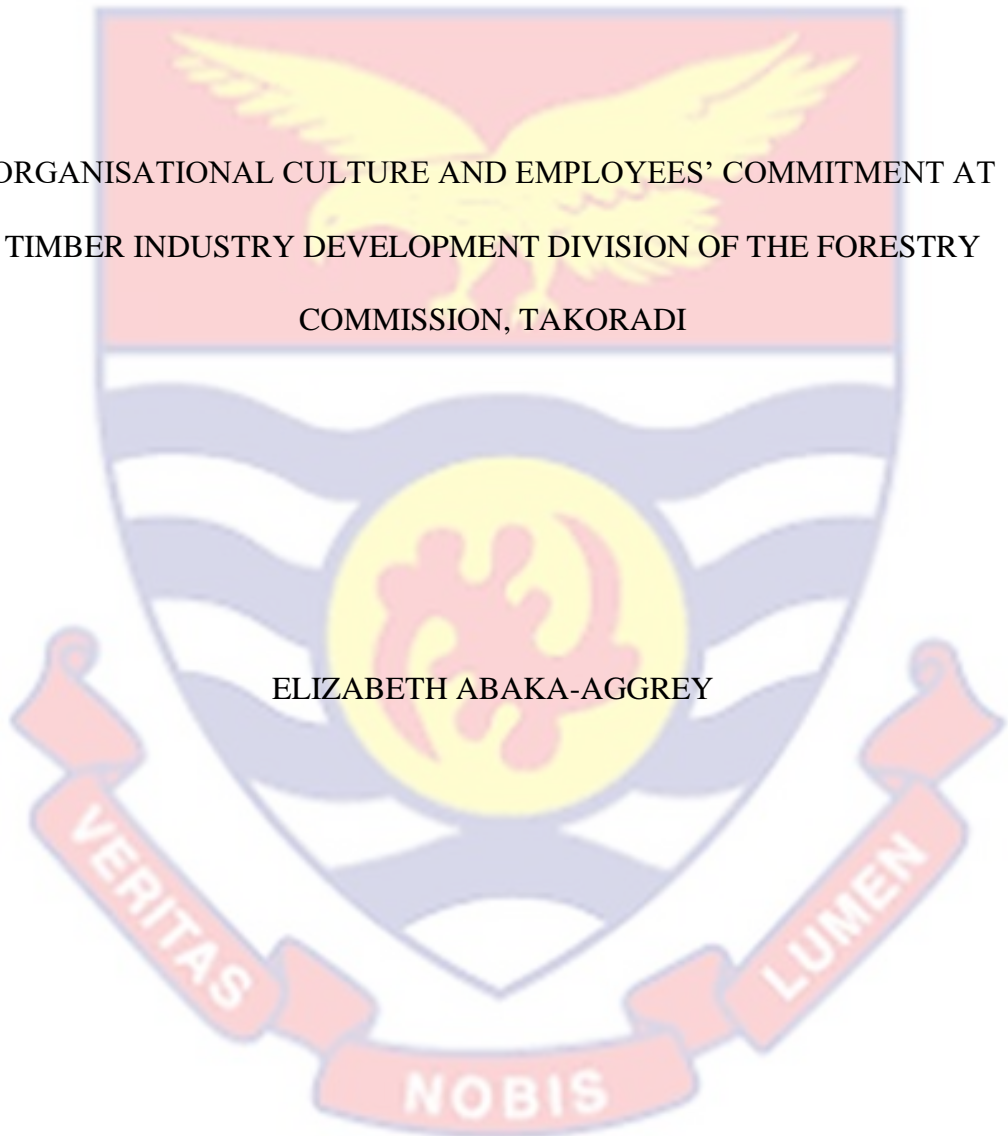


UNIVERSITY OF CAPE COAST

ORGANISATIONAL CULTURE AND EMPLOYEES' COMMITMENT AT  
TIMBER INDUSTRY DEVELOPMENT DIVISION OF THE FORESTRY  
COMMISSION, TAKORADI

ELIZABETH ABAKA-AGGREY



2021

UNIVERSITY OF CAPE COAST

ORGANISATIONAL CULTURE AND EMPLOYEES' COMMITMENT AT  
TIMBER INDUSTRY DEVELOPMENT DIVISION OF THE FORESTRY  
COMMISSION, TAKORADI

BY

ELIZABETH ABAKA-AGGREY

Dissertation submitted to the Department of Human Resource 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.

NOVEMBER, 2021

## DECLARATION

### Candidate's Declaration

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

Candidate's Signature..... Date.....

Name: Elizabeth Abaka-Aggrey

### Supervisor's Declaration

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

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

Name: Prof. Nana Yaw Oppong

## ABSTRACT

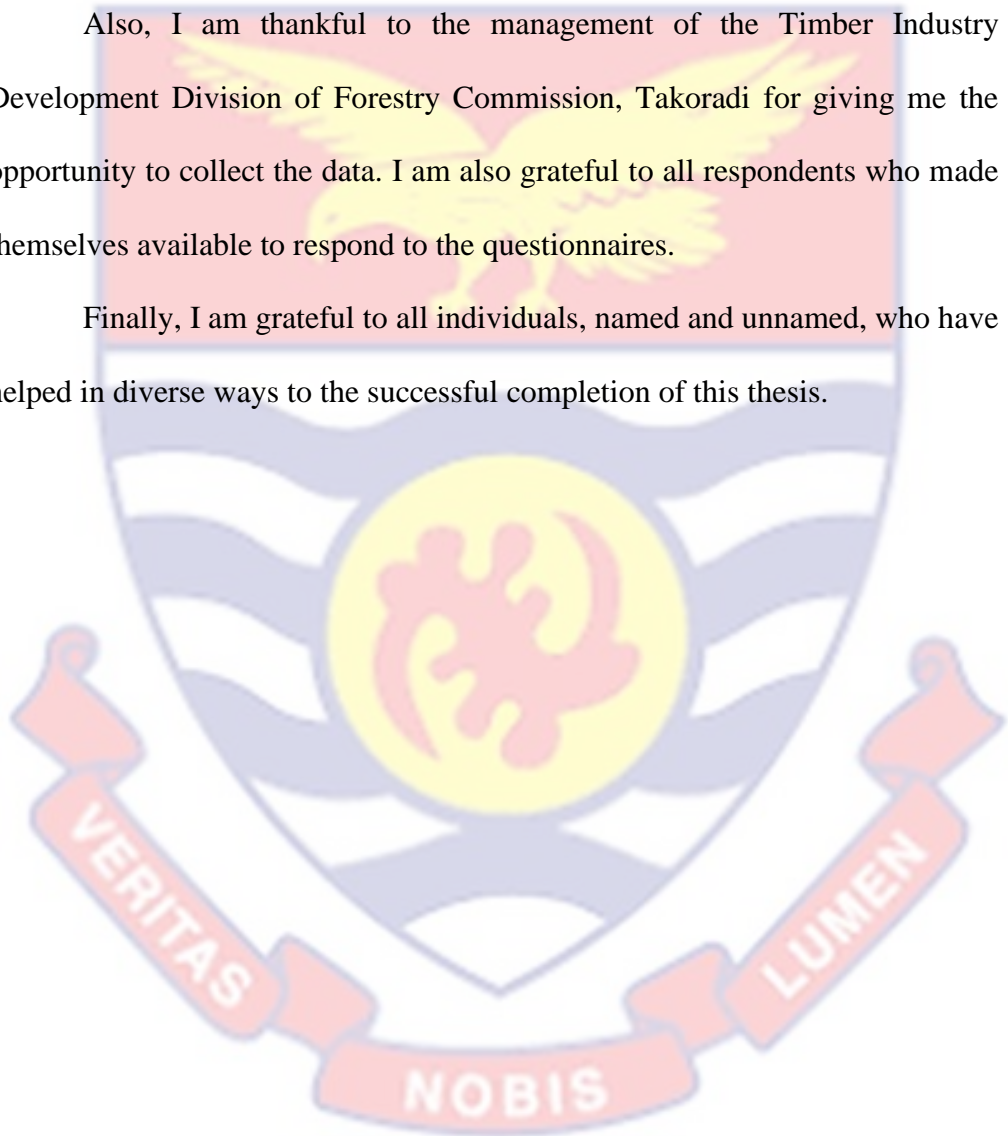
The study examined the influence of organisational culture on the commitment of employees at the Timber Industry Development Division (TIDD) of the Forestry Commission, Takoradi. Specifically, three research objectives were set and investigated namely; to assess the indicators of organisational culture in TIDD; to assess the levels of employee commitment in TIDD; and to analyse the influence of organisational culture on employee commitment in TIDD. The study adopted the positivism philosophy thus relying on the quantitative approach and correlational design. Structured questionnaire was used to gather data from 105 employees of the organisation. The data was then processed using the IBM SPSS Statistics (version 26) software. Both descriptive (means and standard deviations) and inferential statistics (multiple regression) were used to address issues in the study. The study found involvement, consistency, adaptability and mission as the dimensions of organisational culture; that there is high level of employee commitment at the TIDD; and that organisational culture through the indicators had significant positive influence on employees' commitment at the TIDD. The study recommends that management of the TIDD should emphasise on continuously strengthening its organisational culture.

## ACKNOWLEDGEMENTS

My first and foremost appreciation goes to my supervisor, Prof. Nana Yaw Oppong for his support, encouragement and guidance in helping put this work to its current state. I am very grateful to his constructive criticisms and being meticulous to every detail of this dissertation.

Also, I am thankful to the management of the Timber Industry Development Division of Forestry Commission, Takoradi for giving me the opportunity to collect the data. I am also grateful to all respondents who made themselves available to respond to the questionnaires.

Finally, I am grateful to all individuals, named and unnamed, who have helped in diverse ways to the successful completion of this thesis.



## DEDICATION

To my caring and supportive family.





## TABLE OF CONTENTS

	Page
DECLARATION	ii
ABSTRACT	iii
ACKNOWLEDGEMENTS	iv
DEDICATION	v
TABLE OF CONTENTS	vi
LIST OF TABLES	ix
LIST OF FIGURES	x
CHAPTER ONE: INTRODUCTION	
Background of the Study	1
Statement of the Problem	7
Purpose of the Study	9
Objectives of the Study	9
Research Questions	9
Significance of the Study	9
Delimitations of the Study	10
Limitations	10
Organisation of the Study	11
CHAPTER TWO: LITERATURE REVIEW	
Introduction	12
Theoretical Review	12
Social Exchange Theory (SET)	12
Conceptual Review	13
Concept of Organisational Culture	14

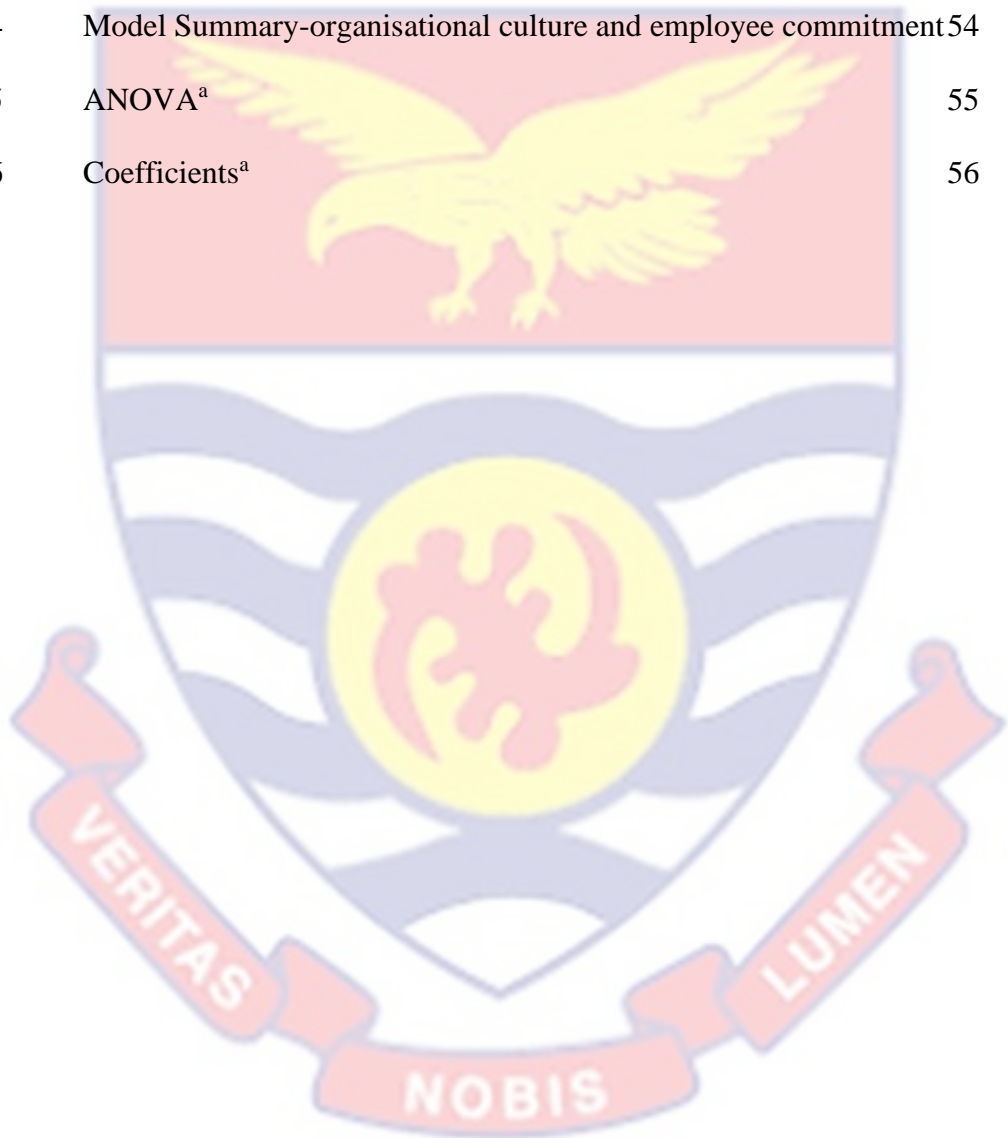
Indicators of Organisational Culture	17
Involvement	17
Consistency	19
Adaptability	20
Mission	20
Employee Commitment	22
Affective Commitment	24
Continuance Commitment	25
Normative Commitment	26
Empirical Review	27
Conceptual Framework	32
Chapter Summary	33
<b>CHAPTER THREE: RESEARCH METHODS</b>	
Introduction	35
Research Philosophy	35
Research Approach	36
Research Design	37
Study Organisation	39
Population	41
Sample and Sampling Procedure	41
Data Collection Instrument	42
Data sources and Collection Procedure	43
Ethical Issues	43
Reliability and Validity	44
Data Processing and Analysis	44



Findings of the Research Objectives	45
Chapter Summary	46
CHAPTER FOUR: RESULTS AND DISCUSSION	
Introduction	47
Demographic Characteristics of Respondents	47
Assessing the Indicators of Organisational Culture in TIDD	49
Assessing the Levels of Employee Commitment	52
Influence of Organisational Culture on Employee Commitment in TIDD	53
Chapter Summary	57
CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	
Introduction	58
Summary of the Study	58
Summary of Key Findings	59
Conclusions	59
Recommendations	60
Suggestions for Further Research	61
REFERENCES	62
APPENDIX	76

## LIST OF TABLES

Table		Page
1	Demographic Characteristics of Respondents	48
2	Indicators of Organisational Culture	50
3	Level of Employee Commitment	52
4	Model Summary-organisational culture and employee commitment	54
5	ANOVA <sup>a</sup>	55
6	Coefficients <sup>a</sup>	56



## LIST OF FIGURES

Figure		Page
1	Denison's Model of organisational culture	22
2	Conceptual Framework	33



## CHAPTER ONE

### INTRODUCTION

Organisational culture has been touted by scholars and practitioners in particularly in recent years as one of the prominent elements that could be manipulated by firms to spur the commitment of employees. As a result of this, many organisations in this new world of work constantly improve on how to attract talented workers who will remain committed to the organisation. The purpose of this study is to investigate the effect of organisational culture and employees' commitment at the Timber Industry Development Division (TIDD) of the Forestry Commission (FC) of Ghana, Takoradi. This introductory chapter of the study covers background of the study, statement of the problem, its relevance to practice and academia, delimitations of the study and the organisation of the entire research process.

