The relationship between organisational culture and organisational commitment

O. Manetje and N. Martins

ABSTRACT

A review of the literature reveals that organisational culture can \Uj Y˙Ub˙]b i YbW˙cb˙h\Y˙cf[Ub]gUh]cbU˙Vc a a]ha Ybh˙h\Uh˙Ya d`cmYYg˙ demonstrate.

The focus of this study is an investigation of the relationship between organisational culture and organisational commitment in a South African motor manufacturing organisation.

The empirical study involved the participation of 371 respondents in an organisation. A survey was conducted using the organisational commitment scale and the organisational culture questionnaire to determine the relationship between organisational culture and organisational commitment. The results suggest that organisational W˙h˙ fY˙\Ug˙Ub˙Y YVh˙icb˙cf[Ub]gUh]cbU˙Vc a a]ha Ybh˙˙FYVc a a YbXU! tions are made to successfully implement both organisational culture and organisational commitment change initiatives.

Key words: organisational culture, organisational commitment

Introduction

Organisations today are facing challenges and opportunities due to the constantly changing world of business. The changes in the business world include technological advances and changing economic trends in the global market. Werner (2007: 11) states that "social, cultural, political, technological and global forces challenge organisations to redefine their strategies". The implication of these constant changes

Ms O. Manetje and Prof. N. Martins are in the Department of Industrial and Organisational Psychology, University of South Africa. E-mail: martin@unisa.ac.za.

for South African organisations that are now part of the global market is that they are expected to compete and survive in a dynamic business world. These changes also affect other aspects of the functioning of the organisation, such as organisational culture and organisational commitment. Meyer and Allen (1997: 114) state that "the biggest challenge for commitment researchers will be to determine how commitment is affected by the many changes such as increased global competition, reengineering and downsizing that are occurring in the world of work".

The literature postulates that organisational culture in general can have an influence on the organisational commitment that employees demonstrate (O'Reilly 1989). According to Martins and Martins (2003: 380) "global research indicates that organisational cultures create high levels of commitment and performance".

This investigation was prompted by the apparently substantial international body of theory and research that has emphasised the importance of organisational culture and organisational commitment, and the fact that there has been no South African research of the relationship between these concepts. This research study endeavours to determine the relationship between the two variables of organisational culture and organisational commitment in a South African organisation.

The role of organisational culture is crucial to understanding organisational behaviour. According to Wagner (1995), organisational culture has a strong influence on employees' behaviour and attitudes. Organisational culture involves standards and norms that prescribe how employees should behave in any given organisation (Martins & Martins 2003). Managers and employees do not therefore behave in a value-free vacuum; they are governed, directed and tempered by the organisation's culture (Brown 1998). Employees' behaviour includes their commitment to their respective organisations. Given the dynamics of culture and human behaviour, it is important to study how employees commit themselves to their organisation.

According to Cohen (2003: 3), organisational commitment "as a research topic is important regardless of its setting because a better understanding of the phenomenon may help us to better understand the nature of the psychological process through which people choose to identify with different objects in their environment and how they find purpose in life". Meyer and Allen (1991) identify organisational culture as an antecedent of organisational commitment. This suggests the need for a research study that will determine the relationship between organisational culture and organisational commitment.

The focus of this study is an investigation of the relationship between organisational culture and organisational commitment in a South African motor manufacturing organisation.

Organisational culture

A basic definition of organisational culture is necessary to provide a point of departure in the quest to understand the constructs. Martins and Martins (2003: 380) define organisational culture as "a system of shared meaning held by members, distinguishing the organisation from other organisations". Arnold (2005: 625) indicates "that organisational culture is the distinctive norms, beliefs, principles and ways of behaving that combine to give each organisation its distinct character". These two definitions suggest that organisational culture distinguishes one organisation from another. Werner (2007: 25) states that "organisational leaders need to determine what type of culture will reflect the organisational vision and values, identify the appropriate behaviour to shape such a culture and then develop strategies to instil these behaviours across the entire organisation". Organisational culture is therefore to an organisation what personality is to an individual (Johnson 1990).

Schein (1985: 9) describes organisational culture as "a pattern of basic assumptions invented, discovered, or developed by a given group as it learns to cope with its 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". This description highlights that organisational culture comprises created assumptions, which are accepted as a way of doing things and are passed on to new members of an organisation. For new employees, this would mean adaptive behaviour within the organisation, leading to new belief systems. This new and adaptive behaviour, instilled through organisational values and beliefs, is associated with rituals, myths and symbols to reinforce the core assumptions of organisational culture (Hofstede 1991).

In relation to this description, Brown (1998: 9) defines organisational culture as "the pattern of beliefs, values and learned ways of coping with experience that have developed during the course of an organisation's history, and which tend to be manifested in its material arrangements and in the behaviours of its members". This suggests that organisational culture is articulated in the organisation in order to shape the way in which its members should behave. However, this pattern of values, norms, beliefs, attitudes, principles and assumptions that gives the organisation its unique character may be unwritten or non-verbalised behaviour that describes the way in which things get done (Brown 1998).

Given the various definitions and descriptions of the concept of 'organisational culture' that have been discussed in this section, the appropriate and applicable definition for this study is stated by Harrison (1993: 11) as the "distinctive

constellation of beliefs, values, work styles, and relationships that distinguish one organisation from another". In other words, organisational culture includes those qualities of the organisation that give it a particular climate or feel. The distinct qualities of an organisation may manifest through four dimensions, namely power, role, achievement and support (Harrison 1993).

The approach of Harrison seems to be appropriate to this type of study, as it categorises organisational culture into four dimensions of culture, which might lead to an easier identification of a possible relationship with organisational commitment. Harrison and Stokes (1992) define the four dimensions of organisational culture as follows:

- Power dimension: Describes an organisational culture that is based on inequality of access to resources. It has a single source of power from which rays of influence spread throughout the organisation. This means that power is centralised and organisational members are connected to the centre by functional and specialist strings.
- Role dimension: This type of culture focuses mainly on job description and specialisation. In other words, work is controlled by procedures and rules that underlie the job description, which is more important than the person who fills the position.
- Achievement dimension: This often refers to a task culture, which entails organisational members focusing on realising the set purpose and goals of the organisation. The main strategic objective of this culture is to bring the right people together, in order to achieve the organisational goals.
- Support dimension: Describes an organisational climate that is based on mutual trust between the individual and the organisation. A support-oriented organisation exists solely for the individuals who comprise it, and may be represented diagrammatically as a cluster in which no individual dominates.

