, 2000). Although no commonly recognized definition exists for the term, organisational culture often refers to the shared meanings, ideas, beliefs and understandings held by a specific group or organisation about its challenges, practices, and goals (Lubis & Hanum, 2020).

This indicates that organisations can only fulfill their goals if they make their culture function in harmony with their management coordination. That is to say that by putting in place proper culture, an organisation may enable the workers have control over their own job and this will no doubt help them function better. In view of this, it can be asserted that organisational success is dependent upon the culture of the organisation, as it is a clear predictor of the survival of the enterprises (Kim & Chang, 2018). Some research indicated that there is strong relationship between organisational culture and commitment (Jardioui, Garengo & El Alami, 2019; Kim & Chang, 2018; Muhammad & Muhammad, 2011), and this makes it relevant to examine organisational culture and commitment.

Organisational commitment is said to be achieved by multiple factors that are instituted within an organisation. Notably among these factors is the culture of the organisation. Therefore, in order for every organisation to thrive on attaining organisational commitment and success, organisational culture should be upheld (Kivindu, 2015). Culture is typically considered as ethereal, difficult to grasp and worthy of concentration only if there is time. However, the capacity to recognize



the cultural attributes of an organisation gives a platform for better knowledge of the operations of the business for a better commitment.

This study is founded by the theory of organisational excellence. This theory was developed by two researchers; Thomas Peters and Robert Waterman in 1982. The theory portrays that the culture that an organisation adopts is closely tied to its achievement. Therefore, successful organisations are defined by cultural norms which put priority on deed, proximity to consumers, entrepreneurship, productivity, value-based effort, simplicity, lean staff and economic exploitation of resources. This suggest that organisations are likely to continue in existence if their cultural values offer individuals linked with the organisation room to perform.

Scholars such as Fiordelisi (2014), as well as Wiewiora, Murphy, Trigunaryah and Brown (2014), classified the types of cultures that exist in an organisation into four. These four forms of organisational culture are (a) clan culture, (b) adhocracy culture, (c) hierarchical culture, and (d) market culture. Clan or supportive culture contains an employee-oriented leadership, cohesiveness, participation, and teamwork (Gulius, 2019). Adhocracy or an entrepreneurial culture includes innovative, creative, and adaptable characteristics (Veiseh, Mohammadi, Pirzadian & Sharafi, 2014). Sok, Blomme, and Tromp (2014), described hierarchical culture as a mix of rules and regulations to govern actions in the organisation. Market culture encompasses rivalry and corporate goal attainment (Pinho, Rodrigues, & Dibb, 2014).



Research findings in the domain of organisational culture indicated how clan culture positively related to organisational commitment (Han, 2012; Man & Luvision, 2014; Murphy, Cooke, & Lopez, 2013). By contrast, Givens (2012), suggested that clan culture incorporates employee connection concerns instead of boosting efficiency and effectiveness in the business. Kotrba, Gillespie, Schmidt, Smerek and Ritchie (2012) compromised both perspectives, supporting the clan culture's indirect function in boosting commitment and they accept the clan culture's direct role in increasing efficiency and effectiveness.

In adhocracy culture, innovation and creativity are crucial to promote productivity and to improve services in the organisation. The ultimate effect of adhocracy culture is creativity and transformation (Noone, Lin & Sharma, 2022). Research data in the domain of organisational culture reveals the existence of a good relationship between adhocracy culture and individual commitment (Noone et. al., 2022). Other research findings also demonstrated the existence of a positive relationship between adhocracy culture and employee commitment in the long-term (Njagi, Nugget Kamau & Muraguri, 2020; Hartnell et al., 2011).

Hierarchical culture offers clear communication routes, stability, consistency, and reinforcement (Jia, Yan, Cai & Liu, 2018). The eventual objective of hierarchical culture is efficiency and effectiveness. Study findings demonstrated the existence of a negative association between hierarchical culture and commitment (Jia, Yan, Cai & Liu, 2018). Other research findings also demonstrated the existence of a negative relationship between hierarchical culture and commitment (Cao, Huo, Li, & Zhao, 2015).

The market culture comprises free communication, competitiveness, competence, and accomplishment (Miguel, 2015). In competition culture, corporate managers focus on external effectiveness through market management and secure competitiveness through market attainment. Scholars in the field of organisational culture recognized that the presence of cultural acceptability vary in various geographical places (Engelen, Flatten, Thalmann, & Brettel, 2014).

The University of Cape Coast was designed to prepare graduate instructors for second cycle institutions like as teacher training colleges and technical institutes, a purpose that the two existing universities were unequipped to execute. As indicated by the Directorate of Human Resource of the University, the staff comprises senior members, senior staff and the junior staff, The staff populace in the institution has been at a growing pace as service rendered are consistently of use to numerous stakeholders which primarily include students. This therefore had called for the need to ensure that the cultures within the university is still essential in facilitating the commitment of senior staff with reference to the growing demand of their services.

### **Statement of the Problem**

The significance of good commitment in any business organisation cannot be over emphasized. The reason has been that good commitment is considered as backbone of the organisation especially when it leads to effective development of that organisation. The relevance of organisational culture to an organisation has been well documented. The culture of University of Cape Coast encompasses the need to understand how stakeholders of the University view its products or services.

Agyare, Yuhui, Abrokwah and Agyei (2019), have identified organisational culture's role in building a strong sense of ownership among employees, which has the tendency of influencing the commitment of the organisation positively.

Brouwers and Paltu (2020), noted its ability to improve an organisation's outcome by increasing employee commitment to the job, and heightened its role in improving organisational commitment.

Stakeholders, primarily students are now becoming conscious of what constitutes excellent tertiary education, they expect quality, not only in terms of relevant knowledge and skills but also in terms of effectiveness and efficiency of the services that facilitates teaching and acquisition of knowledge rendered by UCC (Vykydal, Folta & Nenadál, 2020). It is however realized that employees are unwilling to discharge their services to these students and this contribute to the numerous challenges faced by management as most of these challenges emanates from the culture existing in the organisation and interfere with effort to increasing commitment (Shin, Picken & Dess, 2017).

Brouwers and Paltu (2020), have observed in Africa that although a lot of studies on organisational culture exist, much of the work has been in the area of industrial or commercial organisation with few studies concentrating on educational institutions. Some of these studies include; Triguero-Sánchez, Peña-Vinces, and Ferreira (2022), Yusuf (2020), Yaseen, Ali and Asrar-ul-Haq (2018), Kawiana, Dewi, Martini and Suardana (2018), etc. In addition, studies attempting to analyze the organisational cultures of educational institutions, especially the case of universities fail to expound on which of the typologies of organisational culture

has the highest influence on organisational commitment. As such, much is not known about the nature and the types of culture that are unique and how it influences employee commitment. It is therefore imperative to conduct a study that focuses on the types of culture of the organisation and its influence of each type on the commitment of the organisation at large. It is against this background that the current study sought to bridge the gap in literature by way of examining the types of organisational culture and its effect on organisational commitment at the University of Cape Coast.

### **Purpose of the Study**

The purpose of this study is to examine the influence of organisational culture on employee commitment at the University of Cape Coast.

### **Research Objectives**

The following specific objectives proposed to guide the study are as follows:

1. investigate the effect of clan culture on employee commitment.
2. determine the effect of adhocracy culture on employee commitment.
3. assess the effect of hierarchical culture on employee commitment.
4. analyze the effect of market culture on employee commitment.

### **Research Questions**

The study sought to answer the following questions:

1. What is the effect of clan culture on employee commitment?
2. What is the influence of adhocracy culture on employee commitment?
3. What is the effect of hierarchical culture on employee commitment?
4. What is the effect of market culture on employee commitment?



### **Significance of the Study**

The findings of this study are expected to contribute immensely to filling the huge research gap that exists, as well as enhancing knowledge and understanding of organisational culture and employee commitment within educational sectors in Ghana. The findings of the study, if implemented, would help to generate viable solutions to some administrative lapses including culture inefficiencies that will help boost the effectiveness of the organisation and commitment of employees.

Furthermore, the study is expected to assist management of University of Cape Coast to achieve its aim of creating an organisational culture that enhances efficiency, discipline and commitment. The study would also significantly add to literature in academia, in the area of human resource practices for staff of public institutions in Ghana. In addition, it would offer insight for future research regarding organisational behaviour in public institutions in the area of Human Resource Management.

It is also hoped that the findings of this research would help UCC's management accomplish its goal of developing an organisational culture that promotes efficiency and discipline. It will also contribute to the body of knowledge among Ghanaian public institution employees on management methods.

### **Delimitation of the Study**

The study was confined in participation to just personnel of the University of Cape Coast, as a result, conclusions may not be generalizable beyond the specific demographic from which the sample was taken. Within the defined realm or scope,

it is believed that the research would be able to carry out an in-depth and impartial analysis of the topic, free of preconceptions and/or biases. It is intended that specific attention on one University might convey a larger view of the general situation among public higher educational institutions. Although the corporate thrust of the University of Cape Coast is for the formation of an organisational culture that increases efficiency, discipline and commitment, however, the study was confined to organisational culture and commitment of workers. The issue of efficiency and discipline was removed.

### **Limitations to the Study**

This study ran into a number of issues, the most serious of which was obtaining suitable data for the analysis. In general, indifference was a big issue, since several respondents failed to complete the questionnaire. The respondents may not have expressed their true feelings on some matters about the organization that are considered secret. As a result, their replies are as biased as possible. In addition, this study looked into the influence of organisational culture on the commitment of employees at the University of Cape Coast using the opinions of just 310 employees, which is a tiny sample of the employee base. This may limit the inferences that can be drawn from this study as their views may not be applied to all the employees in the universities in Ghana.

Finally, in hindsight, a mixed technique approach (i.e., qualitative and quantitative approaches) might have been used with more interviews, resulting in a more in-depth knowledge of issues. Furthermore, employing the qualitative technique would have increased the weight of items pertaining to seniority, age,

gender, and other human characteristics. Although it would have taken a long time, an interview with people in higher positions, such as senior staff, might have been beneficial. This would have helped researchers to understand the rationale behind the conflict management strategies and know the links between these strategies and organisational performance and how they could be improved.

### **Organisation of the Study**

The study was made up of five chapters. Chapter one looked at the background of the study, statement of the problem, research objectives, research questions and significance of the study, limitations, scope of the study and organisation of the study. Chapter two reviewed the literature available on organisational culture and employee commitment. It investigated organisational culture and its influence on employee commitment using literature from books and other studies relating to the topic. Chapter three described the methodology that would be used in the study: this included the population size, sample size and sampling techniques as well as methods of data collection and data analysis. Chapter four presented the data analysis and the findings based on research questions. Chapter five provided an interpretation of the results based on the findings and provide recommendations for further studies to be conducted.



## CHAPTER TWO

### LITERATURE REVIEW

#### Introduction

With reference to research on organisational culture and employee commitment in chapter one, a thorough literature assessment was conducted in chapter two. The theory of organisational excellence and social exchange theory were employed to form the basis of the study. The four types of organisational cultures (Clan, Adhocracy, Market, and Hierarchy) were discussed in detail. Various factors that influence organisational culture, as well as its significance, were explored. The idea of commitment, its determinants, and its importance were examined in this study. A conceptual framework for the study was developed after a review of past studies on the subject by academics, as well.

#### Theories Underpinning the study

Organisational culture and employee commitment, as identified as the two key topics in this research, were examined in this chapter. Various points of view on the two variables organisational culture and employee commitment had resulted in a general agreement on the purpose of this research. This study is underpinned two major theories. These are the theory of Organisational Excellence as well as the Social Exchange Theory (SET). Each of this theory is discussed below.

#### The Theory of Organisational Excellence

This study is grounded by the theory of organisational excellence. This theory was developed by two scholars by name: Thomas Peters and Robert Waterman in 2014. The theory portrays that the culture that an organisation adopts

is directly linked to its commitment and accomplishment. Therefore, successful organisations are characterized by cultural practices which put prominence on deed, closeness to customers, entrepreneurship, productivity, value-based effort, simplicity, lean staff and economic utilization of resources. This mean that organisations are likely to stay in businesses if their cultural values provide individuals associated with the organisation room to be committed.

Organisational excellence in the University of Cape Coast can be traced to its corporate cultural attributes. This also entail listening to and adopting employees (staff) suggestions, paying attention to their cultural variables and promoting and clarifying the core values of the organisation to staff. This theory has been selected to steer this study because the University of Cape Coast has embraced these cultures which might have led to their improved employee commitment, hence, improving the overall performance of the organisation. Moreover, strong cultural values in an organisation that lay emphasis on high accomplishment levels for employees can provide individuals throughout the organisation room to stay committed and perform better.

### **Social Exchange Theory**

In organisational commitment, the social exchange hypothesis claims that people join their organisations in exchange for receiving specific benefits from their organisations (Cortez & Johnston, 2020; March & Simon, 1958; Hrebiniak & Alutto, 1972; Steers, 1977; Mowday et al.1979; Farrell & Rusbult, 1981). Employees, in their opinion, join companies with a defined set of skills and objectives in mind and so expect to find a setting in which they can put their skills to good use, meet their needs, and fulfill their goals. Employees are supposed to be

more committed to the company if they see a favorable switch from their perspective. In the same way, the bigger the perceived benefits are in comparison to the expenses, the stronger the commitment of the company.

On the other hand, if the business fails to adequately compensate its personnel for their hard work, this might lead to a drop in organisational commitment. According to Becker's (1960), concept of "calculative commitment," an individual's dedication to a company is partly determined by the total amount of money they have invested. Social exchange theory implies that workers respond to perceived favorable working circumstances by acting in ways that benefit the company and/or other employees from the perspective of the employee-employer relationship. Dissatisfied workers might also respond to their dissatisfaction by participating in bad work attitudes, such as tardiness, absenteeism, or planning to leave the company (Roussillon Soyer, St-Onge, Igalens & Balkin, 2021; Crede et al., 2007; Haar, 2006). As a result, it is assumed that employees who view their workplace as negative and stressful will exhibit negative work attitudes like job dissatisfaction, low morale, and reduced organisational commitment; on the other hand, employees who view their workplace as positive and demanding will exhibit positive work attitudes like high commitment, job satisfaction, and a low employee turnover rate (Yunita, Fitria, & Eddy, 2021; Crede, Chernyshenko, Stark, Dalal&Bashshur, 2007).