#### **Background of the Study**

The rapid changes in the business world have brought about innumerable challenges, at the same time crafting abundant opportunities for organisations. The changes that affect organisations in the business world range from changes in the economic trends in the global market to changes in technological advances and workforce diversity (Menetje & Martins, 2009; Zhou, 2017). The organisations' success in adapting to the workforce diversity and new technological changes is able to position these organisations for a better return on investment, business expansion and better survival (Wiseman, Ngirande & Setati, 2017). The ability to survive and expand appears to be more dependent on the kind of workforce or employees the organisations attract and keep. Hence, in the process of dealing with the innumerable changes that occur

in the organisations, employers are faced with challenges relating to how well to attract and maintain employees who are committed to the values and beliefs of the organisation to champion transformations (Inanlou & Ahn, 2017; Tilahun, 2020).

According to Medina, Zerihun Kinde and Kaur (2018), employee commitment has been of interest to researchers and employers in various fields for the past few decades. Committed employees can be utilised to gain competitive advantage against others in the industry, hence human capital commitment to an organisation has become of much importance to employers across different industries (Agwu, 2013; Messner, 2013; Mitic, Vukonjanski, Terek, Gligorovic & Zoric, 2016). Hakim (2015) defines organisational commitment as the desire and the willingness of employees to remain in the organisation and devote themselves to the success of the organisation. Similarly, Azizollah, Abolghasem and Amin (2016) have explained commitment as the relative strength of an individual's identification with and involvement in a particular organisation. Thus, these individuals have the hearty belief in and agreement of organisational principles and objectives, a willingness to apply more energy for the work of the organisation, at the same time wants to stay as a member of the organisation. Committed employees have been found to exhibit innovation, work satisfaction, high performance and less turnover (Shahid & Azhar, 2013).

According to Allen and Meyer (1996), organisational commitment manifest in forms of affective, continuance and normative. Nongo and Ikyanyon (2012) summarised the three characteristics of organisational commitment by indicating that, whereas affective commitment concerns employees' strong



belief in and acceptance of the organisation's goals and values, continuance commitment is willingness to exert considerable effort on behalf of the organisation and finally the normative commitment is a strong desire to maintain membership in the organisation. In a bid to understand and explain factors that account for commitment of employees in organisations, a number of studies (Bizuneh, 2016; Koutroumanis, Alexakis & Dastoor, 2015; Latchigadu, 2016) have been reviewed. The revelations from the aforementioned studies exhibited that organisational culture is a main factor that can enhance or lower employees' commitment.

Organisational culture has consistently been an important theme in management and business research for the past few decades due to its potential to affect individual commitment to work. Most people, especially younger employees understand and accept that loyalty towards their organisation is largely a losing proposition, and they are no longer willing to be dependent on their employers or accepting of organisational policies, practices and decisions, that do not meet their needs or career aspirations (Ooi & Arumugam, 2006). Mullins (1999) defines organisational culture as the collection of traditions, values, beliefs, policies, and attitudes that constitute a pervasive context for everything one does and thinks in an organisation.

In the opinion of Schein (2010, p. 18) organisational culture is “a pattern of shared basic assumptions learned by a group 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 as the correct way to perceive, think and feel in relation to those problems”. Thus,



organisational culture is an instrument that directs the commitment of employees in organisations (Singh, 2011).

Other researchers perceive organisational culture in broad characteristics. Robbins and Judge (2013) listed seven primary characteristics of organisational culture including innovation and risk taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness and stability. Moreover, Dolan and Lingham (2012) explain Charles Handy's organisational culture concepts that classify organisational cultures as power, role, task and person culture.

Similarly, Coffey, Trew and Trigunarsyah (2012, p. 2) explained the four organisational cultures (involvement, consistency, adaptability and mission) depicted on Denison' (1990) organisational culture model. The researchers further explain these traits as follows: "involvement; the first organisational trait, ensures the participation of employees in decision making". Consistency trait emphasizes "on maintenance of the status quo by being well coordinated and well-integrated". The third trait, adaptability; depicts the "ability of the organization in translating the demands of the business environment into action". The last trait is mission; "whereby organisations devise meaningful long-term strategic direction and vision of the company".

Numerous studies (Batugal & Tindowen, 2019; Bizuneh, 2016; Zerihun Kinde & Kaur, 2018; Momeni, Marjani & Saadat, 2012; Sharma & Singh, 2017; Tilahun, 2020; Wiseman, Ngirande & Setati, 2017) have established the nexus between organisational culture and employees' commitment. Denison's (1990) model of cultural dimension which was subsequently reviewed by Denison, Hooijberg, Lane and Lief (2012) stressed that involvement, consistency,

adaptability and mission, were the best predictors of employees' commitment. In the light of this, the elements will help determine commitment differentials among employees in the Timber Industry Development Division (TIDD), Western Region of Ghana. Momeni, Marjani and Saadat (2012) indicated that, mission, consistency, involvement and adaptability significantly influenced employees' commitment. Also, Wiseman, Ngirande and Setati (2017) reported that organisational culture has a positive and significant impact on the commitment of employees in the South Africa.

Relying on the social exchange theory developed by Blau (1964), the author emphasised that employees will psychologically feel they have to reciprocate certain behaviours in response to what an organisation is offering them. This theory suggests that employees feel indebted to their organisation if practices such as organisational beliefs and values are in their best interest (Kessuwan & Muenjohn, 2010). Studies have shown that employees who are happy with the organisational culture, are willing to make significant strides in their endeavor to meet organisational objectives (Kessuwan & Muenjohn, 2010; Sudan & Kumar, 2004; Mitic, Vukonjanski, Terek, Gligorovic, & Zoric, 2016). Organisational culture has been found to predict organisational commitment (Pinho, Rodrigues & Dipp, 2014). Organisational commitment goes in hand and glove with organisational culture and they both predict how an organisation will perform (Shahid & Azhar, 2013). In line with the above, organisational culture and employee commitment contribute significantly to the development of the success of any institution (Mitic, Vukonjanski, Terek, Gligorovic & Zoric, 2016; Shahid & Azhar, 2013).

Yousaf, Atif Riaz, Ahmad, Ehsan and Mirza (2011) averred that though scholars and policymakers are concerned with employee commitment in general, their concern for public sector is high than in the private sector. This is because, the public sector has been touted with inefficiencies, corruption, favouritism and nepotism and general lack of employee commitment (Ntliziywana, 2017).

The Timber Industry Development Division (TIDD) is a division of the Forestry Commission (FC) “responsible for overseeing and ensuring compliance to the laws, regulations and procedures along the supply chain from the transport of logs to the industry floor and to export or trade on the domestic market. The TIDD performs checks and inspections to determine compliance at about six designated points along the supply chain including; log transport, imported timber log arrival at processing plant, log processing, processed wood and trade or export of processed wood.”

The Timber Industry Development Division (TIDD) has evolved from various post-independence attempt, dating back to the early 1960s at rationalizing the utilization of Ghana’s timber resource base along sustainable and development-orientated lines. These ideals cumulated in the establishment of the Ghana Timber Marketing Board (GTMB) in 1963 to regulate the export of timber and wood products. GTMB performed three key roles – export promotion, market information dissemination and timber inspection and grading which among other things, encompassed provision of data on the timber industry, product development, quality control, contract verification, approval and issuance of export permit. Subsequently, the Timber Export Development Board (TEDB) and the Forest Products Inspection Bureau (FPIB) were formed

through PNDC Law 123 and PNDC Law 117 to replace the GTMB. Whereas the TEDB was primarily responsible for export promotion and market information dissemination, the FPIB is responsible for contract verification, timber and wood products inspection, approvals, training of graders and issuance of export permits.

### **Statement of the Problem**

Public sector organisations are facing many problems regarding employees' commitment towards organisation (Kumasey, Bawole & Hossain, 2017). Sharma and Singh (2017) reported that public sector employees are not as committed as compared to private sector employees despite their continuous enjoyment of job security. The increasing rate of lack of commitment among public sector employees in Ghana may allude low morale, cultural practices, conventions and individual low oversight on the values of the organisation (Sam, Effah & Osei-Owusu, 2014). This phenomenon leads to receipt of several complaints from citizens on grounds of delay in processing of documents and service delivery. This is affecting the level of service and the achievement of national interests in addition to increased ratio of resignation which causes loss of trained and devoted employees (Yousaf, Atif Riaz, Ahmad, Ehsan & Mirza, 2011).

Although, the incidence of lack of commitment of employees at TIDD has not been documented, it has been observed that lately the newly employed staff are not taking through in-depth orientation to be abreast with the organisational culture. Unlike the era of FPIB/TEDB where newly employed staff were taken through series of orientations and training services to fully orient the employees on the rudiments of the job and existing cultural values,



such practices are rarely done recently. Majority of staff do not know the vision and mission of the organisation and therefore are not committed to contribute their quota to help the organisation achieve the objectives.

Azizollah, Abolghasem and Amin (2016) postulated that organisational culture is a prominent resource that determines the commitment of employees in the public sector. In respect of this, a stream of scholars (Aregu, 2017; Batugal & Tindowen, 2019; Bizuneh, 2016; Zerihun Kinde & Kaur, 2018; Momeni, Marjani & Saadat, 2012; Sharma & Singh, 2017; Tilahun, 2020; Wiseman, Ngirande & Setati, 2017) have examined the nexus among organisational culture and commitment. However, the findings on the earlier studies have not been consistent. For instance, whilst Momeni, Marjani and Saadat's (2012) and Nongo and Ikyanyon's (2012) studies indicated that organisational culture significantly impacts positively on commitment, a study by Aregu (2017) showed that organisational culture had a negative effect on commitment and Latchigadu (2016) had no relationship between the constructs. Thus, calling for further investigations on the constructs of the study.

Furthermore, previous studies predominantly measured culture using clan culture, adhocracy culture, hierarchy culture, values, beliefs and artefacts neglecting other important measures of organisational culture by Denison, Hooijberg, Lane and Lief (2012): (example: involvement, consistency, adaptability and mission), which are relevant for predicting commitment of employees in organisations. Again, studies that have been done on the influence of organisational culture on employees' commitment in the public sector are mostly foreign and thus, their findings cannot be applicable in the Ghanaian context because of differences in culture. Hence, this study seeks to fill these

gaps by investigating the effect of organisational culture on employees' commitment at the Timber Industry Development Division (TIDD) of the Forestry Commission (FC), Takoradi.

### **Purpose of the Study**

The purpose of study is to investigate the influence of organisational culture (involvement, consistency, adaptability and mission) on employees' commitment at the Timber Industry Development Division of the Forestry Commission, Takoradi.

### **Objectives of the Study**

Specifically, the study seeks to:

1. Assess the indicators of organisational culture in TIDD.
2. Assess the levels of employee commitment in TIDD.
3. Analyse the influence of organisational culture on employee commitment in TIDD.

### **Research Questions**

The research questions formulated to tackle the objectives are:

1. What are the indicators of organisational culture in TIDD?
2. What are the levels of employee commitment in TIDD?
3. What is the influence of organisational culture on employee commitment in TIDD?

### **Significance of the Study**

The study will benefit the case organisation by determining which type of organisational culture has highest effect on employee's commitment. This will also lead to improvements in workplaces to help employees become more committed to their jobs. The effect of organisational culture at the TIDD



employee's commitment is not evidently known. Therefore, this study will help the organisation to enrich its organisational culture practice and adjust its focus on most important organisational culture type that can bring employee commitment. The organisation will use the findings of the study as an input to change their organisational culture policies and procedures and other related human capital management strategies. The research will add to the existing literature by defining the relationship of significance between the selected organisational culture and employee's commitment. Lastly, scholars might use it as an input for further study and to investigate more in the area in a broader and wider scope.

#### **Delimitations of the Study**

The purpose of study is to investigate the influence of organisational culture (involvement, consistency, adaptability and mission) on employees' commitment at the TIDD of the FC, Takoradi. Clearly, the research is limited to one only division of the FC and addressed four selected characteristics of organizational culture: involvement, consistency adaptability, and mission. For this reason, these organisational cultures will be adapted from Denison's organisational culture model. Therefore, this study will not emphasise the impact of other factors on employee commitment.

#### **Limitations**

This study like any other study was not without limitations. The study seeks to examine how organisational culture affects the commitment of employees at the TIDD. This requires that the researcher gathers relevant information from all the potential respondents in order to get thorough understanding about how the constructs are related to each other. However,

there are instances where some respondents were not willing to cooperate with the researcher in terms of responding to the questionnaire on time. Furthermore, time and cost prevented the current study from employing the mixed research approach. Although, the findings of these study are helpful, a qualitative study alongside the quantitative method would have given more insight into the phenomenon. Despite the challenges enumerated above, the researcher follows the required research processes that ensured that the study's result was not affected.

### **Organisation of the Study**

This study was organised in five chapters. The first chapter discuss the statement of the problem, the objective of the research, the research questions and the significance of the study. The second chapter dealt with a review of related literature which gave details of the theories, concepts of organisational culture and employee commitment and summary of the chapter. Chapter three covers mainly the research methods and the company profile. It also provided details of the population, sampling size, data collection procedure, research instruments and data analysis technique employed in this work. The fourth chapter covered the details of data captured from the field, presentation figures of the research and the analysis and interpretations of the results in accordance with the research objective. The chapter five dealt with the summary, conclusion and recommendations of what came out of the study.

## CHAPTER TWO

### LITERATURE REVIEW

#### Introduction

For a successful argument to be made by researcher on a given phenomenon, previous researches in the area must be extensively reviewed to identify areas of consensus and disagreements. This is relevant to aid researchers avoid same mistakes made by prior scholars. In this study, related literature was reviewed following theoretical, conceptual and empirical reviews as well as conceptual framework.

#### Theoretical Review

The theory that underpins this study is the social exchange theory. This theory together with its relevance to the study was thoroughly reviewed.

