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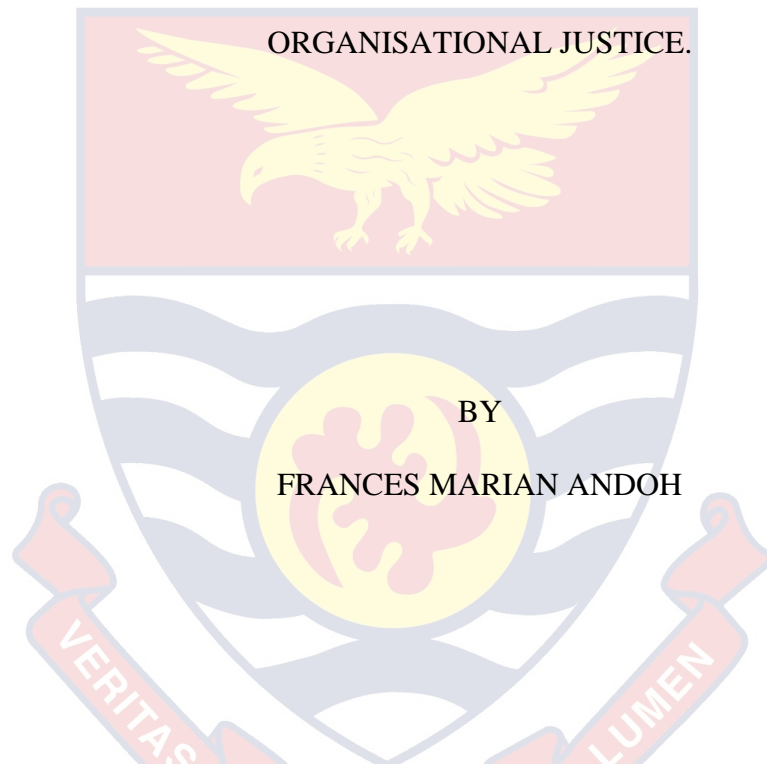
ORGANISATIONAL CULTURE AND EMPLOYEE COMMITMENT

IN UNIVERSITY OF CAPE COAST: THE MODERATING EFFECT

OF ORGANISATIONAL JUSTICE

FRANCES MARIAN ANDOH

2021

UNIVERSITY OF CAPE COAST

ORGANISATIONAL CULTURE AND EMPLOYEE COMMITMENT IN

UNIVERSITY OF CAPE COAST: THE MODERATING EFFECT OF

ORGANISATIONAL JUSTICE.

BY

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Thesis submitted to Department of Human Resource Management,
School of Business, College of Humanities and Legal Studies, University of
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of Commerce Degree in Human Resource Management.

SEPTEMBER 2021

DECLARATION

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

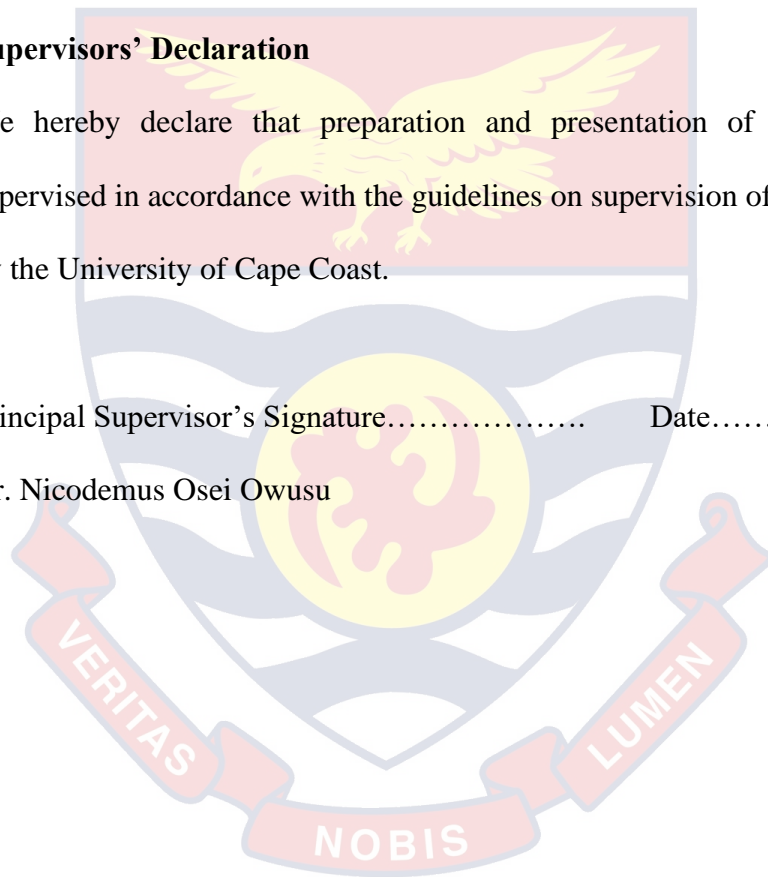Candidate's signature…………………………….   Date………………

Name: Frances Marian Andoh

Supervisors' Declaration

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

Principal Supervisor's Signature……………….   Date…………………

Dr. Nicodemus Osei Owusu

ABSTRACT

The aim of this study is to examine the influence of organisational culture on employee commitment in University of Cape Coast: the moderating effect of organisational justice. There were five main specific objectives, among them were to examine the influence of organisational culture on affective commitment; normative commitment; and continuance commitment. Also, to determine the extent to which the combined effect of the types of organisational culture influence employee commitment and finally, to analyse the moderating effect of organisational justice on organisational culture and employee commitment. The study was based on the views of 300 staff from the study area. It was a quantitative study with self-administered and an online-administered questionnaire as the main research instrument. The results from the survey was analysed with the help of the Statistical Package for the Social Sciences (SPSS v26.0) and the Smart PLS 3 (v 3.3.8) software. The Structural Equation Model (SEM) was the main multivariate statistical analysis technique used in the study. The independent constructs were: Clan, Adhocracy, Hierarchical and Market Cultures. The dependent constructs were: Affective; Normative, and Continuance Commitments and organisational justice as a moderating factor. In a nutshell, the study results indicate that all the independent constructs had positive influence on employee commitment except Clan culture which had negative influence. Also, Organisational Justice had a negative moderating effect between the two variables. The study therefore recommended that there should much focus on combining all the organisational culture types to produce a higher level of effect on employee commitment.

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Finally, to my husband Abraham Jimmy Jacob and children Yasmine, Yvana and Yahel I say thank you for your support.

DEDICATION

To my husband Abraham Jimmy Jacob and children Yasmine, Yvana and

Yahel

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CHAPTER ONE

INTRODUCTION

This section presents the overview of the study which is centered on the Organisational Culture and Employee Commitment and whether this relationship is moderated by Organisational Justice. It includes the background to the study, statement of the problem, the purpose of the study, objectives of the study, research questions, hypotheses, significance of the study, delimitation of the study, organisation of the study and the chapter summary.

Background to the Study

Organisations in their bid to survive the competitive conditions in today's business must increase their activities towards success by ensuring that their employees are committed to their organisations only, through a strong organisational culture. Organisations must therefore cultivate culture and pass it on to new staff. This means that when a new person joins the organisation they are bound by the way of life or the existing culture of that organisation which then becomes the backbone of that organisation holding it together (Peters & Waterman, 2012).

According to Peters and Waterman (2012), culture proves to be a powerful tool that is practiced by outstanding organisations and this is widespread, strong and embraces change or block businesses. Peters and Waterman (2012) continues that to achieve work objectives in a competitive business environment, managers are faced with challenges that are associated with changing the culture of the organisation so as to accomplish work objectives. To members of the workforce, organisational bring people together or drives these same people away.

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According to (Bartell, 2003; Deal & Kennedy, 1982), culture in the university environment is defined as the morals and conviction of university stakeholders. These stakeholders include the board members, lecturers, administrators and students and whose values and beliefs are laised verbally and nonverbally. Employees of the university thus constitute a strategic asset because their work is pivotal to the implementation of programmes and policies of the institution.

ASHE (2003) in a study indicated that lecturers and members of staff are allowed to give meaning to external and internal eventualities through the hierarchies in the university. This comprises of a model that is shared orally or by written policies and handouts, forwarded to the lecturers, members of staff, and the students. Universities have peculiar features, harmonizing strongly with their respective cultures and this is thought of as the persona of that university through surveillance of infrastructure, equipment, communication among student and their way of dressing, (Bartell, 2003; Sporn, 1996). Trustees, administrators, lecturers, members of the community, opinion leaders, competing institutions, students and the society in their beliefs and practices combine to shape the effectiveness of the university because understanding the history and tradition is vital for an educational institution to move forward.

Cameron and Freeman (2000) through their investigations revealed that clan, adhocracy, hierarchy and market culture are causal factor of organisational effectiveness. They examined the three elements of organisational culture including congruence, strength, and the relationship between potency of organisations and these dimensions.

According to Schein (1984) one cannot talk about organisational culture without relating it to organisational climate. To Schein (1984) the existence of the organisation refers to organisational culture whilst the feelings and beliefs of employees regarding the objectives of the organisation is referred to as organisational climate. The sense of commitment of members of staff to their organisation is among many factors that lead to organisational climate and this level of commitment will have a considerable effect on their performance.

Walton (1991) points out that the philosophy of management is to have a commitment strategy that underlies all the policies which indicates that increase in performance is directly affected by commitment of employees. One therefore, wonders how the organisational culture of UCC presents itself among members in the community hence studying the culture and commitment of employees in UCC with organisational justice moderating the two variable is deemed necessary in this regard.

Nongo and Ikyanyon (2012) cited that an organisation's culture has an important role to play by ensuring that management functions run properly, strong cultures ensure that the members are committed to their institutions and this culture allows the workforce to appreciate the objectives of the institution, increases their commitment and work towards achieving these objectives. Nongo and Ikyanyon (2012) further said that through organisational culture there will be improvement in the level of commitment of staff that is in the institution.