There are different descriptive models that attempt to diagnose organisational culture in the field of organisational development. Harrison (1993) presents a theoretical model for diagnosing organisational culture that is used in this study. The organisational culture model presented in Figure 1 indicates that the four dimensions of culture orientation are measured within two modes of operation, namely formalisation and centralisation (Harrison 1993). Both modes of operation can be measured on a low or high scale.
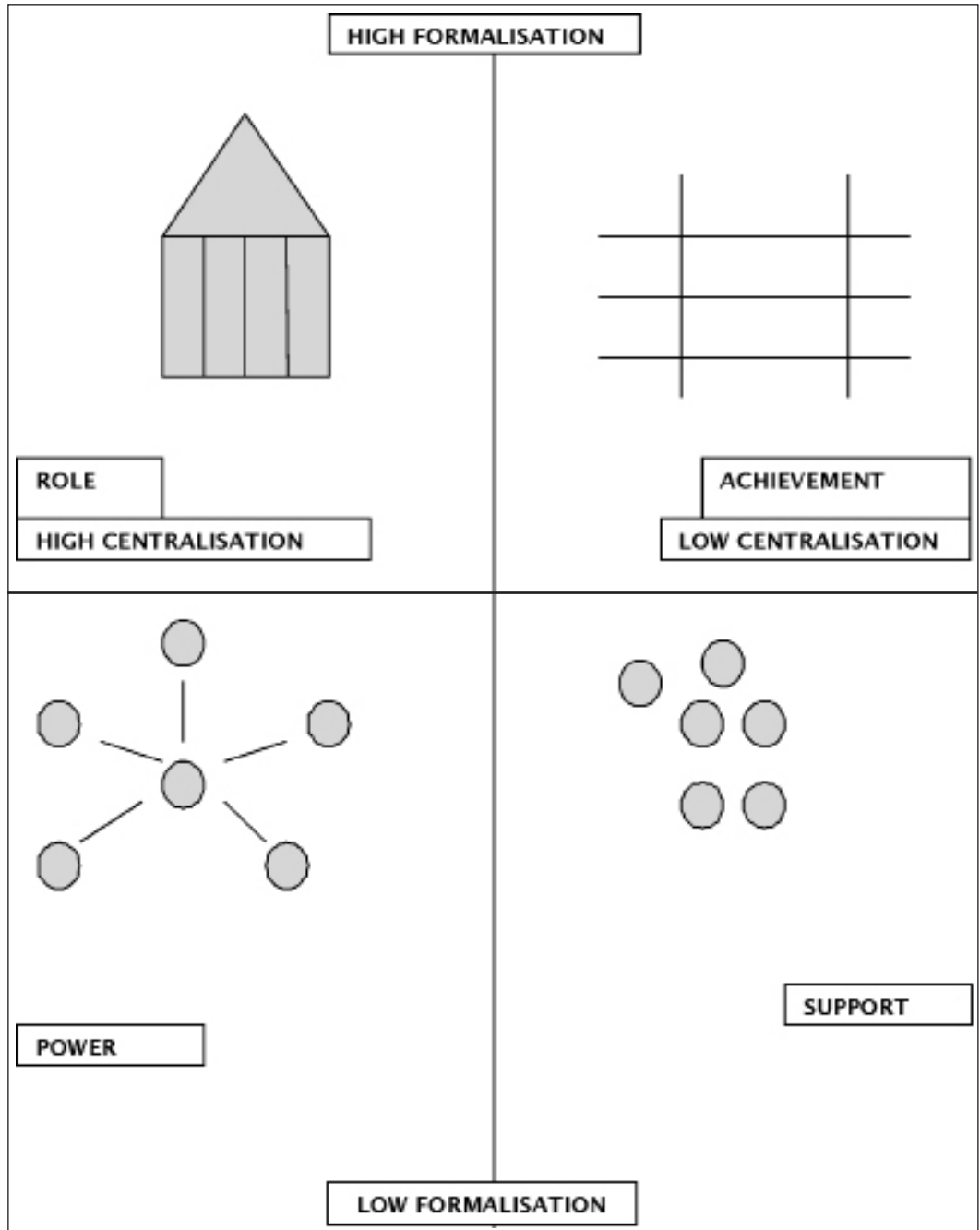
Source: Harrison (1993)

Figure 1: Organisational Culture Model

According to Martins and Martins (2003: 382), "high formalisation in an organisation creates predictability, orderliness and consistency". In other words, a strong culture can serve as a substitute for formalisation. This suggests that the organisation's formal rules and regulations, which regulate its members' behaviour, can be internalised by organisational members when they accept the organisation's culture; this takes place without the need for written documentation (Martins & Martins 2003). Poor formalisation of rules and regulations could therefore reflect a weak organisational culture.

Harrison (1993: 8) states that "though the model is intended to be descriptive rather than evaluative, there is a tendency to perceive it in evaluative terms". This descriptive model creates an awareness of the culture gap between the existing and preferred cultures in an organisation (Harrison 1993). Furthermore, this model maintains that organisational culture can be diagnosed in four cultural dimensions, namely power-oriented culture, role-oriented culture, achievement-oriented culture and support-oriented culture (Harrison 1993).

Organisational commitment

Literature on the construct of 'organisational commitment' indicates that this construct can be described from an attitudinal, behavioural and motivational perspective. Morrow (1993) describes organisational commitment as characterised by attitude and behaviour. Miller (2003: 72) describes an attitude as "evaluative statements or judgements – either favourable or unfavourable – concerning a phenomenon". Organisational commitment as an attitude reflects feelings such as attachment, identification and loyalty to the organisation as an object of commitment (Morrow 1993). Meyer, Allen and Gellatly (1990: 711) also suggest that organisational commitment as an attitude is "characterised by favourable positive cognitive and affective components about the organisation".

Best (1994: 69) indicates that organisational commitment as a behaviour is evident when "committed individuals enact specific behaviours due to the belief that it is [sic] morally correct rather than personally beneficial". Reichers (1985: 468) is of the opinion that "organisational commitment as behaviour is visible when organisational members are committed to existing groups within the organisation". Therefore, organisational commitment is a state of being in which organisational members are bound by their actions and beliefs that sustain their activities and their own involvement in the organisation (Miller & Lee 2001).