#### Social Exchange Theory (SET)

The theory of social exchange proposed by Blau (1964) guides the purpose of this study. The theory is premised on the psychological contract or relationship that exist between two parties (Cropanzano & Mitchell, 2005). According to SET, when employees and managers/supervisors create positive relationships at the workplace to create mutual understanding, which provides a working environment that is beneficial for both employees and their employer (Ko & Hur, 2014). In general, under perfect working conditions, employees perceive themselves to be supported and encouraged; consequently, they will be more likely to pay back their organisation through embedding extra effort in the form of commitment. Cropanzano and Mitchell (2005) proposed that such a perfect situation can only be created when individuals in a workplace follow the rules and regulations of exchange. Researchers studying the healthcare sector

argue that important job attitudes are significantly associated with employees' behavioral outcomes, for example, task performance and employee retention and commitment within the organisation.

Ko and Hur (2014) emphasises that the attitudes and behaviours of employees are largely influenced by the psychological contract that exists between them and their employers. In other words, a social exchange will exist when employers care about their employees' interest. The result of the social exchange is the reciprocity of positive attitudes and job-related behaviours by the employee which in turn leads to better organisational performance (Zagenczyk, Purvis, Cruz, Thoroughgood & Sawyer, 2020). According to Cropanzano and Mitchell (2005), the theory is used to describe the kind of relationship that exist between the organisation and its employees.

In view of this, employees will be willing to offer themselves to an organisation in the anticipation that, the organisation will provide conditions that are favourable and acceptable for their stay. Based on the ongoing, when organisations' culture, thus, the values, beliefs and other practices are in tune with that of employees, they will commit to vision and mission of the organisation.

### **Conceptual Review**

The purpose of this section is to help enhance our knowledge with respect to the variables (organisational culture and employees' commitment) in this study. The definitions given in the literature concerning organisational culture will initially be addressed before proceeding to employees' commitment.



## Concept of Organisational Culture

Culture can be seen in many ways, it has been defined by various authors and most of them have defined the concept of culture as a set of values, beliefs, behavioral patterns and norms that form the core identity of organisations and help shape the behavior of the employee (Deal & Kennedy, 1983; Schein, 1992). Organisational culture is a system of shared meaning held by members that distinguishes the organisation from other organisations (Robbins & Judge, 2013). Thus, it is distinct personality of an organisation (Dolan & Lingham, 2012). Organisational culture can also be defined as shared values, norms, attitudes and assumptions that affect how people act and how things get done (Denison & Neale, 2011). According to Di Stefano, Scrima and Parry (2019), organisational culture refers to the underlying value, beliefs and principles that serve as the basis for an organisational management system, as well as the set of management practices and behaviors that reinforce those fundamental principles.

In Similar manner, Dolan and Lingham (2012) defined organisational culture as the collective values, beliefs and principles of the members of the organisation and is the product of factors such as history, product, market, technology, strategy, employee type, management style and national culture; culture includes the vision, values, standards, systems, symbols, language, assumptions, beliefs and habits of the organisation. Guiso et al. (2015) defined culture as a set of norms and values that are widely shared and strongly held throughout the organisation. This definition indicates that culture is not only verbally shared but also practically held with actions in a firm.

Robbins and Judge (2013) asserted as that culture has a boundary-defining role which distinguishes one organisation from another. It also transmits a sense of identity for members of the organisation thereby facilitating the commitment to something that is larger than individual self-interest. The authors further advanced that organisational culture enhances the stability of the social system by being social glue that helps hold the organisation together by providing standards for what employees should say and do. Erthal and Marques, (2018) concurs that organisational culture helps to compensate for the national and international differences between organisations and managers by explaining why various groups of people perceive things in their own way and perform things differently than other groups.

Peretz, Levi and Fried (2015) stated that culture has the potential to help reduce complexity and uncertainty which provides a consistency in outlook and values, and makes possible the process of decision making, coordination and control among organisational members. Saiyadin (2003) explains that culture performs the following functions: -

Culture supplements rational management: creation of work culture is a time-consuming process. Therefore, organisation culture cannot suddenly change the behavior of people in an organisation. Culture communicates to people through symbols, values, physical settings, and language, and, thereby supplements the rational management tools such as technology and structure.

Culture facilitates induction and socialisation: induction is a process through which new entrants to an organisation are socialized and indoctrinated in the expectations of the organisation; its cultural norms, and undefined conduct. The new comer imbibes the culture of the organisation, which may



involve changing his / her attitudes and beliefs to achieve an internalized commitment to the organisation.

Culture promotes a code of conduct: a strong culture in an organisation explicitly communicates modes of behavior so that people are conscious that certain behaviors are expected and others would never be visible. The presence of a strong culture would be evident where members share a set of beliefs, values, and assumptions which would influence their behavior in an invisible way. Where culture has been fully assimilated by people, they persistently indulge in a typical behavior in a spontaneous way. Promotion of the culture of quality can help achieve good business results.

According to Hogan and Coote (2014), organisational culture is becoming more important because maximizing the value of employees as intellectual assets requires a culture that encourages their active learning and promotes individual and organisational learning, the development and implementation of new knowledge and the ability to share knowledge with others. Amah (2012) also suggests that organisational culture is even more important today than it was in the past. Increased competition, globalisation, mergers, acquisitions, alliances and various workforce developments have created a greater need for coordination and integration across organisational units in order to improve efficiency, quality, and speed of designing, manufacturing, and delivering products and services product innovations.

Moreover, in a bit to adapt to these external and internal changes, organisational culture has become more crucial because, for these increasing number of corporations, intellectual as opposed to material assets now create the fundamental source of value. Thus, maximising the value of employees as

intellectual assets requires a culture that promotes their intellectual participation and reasoning (Dajani & Zaki, 2015; Spain, Mohundro & Banks, 2015; Obeidat, Tarhini, Masa'deh & Aqqad, 2017). According to Denison and Neale (2011) a clear understanding of organisational culture is important for all leaders because it influences the way their organisations react to the changing demands of the business environment, while giving hope to the employees on matters of career advancement.

### **Indicators of Organisational Culture**

The Denison's (1990) organisational culture indicators would be employed for this study because it would help examine the relationship between organisational culture and commitment. The indicators harbour some cultural traits that help to explain differences in commitment and effectiveness among employees of a firm (Sparrow, 2001). A more complete review of these traits was provided by Denison and Mishra (1995) and subsequently by Denison, Hooijberg, Lane and Lief (2012). These indicators include involvement, consistency, adaptability and mission (Denison & Neale, 2011). These underlying traits are expressed in terms of a set of managerial practices and measured using the twelve indices that make up all the indicators. The following sections discussed the indicators.

### **Involvement**

Involvement is the first organisational trait which ensures the participation of employees in decision making; it also relies on team effort to get work done and continual investment in the development of employee's skills. In other words, involvement is building human capability, ownership, and responsibility. Thus, organisational cultures characterised as "highly involved"

strongly encourage employee involvement, and create a sense of ownership and responsibility (Bizuneh, 2016).

Involvement is the degree to which individuals at all levels of the organisation are engaged in pursuit of the mission and work in a collaborative manner to fulfil organisational objectives. This trait consists of building human capability, ownership and responsibility. Effective organisations empower their people, build their organisations around teams, and develop human capability at all levels (Denison, Haaland & Goelzer 2003; Denison, Janovics, Young & Cho, 2006). Executives, managers and employees are committed to their work and feel that they own a piece of the organisation. People at all levels feel that they have at least some inputs into decisions that will affect their work and that their work is directly connected to the goals of the organisation thereby stimulating their commitment (Ahmad, 2012).

In a situation where capability development is more than empowerment, it could mean that the organisation is not entrusting its capable employees with importance decision making that would influence their work. Those capable employees may feel devastated since their skills are not fully used and may decide to leave the organization for another one elsewhere (Denison et al., 2012). On the other hand, when empowerment is higher than capability development, this is often an indication that people in the organisation are making decisions that they are not capable of making (Anitha, 2016). This can have disastrous consequences and often happens when managers confuse empowerment with abdication. When team development is higher than empowerment or capability development, it provides an indication that there cannot be much substance to the team. The team is likely to go about their daily

activities without a real sense of purpose or without making a contribution to optimal organisational functioning (Poku, Owusu-Ansah & Zakari, 2013).

### **Consistency**

Consistency is the second trait which emphasises on maintenance of the status quo by being well coordinated and well-integrated also the organisation devises clear agreement about the right way and the wrong way to do things. According to Denison and Neale (2011), consistency deals with defining the values and systems that are the basis of a strong culture. It also provides a central source of integration, coordination and control. Consistent organisations develop a mindset and a set of organisational systems that create an internal system of governance based on consensual support also has clear set of do's and don'ts. Consistency is the organisation's core values and the internal systems that support problem solving, efficiency, and effectiveness at every level and across organisational boundaries. Organisations also tend to be effective because they have “strong” cultures that are highly consistent and well-coordinated (Al-Shatti, 2018). Behaviour is rooted in a set of core values, and leaders and followers are skilled at reaching agreement even when there are diverse points of view (Messner, 2013). This type of consistency is a powerful source of stability and internal integration that results from a common mind-set and a high degree of conformity and commitment from employees (Denison, Haaland & Goelzer, 2003).

According to Poku et al. (2013), when agreement is lower than core values and coordination, this tends to indicate that the organisation may have good intentions, but may become unglued when conflict or differing opinions arise. During discussions, different people might be seen talking at once or



ignoring the input of others, and withdrawal behaviours might be observed. The result is that nothing tends to get resolved and the same issues tend to arise time and time again.

### **Adaptability**

The third trait, adaptability, depicts the ability of the organisation in translating the demands of the business environment into action through creating change, customer focus and organisational learning environment. Organisations hold a system of norms and beliefs that support the organisation's capacity to receive, interpret, and translate signals from its environment into internal behavioral changes that increase its chances for survival, growth and development (Denison, Hooijberg, Lane & Lief, 2012). The indices of the adaptability trait are: creating change, customer focus and organisational learning. Creating change deals with the ability of organisation to create adaptive ways to meet changing needs. So, organisation will be able to read the business environment, quickly react to current trends, and anticipate future changes. Customer focus is the second indices which focus on the organisation understanding and reaction to its customer and anticipation to future needs. Lastly, organisational learning reflects when an organisation receives, translates, and interprets signals from the environment into opportunities for encouraging innovation, gaining knowledge and developing capabilities (Moon, Ruona & Valentine, 2017).

### **Mission**

The last trait is mission; whereby organisations devise meaningful long-term direction and organisation with this trait clearly defines strategic direction, Vision, Goals and objectives of the company. Mission involves defining a



meaningful long-term direction for the organisation. A mission provides purpose and meaning by defining a social role and external goals for the organisation (Denison et al., 2012). It provides a clear direction and goals that serve to define an appropriate course of action for the organisation and its members. A sense of mission allows an organisation to shape current behavior by envisioning a desired future state.

Momeni, Marjani and Saadat (2012) claim that strategic direction, vision and intent, goals and objectives are the indices of the mission trait. Thus, strategic direction and intent deals with clear strategic intentions convey the organisation's purpose and make it clear how everyone can contribute. The second indices, goals and objectives, stress on a clear set of goals and objectives can be linked to the mission, vision, and strategy, and provide everyone with a clear direction in their work. Finally, vision ensures that organisation has a shared view of a desired future state. It embodies core values and captures the hearts and minds of the organisation's people, while providing guidance and direction (Momeni et al., 2012). The four dimensions or indicators of organisational culture were put in the form of a model by Denison and Nealle (2011) and is presented in Figure 1. To be specific, it claims that mission, consistency, adaptability and involvement of employees influence their commitment to the organisation.

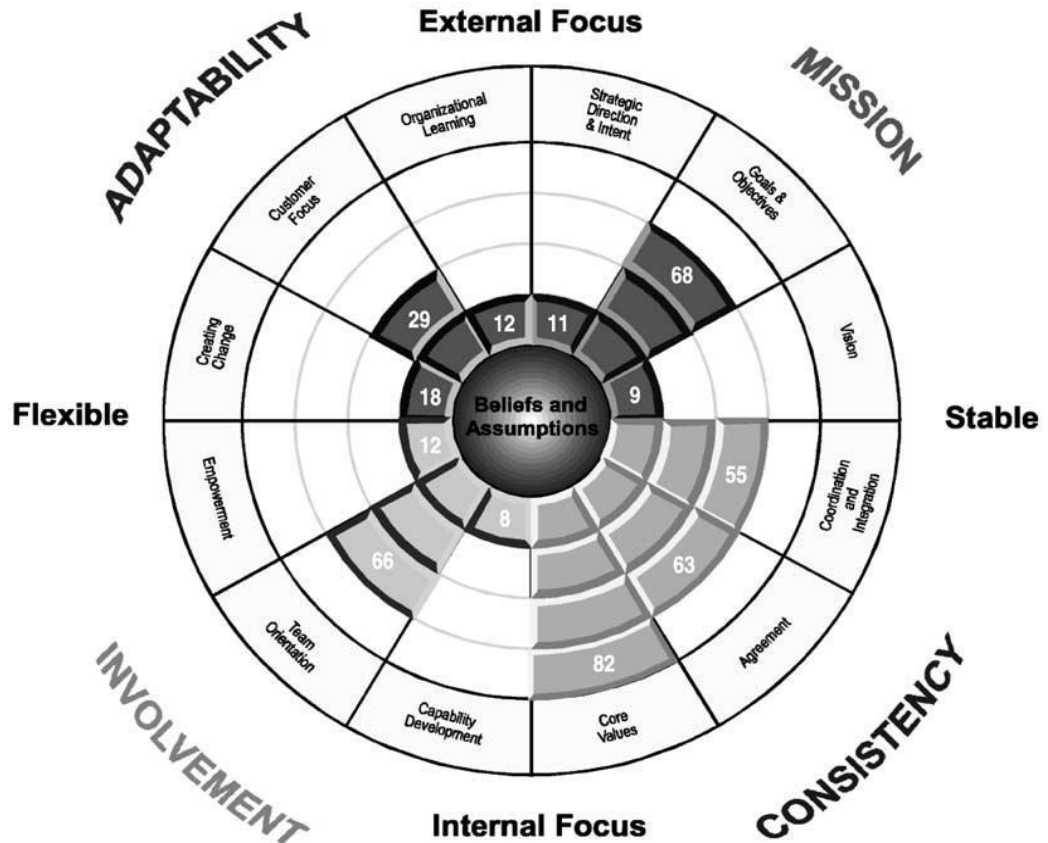


Figure 1: Denison's Model of organisational culture

Source: Denison, Hooijberg, Lane and Lief (2012)

### Employee Commitment

During the 1990s, commitment continued to be a major focus of researches. It is a psychological state that characterises the employee's relationship with the organisation (Zerihun Kinde & Kaur, 2018). This has implications in terms of continuing his or her membership in the organisation. A committed employee is one who stays with the organisation under any favorable or unfavorable circumstances affecting the organisation (Malaysia, 2016). Furthermore, Beheshtifar and Herat (2013) defined employee commitment as the degree to which an employee identifies with the organisation and wants to continue actively participating in it.

Palihakkara and Weerakkody (2019) posit that organizational employee commitment is about an employee's loyalty to the organization, the willingness to exert effort on behalf of the organization, the degree of goal and value congruency between the employee and the organization, and the employee's desire to remain employed by the organisation. Over time organisations build up physical and human resources thereby developing a capability to use these resources to provide different kinds of services. Subsequent research (Barney et al., 2011) focused on the importance of tacit knowledge, i.e. things that an organisation has learnt but about which it may be unconscious as it is uncodified knowledge being with individual employees or with a group of employees.