An alternative perspective on the social exchange theory was such that (a) people should benefit those who have helped them, and ((b) people should not harm those who helped them, are two assumptions underlying the norm of reciprocity,

(Gouldner, 1960, p. 171). This means that if an employee perceives that the company appreciates and treats them fairly, they will feel compelled to repay these good acts with great work attitude or behavior (Aryee et al., 2002; Gould-Williams & Davies, 2005; Parzefall, 2008). Reciprocity is taught as a moral imperative and subsequently internalized by both parties (e.g, workers and employers) in an exchange relationship such that whomever obtains a benefit feels obliged to give back (Liden, Wayne, Kraimer & Sparrowe, 2003; Parzefall, 2008).

As a result, it is reasonable to assume that workers who have jobs they like and are treated fairly by their employers are more likely to demonstrate their gratitude for the support they have received by expanding their commitment to the company. This means that, according to the "exchange hypothesis," a person's willingness to stay with a company is directly related to his or her level of satisfaction with the benefits and inducements provided by that company. From the variables of the study, if the culture within the organisation is favorable, it will propel employees to stay committed to the organisation.

## **Conceptual Review**

### **Organisational Culture**

Hofstede (1991) in his research of organisational culture described it as “the mutual involvement of the intellect which separates members of one organisation from another”. Organisational culture was also defined as “the discernible pattern and morals that characterise an institution, influences the aspects of its operations and how its members become salient, perceive and interact with one another by making decisions, and solving issues” (Chatman, Polzer, & Barsade, 1998, p. 751).



Jamali, Bhutto, Khaskhely, and Sethar (2022), in their review of over 100 studies in anthropology, sociology and organisational behaviour, defined organisational culture as “the pattern of shared values and beliefs that help individuals understand organisational functioning and thus provide them with the norms for behaviour in the organisation”.

In spite of these differences, most of the academic scholars agree that organisational culture is made up of combinations of assumptions, beliefs and values possessed by organisations as members are guided by these assumptions, beliefs and values to achieve acceptable behaviour in their organisation (Hofstede, 2001). In this regard, Schein’s (1992), definition is considered one of the extensive definitions of organisational culture where he defined it as follows: “A pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members of the organisation as the correct way to perceive, think, and feel in relation to those problems”.

The notion of organisational culture recently created has drawn large amount of investigation. This notion underlying the values, names and conventions of the organisation. According to Wagstaff and Burton-Wylie (2018), before the organisational culture arose in literature, the notion of organisational climate was popular in the organisational and management literature in the 1960s and 1970s. However, the words climate and culture were used interchangeably until the notion of organisational culture established itself as an independent area of inquiry. The popularization of the notion of organisational culture owes a great lot to

publications such as “In Search of Excellence” by Peters and Waterman (1984, 2004).

Numerous scholars have thoroughly researched the impact of organisational culture in numerous businesses (Martínez-Caro, Cegarra-Navarro & Alfonso-Ruiz, 2020; Mannion & Davies, 2018; Cameron & Quinn, 2011; Fey & Denison, 2003; Alvesson, 2002; Martin, 2001; Cooper & Quinn, 1993; Schein, 1992). According to Schien (1992), organisational culture is a system of intangible and undeniable ideas that explain how organisations operate. These views, however, are taken for granted and are seldom spoken or debated publicly.

Schien (2011), continues that culture in organisation is “a pattern of basic assumptions invented, discovered, or developed by organisational members as they learn to cope with problems of external adaptation and internal integration that has worked well enough to be considered valid, and therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems. Cameron and Quinn (2011), further suggest that organisational culture has a significant link with the organisation’s sense of distinctiveness, its values, purpose, ambitions, goals and strategies of creating shared values. Also, Organisational culture is widely acknowledged as one of the distinctive features that separate successful organisations from others (Berson, Oreg, & Dvir, 2008). (Berson, Oreg, & Dvir, 2008).

According to Cameron and Quinn (2011), understanding the concept of organisational culture as a crucial task for leaders has a great impact on the different aspects of organisational behaviour therefore ignoring it in planning for changes

within the organisation will yield unforeseen and negative consequences. Schein (1991), argued that “organisational culture is like an iceberg”, with behavior above the surface, values below, and assumptions in the freezing depths. The behavior is obvious, but it’s the beliefs and assumptions that keep the entire thing afloat. Kroeber and Parsons (2010), describe corporate culture as the transmitted and generated content and patterns of values, ideas, and other symbolic meaningful systems which affect human behaviour.

Karpicka-Ignatowska, Laska, Kuczyński, Rector, Lewandowski, Puchalska, and Skoracka (2019), in their research of cultural traits of an organisation are generally lasting overtime and they express certain fundamental assumptions and conventions, influencing the values, attitudes, and aims of organisation members. Covaş (2019), describe organisational culture as a pattern of conduct passed down to members of a group by the preceding generation. Hald, Gillespie, and Reader (2021), describes it as a collection of shared understandings for arranging activities and words. Odor (2018), views it as a set of ideas, conventions, value systems, behavioural standards, and methods of carrying out business that are unique to every firm.

According to Schein (2011), culture in the organisational setting is defined as “a pattern of basic assumptions developed, invented or discovered, by members of an organisation as they learn to cope with problems of external adaptation and internal integration that has worked well enough to be considered valid, and therefore, this is transferred to new hires as the appreciable way to think, feel, and perceive with regards to these challenges. Maelah and Yadzid (2018), in their



research on the effect of corporate culture on employee commitment have gotten a lot of attention to achieve growth in performance. the life of an organisation, shaped by the observable materials, intangible customs, conscious and unconscious processes and phenomena which together determine the philosophy, ideology, values, problem-solving approaches and behavioral patterns of employees is defined by Solomanidina (2011), as organisational culture.

However, Urinov (2020), confined their definition of organisational culture to the 'soft' part of organisation and excluded the 'hard' aspects of culture which included edifices and artifacts. For the purpose of this study, the definition of corporate culture would be adapted from Ertosun, and Adiguzel (2018), as a distinctive pattern of shared assumptions, values and norms that shape the socialization activities, language, symbols, rites and ceremonies of a group of people. These various patterns indicated in the definition provides a business a distinctive environment that impacts the general conduct of workers (Song, Kim & Kolb, 2009).

### **Types of organisational culture**

The study adopted the Competitive Values Framework (CVF) for the study. This is because it conceptualises tertiary educational institutions as communities with different intensities of clan, adhocracy, market and hierarchical culture (Lunenburg, 2011).

### **Clan Culture**

The Clan culture in the company is characterized as a family-type that encourages collaboration and involvement in group operations (Beytekin,

Yalçinkaya, Doan & Karakoç, 2010). Managers in a clan culture are team builders, facilitators of employee development, and mentors. Using a model of clan culture spawns a strong emotional commitment to organisational rules, Rasaq, Adaramaja, and Kayode (2016), argue. Clan culture is based on the belief that pleased and devoted workers are the driving force behind the success of a business, and so the management of teams within the clan culture tries to encourage effective and easy co-operation, all in order to produce good outcomes.

For companies, an environment where clan culture may flourish is essential, say Morgan and Vorhies (2018). Aside from that, every firm has mechanisms in place to promote harmony between its staff members, amongst its employees and its management, amongst its employees and its customers, etc. Founded on the Competitive Value Framework's internal and integration paradigm, the clan's culture is based. The clan's culture manifests itself via teamwork, employee engagement in the company's activities, employee capacity development, and the company's human environment. The clan culture, according to Morgan and Vorhies (2018), is a way for workers who have a positive influence on the organisation's financial performance to show their dedication, involvement, and trust. Elton Mayo's management ideas are in accordance with the clan culture, which is founded on Elton Mayo's philosophy. An analysis of management theories by Olum (2004), discovered a link between improved output and efforts to foster informal communities, a healthy work environment, employee involvement, and cooperation.

According to Albayrak and Albayrak (2014), communication is critical in this culture. Employees are viewed like children and treated as parents in the culture of the clan. Stability in a community is caused by a lack of efficient communication between families. When managers are able to effectively communicate their vision to employees, resolve internal conflicts, and address the concerns of those employees, the organisation as a whole benefit both the employees and the employers. There are similarities between the clan and the market culture in terms of their principles, but the beneficiaries are different since the clan connection concentrates on workers and the market culture.

### **Adhocracy Culture**

Adhocracy culture is a kind of organisational culture that allows individuals to develop themselves, as long as such developments are in line with the organisation's objectives. In an adhocracy culture, authority tends to pass from task-to-task team, person to individual, depending on the issue being handled at the moment, according to Beytekn, Yalçinkaya, Doan & Karakoç (2010). Adhocracy culture may be interpreted as the temporal method an entity operates since the underlying term is ad hoc, according to Cameron and Quinn (2006). An organisation's market must be adaptable and informal if it is to be successful. The construction industry, for example, has evolved from a technology sector to a corporate one over the years. With the help of developing universities throughout the globe, you can do this. Previously, training methods included studies in business and law.

This culture, according to Worrall (2012), provides the cornerstone for organisational change because of its adaptability to the outside environment. This does not imply that the corporation would make any more concessions outside those necessary to maintain a competitive advantage. The effectiveness of adhocracy may be demonstrated in the organisations' demand for innovation, according to Cameron et al. (2006). Because of the prevalence of green and other business-oriented concepts in the building sector, this should simply be referred to as a construction firm.

### **Market Culture**

As Beytekn et al. (2010), point out, the fundamental concern of market culture is the outside community, which includes regulators, unions, contractors, licensees, suppliers and consumers, and it places a high value on the effectiveness of goal achievement. When it comes to markets, Beytekn et al. (2010), believe that meritocracy, outcomes, achieving one's own best and doing one's best are all important. Members are bound together by a shared desire to succeed in a market culture because management have high expectations. When it comes to measuring performance, Pushnykh and Chemeris (2006), say that the capacity to exceed consumer expectations and expand market share are the most important metrics.

This culture's market does not need the notion of a registered market in our minds. Maximizing benefits while minimizing production costs is the guiding philosophy of the company. To put it another way, it's designed to work well in a business setting. In today's competitive business climate, a company's capacity to maintain its performance in the industry is critical to its long-term success. Because



of the company's concentration on a competitive product, it is important to emphasize the importance of customers to Albayrak and Albayrak, (2014). Corporations may find it difficult to carry out their strategic goals if they lack customers, which might lead to increased competition among companies. The corporate culture and competitiveness are built on the foundation of the organisation's dedication to its customers.

### **Hierarchical culture**

Organisations with hierarchical cultures have well defined organisational levels and hierarchies, according to Schein (2011). In this list, the most important things come first. As with hierarchical cultures, duties and functions are coordinated in a stable environment. Consistency in their goods and services can be maintained, and employees have more control, since operations are regimented. When the task at hand is well understood and time is not seen as a critical factor, hierarchical cultures perform best (Beytekin et al., 2010). Accuracy and order are the rules in this well-defined, formal, and regulated work environment. Bureaucracy and authority are also present in the workplace.

When an organisation is associated with the concept of hierarchy, people tend to think of it as having rigid structures. Workforce members may be divided into four groups based on their positions in an organisation: owners; senior managers; middle managers; and employees. Organisations may use this categorization to monitor WHAT, WHEN, and HOW to accomplish things to assist them reach their objectives. Using these systems improves dependability, continuity, performance, and organisational predictability according to the theory

of Cameron and Quinn (2006), When a company's regulations, reporting procedures, and authority structures are well defined, the process and final result are almost identical. As a result, the company's products and services are more dependable because of the increased internal consistency they provide. It is also possible for recruits to rapidly learn how the organisation operates.

Employee commitment is influenced by the degree to which each of the typologies is present (Pushnykh & Chemeris, 2006). The OCAI is built around these four pillars of culture. It has been established that this instrument properly predicts the performance of organisations in over a thousand instances. Among them, there are six questions, each of which may be answered with one of four possible replies. According to four basic cultural types, OCAI helps the company identify its prevailing orientation.

### **Concept of Employee Commitment**

Effective educational leaders stir up a common vision and stir up members of the organisation to strive toward the attainment of that goal (Kerdpitak & Jernsittiparsert, 2020). Employee commitment has been characterized as the amount of devotion and obligation felt toward a common purpose and the level of desire to devote effort to attain that objective (Chen, Chen & Chen, 2010). Others have characterized it as the intensity of identification and connection in a specific organisation (Mahmood, Akhtar, Talat, Shuai, & Hyatt, 2019; Hulpia, Devos & Rosseel, 2009).

The three aspects of organisational commitment are: The first component of organisational commitment is affective commitment, which indicates the



individual's emotional relationship to the organisation. "The employee's emotional connection, identity, and engagement in the organisation," Meyer and Allen (1997, p.11) define affective commitment as. Organisational members, who are dedicated to an organisation on an emotional basis, remain working for the organisation because they wish to (Moin, 2018). Members who are devoted on an emotional level remain with the organisation because they consider their personal employment connection as compatible to the aims and values of the organisation (Moin, 2018). It's a work-related mindset that has a positive outlook on the company.

A similar attitude is described as "an orientation towards the organisation, which binds or attaches the person's identity to the organisation" by Sheldon (1971, p.148). The degree to which a person feels emotionally invested in and connected to a cause or group is known as "affective commitment" (Mowday, Porter & Steers, 1982). According to Tetrick (1995, p.589), "value rationality-based organisational commitment, which refers to the degree of value congruence between an organisational member and an organisation," affective organisational commitment is "the degree to which an individual's needs and expectations about the organisation are in line with their actual experience" (Storey, 1995).