In terms of the motivational perspective, O'Reilly (1989: 17), states that organisational commitment is the "individual's psychological bond to the

organisation, including a sense of job involvement, loyalty and belief in the values of the organisation". Organisational commitment from this point of view is characterised by employees' acceptance of organisational goals and their willingness to exert effort on behalf of the organisation (Miller & Lee 2001). Werner (2007: 335) indicates that organisational commitment as a "work-related attitude seems to be closely related to performance and turnover of employees".

Meyer and Allen (1991: 67) state that organisational commitment "is a psychological state that characterises the employee's relationship with the organisation, and has implications for the decision to continue membership in the organisation". This attitudinal definition of organisational commitment is relevant to this study as it helps to determine organisational members' feelings of attachment, identification and loyalty to the organisation as an object.

Meyer and Allen (1984) initially viewed organisational commitment as two-dimensional, namely affective and continuance commitment. Meyer and Allen (1984: 69, 375) defined the first dimension, namely affective commitment, "as positive feelings of identification with, attachment to and involvement in the work organisation, and they defined the second dimension, namely continuance commitment, as the extent which employees feel committed to their organisation by virtue of the costs that they feel are associated with leaving". After further research, Allen and Meyer (1990) added a third dimension, namely normative commitment. Allen and Meyer (1990: 63) define normative commitment "as the employee's feelings of obligation to remain with the organisation".

Meyer and Allen (1997: 106) use the tri-dimensional model to conceptualise organisational commitment in three dimensions, namely affective, continuance and normative commitment. These dimensions describe the different ways in which organisational commitment develops and the implications for employees' behaviour. Figure 2 presents the tri-dimensional organisational commitment model.

Common to the three dimensions of organisational commitment is the view that organisational commitment is a psychological state that characterises organisational members' relationship with the organisation and has implications for their decision to continue or discontinue membership in the organisation (Meyer & Allen 1997). Werner (2007: 14) indicates that "an employee who is engaged to the organisation is emotionally, cognitively and personally committed to the organisation and its goals by exceeding the basic requirements and expectations of the job".

Miller (2003: 73) also states that organisational commitment is "a state in which an employee identifies with a particular organisation and its goals, and wishes to maintain membership in the organisation". Organisational commitment is therefore the degree to which an employee is willing to maintain membership due to interest and association with the organisation's goals and values.
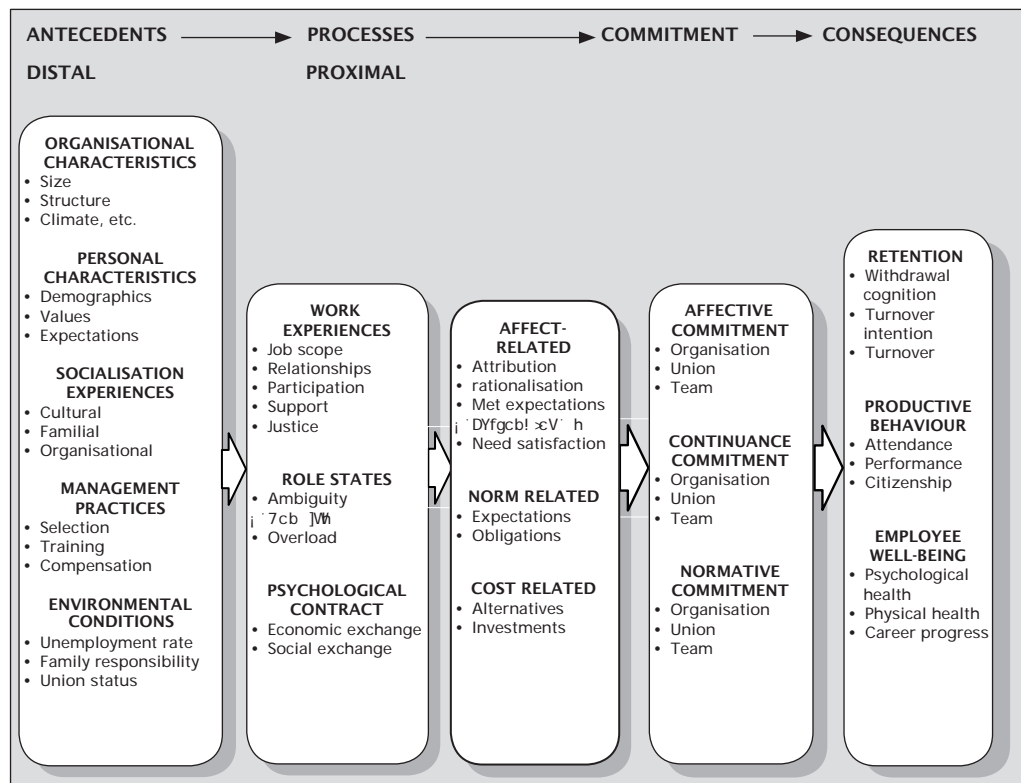
Source: Meyer & Allen (1997)

Figure 2: Organisational Commitment Model

Various authors have discussed a possible theoretical link between organisational commitment and organisational culture. It appears as if organisational culture tends to influence employees' work effort and commitment directly through cultural values, and indirectly through human resources practices (Black 1999). Drenth, Thierry and Wolff (1998) found in their research a positive relationship between a high level of organisational commitment and the two dimensions of organisational culture – namely support-oriented culture and innovation-oriented culture. Findings by O'Reilly, Chatman & Caldwell (1991) suggest that individuals who fit the organisational culture are those who are committed at a normative or value-based commitment dimension; while Nystrom (1993) states that a correlation between organisational culture and organisational commitment indicates that people who work in a strong culture feel more committed. It appears from the research that there is a link between organisational culture and organisational commitment;

however, no evidence was found to suggest that similar research studies had been conducted in South Africa.