Studies have shown that organisational commitment has other benefits to the organisation like low turnover, organizational citizenship behaviour, increased satisfaction and performance that can be used to transform higher education institutions (Ozsahin, Zehir, Acar & Sudak 2013). Committed employees can contribute to the organisation's overall wellbeing (Shahid & Azhar, 2013). Inter alia, it increases organisational effectiveness, reduce turnover and most importantly make things work even in circumstances where the environment is not conducive and there are limited resources (Meyer & Allen, 1990; Shahid & Azhar, 2013).

According to Al Zefeiti and Mohamad (2017), an organization with highly committed employees is more successful than an organization with less committed employees. On the other hand, employees with low organizational commitment exhibit unwanted behavior such as arriving late at work, detachment and absenteeism (Ozsahin et., 2013). Therefore, if employees are committed, they can be on time and contribute more to the organisation. This is

supported by Haque, Fernando and Caputi (2019) revealed that there is strong correlation between organisational commitment and job performance and withdrawal behavior. Thus, if employees are not committed to their work this might affect the organisational performance negatively to foster change and adapt to the dynamic environment (Ozsahin et al., 2013).

In trying to measure commitment, Allen and Meyer (1990) also proposed a three-level model of commitment, which integrated affective commitment, continuance commitment and normative commitment. In view of the authors, affective commitment refers to employee's emotional attachment to, identification with, and involvement in the organisation. The continuance commitment refers to commitment based on the costs the employees associate with leaving the organization. As such, in this type of commitment, the fewer viable alternatives employees have, the stronger will be their continuance commitment to their current employer. Normative commitment refers to employee's feelings of obligation to remain with the organisation.

### **Affective Commitment**

Affective commitment is argued to have three subcomponents, "(1) the emotional attachment to the organisation; (2) the identification with the organisation and (3) the involvement in the organisation" (Ribeiro, Yücel & Gomes, 2018, p. 2). According to Al Zefeiti and Mohamad (2017), affective commitment occurs when an individual is intensely attached to the organisation and to the duties that they perform. The authors further propose that the affective commitment is primarily based on the emotional ties that develop due to the positive experiences in the organisation. An employee who is affectively committed to the organisation aligns his goals with the organisational goals and



wishes to remain with the organisation (Qing et al., 2019). Therefore, affective commitment has relevance to this study as it may assist in getting an employee's view on their attachment to the organisation.

Affective commitment fosters a sense of belonging and is generally related to an employee who is emotionally attached to the organisation. Such individuals exhibit greater capabilities to be involved in the activities of an organisation and are always ready to put in extra effort beyond their duty towards the achievement of the organisation's goals (Nazir, Qun, Hui & Shafi, 2018). Moreover, individuals who prefer to stay in the organisation will be more motivated than those who are forced in some way to be with the organisation (Xerri, 2013). Consequently, it has been observed that employees who have a greater level of commitment towards their organization always come up with creative solutions to work-based problems, and as such, demonstrate a greater tendency towards innovative behaviours (Nazir et al., 2018).

### **Continuance Commitment**

Meyer and Allen (1990) postulate that continuance commitment is the degree to which employees feel committed to their organisation by virtue of the costs that they feel are associated with leaving. The employees fear the loss of any benefits or advantages that they have or that they organisation may offer, hence they choose to stay. Employees remain in their work because they feel they need to stay with the organisation. Al Zefeiti and Mohamad (2017) described continuance commitment (CC) as perceived costs associated with leaving the organisation. This indicates that when employees bear higher cost of leaving organisation, they are more committed to their organisations not because they want to, but because they have to.



Furthermore, they believe that the threat of losing attractive benefits such as favourable organisational culture is one of the perceived costs of leaving an organisation (Marcoux, Guihur & Leclerc, 2021). Marcoux et al. (2021) submit that employees who have a remarkable position in their organisation do not want to lose due to the highly paid they get, thus, they do not leave their organisations easily due to the higher amount of benefit they lose in case of quitting their job. Moreover, employees who have limited opportunities for alternative employment that offer better packages, certainly, remain with their current organization because they have to remain. Continuance commitment can be increased when organisation has a clear root for a promotion (Töytäri, Rajala and Alejandro, 2015), a good reward system, an obvious plan for career development, being consistent in their operations as well as involving their employees in matters of key decision making.

### **Normative Commitment**

Normative commitment is based on the perceived obligation to stay with the organisation (Kaptijn 2009). Normative commitment is said to develop as a result of the employees' beliefs that have been internalised through the socialisation processes (Van Dyk, 2011). One may feel that they need to stay because of the investments the company has made on them; hence they stay even when they are unhappy. Normative commitment (NC) in the field of management has been described as the obligation to remain in a particular organisation (Yousef, 2017). Employees in this type of commitment remain with their organisation because they feel that they should to do so for moral reasons, not because they want or need to (Bashir & Long, 2015).

Nongo and Ikyanyon (2012) asserted that although some employees intentionally leave their organizations to make them suffer, while, others do not accept leaving their organisations if they are in dire need to them. Likewise, Azadi et al. (2013) see that employees are less likely to leave an organisation if their values indicate that are inappropriate to do so. Moreover, Meyer et al. (1989) have found that committed employees are more likely to remain with the organisation and strive towards the organization's mission, goals and objectives.

Having identified the three different types of organisational commitment, it can be argued that employees with a strong affective commitment remain with the organisation because they want to desire to remain, those whose primary link to the organisation is based on continuance commitment remain with the organisation because they feel they need to do so for material benefits perceived cost of leaving (Denison & Neale, 2011)) and those with a strong normative commitment remain because they feel they ought to do so perceived obligation to remain (Shoab, Zainab, Maqsood & Sana, 2013). Accordingly, Meyer and Allen (1997) suggest that one can achieve a better understanding of an employee's relationship with an organisation when all three forms of commitment are considered together.

### **Empirical Review**

Momeni et al. (2012) investigated the relationship between organisational culture and organisational commitment in staff department of General Prosecutors of Tehran. The study specifically assessed the impact of the components of organisational culture (adaptability, involvement, adjustment, and mission) on the commitment of the employees in the company.

Using a simple random technique to draw 200 employees of the company, the results revealed that first, organisational culture helps employees to behave in the organisation and companies with participative culture to reap a return on investment. Hence culture of the organisation was linked to both short-term performance and long-term survival. The results further showed that there was a significant relationship between all components of organisational culture including adaptability, involvement, adjustment, mission and organisational commitment of the employees in the company.

Ahmed et al. (2018) also investigated the relationship between organisational culture and organisational commitment. The objective of the study was to examine the relationship between elements of Denison's organisational culture and organisational commitment. The focus of the study was an investigation of the relationship between organisational culture and organisational commitment in a South African motor manufacturing organisation. The study involved the use of organisational commitment scale and the organisational culture questionnaire. The results suggested that involvement, consistency and adaptability had significant effect on organisational commitment, while mission had a non-significant effect on commitment.

In study of Agwu (2013), who, investigated the relationship between organisational culture and employee commitment in Bayelsa State Civil Service in Nigeria. The objective was also to find difference in commitment of employees of different age, gender, and length of service. The study found that a significant relationship existed between organisational culture and employee

commitment while significant difference was observed in commitment of employees with respect to age and gender.

Alvi et al. (2014) investigated the three types of organisational culture and its impact on job satisfaction and employee commitment in chemical sector of Karachi. The study aimed at identifying the impact of involvement, consistency and adaptability on job satisfaction and employee commitment. Regression analysis was done to determine the relationship between involvement, consistency and adaptability organisational culture with job satisfaction and employee commitment. The results showed that when employee is highly satisfied with his/her job, he/she is less committed to the organisation, because the only concern of the employee is his/her job satisfaction more than being loyal to the organisation. Specifically, the study showed that involvement, consistency and adaptability had positive significant relationship with employee commitment.

Messner (2013) investigated the effect of organisational culture on employee commitment in the Indian IT services sourcing industry. The objective of the study was to examine the linkages between organisational culture and employee commitment. The researcher collected data in the first half of 2012 through the ICCA appraisal framework from 291 Indian IT executives and managers working for two IT services sourcing provider organisations in Pune and Bangalore, India. The study found a stronger correlation between affective and normative commitment in the Indian context as compared to other North American studies. The implications for the Indian IT services sourcing industry were to start thinking about employee commitment from an organisational culture point of view.



Ch et al. (2013) investigated the impact of organisational culture on organisational Commitment in the public and private organisations. The study aimed at finding out how employees perceived commitment in Pakistani context and employee's commitment levels by the public and private sector organisations and effect of different culture on commitment in the organisation. The results showed that clan culture had the most significant relationship with all the three commitment dimensions as compared to other types of culture.

Sabir et al. (2010) investigated the impact of organisational culture on the employees' commitment with respect to levels in the organisation. It focused on the four levels of organisational culture namely involvement, consistency, mission and adaptability and their relationship with commitment of employees. The results revealed there was a positive relationship between all the level of organisational culture and organisational commitment and positive organisational culture leads the organisational commitment.

Nongo and Ikyanyon (2012) investigated the influence of corporate culture on employee commitment with reference to medium small enterprises (SMEs). Corporate culture was viewed as the independent variable while organisational commitment was viewed as the dependent variable. The study examined the impact of four corporate cultural variables namely, involvement, consistency, adaptability, and mission on employee commitment to the organisation. Standardized questionnaires were used for measuring corporate culture and organisational commitment. The study found that involvement and adaptability significantly correlated with commitment, while consistency and mission did not correlate with commitment. They recommended that managers of SMEs in Nigeria should encourage employee involvement in decision



making and innovation and teamwork and flexibility in the performance of tasks, define & communicate mission of organisation.

Aina, Adeyeye and Ige (2012) investigated the relationship between organisational culture and employee commitment in public tertiary institutions in Lagos State, Nigeria. The researchers used an instrument tagged “Organisational Culture and Employees Commitment Questionnaire” was used to collect data for the study. The results from the data analysis indicated that significant relationship existed between organisational culture and employees’ commitment but significant difference existed in the commitment of employees of different sex, ages and length of service to their institutions in Lagos State. They suggested that management should improve on the current rewards system in their institutions to enhance employees’ commitment levels as well as output among others.

Ghorbanhosseini (2013) investigated the effect of organisational culture, teamwork and organisational development on organisational commitment and the mediating role of human capital. The objective of the study was to examine the relationship between human capital and organisational commitment to recognize the conditions vital for managers to increase employee commitment in the organisations. The researcher found that organisational culture, teamwork and organisational development have direct and significant effect on organisational commitment. Lastly results showed that human capital has mediating role between organisational culture, teamwork, organisational development and organisational commitment. He suggested some guidelines (like job security, team work, organisational development and to develop human

capital) which will help managers to comprehend how to increase employee's organisational commitment.

Nongo and Ikyanyon's (2012) study revealed contradictory findings. This study examined the impact of four corporate cultural variables namely, involvement, consistency, adaptability, and mission on employee commitment to the organisation. Data was collected from 134 employees of 18 selected SMEs in Makurdi metropolis. Data was collected through the use of standardised questionnaires measuring corporate culture and organisational commitment. Analysis of data was done using Pearson correlation coefficient, regression analysis, independent T-test and ANOVA. The study found that while involvement and adaptability significantly correlated with commitment, consistency and mission did not correlate with commitment. The implications of the findings were that the SMEs in the county do not have clear mission statement that drive their operations coupled with a consistent cultural trait.

These plethora of mixed findings by previous scholars call for further investigations particularly in the public sector in Ghana.

### **Conceptual Framework**

Denison and Neale (2011) developed a model which highlights four key organisational culture dimensions (involvement, consistency, adaptability and mission). Denison model of organisational culture is a base to select the four cultural traits emphasized under this study and had been modified to see the effect of the four cultural traits on employee's commitment. The conceptual framework is shown in the figure that ensue.

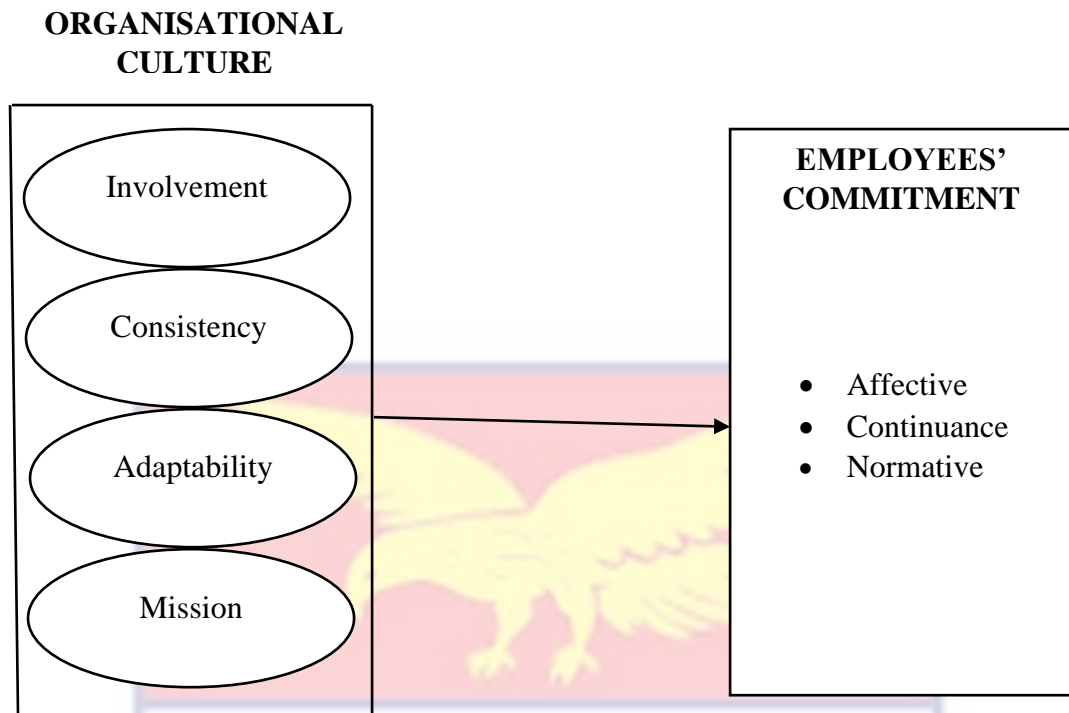


Figure 2: Conceptual Framework

Source: Author's Construct (2021)

As illustrated in the conceptual framework, the study proposes that organisational culture through its elements; involvement, consistency, adaptability and mission may influence employee commitment. Literature is not clear on the specific direction of the link between organisational culture and employee commitment. While some scholars revealed no significant relationship (Nongo & Ikyanyon, 2012), others established a significant relationship (Ghorbanhosseini, 2013). Therefore, it is anticipated that the current study will establish significant positive relationships particularly within this Ghanaian context.

### Chapter Summary

The chapter reviewed the literature on theoretical, conceptual and empirical issues relating to organisational culture and employee commitment. Important issues and lessons from the review informed the conceptual

framework of the study. The review further proved beneficial in the research methods section, analyses, presentation of findings, discussions, conclusions and recommendations. The next chapter presents the study's research methods.