Oreily (1991) in his study refers to the bond employees have with their *"employers as organisational commitment."* Committed employees have a sense of connection, harmonize and apprehend what needs to be done to achieve

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the objectives of the organisation. Oreily (1991) continues that being committed is not just recognizing or identifying with what the organisation looks forward to but a behavioural and sentimental feedback from members of staff. If there is no longer a reward for longevity, steadfastness or competence then this will affect the rest of staff and this will likely reduce their commitment levels.

Statement of the Problem

According to Kivindu (2015), less attention is paid to the workplace factors influencing the commitment of employees at the universities. But most research on the link between Organisational Culture and Employee Commitment (EC) at UCC focused separately on teaching staff (Senior Members) or Senior Staff (Kyereboah; 2013; Kyeremeh, 2014). It is worth noting that Organisational Culture and Employee Commitment have various dimension and each influences differently, hence should be studied as cited by Allen & Meyer (1990).

Studies have highlighted extreme importance of Organisational Justice (OJ) in shaping Employee Commitment. In particular, Organisational Justice have been proven to boost Organisational Culture which thereby influences Employee Commitment (Suifan, 2019) Although this relationship has been established, it is yet to be investigated in the context of public universities including University of Cape Coast. Even though few studies have considered the types of both Organisational Culture and Employee Commitment, they only analysed using multiple regression (Kyereboah 2013; Kyeremeh 2014). Meanwhile Organisational Culture and Employee Commitment does not happen in a vacuum and as such it takes Organisational Justice to determine the extent to which an employee will be more or less committed in an organisation.

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Therefore, there was the need to moderate Organisational Justice with Organisational Culture and Employee Commitment. (Montanez-Juan et al 2019) It is against this background that the study examined the moderating effect of Organisational Justice on Organisational Culture and Employee Commitment using the structural equation modeling (SEM) to look at the relative indirect effects of the various dimensions of Organisational Justice, Organisational Culture and Employee Commitment.

Purpose of the Study

The purpose of this study is to examine the relationship between the typologies of Organisational Culture and Employee Commitment and whether this relationship is moderated by Organisational Justice among staff of UCC.

Objectives of the Study

The objectives of the study are to:

1. investigate the influence of organisational culture on affective commitment.

2. examine the influence of organisational culture on normative commitment.

3. access the influence of organisational culture on continuance commitment.

4. determine the extent to which the combined effect of clan, adhocracy, hierarchical and market culture influence employee commitment.

5. analyze the moderating effect of organisational justice on organisational culture and employee commitment.

Research Questions

1. What is the impact of organisational culture on affective commitment?

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2. What is the influence of organisational culture normative commitment?

3. What is the impact of organisational culture on continuance commitment?

4. To what extent does the combined effect of clan, adhocracy, hierarchical and market culture influence employee commitment among the staff of the UCC?

5. What is the moderating effect of organisational justice on organisational culture and employee commitment?

Hypotheses

Hypotheses were formulated as follows based on the objectives of the study:

H_{1-4}:   There is a significant positive relationship between OC (CL, AD, HC & MC) and AC

H_{5-8}:   There is a significant positive relationship between OC (CL, AD, HC & MC) and NC

H_{9-12}:   There is a significant positive relationship between OC (CL, AD, HC & MC) and CC

H_{13}:   Organisational justice moderates the significant positive relationship between OC and EC

Significance of the Study

There is significant contribution towards academia in organisation theory by scholars of anthropology and sociology. Management continuously looks for solutions to tackle the problems that arise out of their work situations.

Presently, there is a substantial literature regarding the two variables that is culture and employee commitment and adding a variable to moderate the two variables will add to filling the research vacuum that exist and also to

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augment the intelligence and assimilation of Organisational Culture and Employee Commitment among staff of UCC.

Furthermore, the study will partly assist management of UCC to achieve its aim of creating an organisational culture that enhances efficiency, discipline, and commitment. It will also add to the literature in academia, in the area of management practices, for the staff of public institutions in Ghana and offer insight for future research regarding organisational behaviour in public institutions in the area of Human Resource Management.

Delimitation of the Study

The researcher's focus was on all categories of staff of UCC and due to the large number of potential participants in the study area, samples was drawn from each of the categories (senior members senior staff, and junior staff) to represent the entire population. This was done to ensure each group within the population receives proper representation within the sample.

Within the specified domain or scope, it is expected that the study would be able to carry out an in-depth and objective study of the problem, void of prejudices and/or biases. It is hoped that special emphasis on one University could portray a broader image of the entire situation among public higher educational institutions.

Limitation of the Study

According to Price, James, and Murman (2004), it is normal to encounter limitations in research activities especially when it involves administering of questionnaires. The sample for the study selected from only one university, UCC out of several universities and this affected the generalisability of the results since, the study was conducted in the University of Cape Coast (UCC).

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Also, with hindsight, a mixed method (that is, both qualitative and quantitative methods) could have been adopted and this meant that more interviews should be conducted, which would have provided an in-depth understanding of issues. Besides, using the qualitative method would have added to the weight of materials relating to organisational culture and employee commitment. Although this would have proved extremely time consuming, an interview with the others in higher positions, like the senior employees, would also have been useful. This would have helped to understand the rationale behind the elements of organisational culture and employee commitment and know the links between these elements and employees' performance and how they could be improved. Also due to the various Covid 19 protocols put in place, it became difficult to meet the respondents in person.

Organisation of the Study

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

Chapter Summary

The chapter dispensed with the introduction which gave an overview of the study. The background to the study was also dealt with. Preceding the background to the study is the statement of the problem which explains the rationale behind the study conducted. Then is the purpose of the study, the research objectives as well as the research questions. The significance of the study which justified the relevance of the study was dealt with as well as the delimitations of the study. The study then concluded with the organisation of the study.

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CHAPTER TWO

LITERATURE REVIEW

Introduction

Chapter two delved into the theoretical, conceptual and empirical literature review with regards to the study on organisational culture and employee commitment. The concept of organisational culture, the levels of organisational culture, and the four typologies (Clan, Adhocracy, Market and Hierarchy) of organisational culture were covered. Determinants of organisational culture and the importance of organisational culture were also examined. The concept of commitment, determinants of commitment, the three dimensions (affective, continuance and normative) commitment and its relevance was looked into. Finally, this chapter reviewed previous studies carried out on the topic by researchers and came up with a conceptual framework to support the study.

Theories Underpinning the Study

This chapter examined academic literature on organisational culture and the commitment of employees that is key to the study. The issues that have come up for discussion through various views regarding the two variables, Organisational Culture and Employee Commitment has resulted in the reason for the study. Pettigrew (1979) in his study, indicates that corporate leaders and organisational theorists produced several documents on organisational culture and employee commitment. According to Smircich, (1983), there was no consensus on the significance of culture in anthropology and therefore no surprise that there is no difference in the execution of organisational culture. Geertz (1973) also revealed that the main challenge in the past few years was to

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make culture a powerful concept in theory in the investigation of the two main schools of thought, thus, the ideational system and the adaptationist system.

Adaptationist System

It is a system of socially transmitted behaviour patterns that serve to relate human communities to their ecological settings. According to Keesing (1974), the adaptationist traditional scholars including Binford, Carneiro, Flannery, Harris, Leslie White, Longacre, Meggers, Price, Rappaport, Sahlins, Sanders, and Vayda, agree on some broad assumptions which include:

1. Cultural change is primarily an adaptation process that people need to live with, but challenges arise when technological, environmental and social factors are disturbed in this process of accommodation (Meggers, 1975).

2. Culture is a system of behavioral patterns which connect human communities with technology, economic organisations, political groups and social groups, religious convictions, practice and so forth (Binford, 1968 and Harris, 1968).

3. Cultural ideational components can have adaptive effects on human subsistence, ecosystem support and. Rappaport (1967, 1971) has suggested in his study, for example, that cultural framework and ritual systems have an important role to play in mediating cultural adaptation.

4. Subsistence economy, technology and social organisations directly linked to production are central areas of culture in an adaptive manner (Vayda & Rappaport 1968).

Social Exchange Theory

In organisational commitment, the social exchange theory posits that individuals attach themselves to their organisations in return for certain rewards from the organisations (March & Simon, 1958; Hrebiniak & Alutto, 1972;

Steers, 1977; Mowday et al.1979; Farrell & Rusbult, 1981). They believe that employees enter into organisations with distinct skills and objectives which they want to achieve and expect to find an environment to use this know-how, to meet their wishes and to achieve their objectives. Perceptions of a favored exchange from the perspective of the employees are likely to increase the organisation's commitment. The more expensive the received incentives, the greater the organisational commitment.

On the other hand, the organisation's failure to reward employees amply in exchange will likely result in a reduction in organisational commitment. The idea of calculative commitment, when individual commitment to the organisation is partly a function of accumulated investment, is consistent with Becker's (1960). Social exchange theory suggests, from the perspective of an employee-employer relationship, employees act to the benefit of the organisation and/or other employees in order to respond to the perceived positive working conditions. Employees are also deterred by bad working attitudes such as absenteeism, lateness, tardiness or preparation for leaving the organisation (Crede et al., 2007; Haar, 2006). It is therefore expected that employees that feel negative and stressful their working conditions will respond to negative attitudes like job dissatisfaction, low moral standards, or low organisational commitment, while people who consider the working environment as good and demanding will be able to respond to positive attitudes such as high levels of commitment, satisfaction with their jobs and other positive attitudes (Cropanzano et al., 2003; Crede, Chernyshenko, Stark, Dalal&Bashshur, 2007).