Purpose of the study

Based on organisational culture studies in South African organisations, such as the South African Post Office, Martins and Martins (2003: 380) highlight that "organisational culture helps to provide stability to an organisation, the community and South Africa as a nation". This implies that organisational culture is a very useful tool for managers in managing a diverse workforce within the South African business environment. Moreover, South African organisations are experiencing changes in their organisational culture as a result of the new political dispensation. Given this state of affairs, it is important to conduct a research study to determine the relationship between organisational culture and organisational commitment in a South African organisation.

According to Miller (2003: 72), "research evidence on organisational commitment, gathered more than two decades ago, needs to be qualified to reflect the changing nature of the employer–employee relationship". This serves as the first rationale for conducting this study. Current changes in employment practices affect organisational commitment, which is based on the unwritten loyalty contract between employees and employers. Employment practices such as layoffs, downsizing and mergers are stimulated by the need to be competitive, and as a result employees may view their organisational commitment differently (Cohen 2003).

The second rationale for the study of organisational commitment is that the success of any organisation depends on the organisational commitment of its employees (Cohen 2003). The main research question for this study is therefore whether organisational culture influences employees' organisational commitment.

Hypothesis

A research hypothesis has to be formulated regarding the relationship between organisational culture and organisational commitment in order to allow the empirical testing of the relationship between these two variables. The following research hypothesis addresses the objective of this study:

H_1: There is a relationship between organisational culture and organisational commitment.

The research hypothesis is statistically tested by analysing the relationship between organisational culture scores and organisational commitment scores.

Research strategy

Population and sample

A sample of 400 employees was drawn, using the systematic sampling method. The respondents who fully completed their questionnaires during the group administration process were taken as the sample. A sample size of 371 was obtained, which represents 10.1% of the total workforce population of the organisation in which the survey was conducted.

Most of the respondents were between 25 and 44 years of age (47.0%), while the majority were male (53.7%) and African (43.1%) (see Table 1). The sample consisted of speakers of all 11 official language groups, but the majority of respondents were Afrikaans (37.1%) and English (19.3%) speaking. In terms of their educational level, most of the respondents had a matric qualification (42.0%), while 44.6% had either a diploma or a degree. The majority of respondents had between 10 and 20 years of service (36.9%). It is important to note that the majority (73.3%) of respondents were operational staff, while only 5.4% were in senior management and 21.3% in managerial positions.

Measuring instruments

The measuring instruments used for data collection in this study were the Organisational Culture Questionnaire (OCQ) and the Organisational Commitment Scale (OCS). These questionnaires are considered relevant and applicable to this study.

Organisational Culture Questionnaire (OCQ)

The rationale for using the Organisational Culture Questionnaire (OCQ) is the approach of Harrison (1993), which seems to be appropriate for the study, firstly because it categorises organisational culture into four dimensions of culture that can be correlated with the Organisational Commitment Scale. Secondly, the OCQ measures the current and preferred dimensions of organisational culture. The most dominant, the dominant and the least dominant cultural orientations are measured on the basis of the current and preferred perceptions of organisational members (Harrison & Stokes 1992). Harrison (1993: 9) indicates that "OCQ is a questionnaire developed to diagnose culture in an organization, in order to identify the different cultural orientations and initiate culture change strategies". The questionnaire consists of 60 items and measures four dimensions of organisational culture,

Table 1: Frequency distribution of biographical information of the sample

Biographical information	Frequency	Percentage
Age	*N* = 371	100%
Under 25 years	58	15.6
25–34 years	87	23.5
35–44 years	87	23.5
45–54 years	75	20.2
55–64 years	63	17.0
65 years plus	1	0.3
Gender	*N* = 371	100%
Female	172	46.3
Male	199	53.7
Population Group	*N* = 371	100%
African	160	43.1
Asian	38	10.2
Coloured	79	21.2
White	94	25.5
Home Language	*N* = 371	100%
Afrikaans	136	37.1
English	71	19.3
African languages	164	44.2
Qualification	*N* = 371	100%
Std 6 or below	23	6.3
Std 8 and 9	30	8.2
Std 10	154	42.0
Diploma/Degree	139	37.9
Postgraduate degree	21	5.7
Tenure	*N* = 371	100%
1 year	31	8.4
1–5 years	75	20.2
5–10 years	101	27.2
10–20 years	137	36.9
Over 20 years	27	7.9
Job level	*N* = 371	100%
Senior management	20	5.4
Management	79	21.3
CdYfUh]cbg'ghU	272	73.3

Note: Std 6 is now known as Grade 8, Std 8 and 9 as Grades 10 and 11, and Std 10 as Grade 12.

namely achievement, power, role and support cultures (Harrison 1993). Each of these dimensions has 15 items or structured questions to measure it. The questionnaire used a four-point Likert-type scale for respondents to rate both the existing and preferred dimensions of organisational culture. According to Harrison (1993), the ratings are defined as follows for the two scales:

1   =   Least dominant view, or least preferred alternative
2   =   Dominant view, or preferred alternative
3   =   Next dominant view, or preferred alternative
4   =   Most dominant view, or preferred alternative.

Studies on the reliability of this questionnaire indicate that it is a reliable measuring instrument for diagnosing organisational culture (Harrison 1993). According to Harrison (1993: 27) the reliabilities of the four dimensions of the organisational culture questionnaire, calculated by the Spearman-Brown formula, are for achievement (0.86), power (0.90), role (0.64) and support (0.87). The overall reliability of the questionnaire is 0.85 (Harrison 1993). There is evidence of construct validity, which is the ability of the questionnaire to vary concurrently with other measures that, on theoretical grounds, should reflect the same underlying attitudes and values (Harrison 1993).

The results of the reliability analysis of the current study are 0.70 or higher for both the existing and preferred organisational culture scales. A suitable criterion for instruments in the early stages of development is regarded as between 0.5 and 0.6, although for established scales it would typically be about 0.7 (Nunnally 1967). The results of the reliability analysis, shown in Tables 2 and 3, are at or above 0.7, which indicates high reliability.

Table 2: Reliability of the existing organisational culture

Scale	Cronbach's alpha (r)	Items
Existing Achievement Culture (EAC)	0.70	15
Existing Power Culture (EPC)	0.75	15
Existing Role Culture (ERC)	0.81	15
Existing Support Culture (ESC)	0.78	15
Average	0.76	

The reliability of the existing organisational culture scales is generally higher than the original work done by Harrison (1993: 27), as indicated in Table 2. The exception is the achievement scale, which has the lowest reliability at 0.70.