### **Types of employee commitment**

#### ***Affective Commitment***

Organisational commitment model developed by Meyer and Allen (1997), shows how work challenge, role clarity, objective difficulty, management receptivity, peer cohesiveness and equality, personal relevance, feedback and

dependability all impact affective commitment. Development of affective commitment requires awareness and internalization (Beck & Wilson, 2000). A person's desire to have a beneficial connection with an organisation is the first step in developing an emotional attachment to that organisation.

Internalization, on the other hand, refers to the alignment of individual and organisational aims and ideals. Affective organisational commitment is primarily concerned with the degree to which a person feels a personal connection to the company (Meyer & Allen, 1990).

### ***Continuance commitment***

Commitment may be described as an understanding of the costs of quitting the organisation, according to Meyer and Allen (1997, p.11). Because of the individual's consideration of the costs and hazards of quitting their present employer, it is calculated (Meyer & Allen, 1997). "Employees whose principal attachment to the business is based on continuation commitment continue because they need to do so," Meyer and Allen (1991, p. 10) write. Here, we see the distinction between a long-term commitment and a strong emotional attachment. In the latter case, employees remain with the company because they voluntarily choose to do so.

There are many ways to define continuity commitment, but it may be categorized as an active connection to the organisation based on an individual's assessment of the economic rewards derived from their involvement (Beck & Wilson, 2000). Members of an organisation become committed to it because of the positive extrinsic incentives they get as a result of the effort-bargain, even if they

don't connect with the aims and ideals of the organisation. There is a correlation between the perceived expenses of quitting an organisation and a person's level of commitment to the organisation (Meyer & Allen, 1984). There are few options and many investments, therefore Best (1994, p.71) says that "continuance organisational commitment will be stronger when availability is limited and investment are high".

When workers are provided better options, they may quit the company. This supports the idea. "Accrued investment and bad work alternatives tend to push people to retain their path of action, and these persons are accountable for being committed because they need to," Meyer and Allen (1993, p.715), also agree. As a result, employees are more likely to remain with the company than those who would leave for reasons such as the potential loss of accumulated investment, such as pensions, seniority, or industry-specific abilities. There is a "profit" connected with staying, and a "cost" involved with leaving the organisation.

Continuing organisational commitment is defined by Tetrick (1995, p.590), as "an exchange structure where performance and loyalty are supplied in return for monetary advantages and incentives," which supports the profit perspective. The company must thus pay more attention and offer acknowledgment to those aspects that raise the morale of its workers so that they may be affectively engaged if it wants to maintain people who are continuously dedicated.

#### ***Normative commitment***

Normative commitment is "the work behavior of people, led by a feeling of duty, responsibility, and devotion to the task," according to Wiener and Vardi

(1980, p.86). Because they believe in the organisation's mission, its members are devoted to it (Iverson & Buttigieg, 1999). Normative commitment, according to Meyer and Allen (1997, p.11), is "a sense of responsibility to maintain employment." Individuals are compelled to remain members of an organisation because of their internalized normative attitudes about duty and responsibility (Meyer & Allen, 1993). "Employees with normative commitment believe that they ought to stay with the business," according to Meyer and Allen (1991, p.67). Employees remain because doing so is the right thing to do from a normative perspective.

The employee who is loyal to the company's values believes it is ethically correct to remain. Rules of reciprocal responsibility between the organisation and its members have an impact on normative organisational commitment (Suliman & Iles, 2000). There's a strong normative requirement or rule for those who get benefits to return the favor in some form, and this is based on the social exchange theory (McDonald & Makin, 2000).

To put it another way, people frequently feel obligated to return the company for its investment in them, such as via training and education. There are two ways in which this moral responsibility might arise: inside society or within an organisation, according to Meyer and Allen (1991, p.88). Reciprocity is the norm in both cases. To put it another way, if an employee obtains a benefit, the organisation owes it to the employee to return the favor. The following diagram depicts the many aspects of commitment.



## Empirical Review

### Impact of clan culture on employee commitment

It was examined by Kim (2014), if transformational leadership is connected with clan culture, emotional commitment, organisational citizenship behavior, and whether affective commitment is positively related to organisational citizenship behavior. The research also analyzes whether emotional commitment mediates the effects of clan culture on organisational citizenship behavior and if clan culture mediates the effects of transformational leadership on affective commitment. Although the findings of this research indicated a favorable association between transformational leadership and clan culture, there was no significant relationship between clan culture and organisational citizenship.

Also, Zainab et al. (2013), studied the influence of clan culture on employee commitment levels by taking demographic factors into consideration. The findings of a poll of 371 workers in the banking industry show that clan culture is the most popular kind of workplace culture. Clan culture, compared to other forms of culture, has the strongest correlation with all three aspects of commitment, according to the findings. Affective commitment was also shown to be more prevalent among female employees than among their male counterparts, according to the demographic variable of gender. There was no difference for the continuous commitment, however males were strongly attracted towards normative commitment as opposed to females.

A study by Kim (2014) and Zainab, Maqsood, and Sana (2013), found that the Clan culture type predominates in organisations in both the existing and



desirable scenarios. Berrio (2003), also found this to be the case. In addition, Clan culture depicts an expansion in a company that focuses on internal maintenance with flexibility, care for people, and sensitivity to consumers. It was found that a model of organisational culture and commitment designed particularly for full-service casual dining restaurants (Koutroumanis, Alexakis, & Dastoor, 2015) performed better than a control group in the same research. Researchers discovered the attitudes, beliefs, and actions that lead to increased productivity as well as improved customer satisfaction. An examination of service quality antecedents included clan culture type, emotional organisational commitment, and individuals' intentions to stay in their current roles. Data was gathered from five different restaurants. When compared to other characteristics (such as organisational commitment and individuals' intentions to stay put in their current jobs), the findings revealed a strong link between clan culture and those other variables.

To this end, Gimenez-Espin, Jimenez-Jimenez, and Martinez-Costa (2013), investigated which aspects of an organisation's culture work well with a TQM framework. A new sort of culture, called a "mixed culture" or "culture for excellence," was proposed by the authors. 451 firms were surveyed for their information. Empirically, adhocratic culture had a beneficial effect on TQM. TQM was unaffected by the clan culture, contrary to predictions. The hybrid culture or 'culture for quality' is also the best fit for a TQM system.

According to Short (2013), there are connections between clan culture, leader-member interaction, and emotional organisational commitment. Affective organisational commitment, leader-member interchange, and clan culture were all

examined in connection to one another in this research. The researcher focused on community college workers in the southern United States and discovered statistical significance in the correlations between the factors. Thailand's pharmaceutical firm was reported by Yaoprukchai and Kardkarnklai (2014), to be predominated by a "Clan" culture, which is marked by a family-like workplace, a parent-like connection between organisational leaders and subordinates, and values centered on collaboration. "Clan" was ranked as the main organisational culture by both new recruits and current workers, indicating cultural congruence between the two groups. The researchers utilized a sample of 68 individuals, 15 of whom were new recruits and the other 58 were current employees.

But when it comes to organisational culture and its effect on employee performance and job satisfaction, the results were very different. A total of 120 people took part in the survey, the majority of them were employees of Niger Delta University. Organisational culture has a significant influence on employee performance and happiness, according to a majority of the respondents Employee performance and work happiness may also be influenced by the sort of organisational culture implemented in a company. There is evidence in the literature that clan culture attracts more employees (Short, 2013; Yaoprukchai & Kardkarnklai, 2014; Stephen & Stephen, 2016).

Fatima (2016), investigated the effect of different kinds of organisational cultures on the contentment of workers. Clan, adhocracy, market, and hierarchical culture were all considered in the research. A questionnaire was used to gather data from 11 organisations in Rawalpindi and Islamabad. People's job happiness is

highly influenced by the sort of culture in which they work. Employees who worked in organisations with a clan or adhocracy culture were content with their employment, but those in organisations with a hierarchy or a market culture were not. They also agreed with the finding that clan culture has a major impact on employee job happiness, contentment with coworkers, supervisors, and personal development, which was made by Choi-Martin-Park-Yoh (2009). A conceptual link between company culture and work happiness is of paramount relevance.

It was found that a match between organisational culture and workers' values boosts their commitment to service excellence in the management support staff of the College of Technology Education of the University of Education Winneba. Organisational culture was explored in four ways: clan culture, adhocracy culture, the market and hierarchical cultures. Specifically, Clan culture did not have a substantial impact on management support staff's dedication to service excellence, according to the study's results. The topic of organisational culture and employee turnover was also examined by Kwakye, (2018). His research was based on 203 participants and utilized a quantitative approach. CC has a major impact on staff turnover and dedication, according to the research.

However, Owusu, Mensah, Amenumey, and Dei Mensah (2019), employed 178 replies and descriptive statistics in their research on the impact of corporate culture on organisational performance in Ghana's star-rated hotels. Market culture was shown to be the most significant predictor of both financial and non-financial performance of star-rated hotels in Ghana, while it had a small impact size on profitability, return on investment, increase in profit and sales volume. Trust,

supplier relations, service quality delivery, and customer retention were all predicted by adhocracy and hierarchical cultures. The lack of a connection between a company's clan culture and its key performance metrics might be seen as a failure to motivate employees.

### **Adhocracy culture and its influences on employee commitment**

Lopez-Nicolas, and Meroño-Cerdán, (2009), examined influence of organisational culture on the usage of ICT for knowledge management. They utilized a sample of more than 300 enterprises in Spain. The identified adhocracy culture having a favourable affect on technology for personalisation and codification and staff happiness. Slater, Olson, and Finnegan (2011), looked at corporate strategy, marketing organisation culture, and performance. Responses from a sample of senior marketing managers offer partial support for the model and reveal that high-performing firms of one strategy type have a distinct adhocracy cultural orientation than high-performing enterprises of the other strategy types.

Also, in the study of (Ahmed, Hanif, Abid Alvi, Vveinhardt, & Adil, 2014), looking at the influence of organisational culture on job happiness and employee commitment in Chemical Sector so as to increase the job satisfaction and commitment of the workers in their working environment. They utilized with 303 sample of respondents engaged in the research. Data was then obtained from the Chemical Sector working personnel of the Karachi. They Adhocracy culture demonstrated good link between supportive organisational culture, creative organisational culture but not bureaucratic organisational culture with work satisfaction and employee loyalty. In the study of Aldhuwaihi, (2013), on the effect

of organisational culture on job satisfaction, organisational commitment and turnover intention.

Data were gathered from 258 respondents from front-line employees in 12 banks that were categorised into three different types of banks: (1) Islamic local banks; (2) non-Islamic local banks; and (3) non-Islamic partially-owned foreign banks, based on differences in banking practices and foundations in the Kingdom of Saudi Arabia. Findings suggested that Adhocracy culture was not dominating the kind of organisational culture across the three categories of Saudi banks but it was positively associated to work satisfaction and organisational commitment. This connects with the findings of Fatima (2016) when she observed that specific cultural types greatly affect the work happiness of employees. Specifically, workers operating under clan and adhocracy culture were happy with their occupations.

Part-time student workers in college leisure departments were studied for their emotional commitment by Wells and Lower (2016), once again. Organisational culture types (hierarchy, market, clan, and adhocracy) were evaluated using the Competing Values Framework (CVF). The research was based on a sample of 442 part-time student employees. Clan and adhocracy cultures were shown to be substantial positive predictors of emotional commitment in recreational sport groups, according to the study. This paper is based on the research done by Irfan and Marzuki (2018). Researched the relationship between motivation and commitment in a range of work environments. Organisational culture, however, was not examined in detail in this study, particularly as a mediator of motivation and commitment. 351 professors from nine public institutions in Punjab,



Pakistan, were selected as a sample. Among university academic employees, adhocracy culture moderates the relationship between non-self-determined job motivation and commitment.

Trivellas and Dargenidou, on the other hand (2009). Their research into how organisational culture and job satisfaction affect the quality of higher education service delivery, as well as questions about the successful implementation of quality assurance and evaluation systems launched in Greece, revealed specific cultural archetypes that are linked to various aspects of higher education service quality, and that Adhocracy culture was not the most prevalent among administrative personnel. There is a strong connection between job motivation and work commitment, according to Irfan and Marzuki (2018). There were 351 professors from nine Pakistani public institutions that made up the sample. Adhocracy culture was shown to regulate the relationship between non-self-determined work motivation and academic staff's dedication to their jobs.

### **Hierarchical Culture and Its Influence on Employee Commitment**

Cole and Bruch (2006), made clear the functional differences between organisational identity strength, organisational identification, and organisational commitment. A big steel company's 10 948 workers were surveyed for this study. Results showed that perceptions of strong organisational identity, identification and loyalty to the company may impact workers' desire to leave in distinct ways based on their organisation's hierarchical culture. Sisodia and Dias (2013), conducted similar research on the influence of work autonomy on organisational commitment among employees at various hierarchical levels. This study found that there was a

significant difference in employee commitment between employees from high and low hierarchical culture groups, as well as a significant interaction effect between job autonomy and hierarchy level on employee commitment to the organisation, using a random sample of 100.

Organisational culture and stress were examined by Olunala (2015), for their impact on employee commitment in the workplace. In Lagos, Nigeria, the National Examination Council's (NECO) Test Development Division, he studied this interaction. Questionnaire surveys were utilized to collect data from Division's department employees. We found that departments have an unwelcoming hierarchical culture and that their employees are overburdened with work yet given inadequate time in which to do it. According to an evaluation of employee commitment, the incentive system in the departments is unsatisfactory to the workers. Moreover, the data demonstrate that the association between stress and dedication in the workplace is considerable.

Hierarchical culture was found to be preferred over clan culture in the work of Aji, Hamid, Hassan, and Rasdi (2017), who studied the relationship between organisational culture and psychological empowerment on organisational commitment among lecturers in Higher Education in the Middle East and North Africa. However, adhocracy and market culture were not found in this study. Equatorial business group employee loyalty and organisational culture are not linked, according to Aregu (2017). A quantitative and explanatory research technique was used in this study. A random sample of 197 people was drawn using

a basic random sampling procedure. Employees didn't like the previous hierarchical structure, but they preferred a clan-style organisation to an ad hoc one.