Another view of the social exchange theory is the norm of reciprocity which is based on two assumptions: "(a) people should help those who have

helped them, and (b) people should not injure those who have helped them"(Gouldner, 1960, p. 171) Therefore, employees who perceive that the organisation values and treats them fairly, will feel duty-bound to "pay back" or reciprocate these good deeds with positive work attitudes and behaviours (Aryee et al., 2002; Gould-Williams &Davies, 2005; Parzefall, 2008). Studies have shown that the reciprocal rule is taught as a moral obligation and then internalized in an exchange relationship by both parties (that is, employees and employer), so that anyone who receives a benefit feels obliged to return payment (Gouldner, 1960; Liden, Wayne, Kraimer & Sparrowe, 2003; Parzefall, 2008). That implies that employees, who perform work without stress, are paid attractively, are safe and receive fair treatment from the organisation, and express their appreciation of the support they receive by stepping up their commitment in their organisations. Therefore the theory of exchange argues that an employee's commitment developed through the satisfaction of the booty offered by the organisation, and that this should be sacrificed if the employee leaves the organisation.

Conceptual Review

The Concept of Organisational Culture

Hofstede (1991) in his study of organisational culture defined it as "the mutual engagement of the intellect which differentiates members of one organisation from another". Organisational culture was also defined as "the discernible pattern and morals that characterise an institution, influences the aspects of its operations and how it members become salient, perceive and interact with one another by making decisions, and solving issues" (Chatman, Polzer, & Barsade, 1998, p. 751). Deshpande and Webster Jr. (1989) have

defined organisational culture as the model of shared values and beliefs, through their review of more than 100 anthropological, sociological and organisational studies to help individuals understand the operations of organisations, thus providing them with standards of conduct. However, most academic scholars agree that organisational culture consists of mixtures of hypotheses, opinions and values held by organisations because members are led by such assumptions, opinions and valuestos, which achieve acceptable conduct in their organisation (Hofstede, 2001).

In this regard, Schein's (1992) definition is considered one of the extensive definitions of organisational culture where he defined it as follows: "A pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members of the organisation as the correct way to perceive, think, and feel in relation to those problems".

The concept of organisational culture recently developed has attracted significant amount of research. This concept underlies the values, labels and norms of the organisation. Hofstede (2001) described the concept of organisational climate as common in organisational and management literature in the 60's and 70's before the organisational culture appeared in literature. However, climate and culture were used interchangeably until the notion of organisational culture became a distinctive research field. Books such as In Search of Excellence" by Peters and Waterman (1984, 2004) are the reason why the concept of organisational culture became popular. Numerous authors have extensively studied the importance of organisational culture in many

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organisations (Alvesson, 2002; Cameron & Quinn, 2011; Cooper & Quinn, 1993; Fey & Denison, 2003; Martin, 2001; Schein, 1992).

According to Schien (1992) organisational culture represents a system of intangible and unquestionable beliefs that justify how organisations behave. These beliefs, however, are taken for granted and are rarely stated or discussed openly. Schien (2011) continues that organisational culture is a pattern of fundamental assumptions that organisational members have invented, discovered or developed in order to cope with problems of adaptation and inner integration which have worked so well as to be valid and as a result, be taught to new members as the right way to feel and perceive these problems. Cameron and Quinn (2011) also argue that organisational culture has a strong link with the uniqueness of the organisation, its values, its mission, its objectives, its goals, and its ways of shared values. In addition, the culture of organisations is well-known as one of the unique characteristics of successful institutions (Berson, Oreg & Dvir, 2008).

According to Cameron & Quinn (2011), an understanding of organisational culture as a crucial task for leaders has a major impact on various aspects of organisational behaviour, which leads to unexpected and unfavorable consequences when planning for changes within the organisation. Schein (1991) stated that organisational culture is like an iceberg, with over-ground behaviours, underlying values and assumptions in an unknown depth. The behaviour is visible but it is the values and hypotheses that keep everything going. Kroeber and Parsons (2010) define organisational culture as the transmitted and created content and patterns of values, ideas, and other symbolic meaningful systems which shape human behaviour. Forehand and Glimer

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(1954) in their study of cultural characteristics of an organisation are relatively enduring overtime and they convey some important assumptions and norms, governing the values, attitudes, and goals of organisation members.

Beres and Porterwood (1979) define organisational culture as a pattern of behaviour handed down to members of a group by the previous generation. Louis (1980) defines it as a set of common understandings for organising actions and language. Twinstall (1983) perceives it as a collection of beliefs, customs, value systems, behavioural norms, and ways of carrying on business that are unique to every organisation.

According to Schein (2011), culture in the organisational framework is defined as a pattern in which the members of the organisation, as they learn to deal with issues of external adaptation and internal integration, have developed, invented or discovered basic assumptions and which have been sufficiently well functioning to be considered to be valid. Lau and Idris (2001) have been given a lot of attention to increasing performance in their study of the influence of organisational culture upon employee commitment. Solomanidina (2011) defines an organisational culture as the life of a company formed by observable materials, intangible customs and conscious and unconscious processes and phenomena which in common, define the philosophy, ideology, values, problematic solutions and behavioral patterns of employees.

However, Bate (1994) and Rollinson and Broadfield (2002) limited their definition of organisational culture to only the 'soft' aspect of organisation and rejected the 'hard' aspects of culture which included edifices and artifacts. For the purpose of this study, the definition of corporate culture would be adapted from Hellriegel, Jackson, Slocum, Staude, Amos, Klopper, Louw, and

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Oosthuizen (2004) as a distinctive pattern of shared assumptions, values and norms that shape the socialization activities, language, symbols, rites and ceremonies of a group of people. These distinct patterns noted in the definition offers an organisation a particular atmosphere that influences the overall behaviour of employees (Song, Kim & Kolb, 2009).

History of Organisational Culture

At the end of the 1970s organisational culture emerged as a concept, but it concerned working cultures. It's not a new phenomenon, because the Hawthorne studies of the 1920's had it for ages that the workers were essentially social beings driven by the need to accept and belong. Social interaction and group affiliation have been considered important for human fulfillment and workplace harmony. Elton Mayo, who is recognized as the founder of the Movement for Human Relations, claimed that the focus of workplace commitment was the working group from which norms emerged through continuous interaction. Managers therefore ensure a healthy and productive organisation by influencing social dynamics and gaining workforce consent.

For instance, coalmine studies of Trist and Bamforth (1951) documented some positive effects of culture both at the individual and organisational levels. Work was therefore accomplished on a team-managed basis; safety of workers was taken care of; meaningfulness of going to work every day was enhanced through group norms; and families of group members were financially supported. Theorists associated with the human relations movement spoke of organisational climates (Likert, 1967) in the late 1950's.

The Likert programme administered a written 'climate survey' to understand important issues in the workplace. Organisational climate lent itself

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to direct observation and measurement in terms of leader behaviour, job satisfaction, socialisation, and turnover intentions. The idea that organisation can be profitably viewed as 'cultures' attracted sustained attention only after the late1970S. This notion entered management literature via two paths. The first was through the work of theorists who vehemently argued that organisations should be viewed as socially constructed systems of meaning (Dandridge et al., 1980; Pettigrew, 1979; Pondy et a1., 1983; Van Maanen, 1979; Wilkins, 1983). The second path was through the work of consultants and applied researchers who wrote primarily for management practitioners so as to help them pragmatically to sustain competitive edge in business (Baker, 1980; Ouchi & Price, 1978; Peters, 1978; Schwartz & Davis, 1981).

The organisational culture movement was slowly gaining popularity in the late 1970s, and suddenly, its impact became very pronounced with the arrival of cover stories in business Week (1980), Administrative science Quarterly (1983) and Fortune (Uttal, 1983), as well as with the commercial success of three books - Ouch's 'Theory z' (1981), Peters and Waterman's 'In search of Excellence' (1982) and Deal and Kennedy's 'corporate Cultures' (1982). By the mid-1980s the practitioner-oriented views had become dominant. Notions of culture and commitment had become twinned with a variety of efforts such as 'Total Quality Movement', 'Kaizen', 'Organisational Transformation', and recently 'Total Quality People'. Not only have numerous managers written about cultural change in their organisation (Boyle,1983: Brown, 1982: Kanarick & Dotlich, 1984; Koerner, 1984; Malinconico, 1984) but studies indicate that conscious attempts to develop organisational culture have become part and parcel of organisational life (Schein, 1985; Van Maanen & Kunda, 1989).

Kunda (1992) posit that organisational culture currently is seen as pivotal to organisational and individual effectiveness because members of organisation do not only talk about culture but also evince great interest in attending seminars on culture.

Characteristics of Organisational Culture

According to Dasanayaka and Mahakalanda (2008), maximizing employees' values are considered as rational assets that requires a culture to support their local participation both for individual and organisational learning, new knowledge formation and readiness to share with others. Schien (1992) tells that organisational culture and it characteristics is very important today as compared with the past.

Shared Assumptions

Shared assumptions typically remain unquestioned, and are accepted as truth (Schein, 1992). Shared assumptions are widely held, inherent, unique, and deeply rooted views that individuals take for granted but are believed to be true, which guide their views, feelings and emotions about things and how those things function (Brown, 1995; Parker& Bradley, 2000; Hellriegel et al., 2004; Martin, 2005). Smith (2003) argues that employees are experienced in discovering, attempting or developing common assumptions and those shared assumptions are regarded as valid by future employees as they have been successful in the past. Smith's argument supports Schein's corporate culture definition (1992). Discussions on the assumptions that the culture of companies can occur accidentally or deliberately can be observed. In their own operations, it develops as organisations in their own inner and external environments respectively address threats and opportunities and strengths and weaknesses.

This shows that culture strength depends on how learning is done and how much members share basic assumptions.

Shared Values

Deal and Kenndy (1982) in their research indicate that values form the very heart of the institutional culture. Sathe (1983) also added that shared values enhance identification and attachment to organisation. Hofstede (1999) further argued that cultural values are the broad tendencies of people to prefer certain conditions over other people and that they are about what is clean and dirty, rational and irrational, moral and immoral, good and evil.

In addition, Hellriegel and Slocum (2007) argued further that culture values differ from organisation to organisation. Some organisational cultures care deeply about technology, innovation, or employee wellbeing whiles others may care about money for example, Apple is named the number one companies with great appreciation for its value-driven leadership, in a study by Tellis, Prabhu and Chandy, (2009). Late Steve Jobs, former CEO of Apple, inspired and strengthened the values that are in operation for the company such as innovation and excellence. He showed by example the commitment of the employees of the company.