## CHAPTER THREE

### RESEARCH METHODS

#### Introduction

This chapter presents the research methods used to carry out this study. It therefore identifies how the research was undertaken and the rationale behind each of the methods that was used. The elaborated elements under this section include; research philosophy, research design, research approach, research area, population, sample and sampling techniques, instrument, pre-testing and pilot testing, data collection procedure, reliability, validity, data analysis and ethical issues.

#### Research Philosophy

This study is grounded in the positivist approach, which relates to the philosophical system that embraces issues that can be scientifically verified and hence provide a basis for generalisation. This means that positivists focus on procedures that lead to the generation of “facts uninfluenced by human interpretation” (Saunders et al., 2016). The positivists are of the belief that it is through scientific research approach that researchers can unravel the objective truth existing in the world. In addition, Sekaran and Bougie (2016) advanced that positivists usually believe in the thoroughness and replicability of research work, the reliability of observations and the generalisability of research observations. In respect of the preceding, the positivists usually rely on large samples and quantitative techniques for data analysis.

The proponents of positivism rely on the deductive reasoning to state theories that they can examine through “fixed, predetermined research design and objective measures” (Sekaran & Bougie, 2016). Saunders et al. (2016)



advanced that positivist paradigm supports studies which are quantitative in nature. The assumption behind the positivist paradigm is that “there is an objective truth existing in the world that can be measured and explained scientifically.” The paradigm is appropriate in the study because of the hypothesis that will be tested through theory of social exchange.

### **Research Approach**

According to Saunders, Lewis and Thornhill (2016), there are three broad approaches of research, namely; quantitative, qualitative and mixed methods. While quantitative approach enables the researcher to examine associations between variables, qualitative approach deals with small aspects of social reality (Sekaran & Bougie, 2016). Saunders et al. (2016) advanced that the difference between quantitative method of research and qualitative method of research may be influenced by the nature of data used for the study. Whereas numeric data is used in quantitative research, non-numeric data is utilised in a qualitative research.

Neuman (2014) posited that the two approaches can also be differentiated in terms of the procedure used in data collection and analyses. For example, whereas in quantitative research method, questionnaire is predominantly used by researchers for data collection and also analysing data quantitatively, in qualitative research method, interview is used by researchers for data collection and the analysis is done qualitatively. Sekaran and Bougie (2016), and Saunders et al. (2016) indicated that the third approach which is mixed method is merely a combination of the earlier two approaches. The authors further asserted that whilst the quantitative research method permits the generalisation of the sample results to the entire population, qualitative research

method is not for the generalisation of the sample results to the entire population.

The current study employs the quantitative research approach. This is due to the nature and purpose of the study under consideration. The current study demands that researcher collect numerical data that would be analysed quantitatively. The current study also demands that the study's result is generalised on the entire population. Tashakkori and Teddlie (2010) averred that quantitative methods are often considered as deductive in nature because inferences from tests of statistical hypotheses result to general inferences about characteristics of a population. Lincoln, Lynham and Guba (2011) are also of the view that quantitative approach to research is directed towards the development of testable hypothesis and theories which are generalisable across settings. Finally, Saunders et al. (2016) and Sekaran and Bougie (2016) assert that the positivism philosophy should go with quantitative approach. The factors raised earlier are the reasons behind the choice of quantitative research approach against the qualitative research approach.

### **Research Design**

Sekaran and Bougie (2016) and Saunders et al. (2016) categorised research design into three broad categories based on the purpose of the study; namely, exploratory, explanatory or casual and descriptive designs. Exploratory research is typically used when a researcher examines a new interest or phenomenon. When the subject of study itself is relatively new, the researcher tries to explore the phenomenon. The major emphasis of exploratory research is on the discovery of new ideas and insights, which can be used as a foundation for further research (Saunders et al., 2016).

For explanatory research, the focus is to connect ideas to understand the cause and effect, that simply means, researchers want to explain the relationship between two variables. This type of research looks at how things interact. There should be enough understanding to predict what the outcome will be with some accuracy (Saunders et al., 2016). It is concerned with determining cause and-effect relationships. Explanatory research aims to develop precise theory that can be used to definitively explain the phenomena, which leads to the generalisation from the research. The third type of design is the descriptive design. Here, the research is conducted to describe situations or an aspect of an existing phenomenon or event (Smith, 2007). The researcher observes and then describes what was observed (Babbie, 2004). A descriptive study is one in which information is collected without changing the environment (i.e., nothing is manipulated). Sometimes these are referred to as correlational or observational studies. According to Cooper and Schindler (2003), a descriptive study is concerned with finding out the what, where and how of a phenomenon.

Although, there are three basic research designs, the design of this research will be a descriptive correlational, thus, a blend of descriptive and explanatory research designs. This design refers to a set of methods and procedures that describe variables as well investigates cause and effects. Descriptive studies portray the variables by answering who, what, and how questions (Babbie, 2002) while explanatory design's focus is to connect ideas to understand the cause and effect, that simply means, researchers want to explain the relationship between two variables. The nature of the objectives required that, objective one and two will be analysed using descriptive statistics

(means and standard deviation) while objective three will examine relationship and effect hence, correlational.

### **Study Organisation**

The Timber Industry Development Division (TIDD) has evolved from various post-independence attempts, dating back to the early 1960s, at rationalising the utilisation of Ghana's timber resource base along sustainable and development-oriented lines. These ideals cumulated in the establishment of the Ghana Timber Marketing Board (GTMB) in 1963 to regulate the export of timber and wood products. GTMB performed three key roles- export promotion market information dissemination and timber inspection grading which, among other things, encompassed provision of data on the timber industry, product development, quality control, contract verification, approval and issuance of export permit.

In 1985, the government of Provisional National Defence Council (PNDC), as part of macro-economic policies and sectorial reform programme of its Economic Recovery Programme (ERP), enacted PNDC Law 123 and PNDC Law 117 to establish the Timber Export Development Board (TEDB) and the Forest Products Inspection Bureau (FPIB) to replace the GTMB. The TEDB was primarily responsible for export promotion and market information dissemination and the FPIB responsible for contract verification, timber and wood products inspection, approvals, training of graders and issuance of export permits. Again, in 1999, the Forestry Commission Act, No. 571 (Forestry Commission Act, 1999) established the Forestry Commission and enjoined all the main public bodies and agencies - including TIDD. The division has extended branches across the country including areas such as Kumasi, Accra,



Suyani, Koforidua among other areas. The focus of the study however, is situated in the Takoradi office of the TIDD of the commission.

The organisation has the mission to provide specialized services in promoting efficiency in product quality assurance and value-addition in the Timber Industry and Trade consistent with best environmental practices. The TIDD has specialised functions including 1) establish guiding prices systems for the vetting of contracts of export of wood products; 2) conduct pre-shipment inspection and examination of wood products and issue permit for the export of timber and wood products; 3) publish market intelligence in order to inform industry, government and public regarding Pricing, Trade and Products trends that could impact on the sector; 4) track the movement of logs from forest gates after the issuance of conveyance certificate; 5) provide management and technical training for the wood industry and undertake the certification and registration of authorized timber graders and establish levels of certification for such graders; 6) monitor the supply of lumber to the local market by recognized millers with the support of the Forest Services Division; 7) advise on approvals to establish new processing mills and register timber processors and traders in timber and wood products; 8) provide development signals to the industry and advise government on the adoption of appropriate incentive to foster efficiency and value addition; 9) register claims in respect of sale of timber wood products and appoint arbitrators in disputes involving grading and valuation of timber and wood products; 10) collaborate with international and timber associations on marketing and utilization of wood products and coordinate foreign technical assistance aimed at improving efficiency with the industry; 11) grading and measuring of timber and wood products for export.



## **Population**

According to Creswell (2014), a population is the total collection of elements about which one wishes to make inferences. An element is the individual on whom the measurement is being taken and is the unit of study. The population of a study is defined as the elements or people to be studied and from whom data is obtained (Keller & Warrack, 2003). In other words, population is the universal set of all the existing people, units, items, or events that contain characteristics of interest as well as all the set of possible data values for a subject under study (Castilo, 2009). Kothari (2008) also defines population as an entire group of individuals, events or objects having common observable characteristics. For the purposes of this study the population is defined as all full-time employees, employed and placed at the Timber Industry Development Division of the Forestry Commission in Takoradi, Ghana. A population of 105 staff are currently being engaged at the Division in Takoradi (TIDD, 2020).

## **Sample and Sampling Procedure**

Sampling is done to select from the population a representative. Data is often not taken from the entire population when that population is large (Saunders et al., 2016). The main objective of sampling is to select a representative group of components that reflect the characteristics of the population. In this study however, all the populace was accessible because of the small size and purpose of quantitative analysis, hence the researcher used all the total 105 staff as respondents. This means that a census method was adopted in the study. According to Pandey and Pandey (2015), a census or parametric method is an attempt to gather information about every member of some group, called the population. It deals with the investigation of the entire

population without excluding any unit or group. In view of Sekaran and Bougie (2016), a census method allows for all the units of the analysis to be included in the study to offer more opportunity for all to participate in a given study. Furthermore, census technique provides a more accurate and exact information as no unit is left out (Pandey & Pandey, 2015).

### **Data Collection Instrument**

Collecting data for a study involves using certain research instruments and procedures for collecting the data. In this study, a questionnaire was used in the collection of information from respondents on their respective knowledge on the on the study's constructs. A questionnaire is a written document in survey research that has a set of questions given to respondents or used by an interviewer to ask questions and record the answers (Neuman & Kreuger, 2003). A questionnaire could be answered by the person from whom information is sought or through an interpreter. According to Neelankavil (2007), questionnaires guarantee greater uniformity, consistency and objectivity in data collected. They also provide privacy and convenience for respondents during completion while guaranteeing greater anonymity (Neelankavil, 2007). Groves, Fowler, Couper, Lepkowski, Singer and Tourangeau (2011) posit that there are distinct advantages in using questionnaires rather than interview methodology. One of such advantage is that questionnaires are less expensive and easier to administer than personal interview. The questionnaire included closed-ended items, in which the questions permit only certain responses such as 'yes' or 'no' or the Likert type to choose from answers provided in the questionnaire, as well as some open-ended questions. Close ended questions, according to Becker and Watts (1999), guarantee accurate, unidimensional, exhaustive and mutually

exclusive responses. They also save time spent in completing, coding and analysing questionnaires (Becker & Watts, 1999).

The questionnaire for the study was divided into three sections; A, B and C. whereas Section A captures information of the demographic characteristics, Sections B and C gather information on the key variables in the present study. In Section B, the researcher listed the indicators of the dimensions of organisational culture under investigation on a 7-point Likert scale; 1 (least agreement) and 7 (highest agreement). These items of the organisational culture elements were adapted from scale developed and validated by Denison et al. (2012) which was recently used by Narayana (2017) and Adisu and Amogne (2020). With regards to the final Section C, the researcher dedicated it to collect data on employee commitment in the offices. Meyer & Allen's (1997) employee commitment scale which has been used in various studies (Nikpour, 2017; Ramdhani, Ramdhani & Ainissyifa, 2017) and proven appropriate for research in any sector will be adapted for the survey. The original version of the scale was rated on a 7-point Likert Scale and had reliability of 0.799.

### **Data sources and Collection Procedure**

The study made use of primary data due to its reliability and for the reason that this is the first time a study like this is conducted in Ghana. The primary data was collected through the use of the questionnaire. The researcher distributed the questionnaires to the staff of the TIDD to respond to help generate the primary data between June and July, 2021.

### **Ethical Issues**

According to Li (2006), ethics is mostly associated with morality and deals with issues of right and wrong among groups, society or communities. It

is therefore important that everyone who is engaged in research should be aware of the ethical concern (Rubin & Babbie, 2016). The researcher employed every effort to avoid as far as possible violation of ethical principles. Edginton et al. (2012) have identified the basic ethical consideration for research as; respondents being fully informed about the aim's methods and benefits of the research, granting voluntary consent and maintaining the right of withdrawal. The study took all ethical matters to consideration. For instance, an introductory letter was taken from the Department of Human Resource and authorised by the manager of the TIDD to assure the respondents of the confidentiality of the process.

### **Reliability and Validity**

Administration of surveys should consider the aims of the study, the population under study, and the resources available to enhance the validity and reliability of the study (Mutepefa & Tapera, 2018). Reliability, according to Bless and Higson-Smith (2000), is concerned with consistency of the instrument, and an instrument is said to have high reliability if it can be trusted to give an accurate and consistent measurement of an unchanging value. A Cronbach's Alpha of 0.70 and above are regarded appropriate for checking reliability of a scale adapted (Pallant, 2016). In this study, reliability and validity was checked using the Cronbach's Alpha to be sure the items are able to achieve the measurement threshold they are supposed to measure.

### **Data Processing and Analysis**

Mugenda and Mugenda (2003) assert that data obtained from the field in raw form is difficult to interpret unless it is cleaned, coded and analysed. The collected data used analysed using quantitative data analysis methods. Data



from questionnaire was coded and logged in the computer using Statistical Package for Social Science (SPSS version 26.0). Descriptive statistics such as mean and standard deviation was employed to tackle objectives one and two while correlation and regression (multiple regression) was used for objective three. The results were presented in tables for clarity and readability.

### **Findings of the Research Objectives**

The first and second research objectives of the study were analysed using the mean and standard deviation scores of the various dimensions comprising involvement, consistency, adaptability and mission respectively. The mean score was reported using a mean scale of 1 to 7 with mean scores of 1 to 3.9 indicating 'low', while 4 to 7 indicate 'high' organisational culture indicators and employee commitment levels as applied by Dess, Lumpkin and McFarlin (2005).

By virtue of the nature of objective 3, multiple regression techniques were used for the analyses. Standard multiple regression techniques were employed in analyzing objectives three which examined the influences of organisational culture and employee commitment. Assessments were based on based on beta ( $\beta$ ) values or correlation values ( $r$ ), co-efficient of determination ( $R^2$ ), and corresponding significance levels ( $p$ -values). Analysis of objective three involved a two-step approach. The first in each case, relied on beta values ( $\beta$ ), corresponding significance levels ( $p$ -values) and regression co-efficients ( $R$ ) obtained from the simultaneous multiple regression technique to assess the effects of organisational culture dimensions on employee commitment.

In the second step, regression co-efficients ( $R^2$ ) and variations in them obtained from the multiple regression technique to determine variances in

employee commitment explained by organisational culture. The R describes the direction and the strength of the association between the independent and dependent variable in a study. Cohen (1992) 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  $-.49$  moderate,  $r=.50$  to  $1.0$  or  $r=-.50$  to  $-1.0$  strong.

Moreover, the coefficient of determination (R-squared) represents the variation in the dependent variable that is accounted for by the independent variable(s). In view of Ringle, Sarstedt and Zimmermann (2011),  $R^2$  values of 0.75, 0.50, or 0.25 for dependents variables can, as a rough rule of thumb, be respectively described as substantial, moderate, or weak. A statistical significance of variables or constructs are achieved when a 95% confidence interval probability is less or equal to 0.05 Or 5%; t-statistic of 1.96 or more (Pallant, 2016). In light of the above the results of the variables objectives were assessed and reported in tables that ensue under each objective.

### **Chapter Summary**

This chapter has provided information on how the primary data for the study was collected, organised, analysed and presented for easy comprehension. This chapter also presented information on the design of the study and scientific approach it took in terms of approach to data needs, statistical techniques and systematic enquiry into the investigation under consideration.