### **Market Culture and Its Influence on Employee Commitment**

Organisational culture and values have been linked to employee happiness in a study conducted by Taskiran, Cetin, Ozdemirci, Aksu, and Istoriti (2017). Regression analysis and a sample size of 181 workers were used in the investigation. It was observed that impulsive/hedonistic values-clan culture and cautious values-market culture had the greatest detrimental influence on work satisfaction. Accordingly, an employee who is very impulsive/hedonistic is likely to have a difficult time in a market-oriented work environment.

Organisational culture type has been linked to employee work satisfaction in Lahore, Pakistan, according to Gull and Azam (2012). The research also found a link between work satisfaction and an organisation's culture, as well as a wide range between the various forms of culture and the degree of job happiness. The data was collected using a sample size of 220 workers. Clan and adhocracy were favorably associated with work dedication among the conventional cultural kinds (hierarchical, adhocracy, and market). In a same vein, Agwu (2013), studied the Bayelsa State civil service's organisational culture and staff dedication. The descriptive research approach was performed with a sample of 200 workers. Workers' commitment to the Bayelsa State civil service was shown to have a substantial association with organisational culture, while significant variances were detected in the commitment of employees of various sex, age, and duration of service.

To understand how the organisational environment affects job engagement, Krog (2014), conducted research that assessed aspects that effect on work engagement. These aspects of corporate culture were examined in 35 Norwegian firms, and the levels of work engagement were assessed in 463 workers who worked there. Clan culture and job satisfaction were shown to be positively correlated, albeit the link was not statistically significant. In contrast, there was no significant correlation between the other three culture categories and employee engagement.

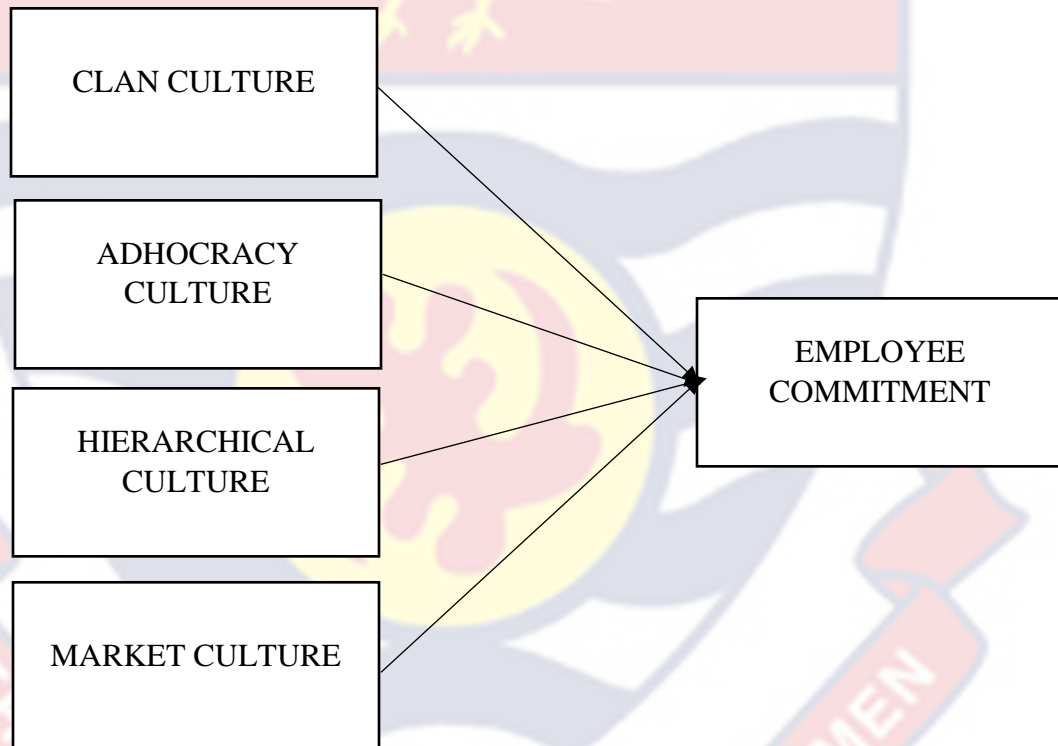
A similar study was conducted by Habib et al. (2014), to examine the influence of organisational culture on job satisfaction, employee engagement and employee retention in organisations. A questionnaire with 24 questions was used to gather data from 235 workers from various firms. Employee satisfaction and turnover intentions were shown to be highly affected by the organisation's character. A key factor affecting employee loyalty and retention is an organisation's organisational culture (including elements like the "clan," "hierarchy," "adhocracy," and "market"). Pinho, Rodrigues and Dibb (2014), in the same studied the links among the following constructs: organisational culture (clan, hierarchical, adhocracy and market), market orientation, employee commitment and organisational performance in non-profit companies.

### **Conceptual Framework**

It is the theoretical structure that ties together the concepts that make up a wide notion based on assumptions, principles, and laws (Zikmund, 2003). According to an extensive literature analysis, the study's conceptual framework was

constructed to show how various organisational cultures, such as clan, market, hierarchal, and adhocracy, impact employee commitment. These independent variables and dependent variable may have some kind of connection, which is represented by a conceptual model. In addition to evaluating the scales produced by several studies including Allen and Meyer (1990); Colquitt (2001); Meyer et al. (1993); and Mowday et al (1979). Figure 1 illustrates the conceptual framework.

### ORGANISATIONAL CULTURE



*Figure 2: Conceptual Framework of the Study*

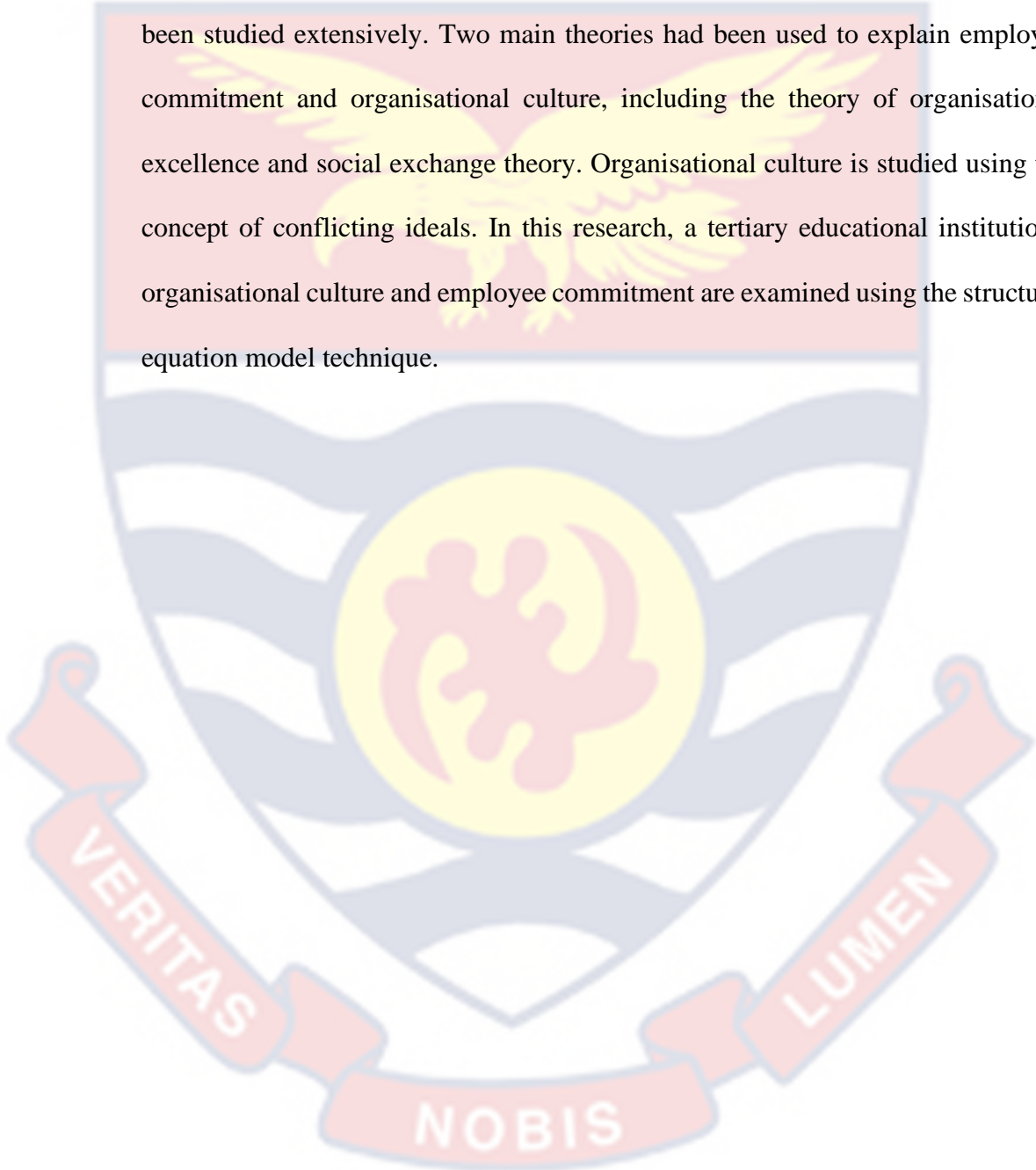
Source: Author's construct (2022)

### Chapter Summary

Organisational culture and employee commitment are discussed in this chapter. Because of the lack of agreement among researchers on the meaning,



dimensions, and metrics of the construct, the study has produced mixed findings. Fewer studies have looked at its influence on tertiary institutions, notably those in higher education, than on corporate organisations, where organisational culture has been studied extensively. Two main theories had been used to explain employee commitment and organisational culture, including the theory of organisational excellence and social exchange theory. Organisational culture is studied using the concept of conflicting ideals. In this research, a tertiary educational institution's organisational culture and employee commitment are examined using the structural equation model technique.



## CHAPTER THREE

### RESEARCH METHODS

#### Introduction

The study sought to examine the relationship between the typologies of organisational culture and employee commitment among staff of University of Cape Coast. This chapter primarily deals with the study methodology and design. It describes the procedures that was adopted in conducting this study. It presents the research design, study organisation, population, sample and sampling procedure. It also includes the instrument used for data collection and how the data was analysed and presented as well as the ethical considerations.

#### Research Design

It was prudent to select the appropriate research design that would enable the researcher to answer the research questions and put up useful and perfect assumptions with less difficulty. A research design is a detailed strategy which the researcher followed while gathering the study data and conducting the research analysis (Turner, 2014). According to Potwarka, Snelgrove, Drewery, Bakhsh and wood (2019), a research design is considered as a set of arrangements made to collect and analyze data in a way that seeks to integrate compliance with the purpose of the research process and economics. According to Young and Javalgi (2007), a master plan that describes the process and methods for obtaining and analyzing the required information is considered a research design.

The three main research designs that have usually characterized social science research are descriptive, explanatory and exploratory (Creswell & Clarke,

2017; Rovail et al., 2013). The exploratory research is conducted to have a better understanding of a prevailing problem and generally does not lead to a definite outcome. It is flexible and provides the basis for future study. According to Creswell and Clarke (2017), the exploratory design focuses on obtaining facts and understanding social reality. Thus, the objective of the exploratory design is to detect significant challenges and variables in a real-world situation.

The explanatory research is undertaken to give details as to why a phenomenon happened and to predict future events. It generally concentrates on “why questions” in a bid to appreciate the relationships that exist between variables (Babbie, 2010). Though the explanatory research does not offer conclusive results due to lack of statistical strength, it enables the researcher to decide on how and why things occurred.

The descriptive design offers descriptions of observations about a particular phenomenon (Creswell & Clarke, 2017). It concentrates on answering the how, what and where questions rather than why questions. A distinctive characteristic of the descriptive design is that it often assists a researcher to present comparisons, similarities, and contrast between phenomena, and in so doing, enhances the understanding of social reality (Babbie, 2010).

The current study adopted the descriptive research design. Despite these drawbacks, descriptive surveys, according to the authors, are nevertheless useful because they allow researchers to document events as they unfold in real time. As a result of this, the researchers decided to use a descriptive survey approach. In

addition, quantitative research was used. Cause and effect relationships may be established via quantitative research since it depends on the verifiability principle.

### **Research Approach**

According to Creswell and Creswell (2016), there are three approaches to research; (a) qualitative, (b) quantitative, and (c) mixed methods. Quantitative research approach deals with explaining phenomena by collecting numerical data that are analysed using mathematically based methods (in particular statistics) (Creswell, 2014). Quantitative research approach is a research strategy that adopts quantification in the collection and analysis of data (Bryman, 2012; Lincoln & Guba, 1985). Quantitative research approach (normally using deductive logic) seeks regularities in human lives, by separating the social world into empirical components called variables which can be represented numerically as frequencies or rate, whose associations with each other can be explored by statistical techniques, and accessed through researcher-introduced stimuli and systematic measurement (Rahman, 2017).

Qualitative research approach involves collecting and analysing non-numerical data (e.g., text, video, or audio) to understand concepts, opinions or experiences (Creswell, 2014). It can be used to gather in-depth insights into a problem or generate new ideas for research. Also, in qualitative research approach, subjectivity is often introduced during data collection procedures and analysis. Qualitative research approach is used to understand how people experience the world. While there are many approaches to qualitative research, they tend to be flexible and focus on retaining rich meaning when interpreting data.

Mixed research approach requires a purposeful mixing of methods in data collection, data analysis and interpretation of the evidence (Creswell, 2014). Mixed research approach is a research approach whereby the researcher collects and analyse both quantitative and qualitative data within the same study. Mixed research approach draws on potential strengths of both qualitative and quantitative methods, allowing researchers to explore diverse perspectives and uncover relationships that exists between the intricate layers of our multifaceted research questions.