Shared values guide organisational processes, consequently the traditional values upon which the University of Cape Coast is guided include ethical, academic excellence, responsible behavior, engagement, and equality of access to all opportunities and services, and empowerment (UCC, 2012).

Shared Socialization and Norms

In a study, Hiellriegal et al. (2004) defined socialization as the process of systemic formation of new members of the organisation. On the other hand,

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standards are common behavior patterns among group members and are a common part of the organisation's culture (Martin, 2005). Norms are therefore seen as standards, appropriate attitudes and behaviours within an organisation. At UCC for example, it is against the institutions norm for students to cheat in the examination room, or to have illegal assistance in examination. Staff and students are introduced to the institution's cultural norms through orientation and matriculation ceremonies, and they are expected to follow them in order to be accepted.

Shared Symbols, Language, Narratives and Practices

According to Greenberg and Baron (2003), the symbol is an object that can be used beyond its intrinsic context to represent an underlying meaning. Organisations often rely on symbols because they express their culture in their simplest and most basic observable forms. Therefore, symbols are depicted in word form, gestures that are socializing in their meaning (Hofstede, 1994).

The Coat of Arms is one of the numerous symbols that represent the University of Cape Coast (UCC). The coat of arms of the UCC consists of a shield upon which is emblazoned in red, an Adinkra symbol signifying God's omnipotence. This symbol is superimposed in the lower half of the shield on the background of wavy blue and white lines signifying the sea, and in the upper half, a golden eagle with outstretched wings, signifying strength, determination and excellence. The motto is: "Veritas Nobis Lumen" meaning 'Truth, Our Guide' (www.ucc.edu.gh). This symbol also serves as a language that communicates the values of the University to the outside world.

Language, according to Hellriegel et al. (2004) is a shared system of vocal sounds, written signs, as well as gestures that are used to convey special

meanings among employees. Also, language refers to the institutions communication channels which include the University Bulletin that is published monthly, university gazette that is published quarterly and the university calendar that is published annually and all these contain information deemed fit for notification to all members in and around the university. They also serve as official organs of communication where narratives, values among others are found (University Statutes, 2012).

Furthermore, narratives are drawn from the organisation's history, and focuses on a unified, single event. Individuals tell narratives because they assist in influencing the understanding of situations and events, as well as illustrating knowledge and insight into how the organisation works (Brown, 1995). Brown argued further that, narratives are also important indicators of cultural values and beliefs, formal and informal rules, and procedures, the consequences of deviance from, compliance with the rules, and social categories and status. Narratives at University of Cape Coast could be drawn from the conditions of service, university statutes, quality assurance policy, academic programmes, policy and regulations for undergraduate studies, students' handbook and corporate strategy.

In addition, shared practices include taboos, rights and ceremonies. Taboos are behaviours within an organisation that are forbidden. Rites and ceremonies are elaborate and formal activities that have been designed to generate strong emotions from employees such as formal prize-giving functions for employees who have achieved high standards of service (Hellriegel et al., 2004). At University of Cape Coast, shared practices are rights and ceremonies such as matriculation, congregation, award of special honorary degrees,

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investiture, anniversary celebrations, send-off parties for retirees among others. In summary the concept of organisational culture according to, Martins and Terblanche, (2003) posit that, organisational culture interacts with these elements to achieve organisational objectives, organisational image, management and leadership styles and inter-relationships in the organisation.

An empirical study by Van der Steen (2010) on the origin of shared beliefs and corporate culture found out that, organisations have an innate tendency to develop homogeneity, regarding shared beliefs and shared values. The study explained further that, this homogeneity is developed through two mechanisms. Firstly, people prefer to work with others who have similar beliefs, as such others will make the right decisions. Secondly, people of the same organisation share experiences, which also lead to shared beliefs. The importance of these results derives to a large extent from the fact that shared beliefs and values are considered a core component of organisational culture. In other words, the organisation's culture made up of values, assumptions, and external factors shapes the strategies, structures, and procedures essential for survival in each industry (Mahrokian et al., 2010). This observation is in conformity with that of Martins and Teblance's (2003) views. In addition to articulating the elements of organisational culture, it is important to recognize the context in which an organistion's culture emerges.

Organisational Climate

This is an overall feeling that is conveyed by the physical layout and the way organisation members interact with one another, and with customers or outsiders (Taguri & Litwin, 1968). Although none of the above-mentioned characteristics by themselves represent the culture of an organisation, yet

collectively they do reflect organisational culture. This observation is congruent with Martins and Terblanche' (2003) viewpoint. In addition to articulating the elements of corporate culture, it is important to recognize the context in which a corporate culture emerges.

Types of Organisational Culture

The study adopted Quinn and Rohrbaugh (1993) competitive values framework (CVF) for the study. It looked at individual leadership behaviour and how that behaviour produces competencies but more importantly how those competencies produce very specific types of value. The competitive values framework also identifies four different types of organisational culture and they define them as clan, adhocracy, market and hierarchical culture (Lunenburg, 2011).

The Clan Culture

In the organisation, the Clan culture is defined as a family-type that promotes teamwork and participation in group processes (Beytekđn, Yalçinkaya, Doğan & Karakoç, 2010). In a clan culture, managers are team builders, facilitators of employee growth and mentors. Rasaq, Adaramaja, and Kayode (2016) posit that the model of clan culture spawn's strong emotional attachment to organisational norms. The main assumptions of clan culture are that satisfied and committed employees are the source of organisational effectiveness, thus the management of teams within the clan culture aims to promote effective and smooth co-operation, all to achieve positive results.

According to Cameron and Quinn (2006), a place for clan culture provides the encouraging and welcoming atmosphere of organisations. In addition, every business has systems that strengthen the harmony between

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workers, staff and management, staff and the business and finally the company and its clients. The clan culture is based on the idea of internal and integration paradigm of Competitive Value Framework. Working as a team, employee full involvement in the activity of the company, employee capacity creation and human environment are the manifestations of the culture of the clan. Cameron and Quinn (2006) contend that the clan culture is an avenue to the commitment, participation and trust of the employees who have a positive impact on the organisation's business success. The clan culture is in line with Elton Mayo's school of thought, based on the idea of management theories. Olum (2004) review of management theories found that promoting informal communities, healthy working climate, the engagement of workers and teamwork correlate with increased productivity.

Albayrak and Albayrak (2014) indicated that in this culture, communication plays an important part. Clan culture is based upon the family structure in which workers are treated as children, as parents and employees. The lack of effective communication within a family causes instability in the community. Good communication leads to employer's and employee's satisfaction in the company as it allows managers to communicate their vision to workers, overcome internal disputes and discuss the concerns of their workers. The values of the clan and the market culture are nearly similar but the beneficiary is different since the clan relationship focuses on workers and on the market culture.

Adhocracy Culture

Adhocracy culture is a dimension of organisational culture that offers the opportunity to enable the individual to develop themselves so long as those

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developments are consistent with the goals of the organisation. According to Beytekđn, Yalçinkaya, Doğan & Karakoç (2010), in an adhocracy culture power tends to flow from task-to-task team, individual to individual depending on the problem that is been addressed at that time.

Cameron and Quinn (2006) stated that this culture can be translated to mean the temporal way an entity works since the basic word is ad hoc. The business environment requires the versatility and informality of market in companies. For example, over the decades the building industry has changed from a technological area to a corporate sector. This can be done by studying at building universities worldwide. Studies relating to business and law have been part of the previous techniques in training.

Worrall (2012) argued that because of their adaptive capacity to the external world this culture forms the foundation of the organisational transformation of organisations. This does not mean the company would sacrifice anything other than to give it a competitive edge or advantage over others. Cameron et al. (2006) stated that in the need for creativity of the organisations, the efficiency of adhocracy is seen. This should simply be known as a construction company because business management practices and other environmental ideas penetrate the industry.

Market Culture

Beytekđn et al., (2010) points out that market culture is a type of culture that stresses the effectiveness of goal achieving and its primary concern is with the outside community focusing on business with the outside environment including regulators, unions, contractors, licensees, suppliers, and customers. To Beytekđn et al., (2010) a market stresses meritocracy, results, work and goal

accomplishment and doing things best. In a market culture managers set high expectations therefore, competition is instigated, and the members are kept together by the spirit to win. Pushnykh & Chemeris (2006) in their study posit it that success is quantified by improved productivity, ability to meet customers' expectations, high productivity and an increase in their market share which is paramount.

The market used for this culture does not require the registered market concept in our thinking. The driving organisation principle is to maximize benefit and to minimize production costs. In other words, it is set up to function in a company efficiently. In this age of aggressive industry, the success of companies is their ability to succeed in industry sustainably. Albayrak and Albayrak, (2014) restated that since the company focuses on its competitive product, the core emphasis should be on consumers. Without clients, corporations may struggle to accomplish their strategic strategy and rivalry between businesses. The commitment of the Organisation to its clients is the cornerstone of the business culture and the competitiveness of the corporation.

Hierarchical Culture

Schein (2011) posits that a hierarchical culture is an organisational model based on clearly defined corporate levels and structures. Here items are ranked in the order of importance. In a hierarchical culture the environment that is relatively stable, tasks and functions are harmonized. Because activities are structured, consistency in their products and services can be maintained, and workers' control. Hierarchy type of culture act as functionally best when the duty to be done is well perceived and time not treated as a vital element (Beytekđn et al., 2010). There is a well-defined, formal and structured work

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environment characterized by compliance to norms of accuracy, order, bureaucracy, authority, efficiency and doing things right.

When the idea of hierarchy is related to an organisation, it becomes the subject of the perception of strict structures. Organisation workers may be categorized as owners, senior managers, middle level managers and pure employees. This classification automates the establishment of authority in an organisation to track WHAT, WHEN and HOW to do things to help the organisations achieve their goals. Cameron and Quinn (2006) theorized that these systems improve reliability, continuity, performance and organisational predictability. Whenever the rules, reporting orders and authority in an entity are well-specified, the process or product does not vary or differ slightly from each product. This increases internal consistency and strengthens the company's reliable goods or services. In addition, new recruits can quickly adapt to the organisation's operations.