Table 3: Reliability of the preferred organisational culture

Scale	Cronbach's alpha (r)	Items
Preferred Achievement Culture (PAC)	0.73	15
Preferred Power Culture (PPC)	0.72	15
Preferred Role Culture (PRC)	0.70	15
Preferred Support Culture (PSC)	0.75	15
Average	0.72	

According to Table 3, the reliability of the preferred organisational culture scales ranges from 0.70 to 0.75. As a result, the overall reliability of the preferred organisational questionnaire is 0.72.

Organisational Commitment Scale (OCS)

The Organisational Commitment Scale (OCS) was developed to measure organisational commitment as a tri-dimensional construct (Meyer & Allen 1997). The OCS is a questionnaire consisting of 24 structured statements or items, measuring the affective, continuance and normative dimensions of organisational commitment (Meyer & Allen 1997). This scale has 24 structured questions or items, that is eight items per dimension. A seven-point Likert-type scale is used for respondents to rate their responses. The ratings are defined as follows:

1 = Strongly disagree
2 = Moderately disagree
3 = Slightly disagree
4 = Neither agree or disagree
5 = Slightly agree
6 = Moderately agree
7 = Strongly agree.

The reliability estimates of this scale are internal consistency and temporal stability. Meyer & Allen (1997: 120) found "the internal consistencies of the OCS dimensions

varying between 0.85 for affective, 0.79 for continuance and 0.73 for normative". The overall reliability estimates exceed 0.70 (Meyer & Allen 1997). Meyer and Allen (1997) found that the correlation between the OCS and antecedents' variables provides evidence that the scale is a valid measure of organisational commitment and can be used for future research. Construct validity of the dimensions of the OCS is based on the fact that they correlate as predicted with the proposed antecedents' variables (Meyer & Allen 1997).

Table 4: Internal consistency of Organisational Commitment Scale (OCS)

Scale	Cronbach's alpha (r)	Items
5 YWḥj Y˙7ca a]ħa Ybh˙f57Ł	0.77	8
Continuance Commitment (CC)	0.80	8
Normative Commitment (NC)	0.71	8
Average	0.76	

Table 4 presents the internal consistency or reliability of the scales measured through Cronbach's alpha. The reliabilities of the affective and continuance scales are generally higher (ranging from 0.77 to 0.80); while the normative scale is at 0.71, which still indicates high reliability

This provides evidence that the OCS is a reliable measure of organisational commitment.

Procedure

Both the OCS and OCQ instruments are self-explanatory and are completed individually by respondents. Supervision is not necessary. Respondents mark their rating of each item on the questionnaire itself. A covering letter was attached to the questionnaire, explaining the aim of the study, reassuring respondents of the confidentiality of responses and giving instructions for completing the questionnaire. A questionnaire on biographical information was included, containing questions on the variables of age, gender, department, years of service, job level, highest qualification, race and job grade. The OCQ and OCS were distributed to all respondents in the sample. Respondents completed questionnaires anonymously

during group administration, and the questionnaires were collected immediately by the researcher.

Results

Descriptive statistics of the results include frequency distributions of the existing and preferred organisational culture dimensions. Mean scores and standard deviations of organisational commitment dimensions are also presented. A one-way analysis of variance and correlation analysis was done on the data received from the 371 respondents, to interpret their perceptions of the organisational culture and the organisational commitment dimension and to determine any possible relationships. The analyses were carried out to test the hypotheses regarding the relationship between organisational culture and organisational commitment.

Table 5: Frequency distribution of existing organisational culture dimensions

Existing Organisational Culture Dimensions	Frequency	Percentage
Achievement culture	N = 371	100%
Least dominant	284	76.5
Dominant	47	12.7
Most dominant	40	10.8
Power culture	**N = 371**	**100%**
Least dominant	28	7.5
Dominant	79	23.3
Most dominant	264	70.8
Role culture	**N = 371**	**100%**
Least dominant	49	13.1
Dominant	250	67.0
Most dominant	72	19.3
Support culture	**N = 371**	**100%**
Least dominant	253	68.2
Dominant	75	20.1
Most dominant	43	11.5

Table 5 indicates the respondents' perceptions of the existing organisational culture. It shows that most respondents perceive the existing achievement culture to be least dominant (76.5%). Few respondents perceive it to be dominant (12.7%) or most dominant (10.8 %). According to Table 5, the majority of the respondents (70.8%) perceive the existing power culture to be most dominant. The minority

of respondents perceive the existing power culture to be least dominant (7.5%) or dominant (23.3 %). It is evident from Table 5 that the highest percentage of respondents perceive the existing role culture to be dominant (67.0%). The lowest percentage of respondents perceive the existing role culture to be least dominant (13.1%) or most dominant (19.3%). Table 5 also indicates that the majority of the respondents perceive the existing support culture to be least dominant (68.2%). The minority of respondents perceive the existing support culture to be dominant (20.1%) or most dominant (11.5%).

Table 6: Frequency distribution of preferred organisational culture dimensions

Preferred Organisational Culture Dimensions	Frequency	Percentage
Achievement culture	N = 371	100%
Least dominant	97	26.1
Dominant	105	28.3
Most dominant	169	45.5
Power culture	N = 371	100%
Least dominant	217	58.4
Dominant	59	15.9
Most dominant	92	24.7
Role culture	N = 371	100%
Least dominant	99	26.6
Dominant	122	32.8
Most dominant	150	40.4
Support culture	N = 371	100%
Least dominant	24	6.4
Dominant	78	21.0
Most dominant	269	72.5

Table 6 indicates the respondents' preferred organisational culture. It can be seen from Table 6 that the highest percentage of respondents prefer the achievement culture to be most dominant (45.5%). The lowest percentage of respondents prefer the achievement culture to be least dominant (26.1%) or dominant (28.3%). It is evident from the table that the majority of respondents prefer the power culture to be least dominant (58.4%). The minority of the respondents prefer the power culture to be dominant (15.9%) or most dominant (24.7%). Most respondents prefer the role culture to be most dominant (40.4%). Few respondents prefer it to be least dominant (26.6%) or dominant (32.8%). According to Table 6, the majority of respondents (72.5%) prefer the support culture to be most dominant. The minority

of respondents prefer the support culture to be least dominant (6.4%) or dominant (21.0%).