This current study adopted the quantitative research approach. This is because the measurements of the items in the scale were numerically rated by the respondents based on predetermined rating scales (7-point Likert scale). Besides, per the nature of the primary data required, design of the data collection instrument, research objectives, statistically application for data processing, statistical tools for data analysis as well as the theoretical foundation of the study, the adoption of quantitative research design becomes most preferred an obvious option in the face of both qualitative and mixed research approaches.

### **Study Area**

The University of Cape Coast was established in 1962 out of a dire need for highly qualified and skilled manpower in education and was affiliated to the University of Ghana. It was established to train graduate teachers for second cycle institutions such as teacher training colleges and technical institutions, a mission that the two existing universities were unequipped to fulfil. On October 1, 1971, the College attained the status of a full and independent University, with the



authority to confer its own degrees, diplomas and certificates by an Act of Parliament - The University of Cape Coast Act, 1971 [Act 390] and subsequently the University of Cape Coast Law, 1992 [PNDC Law 278]. Since its establishment, the university has added to its functions the training of education planners, administrators, agriculturalists, and health care professionals.

University of Cape Coast has 12 directorates that perform functions to support the university. The administrative and support functions of the University are grouped into the following Directorates; Academic Planning and Quality Assurance, Finance, Information and Communication Technology Services, Internal Audit, Procurement, Physical Development and Estate Management, Research, Innovation and Consultancy, and University Health Services. All these directorates are managed by administrators. The vision of the University is to have a university that is strongly positioned, with worldwide acclaim. Its mission is to provide a quality education through the provision of comprehensive, liberal and professional programmes that challenge learners to be creative, innovative and morally responsible citizens.

### **Population**

The target population were staff working in the University of Cape Coast regardless of their religion, language and other socio-demographic background. Both male and female with permanent employment at the university were included. According to the Directorate of Human Resource of the University of Cape Coast, the staff constitutes Senior staff, Senior members and the Junior staff. Of which one thousand, five hundred and seventy (1570) are Senior staff, nine hundred and

ninety-seven (997) are Senior members and two thousand, five hundred and fifty-two (2552) are Junior members. With reference to the basis of this study, senior staff at the University of Cape Coast was considered as the population.

### **Sampling Procedure**

The sample size is the number of observations that constitute it. The sample size is an essential feature of any empirical study in which the aim is to make inferences about a population from a sample. In this study, the researcher used the Krejcie and Morgan (1970) sample determination table which pegs the sample at 310 senior staff of the University of Cape Coast. Basically, two types of sampling methods exist, which are probability sampling and non-probability sampling. The sampling technique used in this study was the simple random sampling. This is in line with the argument by Oakshott (1998) that every member of the target population has an equal chance of being selected. The choice of this technique was to avoid the occurrence of any bias in the chosen sample of the population.

### **Data collection instruments**

The main instrument used in the data collection process was the survey questionnaire. A survey questionnaire is a formalized set of questions for obtaining information from respondents (Singer & Couper & Peterson, 2017; Malhotra & Birks, 2007). Young and Javalgi, (2007) posited that survey using questionnaires is the most widely-used data-gathering technique in research, and can be used to measure issues that are crucial to the management and development of businesses (Malhotra & Birks, 2007). In this study, the closed ended questions were used. The closed ended questions require respondents to choose from among a given set of

responses and require the respondents to examine each possible response independent of the other.

The closed ended questions require respondents to choose from among a given set of responses and require the respondents to examine each possible response independent of the other choice. The developed questionnaire was made up of close-ended items in a checklist format and these checklists included a list of behavior, characteristics or other entities that the researcher was investigating.

The questionnaire items were developed using a 7-point Likert scale. A Likert scale is an ordered scale from which respondents choose one option that best aligns with their view. The 7-point Likert scale was used in this study because it is often used to measure respondents' attitudes by asking the extent to which they agree or disagree with a particular question or statement. The adoption of the 7 Likert was appropriate because it was more useful in evaluating the behaviour, attitude and other phenomenon which was of interest to the researcher (Leedy & Ormrod, 2010). The scale in which responders specify their level of agreement to a statement was typically in seven points: (1) Least level of Agreement; through to; (7) Highest level of Agreement

McColl (2005) posits that there are distinct advantages in using questionnaires rather than interview. According to him, data analysis is made easier and straight forward when structured questions are used for primary data gathering. The researcher's decision to use questionnaire stemmed from the fact that it is the best method by which reliable information can be obtained from a large population. This is supported by Taylor, Sinha and Ghoshal (2011) who asserted

that the use of questionnaire is a sensible way for data collection if factual information is needed from a substantial number of people. The scale in which responders specify their level of agreement to a statement was typically in seven points: (1) Least level of Agreement; through to; (7) Highest level of Agreement.

### **Measurement of Key Variables**

Organisational culture (Lammers, Meurs, & Mijs, 1987) and employee commitment (Bhatti, 2013) were the two main issues of concern of the questionnaire. Sections of the questionnaire had a total of 39 questions (i.e. Section I-III). In Section I, there were five questions on the demographics of the respondents. Four sub-sections were used to assess the University of Cape Coast's organisational culture, of a total of 19 questionnaires adopted from the Organisation Culture Assessment Instrument (OCAI) (Lammers, Meurs, & Mijs, 1987; Meyer & Allen, 1991). Using the four major typologies of organisational culture, the chapter examined the roots of the culture at the University of Cape Coast. It was divided into four sections: Clan Culture, Adhocracy Culture, Hierarchy Culture, and Market Culture.

Section III included fifteen statements for each of the measurement to assess the degree of employee commitment. All factors were assessed using a seven-point likert scale, with 1 denoting "least level of agreement" and 7 denoting "highest level of agreement". Due to the elimination of response bias, a likert scale was employed; it measures attitudes, beliefs and views; it standardizes the answer items so that they can be compared among the respondents; and it ensures that all responses are

similar. It's simple to code and analyze the likert scale questions straight from the surveys (Cant, 2003).

### **Validity**

The degree to which instruments (questionnaires or organized interview schedules) measure what they seek to assess is what we mean when we talk about validity in research. When it comes to measuring study goals, validity is a measure of how well a chosen instrument does so (Bowling, 2009). In this research, a variety of methods were used to ensure the validity and accuracy of the questionnaire's content. The questionnaires were checked by the researcher before they were sent to the senior staff of University of Cape Coast. There was also a great deal of weight placed on the results of peer reviews.

The questionnaire's content validity was bolstered by having experts in the area review it before it was given to the participants. All experts' efforts and opinions were taken into account when deciding whether or not to include or exclude particular questions from the survey. Much of the instrument's content has to be tweaked to make it more understandable, as well as ensure that it is completely relevant.

The Cronbach's coefficient alpha ( $\alpha$ ) was used in this study to determine the reliability of items in the questionnaire. The value of Cronbach's alpha ranged from 0 to 1. It is worthy to note that, the closer the value of  $\alpha$  to 1, the better its reliability. This study, therefore, met the minimum threshold for all the variables that were considered as shown in Table 1.



**Table 1: Cronbach Alpha values for the variables**

Variable	Items Retained	Cronbach's Alpha
Clan Culture	5	0.837
Adhocracy Culture	5	0.903
Hierarchy Culture	5	0.914
Market Culture	5	0.766
Employee Commitment	10	0.817

Source: Field survey (2022)

The Table provides the values of Cronbach's alpha for all the variables. It appears from the table that the values of Cronbach's alpha were all equal or well above the minimum value of 0.70 which depicts a good reliability of the item loadings constructed in the questionnaire. It can be concluded, that the measures have an acceptable level of reliability.

#### **Data Collection Procedure**

When the Directorate of Human Resources at the University of Cape Coast was contacted, the researcher asked for their permission to proceed. Also provided from University of Cape Coast was an introduction letter from the Department of Human Resource Management. Requests were then made for academic approval to carry out the research. As a matter of course, participants were assured that the research was being conducted for academic objectives and that their replies would be kept completely secret. When the questionnaire was handed out to the participants, they completed it on the spot and returned it to the researcher, who examined it for any errors.

## Data Processing and Analysis

Activities included editing, cleaning, and categorizing data. As quickly as possible after data acquisition, errors and omissions must be discovered and corrected. Data categorization refers to the process of arranging similar data sets into distinct categories. Similar data was then gathered and further analysis was conducted. Afterwards, the tabulated data was analyzed quantitatively. The acquired data was analyzed using descriptive statistics, which included measures of central tendency and dispersion.

The acquired data was analyzed using inferential data analysis methods such as correlation and regression. Employee creativity and regression analysis were used to determine the number of variations in employee creativity that could be associated with changes in the degree of influence of talent attraction, talent development, and talent retention on employee creativity according to the Product-Moment Correlation Coefficient.

The analysis of variance (ANOVA) and the t-test were also carried out. In order to determine the impact of employee innovation on talent acquisition, growth, and retention, we employed linear regression. There are three independent factors in this model, each of which has an effect on employee creativity. The model treats creativity among employees as the dependent variable. A regression equation explains how a response variable's mean value correlates with a set of predictor variable's values (Kessler et al., 2004). To determine the impact of the independent factors on the dependent variable, researchers employed regression analysis. The

regression equation used to analyse the relationship between variables under study was expressed as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where; Y = Employee Commitment

$\beta_0$  = the constant or the coefficient of intercept

X1 = Clan Culture

X2 = Adhocracy Culture

X3 = Hierarchical Culture

X4 = Market Culture

$\varepsilon$  = Error term

$\beta_1, \dots, \beta_3$  = Corresponding coefficients for the respective independent variables

Organisational culture's effect on employee commitment is an example of how correlation may be used to indicate the degree of relationship between dependent and independent variables. For the presentation of results, tables were employed. According to the research questions, the quantitative data was categorized. Analysis of data was done using SPSS Version 26, which is a statistical package for social sciences (SPSS). The questionnaire had seven Likert-Scale(options) questions, and the respondents were asked to answer them. The results were then tallied. The scales used were 1 indicating least level of agreement and 7 indicating the highest level of agreement.

## Ethical Considerations

According to Awases (2006), ethics is usually related with morality and deals with concerns of good and evil within organisations, society or communities.

It is thus crucial that everyone who is participating in research be aware of the ethical problem (Rubin & Babbie, 2016). The researchers will take every effort to prevent probable infringement of ethical norms. Edginton, Enarson, Zachariah, Reid, Satyanarayana, Bissell and Harries (2012) have identified the basic ethical consideration for research as; respondents being fully informed about the aims, methods and benefits of the research, granting voluntary consent and maintaining the right of withdrawal and also guaranteeing the participants of confidentiality.

There are two ethical considerations that were taken into careful consideration for this study. The applicant accepted duty to gain the real approval and interest of all people participating in the research. The candidate requested permission from the responders. There was promise not to abuse any of the information obtained to retain certain moral duties towards the participants. The candidate was also resolved towards a responsibility to preserve the rights of individuals as well as their privacy and sensitivity (Bryman, 2012). For this, the goal of the research was presented to the respondents. The participants were guaranteed that their information would be utilized exclusively for this research and not for any additional objectives. The responders' name and identity were anonymised. Besides, every responder was told of the rationale for the entire exercise and the huge value the institution would get if the study was effectively done.

On the basis of this, it may be argued that the candidate satisfied the ethical norms put forth by Bless and Higson Smith (2000). (2000). According to these writers, the basic norms of data collecting were: a) voluntary involvement, (b) the right to privacy, (c) Freedom, (d) Anonymity and (e) Confidentiality. However, before carrying out all these requirements, an introduction letter was received from the School of Business, Department of Human Resource Management of the University of Cape Coast to present the applicant to the institution. To acquire data from the sampled employees, approval was sought from the administration of the institution. Respondents were urged to feel free and voice their thoughts as objectively as possible and that they had the option to choose whether to participate or not. They also have the ability to withdraw their permission at any moment and without any sort of harmful repercussions.

An organisational entry process was observed before the data were gathered. In this situation, in order not to interfere in their regular work schedules and not to disturb their daily operations, as instructed by the administration of the institution, the researcher visited the staffs during the lunch breaks and gathered the data.

### **Chapter Summary**

This chapter was to describe the methods used in achieving the aim of this study. It has revealed the study design and the researcher's reason for choosing a particular design. The population, as well as the sample size for the study and the sampling techniques used had been discussed. For analysis's sake, the chapter touched on the methods for collecting the data and the instruments employed in



collecting the data. The chapter has shown enough information about analysing the data and complying with ethical stance. The next chapter which is Chapter four gives a presentation of the results of the collected and analysed data.



## CHAPTER FOUR

### RESULTS AND DISCUSSION

#### Introduction

The main research objective of the study, to assess the effect of organisational culture on the commitment of senior staff at the University of Cape Coast. Based on this main research objective, specific objectives were used to achieve the study goal. In line with these original research objectives and the method used, this chapter provides the findings and discussions which reflect on the specific objectives as outlined in Chapter one. The first section provides the demographic profile of the respondents. The second section of the chapter presents the results of the descriptive and inferential (correlation and regression) statistics in accordance with the specific objectives of this study. Finally, a detailed discussion is provided for each finding.

#### Response Rate

In this study, the population size was one thousand, five hundred and seventy (1,570) senior staff and due to the large number of the population, three hundred and ten (310) was used for the sample size by the help of the Krejcie and Morgan (1970) sample determination table. This means that a total of 310 questionnaires were issued from which all 310 were filled and returned to the researcher. However, per critical examination of the returned questionnaires, 249 were deemed usable for the study, which represents a response rate of 80.3%. This means the usable questionnaires for the analysis of the study were two hundred and forty-nine (249) as shown in Table 2.

**Table 2: Response Rate**

Questionnaire	Count	Percentage (%)
Returned and Usable	249	80.3
Returned but Unusable	61	19.7
<b>Total</b>	<b>310</b>	<b>100</b>

Source: Field data (2022)

### Socio-Demographic Characteristics of Respondents

In order to understand the demographic characteristics of the respondents, the study deemed it fit to find out the demographic data of the respondents. The demographic characteristics of respondents were in relation to gender, age, level of education of the senior staff in the university, and employees' years of work in the organisation. Table 3 presents demographic statistics on the frequencies and percentages of responses to gender received from the respondents. The results obtained in relation to socio-demographic characteristics of the respondents are shown in Table 3.