## CHAPTER FOUR

### RESULTS AND DISCUSSION

#### Introduction

This chapter presented the results and discussion of the findings of the study in relation to the objectives. The chapter opens with a discussion on the demographic characteristics and knowledge background of respondents. It proceeds with the levels of organisational culture and commitment of the institution and employees respectively. Analysis of the above was done using descriptive statistics including means and standard deviations. The chapter continued with a discussion of the relationships between organisational culture and employee commitment as their individual and combined influences on employee commitment. Analyses for these were done using multiple regression techniques including simultaneous and hierarchical multiple regression.

#### Demographic Characteristics of Respondents

The demographic characteristics of the employees in the TIDD were discussed in this section. The section specifically focused on respondents', gender, age, academic qualification, number of years worked at TIDD. Table 1 was used to summarise the background characteristics of the respondents. Concerning gender of the respondents, majority, 66(62.9%), of the respondents were males, while 39(37.1%) were females. This result implies that there are more males working in the organisation than females.

In terms of age group of the respondents, Table 1 revealed that majority 85(81%) of them are between the ages of 31 to 40 years, while 9(8.6%) of them were between the ages of 21 to 30 years, 8(7.6%) were between the ages of 41 to 50 years and 3(2.9%) were above 50 years. This means that, majority of the

respondents are within the ages of 31 to 40 years and as such fall within their active working periods. This implies that, majority of the employees are highly energetic and actively working. Thus, availability of more training programmes would help them to easily build their work experience levels and invariably become key assets of the organisation.

**Table 1: Demographic Characteristics of Respondents**

Category	Frequency	Percent %
<b>Gender</b>		
Male	66	62.9
Female	39	37.1
Total	105	100.0
<b>Age Group</b>		
21 -30	9	8.6
31-40	85	81
41 – 50	8	7.6
Over 50	3	2.9
Total	105	100.0
<b>Educational Qualification</b>		
SSCE/WASSCE	13	12.4
HND	25	23.8
Undergraduate	45	42.9
Postgraduate	22	21
Total	105	100.0
<b>Number of years working with TIDD</b>		
Below 1 years	9	8.6
1 – 5	19	18.1
6 – 10	9	8.6
11 - 15 years	62	59
More than 15 years	6	5.7
Total	105	100.0

Source: Field Data (2021)



On the issue of academic qualifications, majority 45(42.9%) of the respondents had first degree qualifications. Also, 25(23.8%) of the respondents had HND, 22(21%) had postgraduate studies, while 13(12.4%) had SSCE/WASSCE qualification. This means that, all the respondents have undergone formal education with majority of them having tertiary education. The respondents were asked to indicate the number of years they had been working with the institution. From the Table 1, majority 62(59%) of the respondents have worked for the organisation for 11 to 15 years. This was followed by 19(18.1%) of the respondents who indicated that they have worked for 1 to 5 years. Furthermore, 9(8.6%) of them indicated that they have been working in the TIDD for less than a year and between 6 to 10 years. while 6(5.7%) of respondents said that they have been working for more than 15 years in the organisation.

#### **Assessing the Indicators of Organisational Culture in TIDD**

This section addressed the first objective of the study which sought to assess the indicators of organisational culture in the Timber Industry Development Division of the Forestry Commission, Takoradi. Using the Denison's indicators including involvement, consistency, adaptability and mission, the study assessed how the institution applies them in its operations. The items of each indicator or dimension were computed to obtain composite means and standard deviations for the four indicators. Table 2 reports the summary of results of the objective.

**Table 2: Indicators of Organisational Culture**

Organisational Culture	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Involvement	5.7562	1.91758	-1.916	.236	2.072	.467
Consistency	6.0467	2.00634	-2.116	.236	2.653	.467
Adaptability	6.1686	2.03859	-2.182	.236	2.827	.467
Mission	6.0355	2.00930	-2.088	.236	2.572	.467
Valid N (listwise)						

Source: Field Data (2021)

Table 2 presented the performance of the indicators of organisational culture in the TIDD. This was done to identify whether these indicators are applied as well as knowing which of the dimensions are currently highly implemented and vice versa. The result revealed that all the indicators of the organisational culture, thus, involvement, consistency, adaptability and mission were currently being applied at the TIDD. Specifically, there exists a high level of adaptability (M=6.1686; SD=2.03859); followed by consistency (M=6.0467; SD=2.00634) with their cultural traits. On the other hand, the respondents agreed that there are high levels of mission (M=6.0355; SD=2.00930) and involvement (M=5.7562; SD=1.91758) in organisation. Based on the performance of the indicators it could, therefore, be deduced that the level of organisational culture in the organisation (TIDD) was high and it was dominated by the ability to adapt to changing business trends, consistency, follows its mission and employee involvement.

This means that management of TIDD has developed very high level of adaptability by creating change, ensuring high client focus and encouraging continuous organisational learning. Arguably, adaptability is a firm's ability to scan the external environment and respond to possible ever-changing needs of its customers and other stakeholders. Mujeeb et al. (2011) stressed that, adaptable organisations are driven by their customers, take risks, learn from their mistakes and have the capability and experience at creating change. Again, management of the institution ensures that their organisation's core values and internal systems support problem solving, efficiency, and effectiveness at every level and across organisational boundaries. According to Denison et al. (2004), consistency is a powerful source of stability and internal integration that results from a common mind-set and a high degree of conformity. In the view of Oduol (2015), when consistency is rooted in a set of core values, leaders and followers are skilled at reaching agreement even when there are diverse points of view.

Moreover, the findings imply that the organisation ensures that its mission enables their members to know where they are going, how they intend to get there, and how each individual can contribute to the organisation's success. According to Lunenburg (2012), successful organisations have a clear sense of purpose and direction that defines organisational goals and strategic objectives, and expresses a vision of how the organisation will look in the future. The findings further indicate that TIDD ensures that individuals at all levels of the organisation are engaged in pursuit of the firm's mission and they also work in a collaborative manner to fulfil organisational objectives. Ahmad (2012) stressed that employee involvement make people at all levels feel that they have

at least some inputs into decisions that will affect their work and that their work is directly connected to the goals of the organisation.

**Assessing the Levels of Employee Commitment**

This section analysed the second objective of the study which sought to assess the levels of employee commitment to their work at the TIDD. The assessment was done based on the three elements of employee commitment (affective, continuance and normative) as well as the overall commitment score. This was to assess whether employees are committed to work by virtue of organisational culture. Per the same procedure employed in objective one, the various items of the elements (affective, continuance and normative) of employee commitment were computed to ascertain the composite mean and standard deviation scores. Results were presented on Table 3.

**Table 3: Level of Employee Commitment**

	Mean	Std. Deviation	Skewness	Std. Error	Kurtosis	Std. Error
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic
Affective	5.8556	2.04609	-1.743	.236	1.523	.467
Continuance	5.8984	2.02119	-1.860	.236	1.895	.467
Normative	5.8667	1.94659	-1.911	.236	2.129	.467
Employee Commitment	5.8735	1.96810	-1.940	.236	2.170	.467
Valid N (listwise)						

Source: Field Data (2021)

The results in Table 3 as per the guidelines of Dess et al. (2005) suggests that there was high level of employee commitment at the TIDD. This is because, on overall, the mean value of the employee commitment demonstrated high



level ( $M=5.8735$ ,  $SD=1.96810$ ). Specifically, the results indicated that affective commitment of the employees was high ( $M=5.8556$ ,  $SD=2.04609$ ). With regards to the level of continuance commitment they indicated that, they were committed ( $M=5.8984$ ,  $SD=2.02119$ ). Again, it was found that the normative commitment of the employees was high ( $M=5.8667$ ,  $SD=1.96810$ ).

The implication of the finding is that the employees of the organisation, TIDD, are committed to the job they have been assigned. In line with the position of Qing et al. (2019), affective commitment fosters a sense of belonging and is generally related to an employee who is emotionally attached to the organisation. Such individuals exhibit greater capabilities to be involved in the activities of an organisation and are always ready to put in extra effort beyond their duty towards the achievement of the organisation's goals (Nazir, Qun, Hui & Shafi, 2018). Furthermore, they believe that the threat of losing attractive benefits such as favourable organisational culture is one of the perceived costs of leaving an organisation (Marcoux et al., 2021). Likewise, Azadi et al. (2013) see that employees are less likely to leave an organisation if their values indicate that are inappropriate to do so. Moreover, Meyer et al. (1989) have found that committed employees are more likely to remain with the organisation and strive towards the organisation's mission, goals and objectives.

### **Influence of Organisational Culture on Employee Commitment in TIDD**

The third objective was addressed in this section. It sought to analyse the influence of organisational culture on the employee commitment at the TIDD. The analysis was based on the examination of the four indicators of organisational culture and conclusion drawn bases on the result of the R-squared of the combined elements. This is because the objective was basically to analyse

the effect of organisation culture on employee commitment. The results were reported in the Table 4, 5 and 6. First, Table 4 was used to analyse the relationship and the influence or variation of the combined dimensions (organisational culture) on employee commitment.

**Table 4: Model Summary-organisational culture and employee commitment**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.586 <sup>a</sup>	.473	.472	.33134

a. Predictors: (Constant), Mission, Involvement, Consistency, Adaptability

Source: Field Data (2021)

Table 4 informed the researcher about the relationship and the extent to which variation in the dependent variable was accounted for by the independent variables. In view of Tabachnick and Fidell (2012), the column marked R, which is also the correlation coefficient, tells the direction and strength of the relationship between the dependent and independent variables whiles, adjusted R-squared, also, the coefficient of determination explains the extent to which changes in one variable affect the other. Per the results, there is a strong positive relationship between organisational culture indicators put together and employee commitment (R=0.586). Furthermore, the results suggest that by synergy, the organisational culture dimensions account for approximately 47% of variation in employee commitment in the organisation. The remaining approximate 53% can be attributed to other variables not considered in the study. However, to ascertain the statistical implication of the results in Table 4, Table 5 was generated to explain such.

**Table 5: ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	391.858	4	97.964	892.333	.000 <sup>b</sup>
Residual	10.978	100	.110		
Total	402.836	104			

a. Dependent Variable: Employee Commitment

b. Predictors: (Constant), Mission, Involvement, Consistency, Adaptability

Source: Field Data (2021)

From Table 5, the regression model was statistically significant because the significant value was seen far below the threshold for statistical significance of a 95% confidence interval, 2-tailed assumption ( $F(4, 100) = 892.333, P < 0.001$ ). Prior researchers claimed that, a probability level of less than or equal to 0.05 meet the condition for significance of a regression model (Pallant, 2016; Tabachnick & Fidell, 2012). Therefore, it can be concluded that, the regression model was adequate for explaining the relationship (R) and effect ( $R^2$ ) of the indicators of the organisational culture on employee commitment. Table 7 showed the magnitude of the effect of each of the indicators on employee commitment. Again, Table 6 ascertained the contributions of each indicator in explaining the organisational culture and commitment model holding other things constant.

**Table 6: Coefficients<sup>a</sup>**

Model	Unstandardized		Standardized Coefficients Beta	t	Sig.
	Coefficients				
	B	Std. Error			
(Constant)	.062	.104		.589	.557
Involvement	.423	.193	.412	2.196	.030
Consistency	.599	.278	.611	2.154	.034
Adaptability	.571	.250	.603	6.283	.000
Mission	.621	.682	.620	2.376	.019

a. Dependent Variable: Employee Commitment

Source: Field Data (2021)

The results in the Table 6 exhibited that all the indicators of the organisational culture had significant positive influence on the commitment of the employees at the Timber Industry Development Division of the Forestry Commission, Takoradi. Thus, the study averred that involvement (B=.412, t=2.196, P=0.030), consistency (B=.611, t=2.154, P=0.034), adaptability (B=.603, t=6.283, P=0.000), and mission (B=.620, t=2.376, P=0.019), had significant influence on employees' commitment. The significance of the indicators along with the R-squared suggest that organisational culture can predict changes in the commitment of the employees in the institution.

Per the findings of the result, it can be argued that when management of TIDD wants to improve upon the commitment of its employees, then, it should place emphasis on development of organisational culture. The finding corroborates with Momeni et al. (2012), who investigated the relationship between organisational culture and organisational commitment in staff



department of General Prosecutors of Tehran. They found that organisational culture influenced the commitment of the employees in the organisation. The finding further support that of Ahmed et al. (2018) who established that using the indicators of the Denison's organisational culture are best predictors of employee commitment.

In study of Agwu (2013), who, investigated the relationship between organisational culture and employee commitment in Bayelsa State Civil Service in Nigeria found that organisational culture in terms of involvement, consistency, adaptability and mission had positive relationship with employee commitment. Therefore, it can be concluded that organisations should emphasise on adhering to the mission of the organisation, adapt to the changing trends in the business environment, become consistent in adhering to the values of the organisation and as well as involving the employees in matters of key decision making in order to improve employee commitment.

### **Chapter Summary**

The study examined the influence of organisational culture and employee commitment at the TIDD in Takoradi. In this chapter, results and discussions were presented to address the objectives of the study. The chapter presented the data collected which helped answer the research questions, thus, produced findings that were discussed, relating to views and outcomes from previous related studies.

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### Introduction

This chapter presented the key findings of the research objectives of the study, conclusions drawn from the findings and recommendations for policy considerations. The chapter also provided suggestions for further research.

#### Summary of the Study

The study was thrived with conceptual opinions in relation to the significant contributions of organisational culture in improving the commitment of employees at the Timber Industry Development Division, Takoradi. The purpose of the study was to examine the influence of organisational culture on employee commitment at the TIDD. Specifically, the study examined the following research objectives in order to: assess the indicators of organisational culture in TIDD; assess the levels of employee commitment in TIDD; and analyse the influence of organisational culture on employee commitment in TIDD.

The study adopted the positivism philosophy thus relying on the quantitative approach and correlational design. A structured questionnaire was developed from extensive reviews of previous studies to gather data from 105 respondents in the TIDD. Using the census technique all the 105 valid responses were used for data analysis. The data was then processed using the IBM SPSS Statistics (version 26) software. Both descriptive (means and standard deviations) and inferential statistics (multiple regression) were used to address issues in the study. The next sections presented the major findings of the study.

### **Summary of Key Findings**

In relation to research objective 1, the study found that all the dimensions studied were indicators of organisational culture applied at the TIDD. Specifically, involvement, consistency, adaptability and mission were the indicators of organisational culture at the TIDD.

The study also assessed the level of employee commitment at the TIDD. The finding indicated that there was high level of employee commitment. Thus, employee commitment through its elements including affective, continuance and normative aspects demonstrated high level indicating that employees were committed to the jobs they are assigned at the TIDD.

The third as well as final research objective focused on examining the influence of organisational culture on employee commitment at the TIDD. The study found that organisational culture has a significant positive influence on employee commitment. This implies that all the dimension of organisational culture jointly predicts the commitment of the employees at the TIDD.

### **Conclusions**

The study aimed at examining the influence of organisational culture on the employees' commitment at the Timber Industry Development Division, Takoradi. The following conclusions were, therefore, drawn based on the study's key findings.