Multiple Cultures

When we speak of organisational culture, we are likely to assume that a unitary or mono1ithic culture pervades the entire organisation. Such a premise is untenable, because we have defined culture as a system of 'shared meanings'. Then, it is well-nigh possible that different units within an organisation may develop sub-cultures that can be neutral toward or· even conflict with the dominant culture (Martin & Siehl, 1983).

Lawrence and Lorsch (1967) found distinct subcultures within different functions such as engineering, marketing, R&D and manufacturing in most companies. Barley ('983) studied two hospital radiology departments, and identified subcultures associated with the computer trained technologists, and

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sonographers. Schwartzman et a1., (1988) in their study of a community mental health centre, discovered dual cultures one that of the community Board members, responsible for administration, and another that of the para-professional staff, responsible for treating clients. Smircicn (1983) found two different subcultures in an insurance company - an 'inside' group of long-standing staff members, and an 'outside' group of expert staff members.

However, the different subcultures existing in an organisation do not necessarily impact negatively the organisation - driven assumptions. If they do undermine the basic assumptions on which the organisation depends, then managerial leaders would have to seriously influence the assumption-level of the organisation members.

Strong Culture

Some organisational cultures are labeled, 'strong' and others 'weak'. To the degree that the same patterns of beliefs are shared throughout the organisation, the culture is considered a strong one (Saffold, 1988). A strong culture is characterized by the organisation's core values being both widely shared and intensely held. The more the members accept the core values, and the greater the members' commitment to those values, the stronger will be the culture. Those core values are expressed as decisions and actions on appropriate occasions. The degree of sharedness is affected by two main factors "orientation" through training programmes, and "rewards" (Pareek, 1991).

The degree of "intensity" is the result of the reward structure. When organisation members realise that they will be rewarded for performing or acting according to the espoused core values of the organisation, their desire to do so increases (Luthans, 1989).

Also, a 'weak' culture may exist where important assumptions or values are not widely shared in an organisation but vary from individual to individual or unit to unit (Glaser, 1983; Riley, 1983). However, for an organisation to be successful, organisation - driven assumptions must be widely shared across the strata of organisation members.

Conceptual Models of Organisational Culture

There are arguments against conceptual models on the grounds that they oversimplify complex phenomena. Yet, models are important because they guide empirical research and generate new theory. In recent times, two conceptual models have been proposed for the study of organisational culture - Schein's model, and Hatch's "cultural dynamics" model.

Schein's Model:

Schein (1985) embraced elements of the "cognitive" and "adaptationist" school of cultural thought and discovered three levels of cultural phenomena in organisations. On the surface are "artifacts", underneath artifacts lie "values", and at the core are "basic assumptions"
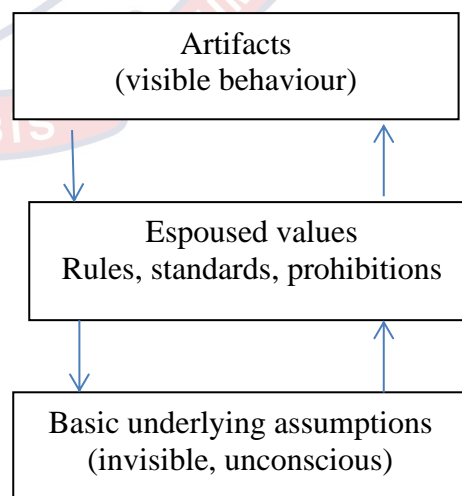
Figure 1: Schien Model

"Artifacts" are the tangible aspects in an organisation, which comprise the physical layout, the dress code, the way members address one another, the smell and feel of the place, and other archival manifestations such as the company records, mission statements, annual reports, and the products that are manufactured. Rites, rituals, organisational stories, humour and other symbolic manifestations are artifacts, which are palpable but difficult to fathom accurately (Martin et al., 1985; wilkins, 1983) "Values" are evaluational bases organisation members use for judging situations, acts, objects, and people. They reflect the actual goals, ideals, standard, as well as the blunders of the organisation - both acts of commission and omission. "Assumptions" are the tacit beliefs of organisation members, concerning themselves and others, inter-relationships, and the nature of the organisation. They are the taken-for-granted, underlying, and usually unconscious beliefs that determine perceptions, thought processes, feelings, and behaviours of organisation members. Basic assumptions tend to be non-confrontable and non-debatable.

Schien (1990) claimed that basic assumptions hold the key to understanding a culture. Recently, he argued that assumptions are best examined using "clinical techniques", which recommend that a motivated group of insiders raise its own assumptions to consciousness with the help of a clinically trained consultant and Schein's model has immense value for non-clinical studies also.

Hatch's Cultural Dynamics Model (1993)

Hatch (1993) finds that Schein's (1985) model of organisational culture as assumptions, values, and artifacts leaves gaps by ignoring the special effect of culture as symbols and symbolic processes. Therefore, she proposes a cultural dynamics perspective by reformulating Schein's model. Hatch (1993) places 'symbols' alongside the three components of Schein's model and further articulates the arrows linking assumptions, values and artifacts, and defines these links as processes having both forward and backward temporal modes of operation.
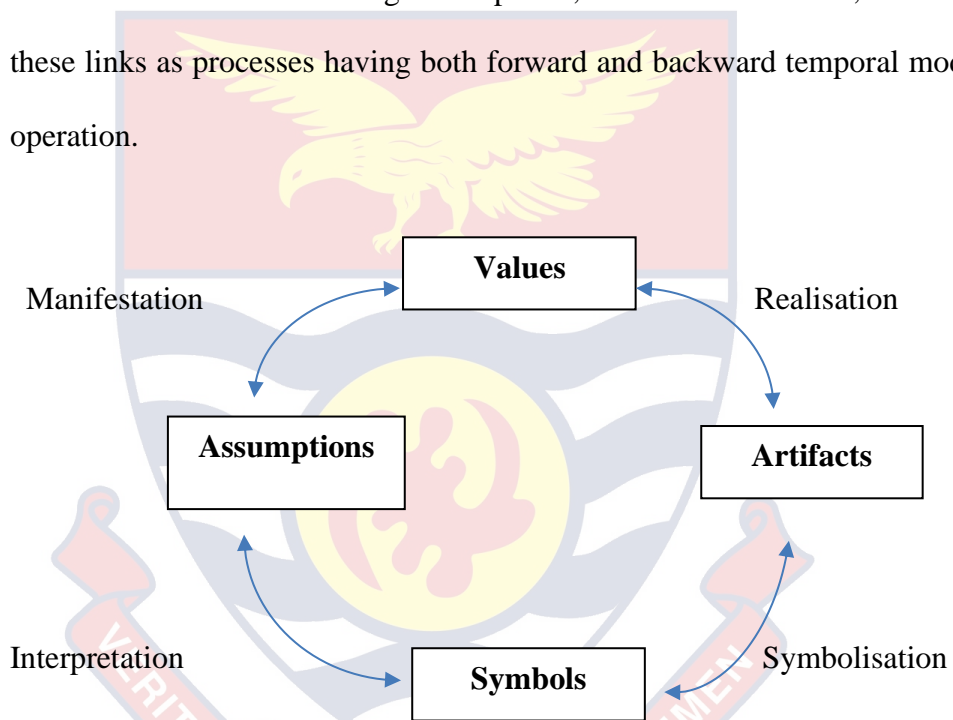
Figure 2: Hatch's Model

Source: Hatch (1993)

According to Hatch's model, culture is constituted by manifestation, realization symbolisation, and interpretation processes "Manifestation" refers to the process by which an assumption reveals itself, usually through the senses, but also through cognition and emotion. "Realisation" is the process of making values real by transforming expectations into social or material reality such as greetings, forms of address, stories, humours, proverbs and so on. It makes artifacts the most tangible aspects of culture. As to realise something means to

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make it real, to bring it into being (Arora, 1988; Jones, 1991; Jones et al., 1988). "Symbolization" is a prospective response that links an artifact's objective form and literal meaning to experiences that lie beyond the literal domain.

For instance, if an artifact such as a large table in an organisation is seen in its literal meaning, it remains as a surface on which people work. But, when people look at the table as a symbol, they are likely to attribute a corporate status/power symbol to the artifact. Hatch's model emphasizes that artifacts must be translated into symbols, if they are to be experienced as culturally significant objects, events, or discourses by organisation members. "Interpretation" as a process goes beyond the link of literal and surplus meaning and relates the current understanding with an "'already known" experience (Gioia, 1986).

Further, it establishes "'meaning"', thereby implying a reciprocal influence of current symbols on basic assumptions. Hatch's model suggests that 'interpretation' contextualizes current symbolization experiences by evoking a broader cultural frame as a reference point for constructing an acceptable meaning in an organisational setting.

Concept of Organisational Commitment

Effective educational leaders stir up a shared vision and stir up members of the organisation to work toward the achievement of that vision (Kouzes & Posner, 1993). Organisational commitment has been defined as the extent of allegiance and duty felt toward a shared mission and the level of willingness to apply effort to achieve that mission (Camp, 1994; Chen, Chen & Chen, 2010). Others have defined it as the strength of identification and attachment in a particular organisation (Hulpia, Devos & Rosseel, 2009).

Types of Organisational Commitment

Affective Commitment

The organisational commitment model of Meyer and Allen (1997) indicates that affective commitment is influenced by factors such as job challenge, role clarity, and goal clarity, and goal difficulty, receptiveness by management, peer cohesion, equality, personal importance, feedback, participation, and dependability. Affective commitment development involves identification and internalization (Beck & Wilson, 2000). An individual's affective attachment to their organisations is firstly based on identification with the desire to establish a rewarding relationship with an organisation.

Secondly, through internalization, this refers to congruent goals and values held by individuals and the organisation. In general, affective organisational commitment is concerned with the extent to which an individual identifies with the organisation (Meyer & Allen, 1990).