**Table 3: Background Information of Respondents**

Variable	Frequency	Percentage (%)
<b>Gender</b>		
Male	152	61.04
Female	97	38.96
<b>Age</b>		
Below 30years	3	1.20
31-40years	129	51.80

41-50years	101	40.6
51years and above	16	6.3
<b>Level of Education</b>		
Diploma	25	10.04
1 <sup>st</sup> Degree	31	12.44
2 <sup>nd</sup> Degree	193	77.51
Professional	0	0.00
<b>Years of Experience</b>		
1-5 years	27	10.84
6-10 years	109	43.77
11-15 years	39	15.66
16 years and above	74	29.72
<b>TOTAL</b>	<b>249</b>	<b>100.0</b>

Source: Field survey (2022)

Table 3 clearly illustrates that there were more male participants than their female counterparts in this survey. More than half of the respondents (61.04%) were males while the remaining respondents, (that is 38.96%) were females. This implies that a lot of males appeared to have been employed as senior staff at the University of Cape Coast, Cape Coast, Ghana. However, with respect to gender inequality in terms of employment in the country, it is surprising. For example, from the Annual Report of Ghana Statistical Service, (2018) it is generally known that labour force participation rate of females remains lower than that of males. In Ghana, the labour force participation rate of females has often trended below that

of men even though females constitute over half of the entire population. In addition, the unemployment rate is estimated to be higher among women than men, whilst at the same time, the share of females in wage employment is also lower than that of males.

On the age distribution of the respondents, it was found out that most of the respondents are between the ages of 31 and 40 representing 51.80%. This higher percentage of staff gives the impression that there are more youthful senior staff within the various departments at the University of Cape Coast. Again, the result shows that respondents representing (40.6%) were between 41 and 50 years which implies that in the service, most of the respondents are in their prime age and that the organisation can be considered to have had a lot of potentials in terms of development in the future. In addition, 16% of the respondents were above 51 years of age. The least age group was those below 30 years representing (1.20%) in the institution. The overall implication is that relatively a small percentage number of employees are very young and is deemed to be less experienced.

From the Table 3, with the educational levels of the senior staff, it was also realized that 25 respondents representing (10.04%) had diploma education. Also, with regards to first-degree, 31 of them representing (12.44%) were found to be in this category representing the highest percentage of the employees in the university. More so, a large percentage number of the staff had second degree. With this category of staff, a total of 193 representing 77.51% were the second-degree holders. Finally, no senior staff (0.0%) had professional education. From the table it is realized that most workers in the institution consider education as important to



the growth of the country. The study results from the table highlight the significance that the organisation attaches to education as most workers in the company are qualitatively gifted with educational prowess.

In terms of how long each employee has worked in the organisation, it was found that most of them fell within 6 and 10 years of experience in working as senior staff at the University of Cape Coast. Within these years, (43.77%) had worked within them, while (29.72%) had worked in the university for more than 16 years. This is followed by those who had worked between 11 and 15 years with a total number of 39 (15.66%) while those who have worked between 1 and 5 years make up (10.84%).

**Research Objective one: To investigate the effect of Clan Culture on Employee Commitment of Senior Staff at the University of Cape Coast**

The first research objective sought to examine the effect of clan culture on employee commitment of senior staff at the University of Cape Coast. In this study, respondents were presented with five (5) statements that depicted some of the activities under the organisational culture assessment instrument (OCAI). This study measured the independent variable clan culture, using the Likert scale of 1-7, 1 being – Least level of Agreement, and 7 being Highest level of Agreement. This was to show the extent to which proper clan culture was existent in the institution. The results were transformed and regressed against staff commitment level. The summary of the model of Clan Culture and employee commitment was presented in Table 4.

**Table 4: Model Summary of clan culture and employee commitment**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
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1	.302 <sup>a</sup>	.091	.087	.952
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**a.Predictors:(Constant), clan culture**

Source: Field survey (2022)

Table 4 above shows that the coefficient of determination R square is 0.091 and R is 0.302 at 0.05 significant levels. The coefficient of determination indicates that 9.1% of the variation in the response to employee commitment is explained by clan culture, while the rest of 90.9% are explained by other variables which are not considered in this study. Pearson correlation produced a strong statistically significant positive association between employee participation in decision making and employees' continuance commitment (0.335, n=249, p<.000). The significance of these two variables; Independent (Clan Culture) and dependent (Employee Commitment) can be also be seen from the t-value Table 5 below with, (p=000) which is less than 0.05 and the value of t-test (5.734) hence implying that there is a positive significant influence of clan culture on employee commitment.

**Table 5: T-Value on the Relationship between Clan Culture and Employee Commitments**

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	1.490	.260			5.734	.000
	Clan culture	.367	.082	.302	4.465		.000

**a. Dependent Variable: EMPLOYEE COMMITMENT**

Source: Field survey (2022)

The meaning of the positive association here is that employees' commitment in the University of Cape Coast is based on the recognition that the cost of leaving in the organisation is greater than staying. According Becker (1960), this kind of commitment involves the need to remain in the organisation because of accumulated 'side-bets' and generally the lack of alternative employment opportunities.

The results from Table 5 indicate a statistically significant figure of  $p=.000$ , as held up by Fidell, Tabachnick, Mestre & Fidell (2013), a significant level of less than or equal to .05 is necessary for social science research. If such a condition is met, then the independent variable does a good job explaining the variation in the dependent variable. In this analysis, the  $\rho$ -value is well below .05 ( $\rho = .000$ ). Therefore, it can be concluded that the R and  $R^2$  Between Clan Culture and Staff Performance is significant and therefore Clan Culture can significantly influence employee commitment.

The significant value  $p = 0.000$  is less than 0.05 for the constant and the significant value  $p = 0.000$  is less than 0.05 for the independent variable. Pallant (2013) points out that a significant value of  $<0.05$  indicates that the variable has a significant impact on the dependent variable. It can, therefore, be concluded that Clan Culture has a significant impact on employee commitment. The table further shows a Beta of .302 which according to Fidell, Tabachnick, Mestre & Fidell (2013) indicates a strong impact of the independent variable on the dependent.

The implication of these results is that with the right clan culture employed by the management of the institution significantly improves the commitment of senior staff within the University of Cape Coast. The findings of this study are confirmed supported by loads of findings with respect to studies conducted in terms of organisational culture and commitment. Robbins (2012) concurs that with well-established clan culture, employees tend to adopt a relatively uniform perception of organisation with common characteristics distinguishing one organisation from another. Consequently, the employees adopt the common values and norms which control their interaction among themselves and with the outsiders. Schein (2011) further opines that the strength of the culture of an organisation and its adaptive ability are some of the factors that enable organisations to attain its performance goals.



**Research Objective two: To determine the effect of hierarchical culture on employee commitment of Senior Staff**

The second objective of the study was to analyse the hierarchical culture and its influence on the employee commitment of senior staff at the University of Cape Coast. This study measured the independent variable hierarchical culture using the Likert scale of 1-7, 1 being – Least level of Agreement, 7 being Highest level of Agreement. In this study, respondents were presented with five (5) statements that depicted some of the activities under the organisational culture assessment instrument (OCAI). This was to show the extent to which proper hierarchical culture was existent in the institution. The results were transformed and regressed against staff commitment level. The summary of the model of Hierarchical Culture and Staff commitment was presented in Table 6.

**Table 6: Model Summary of Hierarchical culture on Employee Commitment**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>R</b>	<b>Std. Error of the Estimate</b>
<b>1</b>	.496 <sup>a</sup>	.246	.242		.806

**a. Predictors: (Constant), hierarchical culture**

Source: Field survey (2022)

Table 6 above shows that the coefficient of determination R square is 0.246 and R is 0.496 at 0.05 significant levels. The coefficient of determination indicates that almost 25% of the variation in the response to employee commitment is explained by hierarchical culture, while the rest of 75% are explained by other variables which are not considered in this study. As part of



the examination of the influence of hierarchical culture on employee commitment, the study conducted correlation analysis to test on the strength of association between the study's variables: the independent variable (Hierarchical culture) and dependent variable (Employee Commitment). The result of the Pearson correlations was obtained to be 0.222 (n=200, p<.000) which demonstrates that employee commitment has a positive correlation with hierarchical culture.

The significance of the Independent (Hierarchical culture) and dependent (Employee Commitment) variables can in the same way be seen from the t-value result in Table 7 with (p=000) which is less than 0.05 and the value of t-test (5.393). This rightly suggests that there is a positive significant influence of hierarchical culture on employee commitment.

**Table 7: T-Value on the Relationship between Hierarchical culture and Employee Commitment**

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
<b>1</b> (Constant)	1.187	.220		5.393	.000
<b>Hierarchical</b>	<b>.559</b>	<b>.070</b>	<b>.496</b>	<b>8.039</b>	<b>.000</b>

a. Dependent Variable: EMPLOYEE COMMITMENT

Source: Field survey (2022)

The importance of the positive association here can be deduced from the arguments of Allen and Meyer (1996). According these authors, employee

commitment provides a deeper sense of loyalty which involves the notion of wanting to remain in the organisation. This is due to the fact that through experience, one develops a positive attitude towards the organisation. From the point of Meyer and Allen (1991), employee commitment represents psychological state and as such are inter-linked in that each reinforces the other. However, in this study it can be inferred that the employee commitment is influenced more by hierarchical culture.

The table in the SPSS output labelled coefficients (Table 7) provides information that is useful for understanding the regression equation. Under the column marked unstandardized coefficient and sub-column B, the numerical value for the first row, labelled (constant), is the value for the intercept (a) in the regression equation. The significant value  $p = 0.000$  is less than 0.05 for both the independent variable and the constant. Pallant (2015) points out that a significant value of  $< 0.05$  indicates that the independent variable has a significant impact on the dependent variable. It can therefore be concluded that, Hierarchical culture, an organisational culture dimension has a significant impact on the commitment of staff at the University of Cape Coast. The table further shows a Beta of .496 which indicates a strong impact of the independent variable on the dependent.

The second research objective was to establish the extent to which Hierarchical culture as an organisational culture dimension influences senior staff commitment at the University of Cape Coast. The use of a conducive hierarchical culture environment in providing a positive influence on the commitment of staff is supported by most staff at the University of Cape Coast. The respondents of the

study believe the degree to which employees become more efficient could be attributed to the existence of a conducive hierarchical culture at the University of Cape Coast.

Peters and Waterman (2011) concurs that the coherence of hierarchical culture in an organisation gives members a sense of identity and this increases their commitment towards their assigned responsibilities. In addition, this reinforces the cherished values and serves as a method of altering behaviour, thereby enhancing the performance of staff within the organisation. This is in agreement with Abdulkadir, Takow, Abdifitah and Osman (2014) who found that hierarchical culture had significant positive influence on ethical competitive, entrepreneurial and consensual culture. From the findings employees observed acceptable personal habits while at work. All these thereby have the tendency to influence the commitment of staff within organisations.

**Research Objective three: To determine the effect of adhocracy culture on employee commitment of senior staff**

The third research objective sought to examine the adhocracy culture and its influence on the employee commitment of senior staff at the University of Cape Coast. This study measured the independent variable adhocracy culture using the Likert scale of 1-7, 1 being – Least level of Agreement, 7 being Highest level of Agreement. In this study, respondents were presented with five (5) statements that depicted some of the activities under the organisational culture assessment instrument (OCAI). This was to show the extent to which proper adhocracy culture was existent in the institution. The results were transformed and regressed against

employee commitment level. The summary of the model of Adhocracy Culture and Employee Commitment was presented in Table 8.

**Table 8: Model Summary of Adhocracy culture on Employee commitment**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.372 <sup>a</sup>	.138	.133	.955

**a. Predictors: (Constant), adhocracy culture**

Source: Field survey (2022)

From Table 8 indicate an R Square value of .138 which showed that about 13.8% of the variation in employee commitment of senior staff at the University of Cape Coast is accounted for by Adhocracy culture as an organisational culture dimension, the remaining variation in employee commitment may be due to other factors not captured in this study. The R value represents the Pearson Correlation coefficient. The R-value of 0.372 indicates a good relationship between Adhocracy culture and employee commitment. Cohen (1988) suggests the following guidelines for the interpretation of the magnitude of correlation coefficient;  $r=.10$  to  $.29$  or  $r=-.10$  to  $-.29$  small,  $r=.30$  to  $.49$  or  $r=-.30$  to  $-.49$  medium,  $r=.50$  to  $1.0$  or  $r=-.50$  to  $-1.0$  large. The results indicate a significant positive relationship between Adhocracy culture and employee commitment. Table 9 assess the statistical significance of the regression model.



**Table 9: T-Value on the Relationship between Adhocracy culture and Employee Commitment**

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
<b>1 (Constant)</b>	1.258	.294		4.297	.000
<b>Adhocracy</b>	<b>.461</b>	<b>.095</b>	<b>.372</b>	<b>4.874</b>	<b>.000</b>

a. Dependent Variable: EMPLOYEE COMMITMENT

Source: Field survey (2022)

From Table 9, the significant value  $p = 0.000$  is less than 0.05 for both the independent variable (Adhocracy culture) and the constant. Pallant (2015) points out that a significant value of  $< 0.05$  indicates that the variable has a significant impact on the dependent variable. It can therefore, be concluded that adhocracy culture, an organisational culture dimension has a significant impact on employee commitment. The results further indicate a Beta of .372 which is statistically significant since  $p = 0.000$  and less than .05. It is proper adhocracy culture environment that facilitate support systems created in the institution which eventually impact positively the commitment levels of staff at the University of Cape Coast.

This is in tandem with Muya, et al (2011) who found out that every organisation had a culture which influenced people's attitudes and behavior at work. The findings revealed that the University of Cape Coast were guided by the organisations' overall strategic plan in carrying out their work and employees



completed work assigned to them as per the desired standards. It is also evident that employees committed maximum efforts to their work. These findings concur with Hefferman and Flood (2000) whose indicators of organisational commitment included the ability to achieve its goals using available resources. According to Ittner and Larcker (2012) indicators of organisation commitment included productivity, quality, consistency and efficiency.