In reference to the first research objective, the study's result revealed high performance of the indicators of organisational culture. The result has largely been supported by previous empirical studies which suggest that firms should develop strong organisational culture in order to adapt to possible changes, be innovative, ensure consistency while involving key stakeholders

including employees. With reference to the second research objective, the study concluded that the commitment of employees in the TIDD was high. The implications are that individuals exhibit greater capabilities to be involved in the activities of an organisation and are always ready to put in extra effort beyond their duty towards the achievement of the organisation's goals. The committed employees are less likely to leave an organisation when the organisation puts in place measures to improve the values of employees.

In relation to the final objective, the study concludes that TIDD or other institutions should prioritise on building human capability, implementing internal systems that support problem solving, efficiency, and effectiveness at every level and across organisational boundaries as these are able to enhance the commitment of the organisation.

### **Recommendations**

On the strength of the research findings and conclusions made, the following recommendations are hereby made:

The study recommended that management of the organisation should emphasise on continuously strengthening the organisational culture of the firm within the timber industry. This will enhance the organisation's competitiveness towards its culture. This could be achieved through organising training programmes to help management of firms to be abreast with how to develop comprehensive mission statements. The training packages should also focus on developing the skills and capabilities of individuals within the industry to be able to adapt to changing business trends while operating with consistency.

The study further recommend that the organisation should make efforts to involve the employees in major decision making of the organisation. This



could practically be achieved by engaging individuals at all levels of the organisation in pursuit of the mission and work in a collaborative manner to fulfil organisational objectives. This could be done through regular meetings, conferences, seminars and workshops where the views, comments and suggestions of all participants are scrutinised and where necessary accepted to develop comprehensive policies for the organisation.

The study further recommended that, management of the timber industry should emphasise on building strong cultures by strengthening their internal systems to continuously support problem solving, efficiency, and effectiveness at every level and across organisational boundaries. This is because, consistency is crucial to ensuring the stability and internal integration of the firm's activities in order to achieve their core values; thereby enhancing overall commitment levels.

### **Suggestions for Further Research**

The study focused on how organisational culture influence the commitment of employees at the Timber Industry Development Division of Forestry Commission, Takoradi. Clearly, the study focused on only one aspect of the Forestry Commission as a result, generalising the study's findings to cover the entire Commission and other firms could be misleading. The study, therefore, suggested that further research can extend the study area to capture all or other Sections or Divisions within the Commission in order to aid generalisation of findings.

## REFERENCES

- Adisu, T., & Amogne, T. (2020). *The effect of organizational culture on employee's commitment; in the case of Jimma University*. Doctoral dissertation, Jimma University.
- Agwu, M. O. (2013). Organizational culture and employees' commitment in Bayelsa State Civil Service. *Journal of Management Policies and Practices, 1*(1), 35-45.
- Agwu, O. (2013). Organizational culture and employee commitment in Bayelsa State Civil Service. *Journal of Management Policies and Practices, 1*(1), 35-45.
- Ahmed, A., Khuwaja, F. M., Brohi, N. A., Othman, I., & Bin, L. (2018). Organizational factors and organizational performance: A resource-based view and social exchange theory viewpoint. *International Journal of Academic Research in Business and Social Sciences, 8*(3), 579-599.
- Aina, O., Adeyeye, O. J., & Ige, A. K. (2012). Organisational culture and employee's commitment in public tertiary institutions in Lagos State, Nigeria. *European Journal of Globalization and Development Research, 3*(1), 128-142.
- Al Zefeiti, S. M. B., & Mohamad, N. A. (2017). The Influence of organizational commitment on Omani public employees' work performance. *International Review of Management and Marketing, 7*(2), 151-160.
- Al Zefeiti, S. M. B., & Mohamad, N. A. (2017). The Influence of organizational commitment on Omani public employees' work performance. *International Review of Management and Marketing, 7*(2), 151-160.

- Allen, N. J., & Meyer, J. P. (1990). Organizational socialization tactics: A longitudinal analysis of links to newcomers' commitment and role orientation. *Academy of management journal*, 33(4), 847-858.
- Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of occupational psychology*, 63(1), 1-18.
- Al-Shatti, L. Y. (2018). *Investigating the Impact of Teamwork Quality on the Effectiveness of Managing Multiple Projects in the Oil & Gas Industry*. (Doctoral dissertation), George Washington University.
- Alvi, H.A., Hanif, M., Adil, M.S., Ahmed, R.R., & Vveinhardt, J. (2014). Impact of organizational culture on organizational commitment and job satisfaction. *European Journal of Business and Management*, 1(27), 30-39.
- Amah, E. (2012). Corporate culture and organizational effectiveness. A study of the Nigerian banking industry. *European Journal of Business and Management*, 4(8), 212-229.
- Anitha, J. (2016). Role of Organisational Culture and Employee Commitment in Employee Retention. *ASBM Journal of Management*, 9(1), 1-18.
- Aregu, R. (2017). *The relationship between organizational culture and employees' commitment: the case of equatorial business group*. (Doctoral dissertation), Addis Ababa, St. Mary's university.
- Awases, M. H. (2006). *Factors affecting performance of professional nurses in Namibia (PhD. Thesis)*. University of South Africa.
- Azadi, A., Farsani, S. B., Farsani, M. E., & Aroufzad, S. (2013). Relationship between organizational culture and organizational commitment among

woman physical education teachers. *European Journal of Experimental Biology*, 3(1), 531-535.

Azizollah, A., Abolghasem, F., & Amin, D. M. (2016). The relationship between organizational culture and organizational commitment in Zahedan University of Medical Sciences. *Global journal of health science*, 8(7), 195-202.

Bashir, N., & Long, C. S. (2015). The relationship between training and organizational commitment among academicians in Malaysia. *Journal of Management Development*, 3(1), 306-314.

Batugal, M. L. C., & Tindowen, D. J. C. (2019). Influence of Organizational Culture on Teachers' Organizational Commitment and Job Satisfaction: The Case of Catholic Higher Education Institutions in the Philippines. *Universal Journal of Educational Research*, 7(11), 2432-2443.

Becker, W. E., & Watts, M. (1999). How departments of economics evaluate teaching. *American Economic Review*, 89(2), 344-349.

Beheshtifar, M., & Herat, B. H. (2013). To promote employee's commitment via perceived organizational support. *International Journal of Academic Research in Business and Social Sciences*, 3(1), 306-314.

Bizuneh, M. (2016). *The effect of organizational culture on employee commitment; The case of Ethiopian Airlines Company*. Unpublished master's thesis, Addis Ababa University.

Ch, A. S., Zainab, N., Maqsood, H., & Sana, R. (2013). Impact of organizational culture on organizational commitment: A comparative study of public and private organizations. *Research Journal of Recent Sciences*, 22(77), 25-32.



- Creswell, J. W. (2014). *A concise introduction to mixed methods research*. SAGE publications.
- Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of management*, 31(6), 874-900.
- Dajani, D., & Zaki, M. A. (2015). The impact of employee engagement on job performance and organisational commitment in the Egyptian banking sector. *International Journal of Knowledge Management Studies*, 8(3-4), 273-298.
- Deal, T. E., & Kennedy, A. A. (1983). Corporate cultures: The rites and rituals of corporate life: Addison-Wesley. *Business Horizons*, 26(2), 82-85.
- Denison, D. R., & Mishra, A. K. (1995). Toward a theory of organizational culture and effectiveness. *Organization science*, 6(2), 204-223.
- Denison, D. R., Haaland, S., & Goelzer, P. (2003). Corporate culture and organizational effectiveness: is there a similar pattern around the world? In *Advances in global leadership*. Emerald Group Publishing Limited.
- Denison, D. R., Janovics, J., Young, J., & Cho, H. J. (2006). *Diagnosing organizational cultures: Validating a model and method*. Documento de trabajo: Denison Consulting Group.
- Denison, D., Hooijberg, R., Lane, N., & Lief, C. (2012). *Leading culture change in global organizations: Aligning culture and strategy* (Vol. 394). John Wiley & Sons.
- Denison, D., Hooijberg, R., Lief, C., & Lane, N. (2012). *Leading culture change in global organizations: Aligning culture and strategy*. John Wiley & Sons.

- Denison, R.D. & Neale, S.W. (2011). *Denison organizational Survey Facilitator Guideline*. Denison consulting LLC.
- Dess, G. G., Lumpkin, G. T., & McFarlin, D. (2005). The role of entrepreneurial orientation. *Journal of Contemporary Hospitality Management*, 27(3), 453-472.
- Di Stefano, G., Scrima, F., & Parry, E. (2019). The effect of organizational culture on deviant behaviors in the workplace. *The International Journal of Human Resource Management*, 30(17), 2482-2503.
- Dolan, S., & Lingham, T. (2012). *Introduction to international organizational behavior*. Logan: Book Educator.
- Edginton, M., Enarson, D., Zachariah, R., Reid, T., Satyanarayana, S., Bissell, K., & Harries, A. D. (2012). Why ethics is indispensable for good-quality operational research. *Public Health Action*, 2(1), 21-22.
- Erthal, A., & Marques, L. (2018). National culture and organisational culture in lean organisations: a systematic review. *Production Planning & Control*, 29(8), 668-687.
- Finnerty, N., Sterling, R., Coakley, D., Contreras, S., Coffey, R., & Keane, M. M. (2017). Development of a Global Energy Management System for non-energy intensive multi-site industrial organisations: A methodology. *Energy*, 136, 16-31.
- Ghorbanhosseini, M. (2013). The effect of organizational culture, teamwork and organizational development on organizational commitment: the mediating role of human capital. *Tehnički vjesnik*, 20(6), 1019-1025.

- Graneheim, U. H., & Lundman, B. (2004). Qualitative content analysis in nursing research: concepts, procedures and measures to achieve trustworthiness. *Nurse education today*, 24(2), 105-112.
- Groves, R. M., Fowler Jr, F. J., Couper, M. P., Lepkowski, J. M., Singer, E., & Tourangeau, R. (2011). *Survey methodology* (Vol. 561). John Wiley & Sons.
- Hakim, A. (2015). Effect of organizational culture, organizational commitment to performance: Study in hospital of district South Konawe of Southeast Sulawesi. *The International Journal of Engineering and Science (IJES)*, 4(5), 33-41.
- Haque, A., Fernando, M., & Caputi, P. (2019). The relationship between responsible leadership and organisational commitment and the mediating effect of employee turnover intentions: An empirical study with Australian employees. *Journal of Business Ethics*, 156(3), 759-774.
- Hogan, S. J., & Coote, L. V. (2014). Organizational culture, innovation, and performance: A test of Schein's model. *Journal of business research*, 67(8), 1609-1621.
- Inanlou, Z., & Ahn, J. Y. (2017). The Effect of organizational culture on employee commitment: a mediating role of human resource development in Korean Firms. *Journal of Applied Business Research (JABR)*, 33(1), 87-94.
- Kessuwan, K., & Muenjohn, N. (2010). Employee satisfaction: Work-related and personal factors. *International review of business research papers*, 6(3), 168-177.

- Ko, J., & Hur, S. (2014). The impacts of employee benefits, procedural justice, and managerial trustworthiness on work attitudes: Integrated understanding based on social exchange theory. *Public Administration Review*, 74(2), 176-187.
- Kothari, C. R. (2004). *Research methodology: Methods and techniques*. New Age International.
- Koutroumanis, D. A., Alexakis, G., & Dastoor, B. R. (2015). The influence organizational culture has on commitment in the restaurant industry. *Small Business Institute Journal*, 11(2), 27-40.
- Koutroumanis, D. A., Alexakis, G., & Dastoor, B. R. (2015). The influence organizational culture has on commitment in the restaurant industry. *Small Business Institute Journal*, 11(2), 27-40.
- Kumasey, A. S., Bawole, J. N., & Hossain, F. (2017). Organizational commitment of public service employees in Ghana: do codes of ethics matter? *International Review of Administrative Sciences*, 83(1), 59–77.
- Latchigadu, C. M. (2016). *The relationship between organisational culture and organisational commitment*. Unpublished master's thesis, University of South Africa.
- Leedy, P. D., & Ormrod, J. (2010). *Practical Research: Planning and Design*. Ohio: Merrill Prentice Hall.
- Lincoln, Y. S., Lynham, S. A., & Guba, E. G. (2011). Paradigmatic controversies, contradictions, and emerging confluences, revisited. *The Sage handbook of qualitative research*, 4, 97-128.



- Malaysia, M. P. (2016). A three-component conceptualization of organizational commitment. *International Journal of Academic Research in Business and Social Sciences*, 6(12), 22-36.
- Manetje, O., & Martins, N. (2009). The relationship between organisational culture and organisational commitment. *Southern African Business Review*, 13(1), 88-111.
- Marcoux, G., Guihur, I., & Leclerc, A. (2021). Co-operative difference and organizational commitment: the filter of socio-demographic variables. *The International Journal of Human Resource Management*, 32(4), 822-845.
- Maxwell, J. A. (2012). The importance of qualitative research for causal explanation in education. *Qualitative Inquiry*, 18(8), 655-661.
- Messner, W. (2013). Effect of organizational culture on employee commitment in the Indian IT services sourcing industry. *Journal of Indian Business Research, European Journal of Experimental Biology*, 3(1), 531-535.
- Mitic, S., Vukonjanski, J., Terek, E., Gligorovic, B., & Zoric, K. (2016). Organizational culture and organizational commitment: Serbian Case. *Journal of Engineering Management and Competitiveness*, 6(1), 21-27.
- Momeni, M., Marjani, A. B., & Saadat, V. (2012). The relationship between organizational culture and organizational commitment in staff department of general prosecutors of Tehran. *International Journal of Business and Social Science*, 3(13), 217-221.
- Moon, H., Ruona, W., & Valentine, T. (2017). Organizational strategic learning capability: exploring the dimensions. *European Journal of Training and Development*, 4(8), 212-229.