Continuance Commitment

Meyer and Allen (1997) in their definition of continuance commitment referred to it as "an awareness of the cost associated with leaving the organisation". It is calculative because of the individual's weighing of costs and risks associated with leaving the current organisation (Meyer & Allen, 1997). Meyer and Allen (1991) also opined that "employees whose primary link to the organisation is based on continuance commitment remain because they need to do so". This indicates the difference between continuance and affective commitment. The latter entails that individual stay in the organisation because they want to.

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Continuance commitment can be regarded as an active attachment to the organisation, where the individual's association with the organisation is based on an appraisal of economic benefits gained (Beck & Wilson, 2000). Organisational members develop commitment to an organisation because of the positive extrinsic rewards obtained through the effort-bargain without identifying with the organisation's goals and values. The strength of continuance commitment, which implies the need to stay, is determined by the apparent costs of leaving the organisation (Meyer & Allen, 1984). Best (1994) indicates that "continuance organisational commitment will therefore be the strongest when availability of alternatives is few and the number of investments is high".

This argument supports the view that when given better alternatives, employees may leave the organisation. Meyer and Allen (1993) also maintain that "accrued investment and poor employment alternatives tend to force individuals to maintain their line of action and are responsible for these individuals being committed because they need to". This implies that individuals stay in the organisation, because they are lured by other accumulated investment which they could lose, such as pension, seniority or organisation specific skills. The need to stay is "profit" associated with continued participation and termination of service is a "cost" associated with leaving.

Tetrick (1995) supports the profit view by describing the concept continuance organisation commitment as "an exchange framework whereby performance and loyalty are offered in return for material benefits and rewards". Therefore, in order to keep employees who are continuance committed, the organisation needs to give more attention and recognition to those elements that boost the employee's morale to be affectively committed.

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Normative Commitment

Wiener and Vardi (1980, p.86) describe normative commitment as "the work behaviour of individuals, guided by a sense of duty, obligation and loyalty towards the obligation". Organisational members are committed to an organisation based on moral reasons (Iverson & Buttigieg, 1999). To Meyer and Allen (1997, p.11) normative commitment is "a feeling of obligation to continue employment". Internalized normative beliefs of duty and obligation make individuals obliged to sustain membership in the organisation (Meyer & Allen, 1993). According to Meyer and Allen (1991) "employees with normative commitment feel that they ought to remain with the organisation". In terms of the normative dimension, the employees stay because they should do so or the proper thing to do.

The normatively committed employee considers it morally right to stay in the organisation. The strength of normative organisational commitment is influenced by accepted rules about reciprocal obligation between the organisation and its members (Suliman & Iles, 2000). The reciprocal obligation is based on the social exchange theory, which suggests that a person receiving a benefit is under a strong normative obligation or rule to repay the benefit in some way (McDonald & Makin, 2000).

This implies that individuals often feel an obligation to repay the organisation for investing in them, for example through training and development. Meyer and Allen (1991) argue that "this moral obligation arises either through the process of socialisation within the society or the organisation". In either case it is based on a norm of reciprocity. In other words, if the employee receives a benefit, it places him or her or the organisation under

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the moral obligation to respond in kindness. The dimensions of commitment are represented in the figure below.
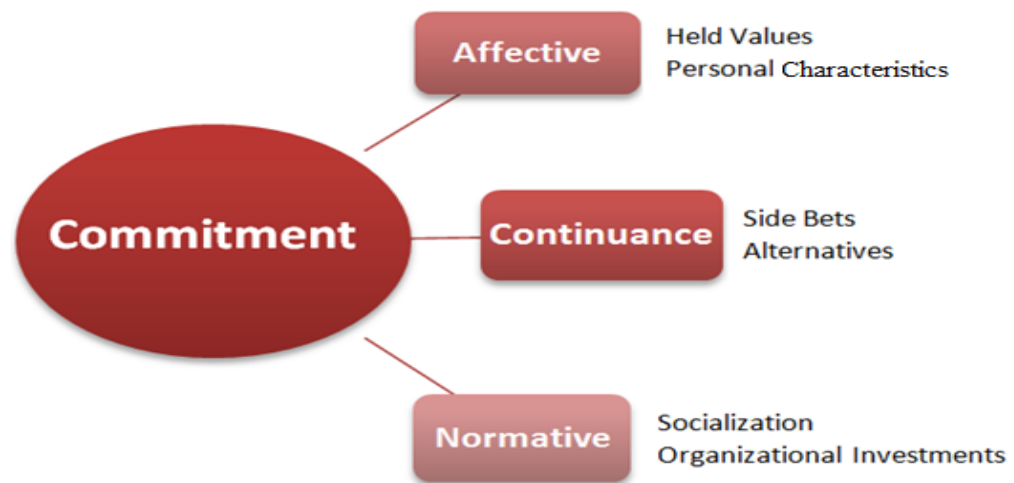
Figure 3: Three dimensions of commitment
Source: Meyer and Allen (1991)

Empirical Review

Impact of Clan Culture on Employee Commitment

Zainab, Maqsood, and Sana (2013) investigated the effect of clan culture on the commitment levels of the employees by taking into account the demographic variables. A survey of 371 respondents was carried out in the banking sector and the results indicate that one of the cultural types that is, clan culture is most preferred by the employees. The result also shows that clan culture has the most significant relationship with all the three commitment dimensions as compared to other types of culture. Similarly, using the demographic variable of gender, it was found that females were more inclined towards affective commitment within their organisation as compared to their male counterparts. There was no difference for the continuance commitment, whereas males were highly inclined towards normative commitment as compared to females. These studies (Kim, 2014; Zainab, Maqsood, & Sana,

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2013) appeared to confirm the findings of Berrio, (2003) who concluded that Clan culture type was dominant in both the current and preferred situations in organisation. Besides, Clan culture portrays extension in an organisation that concentrates on internal maintenance with flexibility, concern for people, and sensitivity for customers.

In a similarly study (Koutroumanis, Alexakis, & Dastoor, 2015) that tested an organisational culture and commitment model developed specifically for the full service, casual dining restaurant industry. The study identified the attitudes, beliefs, and behaviors that ultimately promote productivity and service quality. Specific antecedents of service quality examined included clan culture type, affective organisational commitment, and intention for employees to remain in their present employment positions. Five independent restaurants were used for the data collection. The data results showed high levels of correlation between clan culture and the other variables (affective organisational commitment, and employees' intention to remain in their present employment positions) studied.

In the same vein Gimenez-Espin, Jimenez-Jimenez, and Martinez-Costa (2013) studied the organisational culture that fits best with a total quality management (TQM) system. They propose an alternative type of culture: the 'mixed culture' or 'culture for quality', which was between adhocratic and clan cultures. Data were taken from 451 companies. It was found that empirically there was a positive impact of adhocratic culture on TQM. Contrary to expectations, the clan culture had no significant effect on TQM. In addition, the mixed culture or 'culture for quality' is the most appropriate for a TQM system.

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Short (2013), looked at the relationships between clan culture, leader-member exchange, and affective organisational commitment. The study focused on the relationships between clan culture, leader-member exchange, and affective organisational commitment. Focusing on employees of a community college in the South-Eastern United States, the researcher examined the relationships among the variables and found those relationships to be statistically significant. Yaoprukchai and Kardkarnklai (2014) in Thailand, found that the current and preferred organisational cultures of the studied pharmaceutical company were dominated by a "Clan" culture characterized by a family-like workplace, a parent-like relationship between organisational leaders and subordinates, and teamwork-focused values. Both new hires and existing employees rated "Clan" as the dominant organisational culture, which indicated organisational culture congruence between them. Their study used 68 employees (15 new hires and 58 existing employees) as sample population.

However, when Stephen and Stephen (2016) looked at organisational culture and its impact on employee performance and job Satisfaction, data were obtained from 120 respondents who were mainly staffs of Niger Delta University. It was observed that majority of the respondents agree that organisational culture does have an impact on performance and satisfaction levels of employees. It was also discovered that the type of organisational culture practiced in an organisation can also determine the level of employee performance and job satisfaction. It appears from the literature (Short, 2013; Yaoprukchai & Kardkarnklai, 2014; Stephen & Stephen, 2016) that Clan culture appealed more to workers.

Fatima (2016) looked at the impact of organisational culture types on the job satisfaction of employees. The study was based on four cultural types named as clan, adhocracy, market, and hierarchy culture. The empirical were data collected from 11 organisations of Rawalpindi and Islamabad with the help of questionnaire. The findings were that culture types strongly impact the job satisfaction of employees. Also, employees working under clan and adhocracy culture were satisfied with their jobs while those working under hierarchy and market cultures were dissatisfied with their jobs. In addendum, Choi, Martin, Park, and Yoh, (2009) were in support when they concluded clan culture has a significant influence on overall employee job satisfaction and satisfaction with co-workers, supervision and personal growth. Given the importance of a conceptual relation between organisational culture and job satisfaction

In Ghanaian context, Darko, Adu-Oppong and Aikins (2018) explored a fit between organisational culture and employees' values enhances their commitment towards service excellence on the management support staff of College of Technology Education of the University of Education Winneba. Specifically, four dimensions of organisational culture were examined, namely: clan culture, adhocracy culture, market culture and hierarchical culture. Among the findings is that clan culture does not have significant effects on the commitment of management support staff to service excellence. Also Kwakye, (2018) explored organisational culture and employee turnover. His study used 203 respondents and employed the quantitative method of design. The study found that Clan Culture (CC) significantly influences employee turnover and commitment.

However, in the study of Owusu, Mensah, Amenumey, and Dei Mensah, (2019) on the effect of corporate culture on organisational performance of star-rated hotels in Ghana, of which they used 178 responses and descriptive statistic. Using the four major corporate culture types (clan, hierarchy, market, and adhocracy) on both financial and non-financial performance of star-rated hotels in Ghana, they found that market culture was the most prominent predictor of profitability, return on investment, growth in profit, and sales volume, although it recorded a weak effect size. Adhocracy and hierarchy cultures were also the most prominent in predicting trust, improving supplier relations, improving service quality delivery, and customer retention. However, clan culture had no effect on all the indicators of organisational performance and hence could be interpreted as not being able to inspire employee commitment.