**Research Objective four: To analyse the effect of Market Culture on Employee commitment among Senior Staff**

The final research objective sought to explore a market culture and commitment among the senior staff at the University of Cape Coast. This study measured the independent variable market culture using the Likert scale of 1-7, 1 being – Least level of Agreement, 7 being Highest level of Agreement. In this study, respondents were presented with five (5) statements that depicted some of the activities under the organisational culture assessment instrument (OCAI). This was to show the extent to which proper market culture was existent in the institution. The results were transformed and regressed against employee commitment level. The summary of the model of Market Culture and Employee commitment was presented in Table 10.

**Table 10: Model Summary of Market Culture on Employee Commitment**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.631 <sup>a</sup>	.399	.396	.631

**a. Predictors: (Constant), market culture**

Source: Field survey (2022)

Table 8 above demonstrates that the coefficient of determination R square is 0.399 and R is 0.631 at 0.05 significant levels. The coefficient of determination means that at least 40% of the variation in the response to employee commitment is explained by market culture, while 60% are explained by other variables which are not considered in this study. In order to confirm this positive association, an examination of the effect of market culture on employee commitment correlation analysis was conducted to test on the strength of these two variables: the independent variable (Market culture) and dependent variable (Employee Commitment).

The result of the Pearson correlations was obtained to be 0.592 (n=249,  $p < .000$ ) which reveals that employee commitment has a positive correlation with employee participation in decision making. The significance of these two variables: Independent (Market culture) and dependent (Employee Commitment) was confirmed by the t-value, (table 11) with ( $p = 0.000$ ) which is less than 0.05 and the value of t-test (6.521) hence implying that there is a positive significant influence of employee participation in decision making on normative commitment.

**Table 11: T-Value on the Relationship between Market culture and Employee Commitment**

Model	Unstandardized		Standardized		t	Sig.
	Coefficients		Coefficients			
	B	Std. Error	Beta			
1 (Constant)	1.122	.172			6.521	.000
Market	.623	.054	.631	11.454	.000	

**a. Dependent Variable: EMPLOYEE COMMITMENT**

Source: Field survey (2022)

From Table 11, the significant value  $p = 0.000$  is less than 0.05 for both the independent variable (Market Culture) and the constant. Pallant (2015) points out that a significant value of  $< 0.05$  indicates that the variable has a significant impact on the dependent variable. It can, therefore, be concluded that Market Culture has a significant impact on employee commitment. The results further indicate a Beta of .785 which is statistically significant since  $p = 0.000$  and less than .05. The results show that without good and proper organisational market culture, Employee commitment among senior staff in the university will be difficult. It is proper and good organisational culture and systems that facilitate support systems created in the institution or organisation which eventually impact positively on the commitment of senior staff at the University of Cape Coast.

The respondents of the study believe that the role of a proper organisational culture in the organisation makes the workplace more innovative with high enthusiasm which increases the creativity and commitment level of the senior staff.

This agree with studies by Middlemist and Hitt (2000), who pointed out that effective market culture systems and mechanisms by management of institutions or organisations are considered to be an industrious means of containing the adverse effect of high rate of employees' willingness to efficiently participate in the commitment and performance of the organisation.

### **Chapter Summary**

The chapter has provided an analysis of the data with respect to the key objectives of the study. The chapter began with a provision of key descriptive characteristics to understand the nature of the respondents of this study. The first objective indicated that Clan Culture had a positive significant effect on employee commitment among senior staff of the University of Cape Coast. The second objective established that Hierarchical Culture at the University of Cape Coast had a positive effect on the commitment of senior staff within the institution. The third objective showed that Adhocracy Culture had a significant impact on employee commitment of senior staff at the University of Cape Coast. Finally, the study also showed a positive significant effect of Market Culture on employee commitment of senior staff at the University of Cape Coast.

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### Introduction

. The purpose of this study sought to examine the influence of organisational culture on employee commitment at the University of Cape Coast. With reference to the findings identified in the previous chapter, this chapter presents a summary of the findings that emerged from the study and data analysis. It draws conclusions and makes recommendations on how best they can sustain and promote organisational culture in order to increase the commitment of senior staff at the University of Cape Coast. Finally, the suggestion for future research is also made.

#### Summary of the Study

The purpose of the study was to analyse the organisational culture of the senior staff at the University of Cape Coast and its effect on their commitment. There were four main specific objectives, which the study aimed to achieve, and these included:

1. to examine the effect of clan culture on employee commitment of senior staff at the University of Cape Coast,
2. to analyse the influence of hierarchical culture on employee commitment of senior staff at the University of Cape Coast,
3. to investigate the effect of adhocracy culture on employee commitment of senior staff at the University of Cape Coast, and
4. to explore the effect of market culture on commitment among the senior staff at the University of Cape Coast.



The study was based on the views of 249 senior staff from the University of Cape Coast. A self-administered questionnaire was the main research instrument. The questionnaire contained several questions (items) and was subdivided into subscales. The maximum and minimum score for each question ranged from 1 to 5 where 1, Least level of agreement and 5 stood for the Highest level of Agreement.

### **Key Findings**

The results from the survey were analysed with the help of the Statistical Package for the Social Sciences (SPSS 26.0 version) software. The major findings as they related to the specific objectives of the study had been summarized as follows. The first research objective sought to examine the effect of clan culture on employee commitment of senior staff at the University of Cape Coast. The results of the regression analysis indicated that there is a significant and strong positive relationship between clan culture and employee commitment. The results showed a large relationship between clan culture as an organisational culture dimension and employee commitment.

The second objective of the study was to analyse the effect of hierarchical culture on employee commitment of senior staff at the University of Cape Coast. With this regression analysis was ran to determine the effect, the extent as well as the significance of the effect of Hierarchical culture on employee commitment. The regression analysis indicated a strong positive effect of Hierarchical Culture on employee commitment. This was followed by assessing the statistical significance of the regression model. On the bases of the analysis, it can be said that Hierarchical

Culture had a strong and significant impact on employee commitment among senior staff at the University of Cape Coast.

Moreover, the third research objective sought to examine the effect of adhocracy culture on employee commitment of senior staff at the University of Cape Coast. The study found out that there was a strong relationship between Adhocracy Culture and employee commitment. The researcher further examined the significant level as well as the magnitude of the impact. The T-value indicated a statistically significant figure, providing a justification that the impact of Adhocracy Culture on employee commitment is significant. It can, therefore, be concluded that Adhocracy Culture had a positive and significant impact on employee commitment among senior staff at the University of Cape Coast.

Finally, the fourth research objective sought to explore the effect of market culture on employee commitment among the senior staff at the University of Cape Coast. The study found out that there was a strong relationship between Market Culture and employee commitment. The researcher further examined the significant level as well as the magnitude of the impact. The T-value table indicated a statistically significant figure providing a justification that the impact of Market Culture on employee commitment is significant. It can therefore, be concluded that Market Culture as a dimension of Organisational culture had a positive and significant impact employee commitment among senior staff at the University of Cape Coast.

## Conclusions

The aim of this study was to analyse the organisational culture of the senior staff at the University of Cape Coast and its effect on their commitment. Organisational Culture dimensions were put into Clan culture, Hierarchical culture, Adhocracy culture and Market culture. The first research objective was to examine the effect of clan culture on employee commitment of senior staff at the University of Cape Coast. The findings led to the conclusion that there was a positive and significant relationship between Clan culture as a dimension of Organisational culture and employee commitment. This implied that proper systems adopted by the organisation in creating a sustainable clan culture incorporated in the activities of the organisation contributes to innovation and hence increase in employees' commitment at the workplace. It was also concluded that the most effective form of clan culture within the University of Cape Coast is to incorporate within the organisational structures to solicit for a competitive environment.

The second objective of the study was to analyse the effect of hierarchical culture on employee commitment of senior staff at the University of Cape Coast. Based on the findings, it can be concluded that there was a positive and significant relationship between Hierarchical culture and employee commitment. The results further led to a conclusion that the University of Cape Coast had a hierarchical organisational culture that determined how things were done, employees were like-minded and held similar beliefs and values, employees of the university were guided by values of consistency, adaptability and effective communication system, employees had a sense of identity which increased their commitment to work. This

hence increases the overall contribution of various employees and thereby increasing their levels of commitment.

The third objective of the study was to examine the effect of adhocracy culture on employee commitment of senior staff at the University of Cape Coast. Results led to the conclusion that, there was a strong positive and significant relationship between Adhocracy culture as a dimension of Organisational culture and senior staff commitment. It was also concluded that senior staff of the University of Cape Coast observed acceptable personal habits while at work, guided by the organisations' overall strategic and committed maximum efforts to their work. This implied that the frequent adoption within such culture produced an improved and innovative workplace and hence contributing to the commitment of senior staff at the University of Cape Coast.

The final research objective was to explore the effect of market culture on employee commitment among the senior staff at the University of Cape Coast. The findings led to the conclusion that there was a positive and significant relationship between Market culture and employee commitment. This implied that proper systems adopted by the organisation in creating a sustainable market culture incorporated in the activities of the organisation contributes to innovation and hence increase in employees' commitment at the workplace. It was also concluded that the most effective form of market culture within the University of Cape Coast is to incorporate within the organisational structures to solicit for a competitive environment within the same educational sector.



## Recommendations

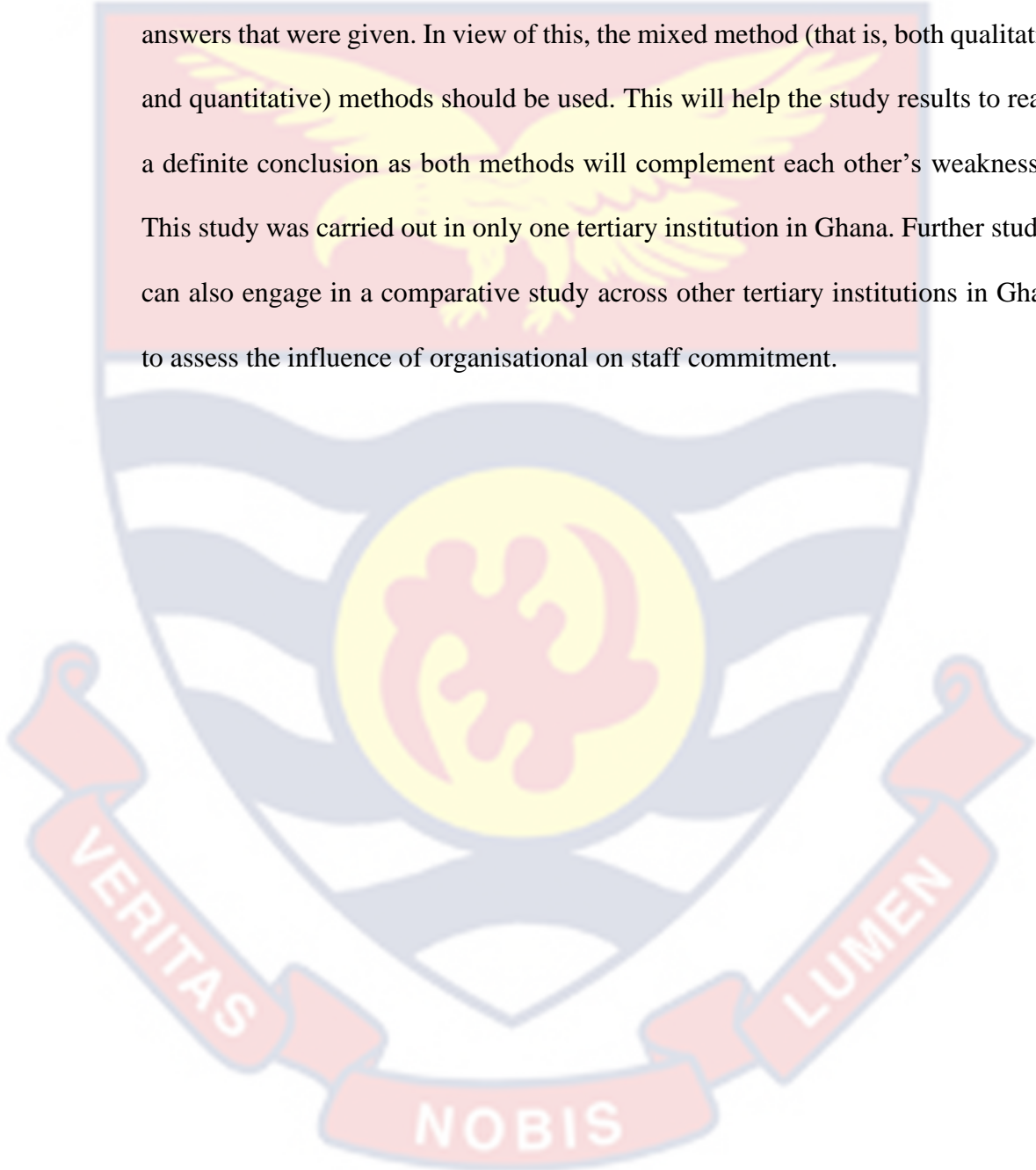
Based on the findings, it was obvious that the right organisational culture type with a more effective means of its implementation is a tool for necessitating an increase in employee commitment and hence, organisational performance on a broader view. Thus, it is recommended that the university management should adhere strictly to effective improving on employee commitment by employing the right organisational culture type in order to serve the interest of employees and further improving on their level of commitment in the university as staff. Findings from the current study are important to both employees and employers in terms of a deeper understanding of organisational culture and its influence on employee commitment, which consequently affects organisations' productivity and performance.

In addition, it is recommended that, management of the university must create a favorable condition for staff in relation to the right organisational culture type and as to which level of employee commitment that would best address certain negative influences on employee commitment. Also, giving staff the platform to be able to make recommendations, give opinions and suggestion on issues which affect them in relation to some of the needed organisational culture types and practices that may be beneficial from the perspective of the employee. Moreover, it is expedient of the university management to organise training and seminars to groom employees as to when and how these organisational culture types are beneficial in meeting its associated level of commitment for a greater influence.