Table 7: Mean scores for the organisational commitment dimensions

Organisational commitment dimensions	N	Range	Mean	Standard Deviation	Skewness
5 YW*j Y˙V¢a a]*a Ybh	371	6	2.89	1.47	.213
Continuance commitment	371	6	3.65	2.55	.225
Normative commitment	371	6	4.84	1.58	–.881
Overall mean score			**4.0**		

The overall mean score of 4.0 in Table 7 indicates that the respondents are generally committed to their organisation. However, the respondents seem to be more committed to the organisation in terms of the continuance (3.65) and normative (4.84) dimensions than the affective (2.89) dimension. The results also show that the scores on the organisational commitment dimensions are relatively normally distributed, with the exception of normative commitment.

Table 8 of the correlation matrix presents the relations between the organisational commitment dimensions and organisational culture dimensions. The correlation matrix reflects correlation coefficients that vary between -0.483 and 0.761.

Affective commitment indicates a significant negative correlation with the existing achievement culture, the existing power culture, the preferred achievement culture, the preferred power culture and the preferred support culture, and significant positive correlations with the existing role culture. Only the existing role culture and preferred support culture are significantly negatively related to continuance commitment.

All organisational culture dimensions reflect a significant correlation with normative commitment with the exception of the existing achievement culture, the preferred power culture and the preferred support culture. Three of the culture dimensions correlate negatively with normative commitment, namely existing role and support cultures and preferred achievement culture.

Preferred power culture did not correlate with any of the organisational commitment dimensions.

A one-way analysis of variance was conducted on the existing organisational culture dimensions and organisational commitment dimensions: only significant values are shown (Table 9).

Table 8: Inter-correlation matrix of scores on the OCS and OCO dimensions

	Commitment dimensions			Existing organisational culture dimensions				Preferred organisational culture dimensions				
	AC	CC	NC	EAC	EPC	ERC	ESC	PAC	PPC	PRC	PSC	PC
AC	1.00											
CC	0.516** (0.000)	1.00										
NC	0.431** (0.000)	0.546** (0.000)	1.00									
EAC	-0.349** (0.000)	0.028 (0.599)	-0.063 (0.225)	1.00								
EPC	-0.190** (0.000)	0.030 (0.565)	0.222** (0.000)	-0.018 (0.731)	1.00							
ERC	0.149** (0.004)	-0.483** (0.000)	-0.110* (0.034)	-0.063 (0.225)	0.019 (0.718)	1.00						
ESC	0.050 (0.344)	-0.049 (0.347)	-0.252** (0.000)	0.088 (0.094)	0.059 (0.260)	-0.032 (0.543)	1.00					
PAC	-0.003 (0.955)	-0.100 (0.055)	-0.172** (0.001)	0.743** (0.000)	-0.083 (0.113)	-0.072 (0.168)	0.019 (0.718)	1.00				
PPC	-0.000 (0.995)	-0.030 (0.563)	-0.057 (0.274)	-0.006 (0.904)	0.668** (0.000)	-0.014 (0.795)	-0.075 (0.149)	0.037 (0.346)	1.00			
PRC	0.704** (0.000)	0.008 (0.878)	0.130* (0.001)	0.012 (0.180)	0.061 (0.450)	0.761** (0.000)	0.082 (0.116)	0.056 (0.270)	0.060 (0.420)	1.00		
PSC	-0.102* (0.001)	-0.286** (0.000)	0.050 (0.878)	0.030 (0.565)	0.000 (0.995)	-0.003 (0.543)	0.704** (0.000)	0.090 (0.086)	0.027 (0.589)	0.040 (0.299)	1.00	
PC												1.00

* ($p < 0.01$)
** ($p < 0.05$)

Bch. '57 1 5 Yl\l\j Y 7ca a]l\a Ybh 77 1 7cbhl\bi Ul\W 7ca a]l\a Ybh B7 1 Bcfa Ul\j Y 7ca a]l\a Ybh 957 1 9]l\hl\bi 5\l\]Y Ya Ybh7i h fY 9D7 1 9]l\hl\bi ... Power Culture; ERC = Existing Role Culture; ESC = Existing Support Culture; PAC = Preferred Achievement Culture; PPC = Preferred Power Culture; PRC = Preferred Role Culture; PSC = Preferred Support Culture; PC = Power Culture

Table 9: ANOVA of existing organisational culture dimensions and organisational commitment dimensions

EXISTING ACHIEVEMENT CULTURE					
COMMITMENT DIMENSION	**Least Dominant** $N = 284$	**Dominant** $N = 47$	**Most dominant** $N = 40$	*F*-value	*P*-value
Affective dimension = 2.89	2.74	3.00	3.02	2.443	0.0021*
EXISTING POWER CULTURE					
Affective dimension = 2.89	3.63	2.41	2.50	1.825	0.0009*
Normative dimension = 4.84	4.45	5.18	5.27	3.732	0.0025*
EXISTING ROLE CULTURE					
Affective dimension = 2.89	2.79	3.22	3.00	3.636	0.0002*
Continuance dimension = 3.65	3.49	3.83	2.98	2.460	0.0087*
Normative dimension = 4.84	4.86	4.87	4.71	1.832	0.0005*
EXISTING SUPPORT CULTURE					
Normative dimension = 4.84	5.59	4.65	4.76	2.919	0.0050*

* $p < 0.01$

Table 9 illustrates that the existing achievement culture relates significantly ($p < 0.01$) to the affective dimension ($p = 0.0021$). It appears that respondents who perceive the existing achievement culture to be dominant or most dominant are more affectively committed to the organisation. Those who perceive the existing achievement culture to be least dominant are less affectively committed to the organisation. This supports the results of the correlation analysis, which indicates a significant correlation between the existing achievement culture and the affective dimension (Table 8).

From Table 9, it appears that the existing power culture relates significantly ($p < 0.01$) to the affective ($p = 0.0009$) and normative ($p = 0.0025$) commitment dimensions. It is evident that respondents who perceive the existing power culture to be least dominant are more affectively committed to the organisation. It would appear that respondents who perceive the existing power culture to be dominant or most dominant are normatively committed to the organisation.