Adhocracy Culture and it Influences on Employee Commitment

Lopez-Nicolas, and Meroño-Cerdán, (2009) studied impact of organisational culture on the use of ICT for knowledge management. They used a sample of more than 300 firms in Spain. The found adhocracy culture having a positively influence on technologies for personalization and codification and employee satisfaction. Slater, Olson, and Finnegan (2011) looked at business strategy, marketing organisation culture, and performance. Responses from a sample of senior marketing managers provide partial support for the model and demonstrate that high-performing businesses of one strategy type have a different adhocracy cultural orientation than high-performing businesses of the other strategy types.

Also, in the work of Ahmed, Hanif, Abid Alvi, Vveinhardt, & Adil (2014) looking at the impact of organisational culture on job satisfaction and

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employee commitment in Chemical Sector so as to improve the job satisfaction and commitment of the employees in their working environment. They used with 303sample of respondents participated in the study. Data was then collected from the Chemical Sector working employees of the Karachi. Ahmed, Hanif, Abid Alvi, Vveinhardt, & Adil (2014) indicated in their study that adhocracy culture had positive relationship between supportive organisational culture, innovative organisational culture but not bureaucratic organisational culture with job satisfaction and employee commitment. In the work of Aldhuwaihi, (2013) on the influence of organisational culture on job satisfaction, organisational commitment and turnover intention.

Data were gathered from 258 respondents from front-line employees in 12 banks that were categorised into three different types of banks: (1) Islamic local banks; (2) non-Islamic local banks; and (3) non-Islamic partially owned foreign banks, based on differences in banking practices and foundations in the Kingdom of Saudi Arabia. Findings indicated that Adhocracy culture was not dominant in the type of organisational culture across the three categories of Saudi banks, but it was positively related to job satisfaction and organisational commitment. This resonates with the study of Fatima (2016) when she found that some culture types strongly impact the job satisfaction of employees. Specifically, employees working under clan and adhocracy culture were satisfied with their jobs.

Again, Wells and Lower (2016) examined the direct effect of organisational culture types on affective commitment of part-time student employees of college recreation departments. Specifically, using the Competing Values Framework (CVF), four major forms of organisational culture types (i.e.,

hierarchy, market, clan and adhocracy) were examined. A sample of 442 part-time student workers were used for the study. It was revealed clan and adhocracy cultures were significant positive predictor variables of affective commitment in recreational sport organisations. Irfan, S., & Marzuki, N. A. (2018). Studied the link between the work motivation and work commitment established in a variety of work settings. However, the role of organisational culture was not explored in depth, especially as a moderator between work motivation and work commitment. They used a sample of 351 academics from nine public universities in the state of Punjab, Pakista. Findings revealed that adhocracy culture moderates the link between non-self-determined work motivation and work commitment among university academic staff.

However, Trivellas, and Dargenidou, (2009). In their study on the influence of organisational culture and job satisfaction on the quality of services provided in higher education and to raise questions about the successful implementation of quality assurance and evaluation systems launched in Greece indicated that specific culture archetypes are linked with different dimensions of higher education service quality and that Adhocracy culture proved not be the most prevalent among administration staff, while clan and hierarchy archetypes dominated among faculty members. Irfan and Marzuki (2018) examined link between the work motivation and work commitment is well established in a variety of work settings. A sample consisted of 351 academics from nine public universities in the state of Punjab, Pakistan. The findings revealed that adhocracy culture moderates the link between non-self-determined work motivation and work commitment among university academic staff.

Hierarchical Culture and Its Influence on Employee Commitment

Cole and Bruch (2006) clarified the functional distinctions between organisation identity strength, organisational identification, and organisational commitment. Data were obtained from 10,948 employees of a large steel manufacturer. The findings suggested perceptions of a strong organisational identity, organisational identification, and organisational commitment may influence employees' turnover intention in unique ways, depending on their hierarchical cultural level within the organisation. In a similar study by Sisodia and Dias, (2013) on the effect of job autonomy upon organisational commitment of employees at different hierarchical level. Employing a sample of 100 using simple random, they found that there was a significant difference found between job commitment of employees of high hierarchical culture group and those of low hierarchical culture group and significant interaction effect found between job autonomy and hierarchical level upon organisational commitment of employees.

Olunala (2015) explored the effects of organisational culture and stress on employee commitment in the workplace. He, examined this interplay within the Test Development Division of the National Examination Council (NECO), Lagos, Nigeria. The instruments used to gather data from the staff of the department that make up Division was questionnaire survey. It was revealed that the departments have hierarchical culture that is unsupportive and that the staff of the departments have too much work to do with less time for the accomplishment. The assessment of employee commitment revealed that the employees are not pleased with the reward system of the departments. The

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findings also show that the relationship among organisational culture, stress and commitment are significant.

Also in the work of Aji, Hamid, Hassan, Rasdi (2017) found hierarchical culture to be the most preferred ahead of clan culture as the two cultures depicted significant relationship between organisational commitment and psychological empowerment of lectures but not adhocracy or market culture in a study that sought to determine the relationship between organisational cultures and psychological empowerment on organisational commitment among lecturers in Higher Education Institution (HEIs) of Borno State, Nigeria; using a sample of 417 lecturers.

Aregu (2017) had a contrary view when he assessed the relationship between organisational culture and employee commitment at equatorial business group. The study employed explanatory research design and quantitative research approach. The simple random sampling method was used to select the sample size of 197. It was found that employees were not pleasant about the existing hierarchal culture however they prefered it to be clan next to adhocracy culture.

Market Culture and Its Influence on Employee Commitment

Taskiran, Cetin, Ozdeemirci, Aksu and Istoriti (2017) reviewed the effect of the harmony between organisational culture and values on job satisfaction. The study made use of regression analysis and a sample size of 181 employees. It was found that the most negative impacts on job satisfaction are impulsive/hedonistic values-clan culture and precautionary values-market culture. Finally, it can be said that an employee with impulsive/hedonistic values

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will be unhappy in clan culture, and an employee with precautionary values will be unhappy in market culture.

The Combined Effect of Clan, Adhocracy, Hierarchical and Market Culture Influence Employee Commitment?

Gull and Azam (2012) reviewed literature impact of organisational culture type on job satisfaction level of employees' particularly in organisations of Lahore, Pakistan. The study further determined the relationship between organisational culture and job satisfaction, and the relative variance between the types of culture and job satisfaction level. A sample size of 220 employees were used for data collection. Among the traditional culture types (clan, hierarchical, adhocracy and market), clan and adhocracy correlated positively into job commitment. Similarly, Agwu (2013) examined organisational culture and employees' commitment in Bayelsa State civil service. A sample size of 200 employees were used, employing the descriptive research design. It was found that significant relationship exists between organisational culture and employees 'commitment while significant differences were observed in the commitment of employees of different sex, ages and length of service in the Bayelsa State civil service.

Krog (2014) in a study, evaluated factors that impact on work engagement is required in order to understand how the organisational context influences work engagement. The study measured these factors of organisational culture in 35 Norwegian organisations, whereas work engagement was measured on 463 employees working in these organisations. The study found partly significant results for a positive relationship between the clan culture type

and work engagement. However, there was however no significant relationship between the other three culture types and work engagement.

In the same vein, Habib, Aslam, Hussien, Yasmeen, and Ibrahim (2014) explored the impact of organisational culture on the job satisfaction, employees' commitment and the retention of the employees in the organisation. Data were collected through questionnaire consisting of 24 questions; on a sample of 235 employees of different organisations. The findings indicated that nature of organisation significantly effects on Job Satisfaction and turnover intentions. Also, they proved that organisational culture (clan, hierarchical, adhocracy and market) are important element which highly influences the employee commitment, job satisfaction and retention. Pinho, Rodrigues and Dibb (2014) in their study, explored the relationships among the following constructs: organisational culture (clan, hierarchical, adhocracy and market), market orientation, employee commitment and organisational performance in non-profit organisations. A quantitative research design was adopted. It was revealed that organisational culture impacts on organisational performance. Results also suggested that employee commitment does not affect performance in a very significant way. However, in the study of Rahman et.al (2015) focusing on contributing factors for commitment of employees towards their organisation, they considered two (distributive and procedural justice) dimensions of the organisation justice. A sample size of 500 employees with a cross sectional design were used. Results showed that distributive and procedural justice both had noteworthy and positive effects on the dependent variable (organisational commitment) of the employees.

More so, Carvalho, Castro, Da Silva and Carvalho (2018) investigated the relationships between the four types of Organisational Culture (Clan, Hierarchy, Adhocracy and Market) and the three dimensions of Organisational Commitment (Affective, Normative and Instrumental) in the Brazilian banking sector. It was also analyzed the relationship between these four types of Organisational Culture and Job Satisfaction dimensions (Relationship, Reward and Nature of work). The results pointed to a more significant relationship between the Clan and Hierarchy Cultures with the variables studied.

In a similar subject of study by Da Silva, Castro, Dos-Santos and Neto (2018) analysed the mediating effect of satisfaction on the relationship between organisational culture (Clan, Hierarchy, Adhocracy and Market) and commitment at work. They adopted the quantitative and descriptive approach. The results indicated that job satisfaction plays an important role in employee commitment, mediating the positive influence of organisational culture on commitment to work in its affective, instrumental, and normative dimensions in adhocratic cultures, and on affective commitment in clan cultures.

Batugal, (2019) studied the organisational culture (Clan, Hierarchy, Adhocracy and Market), organisational commitment and job satisfaction of employee of the faculty members of the St. Paul University System (SPUS). The study employed a descriptive and correlational research design. The results of this study indicate that there is a significant positive relationship between job satisfaction and organisational culture. It was also found out that job satisfaction predicts organisational commitment. In a similar study by Jawaa, Amir, Bashir and Hasan (2019) on the relationship of HR practices & Organisational Commitment. Data were gathered from 218 individuals employed at various

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telecommunication companies located in Lahore. The results were statistically significant in variation with organisational commitment.