### Suggestions for Further Research

This study was based on quantitative analysis, as a result, the employees were not able to describe the situation and explain in detail the reasons behind the answers that were given. In view of this, the mixed method (that is, both qualitative and quantitative) methods should be used. This will help the study results to reach a definite conclusion as both methods will complement each other's weaknesses. This study was carried out in only one tertiary institution in Ghana. Further studies can also engage in a comparative study across other tertiary institutions in Ghana to assess the influence of organisational on staff commitment.



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**APPENDICE: QUESTIONNAIRE****UNIVERSITY OF CAPE COAST****SCHOOL OF BUSINESS****DEPARTMENT OF HUMAN RESOURCE MANAGEMENT**

Dear Respondent,

I am a student of University of Cape Coast, offering Master of Business Administration (Human Resource Management) programme at the School of Business, Department of Human Resource Management. This questionnaire is designed to ascertain information for my research work on the topic: **“INFLUENCE OF ORGANISATIONAL CULTURE ON EMPLOYEE COMMITMENT AT THE UNIVERSITY OF CAPE COAST”**. This research is in partial fulfilment of the requirement for the award of a Master of Business Administration Degree in Human Resource Management at the University of Cape Coast.

All the answers you provide will be treated with the utmost confidentiality and for academic purpose only. Please feel free to answer the questions as candid as possible.

Thank you

Rosemary Dzifa Esie Gamon

## SECTION I

## SOCIO-DEMOGRAPHIC DATA OF RESPONDENTS

To answer a question, either tick [] or write short notes on the space provided where necessary.

1. Gender: [] Male [] Female

2. Age:

[] 18- 30 years [] 31-40 years [] 41-50 years [] 51-60 years

[] Above 60 years

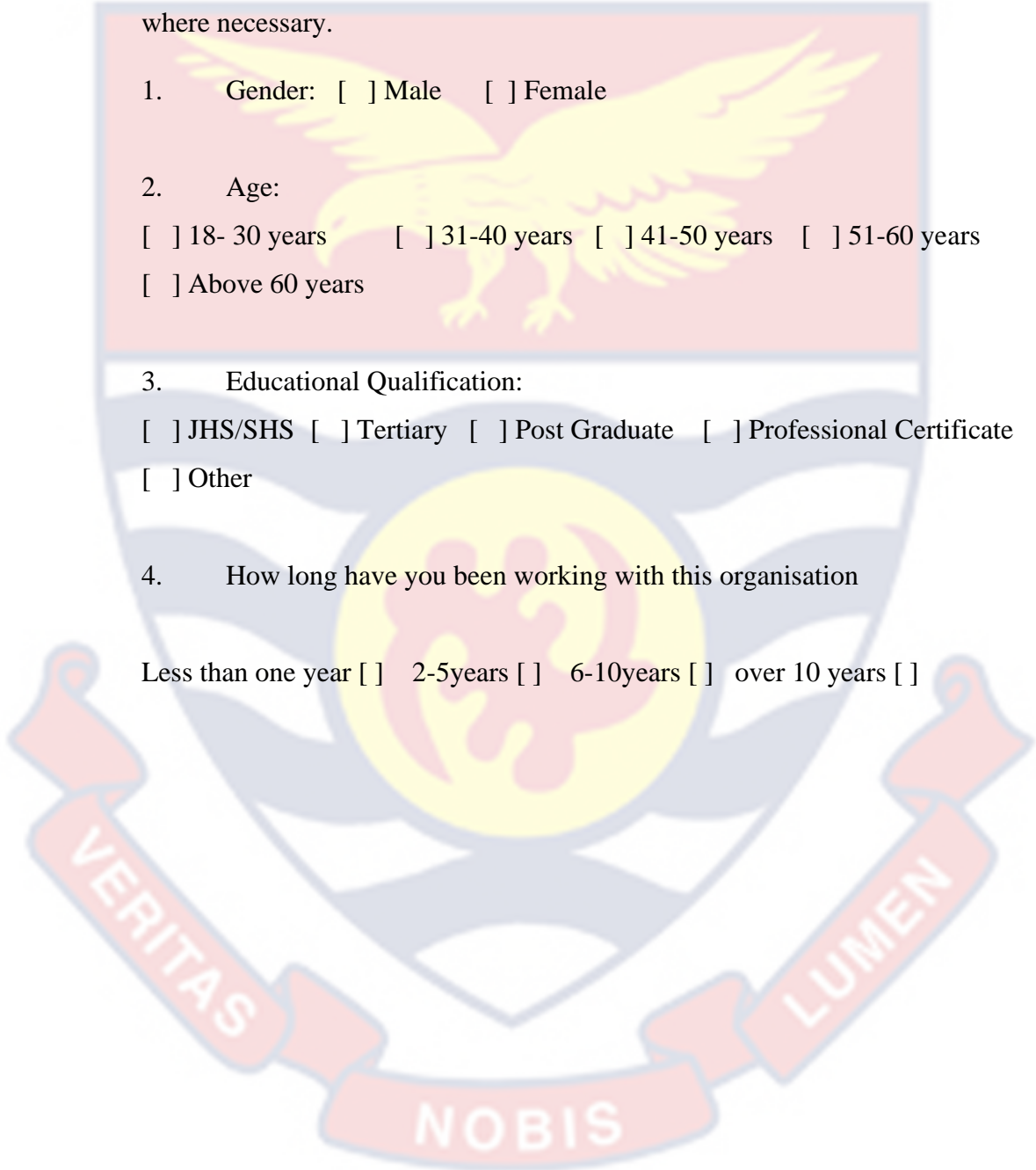
3. Educational Qualification:

[] JHS/SHS [] Tertiary [] Post Graduate [] Professional Certificate

[] Other

4. How long have you been working with this organisation

Less than one year [] 2-5years [] 6-10years [] over 10 years []



**Section II – Organisational Culture Assessment Instrument (OCAI)**

Thinking about Organisational Culture in general, read the statements below carefully and rate how much you personally agree or disagree with each statement.

Use a scale of 1-7 with where

*1 = Least level of Agreement 7= Highest level of Agreement*

Statement	Likert Scale						
<b>Clan Culture</b>							
Agreement is easily achieved even concerning hard problems in organisation	1	2	3	4	5	6	7
Competition between colleagues usually brings more harm than good	1	2	3	4	5	6	7
It is not accepted to talk about people behind their back	1	2	3	4	5	6	7
In group everyone must put maximum effort to achieve common goal	1	2	3	4	5	6	7
Reward for success must go to department, because everyone put an effort	1	2	3	4	5	6	7
<b>Adhocracy Culture</b>							
Employees of any division have equal perspectives	1	2	3	4	5	6	7
Information is available for everyone. One can get any needed information	1	2	3	4	5	6	7
Projects are coordinated easily through all functional units	1	2	3	4	5	6	7



Statement	Likert Scale						
	1	2	3	4	5	6	7
New ideas must be applied immediately otherwise they become old and obsolete	1	2	3	4	5	6	7
<b>Hierarchy Culture</b>							
Most competent representative of group must make decisions even if formally he/she is not a leader of the group	1	2	3	4	5	6	7
We have informal norms and rules which are to be followed by everyone	1	2	3	4	5	6	7
Rules of the company must not be disobeyed even if employee thinks that he/she acts in favour of Company	1	2	3	4	5	6	7
Instructions and regulations are needed to govern every process of work	1	2	3	4	5	6	7
Organisation must have strict hierarchy	1	2	3	4	5	6	7
One needs to control spending of resources strictly, or total disorder will happen	1	2	3	4	5	6	7
<b>Market Culture</b>							
Customers' interests are never ignored in decision making of organisation	1	2	3	4	5	6	7

Statement	Likert Scale						
	1	2	3	4	5	6	7
We constantly improve our methods of work to gain advantages over rivals							
During conflict everybody tries to solve it quickly and mutually profitable							
It is very important to feel market changes to react contemporarily							

**NOTE:** Organisation Culture Assessment Instrument (OCAI) (Lammers, Meurs, & Mijs, 1987; Meyer & Allen, 1991).

### Section III – Employee Commitment

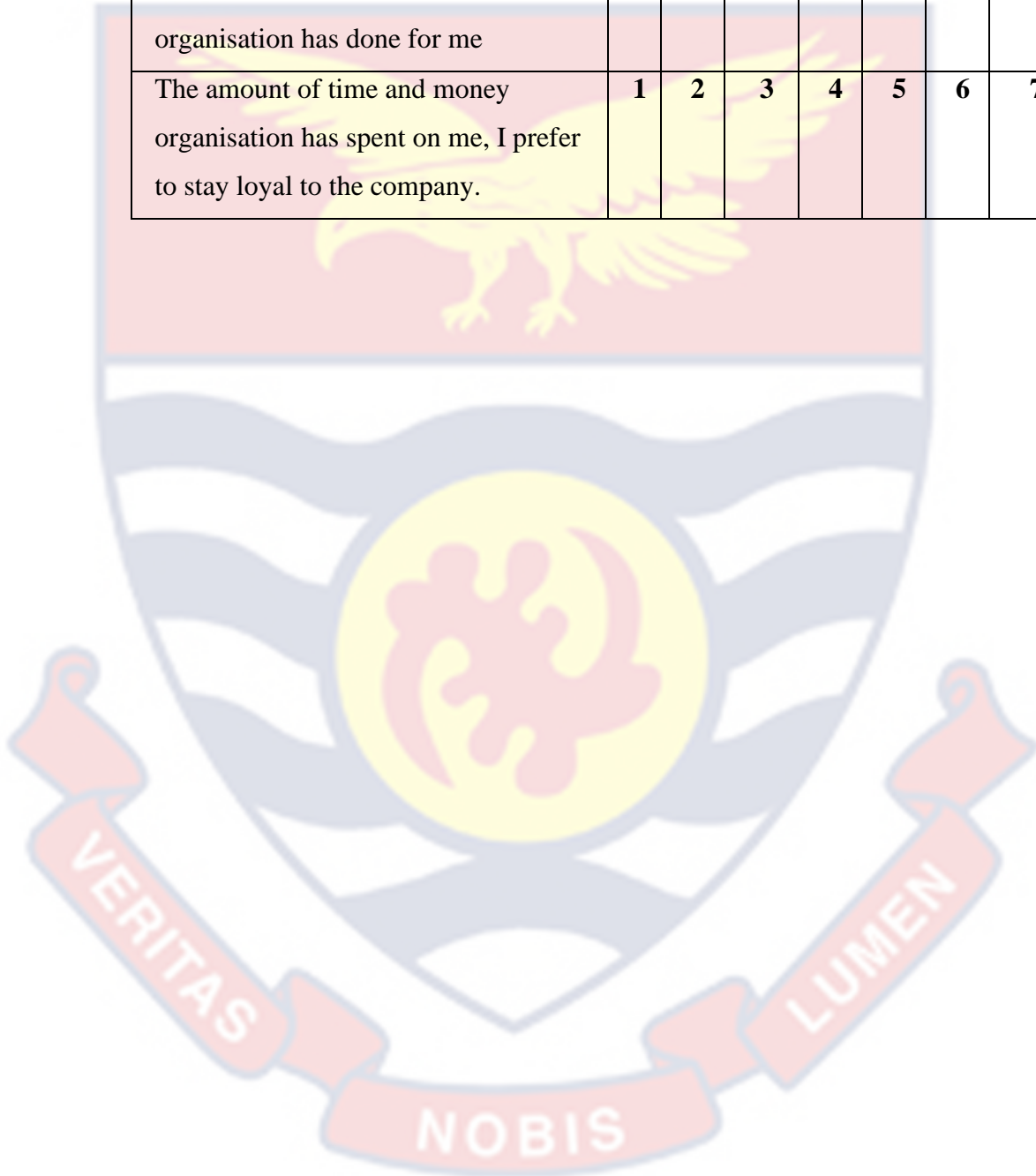
Thinking about commitment in general, read the statements below carefully and rate how much you personally agree or disagree with each statement. Use a scale of 1-7 with where

*1 = Least level of Agreement 7= Highest level of Agreement*

Statement	Likert Scale						
	1	2	3	4	5	6	7
<b>Employee Commitment</b>							
The reason I want to stay in the organisation is because of emotional attachment							
I like to talk and discuss about my organisation with my acquaintance							
I feel that the problems that arise in my organisation are like my own problems.							

Statement	Likert Scale						
	1	2	3	4	5	6	7
I would be very happy to spend the rest of my career with this organisation	1	2	3	4	5	6	7
I am proud to tell others that I'm part of this organisation	1	2	3	4	5	6	7
The reason I want to stay in the company is because the company provides me with various tangible and intangible benefits, which motivates me to stay loyal to the company.	1	2	3	4	5	6	7
I feel that my value is greater in this organisation which makes me feel committed.	1	2	3	4	5	6	7
To leave the organisation is more costly for me.	1	2	3	4	5	6	7
It would take very little change in my present circumstances to cause me to leave this organisation	1	2	3	4	5	6	7
I am loyal to this organisation because I have invested a lot in it, emotionally, socially and economically	1	2	3	4	5	6	7
The reason that I want to stay in the organisation is because of the recognition and promotions that I receive.	1	2	3	4	5	6	7
This organisation has a mission that I believe in and am committed to	1	2	3	4	5	6	7

Statement	Likert Scale						
	1	2	3	4	5	6	7
I have made a great effort for this organisation							
I am indebted for what the organisation has done for me							
The amount of time and money organisation has spent on me, I prefer to stay loyal to the company.							



**THANK YOU FOR YOUR COOPERATION**

## APPENDICE B: SAMPLE SIZE DETERMINATION TABLE

## Krejcie and Morgan Sample Determination Table

Table 3.1

*Table for Determining Sample Size of a Known Population*

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384

*Note: N is Population Size; S is Sample Size* *Source: Krejcie & Morgan, 1970*