It is evident that the existing role culture relates significantly ($p < 0.01$) to all the dimensions of commitment: affective ($p = 0.0002$), continuance ($p = 0.0087$) and normative ($p = 0.0005$). Respondents who perceive the existing role culture as least dominant appear less affectively committed to the organisation, while respondents who perceive the existing role culture to be dominant or most dominant are more affectively committed. Respondents who perceive the existing role culture to be least dominant or dominant are more committed regarding the continuance dimension. Respondents who perceive the existing role culture as most dominant seem to be less committed with respect to the continuance dimension. Respondents who perceive the existing role culture to be most dominant are less committed with respect to the normative dimension. Respondents who perceive the existing role culture to be least dominant or dominant seem to be more normatively committed. This is supported by the significant correlation between the normative and continuance dimensions and the existing role culture (Table 8).

It can be seen from Table 9 that the existing support culture relates significantly ($p < 0.01$) to the normative dimension ($p = 0.0050$). Respondents who perceive the existing support culture to be dominant or most dominant seem to be less normatively committed to the organisation. Respondents who perceive the existing support culture to be least dominant appear to be more normatively committed. This is supported by the significant correlation of the correlation analysis (Table 8).

One-way analysis of variance was also conducted on the preferred organisational culture dimensions and organisational commitment dimensions: only significant values are shown (Table 10).

From Table 10, it appears that the preferred achievement culture relates significantly ($p < 0.01$) to the normative commitment dimension ($p = 0.0013$). Respondents who prefer the achievement culture to be least dominant seem to be less normatively committed to the organisation. Respondents who prefer the achievement culture to be dominant or most dominant appear to be more normatively committed. A significant correlation was found between the preferred achievement culture and normative commitment (Table 8).

Table 10 shows that the preferred power culture relates significantly ($p < 0.01$) to the affective commitment dimension ($p = 0.0007$). Respondents who prefer the power culture to be least dominant seem to be more affectively committed to the organisation. Respondents who prefer the power culture to be dominant or most dominant seem to be less affectively committed.

According to Table 10, the preferred role culture relates significantly ($p < 0.01$) to the continuance dimension ($p = 0.0018$) and normative dimension ($p = 0.0011$). It can be seen that respondents who prefer the role culture to be dominant or most dominant are more committed with respect to the continuance dimension. Respondents who prefer the role culture to be least dominant seem to be less con-

Table 10: ANOVA of preferred culture dimensions and commitment dimensions

PREFERRED ACHIEVEMENT CULTURE					
COMMITMENT DIMENSION	Least dominant N = 97	Dominant N = 105	Most dominant N = 169	F-value	P-value
Normative dimension = 4.84	4.89	5.00	5.11	1.258	0.0013*
PREFERRED POWER CULTURE					
5 YWﬂj Y˙ dimension = 2.89	3.42	2.76	2.40	1.375	0.0007*
PREFERRED ROLE CULTURE					
Continuance dimension = 3.65	3.40	3.88	3.72	1.224	0.0018*
Normative dimension = 4.84	4.99	4.79	4.80	2.171	0.0011*
PREFERRED SUPPORT CULTURE					
5 YWﬂj Y˙ dimension = 2.89	2.60	3.08	3.00	1.650	0.0014*

* ($p < 0.01$)

tinuance committed to the organisation. Respondents who prefer the role culture to be least dominant appear more normatively committed to the organisation. Respondents who prefer the role culture to be dominant or most dominant seem to be more normatively committed to the organisation. This is supported by the significant correlation between the preferred role culture and normative commitment (Table 8).

In Table 10, it appears that the preferred support culture relates significantly ($p < 0.01$) to the affective commitment dimension ($p = 0.0014$). Respondents who prefer the support culture to be dominant or most dominant seem to be more affectively committed to the organisation. Respondents who prefer the support culture to be least dominant are less affectively committed to the organisation. This is supported by the significant correlation (see Table 8).

Discussion

The literature review focused mainly on conceptual descriptions of organisational commitment and organisational culture. Organisational culture influences

organisational commitment directly or indirectly through values and beliefs enacted in organisational policies and practices (Black 1999). This influence occurs when organisational members find organisational values and beliefs to be either congruent or incongruent with their personal values and beliefs (Meyer & Allen 1997). This theoretical link between organisational culture and organisational commitment suggests that organisational commitment is an outcome of organisational culture.

The empirical study focused on the relationship between organisational commitment and organisational culture. The rationale for this focus was to identify organisational members' perceptions of the existing and preferred organisational culture, in order to determine the relationship between organisational culture and employees' organisational commitment. The empirical research shows that respondents are more affectively committed to the organisation when the existing achievement and role cultures are perceived to be dominant. Affective commitment is also high when the existing power culture is perceived as least dominant. The results further indicate that affective commitment is high when respondents perceive the preferred support culture as dominant and the preferred power culture as least dominant. The correlation analysis indicates no relationship between affective commitment and the preferred power culture.

It appears that normative commitment is high when the respondents perceive the existing role and support cultures to be least dominant. It is also evident that normative commitment is high when the respondents perceive the existing power culture as dominant. The results further indicate that normative commitment is high when the preferred achievement culture is dominant and the preferred role culture is least dominant. The correlation analysis indicates significant relationships between all the discussed cultures and normative commitment. Furthermore, the empirical research indicates that when the preferred role culture is least dominant, continuance commitment is low. It also appears that when the existing role culture is dominant, continuance commitment is high. The results of the correlation analysis do not support these relationships but show significant relationships with existing role culture and preferred support culture. It thus appears that overall, continuance commitment has the least impact on the culture of the organisation. This is in contrast with the findings of Baron and Greenberg (1990), who found that older employees and those with tenure or seniority report higher levels of commitment.

In general, it may be concluded that respondents who are affectively committed to the organisation are more willing to maintain their relationship with the organisation than those who are normatively and continuance committed. Affectively committed employees will thus portray feelings of identification with the organisation, and attachment to and involvement in the organisation. This is in contrast with the other

two dimensions of commitment, which focus on commitment by virtue of the cost associated with leaving and a feeling of obligation to remain with the organisation.

The results of the study have important implications for the company that participated in the study as well as for other South African organisations, which can learn from these results. An important deduction from the results is that by focusing on affective and normative commitment, organisations will be able to positively influence the retention of employees, productive behaviour and employee well-being. The opposite focus, namely emphasising continuance commitment, or the cost of leaving, will not ensure the same positive results.