- Narayana, A. (2017). A critical review of organizational culture on employee performance. *American Journal of Engineering and Technology Management*, 2(5), 72-84.
- Nazir, S., Qun, W., Hui, L., & Shafi, A. (2018). Influence of social exchange relationships on affective commitment and innovative behavior: Role of perceived organizational support. *Sustainability*, 10(12), 4-18.
- Neelankavil, J. P. (2007). *International business research*. New York: ME Sharpe
- Neuman, W. L. (2014). *Basics of social research*. Pearson/Allyn and Bacon.
- Neuman, W. L., & Kreuger, L. (2003). *Social work research methods: Qualitative and quantitative approaches*. Allyn and Bacon.
- Ngechu, M. (2004). *Understanding the research process and methods: An introduction to Research Methods*. Unpublished MBA Thesis, School of Business: University of Nairobi.
- Nikpour, A. (2017). The impact of organizational culture on organizational performance: The mediating role of employee's organizational commitment. *International Journal of Organizational Leadership*, 6, 65-72.
- Nongo, E. S., & Ikyanyon, D. N. (2012). The influence of corporate culture on employee commitment to the organization. *International Journal of Business and Management*, 7(22), 21-28.
- Ntliziywana, P. (2017). *The Transformation of local government service delivery in South Africa: The failures and limits of legislating new public management*. University of the Western Cape

- Obeidat, B. Y., Tarhini, A., Masa'deh, R. E., & Aqqad, N. O. (2017). The impact of intellectual capital on innovation via the mediating role of knowledge management: a structural equation modelling approach. *International Journal of Knowledge Management Studies*, 8(3-4), 273-298.
- Ofori, R., & Dampson, D. G. (2011). *Research methods and statistics using SPSS*. Amakom-Kumasi: Payless Publication Limited.
- Ooi, K. B., & Arumugam, V. (2006). The influence of corporate culture on organizational commitment: case study of semiconductor organizations in Malaysia. *Sunway Academic Journal*, 3, 99-115.
- Özşahin, M., Zehir, C., Acar, A. Z., & Sudak, M. K. (2013). The effects of leadership and market orientation on organizational commitment. *Procedia-Social and Behavioral Sciences*, 99, 363-372.
- Palihakkara, N., & Weerakkody, W. A. S. (2019). The impact of employee happiness on organizational citizenship behavior: A study of executive level employees in selected mobile telecommunication companies. *Kelaniya Journal of Management*, 8(1), 10-21.
- Pandey, S. K., & Pandey, S. (2016). Transformational leadership and the use of normative public values: Can employees be inspired to serve larger public purposes? *Public Administration*, 94(1), 204-222.
- Peretz, H., Levi, A., & Fried, Y. (2015). Organizational diversity programs across cultures: effects on absenteeism, turnover, performance and innovation. *The International Journal of Human Resource Management*, 26(6), 875-903.
- Qing, M., Asif, M., Hussain, A., & Jameel, A. (2019). Exploring the impact of ethical leadership on job satisfaction and organizational commitment in

public sector organizations: The mediating role of psychological empowerment. *Review of Managerial Science*, 1-28.

Ramdhani, A., Ramdhani, M. A., & Ainissyifa, H. (2017). Conceptual framework of corporate culture influenced on employee's commitment to organization. *International business management*, 11(3), 826-830.

Ribeiro, N., Yücel, İ., & Gomes, D. (2018). How transformational leadership predicts employees' affective commitment and performance. *International Journal of Productivity and Performance Management*, 156(3), 759-774.

Ringle, C. M., Sarstedt, M., & Zimmermann, L. (2011). Customer satisfaction with commercial airlines: The role of perceived safety and purpose of travel. *Journal of Marketing Theory and Practice*, 19(4), 459-472.

Robbins, S.P., & Judge, T.A. (2013). *Organizational Behavior*. Pearson Education, Inc, Prentice Hall

Rubin, A., & Babbie, E. R. (2016). *Empowerment series: Research methods for social work*. Cengage Learning.

Sabir, M. S., Razzaq, A., & Yameen, M. (2010). Impact of organizational culture on the employee's commitment: Relationship between levels of organizational culture with commitment. *KASBIT Business Journal*, 3(1), 88-95.

Saunders, M., Lewis, P., & Thornhill, A. (2016). *Research methods for business students*. Harlow, Essex, England: Pearson Education Limited.

Schein, E. H. (1992). *Organizational culture and leadership*. Jossey-Bass: San Francisco, CA.

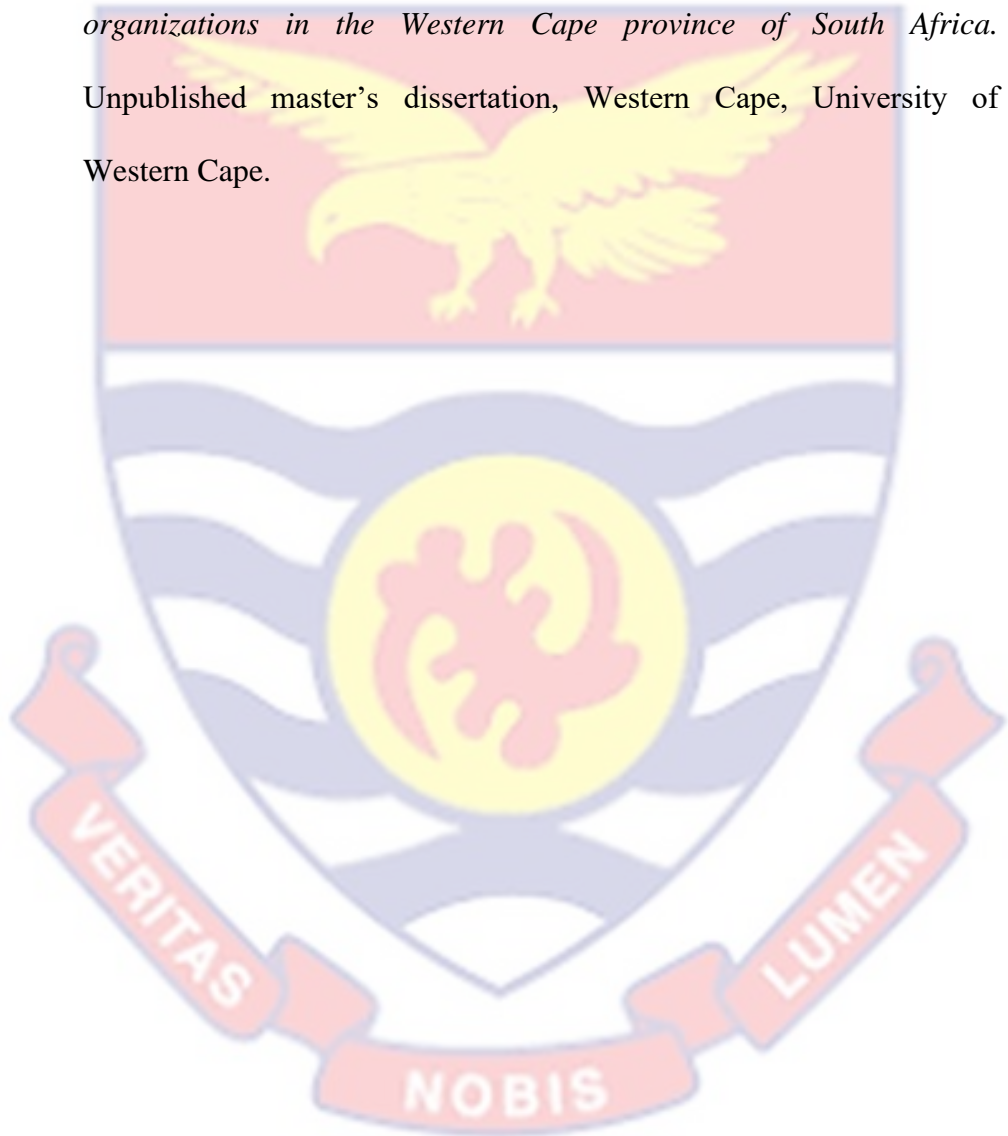


- Scheuren, F. (2004). *What is a Survey?* Alexandria: American Statistical Association.
- Sekaran, U., & Bougie, R. (2016). *Research methods for business: A skill building approach*. John Wiley & Sons.
- Shahid, A., & Azhar, S. M. (2013). Gaining employee commitment: Linking to organizational effectiveness. *Journal of management research*, 5(1), 250-264.
- Sharma, A., & Singh, S. (2017). Impact of organizational culture on employee commitment: a comparative study of public and private sector telecom companies in India. *International Journal of Engineering Technology Science and Research IJETSR*, 4(12), 721-727.
- Shoaib, A., Zainab N., Maqsood, H., & Sana, R. (2013). Impact of organizational culture on organizational commitment. *Journal of Recent Sciences*, 2(5), 15-20.
- Spain, E. S., Mohundro, J. D., & Banks, B. B. (2015). Intellectual capital: A case for cultural change. *Parameters*, 45(2), 77-87.
- Tashakkori, A., & Teddlie, C. (Eds.). (2010). *Sage handbook of mixed methods in social & behavioral research*. Sage.
- Tilahun, A. (2020). *The effect of organizational culture on employee's commitment: the case of commercial Bank of Ethiopia at Bahir Dar City Branches* (Doctoral dissertation). Management Department, Bahir Dar University.
- Töytäri, P., Rajala, R., & Alejandro, T. B. (2015). Organizational and institutional barriers to value-based pricing in industrial relationships. *Industrial Marketing Management*, 47, 53-64.

- Van Dyk, J. (2011). *The relationship between organisational commitment, retention factors and perceived job embeddedness* (Doctoral dissertation).
- Wiseman, N., Ngirande, H., & Setati, S. T. (2017). Existing organizational culture typologies and organizational commitment at a selected higher education institution in South Africa. *Investment management and financial innovations*, 14(2), 242-251.
- Xerri, M. (2013). Workplace relationships and the innovative behaviour of nursing employees: a social exchange perspective. *Asia Pacific Journal of Human Resources*, 51(1), 103-123.
- Yates, L. (2004). *What does good education research look like? Situating a field and its practices*. McGraw-Hill Education (UK).
- Yousaf, I., Atif Riaz, W., Ahmad, A., Ehsan, N., & Mirza, E. (2011). Study of Organizational Commitment in Public Sector Technical Organization. In *Society of Interdisciplinary Business Research (SIBR) 2011 Conference on Interdisciplinary Business Research*.
- Yousef, D. A. (2017). Organizational commitment, job satisfaction and attitudes toward organizational change: A study in the local government. *International Journal of Public Administration*, 40(1), 77-88.
- Zagenczyk, T. J., Purvis, R. L., Cruz, K. S., Thoroughgood, C. N., & Sawyer, K. B. (2020). Context and social exchange: perceived ethical climate strengthen the relationships between perceived organizational support and organizational identification and commitment. *The International Journal of Human Resource Management*, 1-20.

Zerihun Kinde, D., & Kaur, N. (2018). The effect of organizational culture on organizational commitment in public hospitals in Ethiopia. *International Journal of Technical Research & Science*, 3(1), 40-46.

Zhou, T. (2017). *The influence of organisational culture on organizational commitment and intention to quit among employees at selected retail organizations in the Western Cape province of South Africa*. Unpublished master's dissertation, Western Cape, University of Western Cape.



**APPENDIX**

**UNIVERSITY OF CAPE COAST**

**SCHOOL OF BUSINESS**

**DEPARTMENT OF HUMAN RESOURCE MANAGEMENT**

**QUESTIONNAIRE ON ORGANISATIONAL CULTURE AND**

**EMPLOYEE COMMITMENT**

Dear Sir/Madam,

This questionnaire seeks to solicit information from you to aid a research project. The project is in partial fulfilment of the requirements for a MBA degree in Human Resource Management. This exercise is solely for academic purposes and therefore guided by all relevant ethical standards of research. You are personally assured of total anonymity and confidentiality of your responses.

Under no circumstances will they be used for any other purpose than stated

Thank you

**SECTION A: DEMOGRAPHIC INFORMATION**

Please indicate your response by ticking (✓) in the applicable box for each question.

1) What is your gender?

Male [ ] Female [ ]

2) In which of the following age brackets do you belong?

21-30 years [ ] 31-40 years [ ] 41-50 years [ ]

Above 50 years [ ]

3) What is your education level (state the highest level?)

SSCE/WASSCE [ ] HND [ ] Undergraduate [ ]

Post Graduate [ ]



4) How many years have you worked in your current position?

Less than 1 year [ ]      1-5 years [ ]      6-10 years

[ ]      11-15 years [ ]      More than 16 years [ ]

**SECTION C: ORGANISATIONAL CULTURE**

Please indicate your agreement level with respect to the underlying statements of organisational culture by **ticking** (✓) the most appropriate column: Where **1** represents a lowest agreement whilst **7** represents a highest agreement.

Statement	1	2	3	4	5
<i>Involvement</i>					
1. Most staff at my work place are highly involved in their work.					
2. Decisions are usually made at the level where the best information is available					
3. Information is widely shared so that everyone can get the information he or she needs when it's needed					
4. Everyone believes that he or she can have a positive impact.					
5. organisational planning is ongoing and involves everyone in the process to some degree					
6. People work like they are part of a team.					
7. Teamwork is used to get work done, rather than hierarchy.					

8. Work is organised so that each person can see the relationship between his or her job and the goals of the organisation.					
9. There is continuous investment in the skills of employees.					
10. Problems seldom arise because we have the skills necessary to do the job.					
<b><i>Consistency</i></b>					
1. The leaders and managers "practice what they preach."					
2. There is a characteristic management style and a distinct set of management practices.					
3. There is a clear and consistent set of values that governs the way we do business.					
4. There is an ethical code that guides our behaviour and tells us right from wrong.					
5. When disagreements occur, we work hard to achieve "win-win" solutions.					
6. It is easy to reach consensus, even on difficult issues.					
7. There is a clear agreement about the right way and the wrong way to do things.					
8. Our approach to doing business is very consistent and predictable.					

9. People from different parts of the organisational share a common perspective.					
10. It is easy to coordinate projects across different parts of the organisation.					
11. There is good alignment of goals across levels					
<b><i>Adaptability</i></b>					
1. The way things are done is very flexible and easy to change.					
2. New and improved ways to do work are continually adopted.					
3. Attempts to create change seldom meet with resistance.					
4. Different parts of the organisation often cooperate to create change.					
5. client input directly influences our decisions.					
6. All members have a deep understanding of client wants and needs.					
7. We encourage direct contact with customers by our people					
8. We view failure as an opportunity for learning and improvement.					
9. Innovation and risk taking are encouraged and rewarded.					
10. Learning is an important objective in our day-to-day work.					

<i>Mission</i>					
1. There is a long-term purpose and direction.					
2. Our strategy leads other organisations to change the way they compete in the industry.					
3. There is a clear mission that gives meaning and direction to our work.					
4. There is a clear strategy for the future.					
5. Our strategic direction is clear to me					
6. The leadership has "gone on record" about the objectives we are trying to meet.					
7. We continuously track our progress against our stated goals.					
8. People understand what needs to be done for us to succeed in the long run.					
9. We have a shared vision of what the organisation will be like in the future.					
10. Our vision creates excitement and motivation for our employees.					

**SECTION C: EMPLOYEE COMMITMENT**

To what extent do you agree with the following statements on the employee commitment to your establishment? Please place a tick (√) or a mark (x) in the box (cell) where 1 = least agreement and 7 = highest agreement



Statements	1	2	3	4	5
<b>Affective Commitment</b>					
1. I would be very happy to spend the rest of my career with this organisation.					
2. I really feel as if this organisation's problems are my own					
3. I think I could easily become as attached to another organisation as this one.					
4. I do not feel "emotionally attached" to this organisation					
5. I do not feel like "part of the family" at my organisation					
6. This organisation has a great deal of personal meaning for me					
<b>Continuance Commitment</b>					
7. I owe a great deal to this organisation					
8. I do not feel any obligation to remain with my current employer					
9. Even if it were to my advantage, I do not feel it would be right to leave my organisation now					
10. I would feel guilty if I left my organisation now					
11. This organisation deserves my loyalty					
12. I would not leave my organisation now because of my sense of obligation to it					
<b>Normative Commitment</b>					
13. Right now, staying with my organisation is a matter of necessity as much as desired					

14. It would be very hard for me to leave my organisation right now, even if I wanted to					
15. Too much of my life would be disrupted if I decided I wanted to leave my organisation now					
16. I feel that I have too few options to consider leaving this organisation					
17. One of the major reasons I continue to work for this organisation is that, leaving would require considerable personal sacrifice					
18. One of the few negative consequences of leaving this organisation would be the scarcity of available alternatives else where					

THANK YOU.