It is important to note that the affective commitment needs to be supported by the preferred role cultures rather than the preferred power culture. Another implication of the study is that organisations should assess their cultures and the organisational commitment of their employees before attempting to change or renew their organisational cultures. This will enable organisations to create the preferred organisational culture to support affective commitment. It also appears from the research that a preferred power culture will lead to normative commitment and continuance commitment, which focus on employee commitment by virtue of the costs they believe are associated with leaving and on employees' obligation to stay with the organisation.

This suggests that the organisation should create an organisational culture that ensures the development of affective commitment. If the organisation fails to do so, it will affect overall organisational commitment, as shown in the literature review.

This study had several limitations. The first limitation of the empirical study related to the sample or population group. All the respondents were from a single organisation, which could influence their perceptions due to its practices and other factors. The results can thus not be generalised to organisations in any sectors other than the motor industry. Secondly, the restriction of the empirical study to a single organisation makes it difficult to verify the results and interpretations with similar studies in other organisations. The present results are limited to this specific motor manufacturing organisation, and generalisations to other populations will therefore require further research. Lastly, the survey used in the empirical study was a cross-sectional design, which entails obtaining the results at a single point in time. A longitudinal study, conducted over time, would be of value in determining the effect of a changing organisational culture on organisational commitment.

Despite these limitations, the study presents specific proposals to the organisation to address the identified developmental areas. It is recommended that the organisation communicate the findings of this study to all its employees in order to create awareness of the organisation's culture and the commitment of

its employees. The organisation should formulate a strong business-related need for change, based on this study, with the objectives of the change initiative aligned with the organisation's needs. In order to gain the buy-in of all stakeholders in the organisation, including employees and the union, it is proposed that the organisation encourage participation in or involvement of all stakeholders in the change process. Communication and transparency about the change process would also help the organisation to avoid inadequate dissemination of information and dysfunctional rumours. Visible management commitment and a reward system that supports the change process will have a positive influence on the process.

References

Allen, N.J. & Meyer, J.P. 1990. 'The measurement and antecedents of affective, continuance and normative commitment to the organisation', *Journal of Occupational Psychology,* 63: 1–18.

Arnold, J. 2005. *Work Psychology: Understanding Human Behaviour in the Workplace,* 4th edition. London: Prentice Hall Financial Times.

Baron, R.A. & Greenberg, J. 1990. *Behaviour in Organisations,* 3rd edition. London: Ally and Bacon.

Best, P.W. 1994. *Locus of Control, Personal Commitment and Commitment to the Organisation.* Unpublished MCom thesis, University of South Africa, Pretoria.

Black, B. 1999. 'National culture and high commitment management', *Employee Relations Journal,* 21(4): 389–404.

Brown, A. 1998. *Organisational Culture,* 2nd edition. London: Financial Times Pitman Publishing.

Cohen, A. 2003. *Multiple Commitments in the Workplace: an Integrative Approach.* London: Lawrence Erlbaum Associates.

Drenth, P.J.D., Thierry, C. & Wolff, C.J. 1998. *Organisational Psychology,* 2nd edition. London: Psychology Press.

Harrison, R. 1993. *Diagnosing Organizational Culture: Trainer's Manual.* Amsterdam: Pfeiffer & Company.

Harrison, R. & Stokes, H. 1992. *Diagnosing Organizational Culture.* Amsterdam: Pfeiffer & Company.

Hofstede, G. 1991. *Cultures and Organizations: Software of the Mind.* Maidenhead: McGraw-Hill.

Johnson, G. 1990. 'Managing strategic change: the role of symbolic action', *British Journal of Management,* 1(1): 183–200.

Martins, N. & Martins, E. 2003. 'Organisational culture', In Robbins, S.P., Odendaal A. & Roodt, G. (eds), *Organisational Behaviour: Global and Southern African Perspectives.* Cape Town: Pearson Education South Africa.

Meyer, J.P. & Allen, N.J. 1984. 'Testing the side bet theory of organizational commitment: some methodological considerations', *Journal of Applied Psychology,* 69: 372–378.

Meyer, J.P. & Allen, N.J. 1991. 'A three-component conceptualisation of organizational commitment', *Human Resources Management Review,* 1: 61–89.

Meyer, J.P. & Allen, N.J. 1997. *Commitment in the Workplace: Theory, Research and Application.* Thousand Oaks, CA: Sage.

Meyer, J.P., Allen, N.J. & Gellatly, I.R. 1990. 'Affective and continuance commitment to the organization: evaluation of measures and analysis of concurrent and time-lagged relations', *Journal of Applied Psychology,* 75: 710–720.

Miller, K. 2003. 'Values, attitudes and job satisfaction' In Robbins, S.P., Odendaal A. & Roodt, G. (eds), *Organisational Behaviour: Global and Southern African Perspectives.* Cape Town: Pearson Education South Africa.

Miller, D. & Lee, J. 2001. 'The people make the process: commitment to employees, decision-making and performance', *Journal of Management,* 27: 163–189.

Morrow, P.C. 1993. *The Theory and Measurement of Work Commitment.* Greenwich, CT: Jai.

Nunnally, J.C. 1967. *Psychometric Theory.* New York: McGraw-Hill.

Nystrom, P.C. 1993. 'Organisational cultures, strategies and commitments in the health care organisation', *Healthcare Management Review,* 18 (1): 43–49.

O'Reilly, C. 1989. 'Corporations, culture and commitment', *California Management Review,* 31: 9–24.

O'Reilly, C.A., Chatman, J. III. & Caldwell, D.F. 1991. 'People and organizational culture: a profile comparison approach to assessing person-organization fit', *Academy of Management Journal,* September: 487–516.

Reichers, A.E. 1985. 'A review and reconceptualization of organizational commitment', *Academy of Management Review,* 10: 465–476.

Schein, E.H. 1985. *Organizational Culture and Leadership: a Dynamic View.* San Francisco: Jossey-Bass.

Wagner, J.A III. 1995. 'Studies of individualism-collectivism: effects on cooperation groups', *Academy of Management Journal,* 38: 152–172.

Werner, A. 2007. *Organisational Behaviour: a Contemporary South African Perspective.* Pretoria: Van Schaick.