Aranki, Taghrid, Suifan and Sweis (2019) investigate the relationship between organisational culture and organisational commitment, in Information Technology (IT) companies in Jordan. A convenience sample was selected from employees working in 24 IT companies in Jordan. A sample of 342 employees were used. Results of the analysis indicated that there was a positive and significant relationship between organisational culture and organisational commitment.

Concept of Organisational Justice

Organisational justice refers to the perceived fairness of the exchanges taking place in an organisation, be they social or economic and, involving the individual, in his or her relations with superiors, subordinates, peers; and the organisation as a social system (Beugre, 1998). The concept of organisational justice is based on Equity Theory which is extracted from the concept of justice or fairness. Organisational justice is mainly defined as the employees' perceptions about the degree of fairness with which they are treated by organisational authorities (Whitman, Caleo, Carpenter, Horner, & Bernerth, 2012). Theoretically, three forms of organisational justice are widely mentioned in organisational research literature namely distributive, procedural and interactional justice (Karkoulian et al., 2016). First, distributive justice is defined as the degree to which organisational leaders may distribute promotions or financial rewards among employees.

It is primarily established on the pillars of Equity Theory (Adams, 1965). It relates to individuals' perceived fairness about the outcomes that they receive.

It is the anticipation of individuals about the receiving outcomes that based on their work related efforts and organisational contributions (Rio-Lanza, Vazquez-Casielles, & Diaz-Martin, 2009). When assessing distributive justice, comparisons of inputs from employees (effort) and outcomes from organisation (Salary, appreciation. performance appraisal etc.) are used as evaluation base (Whitman et al., 2012). Second, perceived fairness of individuals about all the procedures used while making employees' related decisions (Lin & Hsieh, 2010; Thibaut & Walker, 1975) is known as perceived organisational justice. It relates to those procedures that managers opt for distributing outcome and also reaction of employees towards the fairness of those particular procedures (Tyler, 1987).

Third, interactional justice is known as the fairness of communication of decisions and organisational procedures (Bies & Moag, 1986; Gelens, Dries, Hofmans, & Pepermans, 2013). It focuses on fairness perception of individuals related to communication and interpersonal treatment that they receive from their organisation (Ambrose, 2002). It defines their perception of the fair treatment of organisational authorities regarding decisions within organisation (Palaiologos, Papazekos, & Panayotopoulou, 2011).

Moderating Effect of Organisational Justices on Organisational Culture and Employee Commitment

A.   Organisational Justices on Organisational Culture

Erkutlu (2011) examined whether organisational culture moderates the relationships between organisational citizenship behaviors (OCBs) and justice perceptions. In all, 618 lecturers in ten universities were sampled for data collection. Results support the moderating role of organisational culture of the justice perceptions-OCB link. Also, Purang (2011) hypothesised that perceived

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organisational support (POS) mediates the relationship between organisational justice perceptions and affective commitment of employees. The study was conducted in a multi-national organisation using sample size of 71 employees. The findings showed that POS fully mediates the relationship between distributive justice and affective commitment as well as partially mediates the relationship between procedural justice and affective commitment.

Zhang (2012) examined the effect of organisational culture and organisational justice on employee satisfaction and organisational commitment. The study sampled 406 responses which were used in the analysis. SEM (Structure Equation Model) was used to examine the hypothesis. The findings of the study indicated both organisational culture and organisational justice had direct positive effect on employee satisfaction and organisational commitment.

 Ogwuche et al (2019) examined the influence of Organisational Culture and Justice on Employee Job Performance. The study used cross section design and sampled 188 participants. The data collected was analyzed using linear regression and mean and standard deviation. The results revealed a significant influence of organisational culture on employee performance. Maimunah and Nordahlia (2017) examined organisational factors of justice and culture leading to organisational identification in merger and acquisition. Data were obtained from 302 respondents and analysed using Structural Equation Modelling procedures. The results revealed that interactional justice and four dimensions of organisational culture contribute significantly to organisational identification.

Yavuz (2010) examined the effects of teachers' perception of organisational justice and culture on organisational commitment. The research sample consists of 445 teachers who were selected from the population

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according to the random sampling method. According to the results of the study, organisational culture and organisational justice affect teachers' affective commitment, continuance commitment and normative commitment to the organisation, respectively. Bayasgalan and Gerelkhuu (2016) examined the impacts of organisational justice, organisational culture, knowledge management and employee engagement on job satisfaction among public officers. Data were collected from 213 participants. The results showed that effects of all factors such as organisational justice and culture, knowledge management and employee engagement had positive impacts on job satisfaction.

Suhardi et al (2020) examined the effect of organisational culture, leader behaviours, job satisfaction, and justice on organisational commitment. The study sampled fifty-nine teachers as respondents for the study. The data were analysed statistically using path analysis. The results of the study showed that organisational culture has a positive direct effect on organisational commitment. The results of the study showed leader behaviours have a positive direct effect on organisational commitment. The results of the study showed job satisfaction has a positive direct effect on organisational commitment. The results of the study showed justice has a positive direct effect on organisational commitment.

Yaseen et al (2015) examined the relationship between organisational culture, social influence and organisational citizenship behaviour with mediational effects of interactional justice. Data set of 550 respondents, employees representing middle and senior management belonging to banking industry was studied. Analysis was conducted by application of SEM to explore the direct and indirect relationship among the constructs. The findings of the study suggest the interactional justice as a mediator act as a source for employees

to influence upon each other which might shape their perception about organisational processes.

B.   Organisational Justices on Employee Commitment

Saboor, Rehman and Rehman (2018) investigated the moderating effect of organisational respect on the association between organisation justice perceptions and contextual performance. A sample of 385 nurses, dispensers and doctors were used. The results from the study, offered some valuable practical implications at organisational level. It was also noted that managers could boost employees' performance by promoting organisational respect and focusing on their fair interaction with subordinates and group members. The findings of Saboor, Rehman and Rehman (2018) were in line with Punnu and Chuah (2010) when they investigated the relationship among organisational justice, organisational commitment and turnover intention of Malaysian employees. Using a sample of 172, collected from employees across organisations in the country, both procedural and distributive justice perceptions were significant contributors in explaining organisational commitment and turnover intention, thereby showing some degree of employee commitment.

The empirical study of Ali (2016) examined the Effects of Organisational Justice on Organisational Citizenship Behaviour in the Health Sector of Pakistan. Data was collected from two hundred doctors of different public sector hospitals coupled with cross sectional analysis performed. It was found that there was a significant relationship between the two factors. It also showed that organisational citizenship behaviour is affected directly and indirectly by the organisational justice factors like procedural justice, distributive justice and interactional justice. Varies and Naus, (2010) dealt with

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the relationship between job stress and job satisfaction and if organisational justice has a moderating effect on this relationship. Findings showed a negative relationship between job stress and job satisfaction. Next to that, organisational justice was defined and divided into distributive justice, procedural justice and interactional justice. Furthermore, it was found that organisational justice has a positive influence on job satisfaction, but to what extent was not agreed. Lastly, no (empirical) evidence was found for the moderating effect of organisational justice.

Similarly, Mardiyanti and Suharnomo (2018) examined the effect of distributive justice and procedural justice on organisational citizenship behavior (OCB) with organisational culture as a moderating variable. In this study, ninety-six permanent employees were used as sample. The finding showed that distributive and procedural justice positively affects OCB. Organisational culture was also found to be the moderator on the effect of procedural justice on OCB. However, the prediction that organisational culture could be the moderator on the effect of distributive justice on OCB is not supported. Mete and Sokmen (2019) looked at the effects of organisational justice and organisational commitment on job satisfaction and turnover intention in a sample of 235 academicians of a foundation university. The study revealed that the levels of organisational commitment and job satisfaction of the academic staff could increase while the level of turnover intention may decrease when their perception on organisational justice increases.

Were and Orwa, (2016) established the relationship between perceptions of distributive justice and employee commitment in health sector non-governmental organisations in Kenya. Their study adopted descriptive and

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correlational research designs with a statistical sample of 195 employees responsible for key result areas in 17 health sector Non- Governmental Organisations. They also concluded that there was a significant relationship between perceptions of distributive justice and employee commitment in health sector non-governmental organisations in Kenya. (Ledimo, 2015; Ibrahim & Perez, 2014) in a similar study in South Africa found that there are nine underlying factors that contributed to the perceptions of organisational justice as strategic direction, distributive, procedural, interactional, informational, service delivery and innovation, diversity management, customer relations, ethical leadership and management. These finding were as results of the study that sought to examine factors influencing employees' organisational justice perceptions in a South African government department with a sample of using 289 samples.

Khan and Rashid (2015) sampled 324 academics in a private higher learning institution in a study on the mediating effect of organisational commitment in the organisation culture, leadership and organisational justice relationship with organisation citizenship behaviour. The study used confirmatory factor analysis and multiple regression was used to analyse the data collected. The results of the study indicated that organisation commitment was a mediating factor among organisation culture, leadership, organisation justice to influence organisation citizenship behaviour. Organisation culture, leadership and organisation justice was related to organisation commitment.

Sujonoa et al. (2019) sampled 140 participants in a study on vitality of work involvement in mediation the effect of organisational justice on organisational citizenship behaviour. The study used quantitative and data

processing using path analysis. The result of the study showed that organisational justice had a positive significant direct effect on organisational citizenship behaviour. The study's findings indicated that organisational Justice that are treated well can be perceived positively for employees to increase their organisational citizenship behaviour. The findings of the study implied that employees who are treated fairly will feel happy, so they can actively be involved in their work.

Edeh and Ugwu, (2019) investigated the relationship between Organisation & Justice and Employee commitment of private of secondary school teachers in Nigeria using survey design. A total sample of 20 secondary schools selected randomly and 480 teachers were surveyed. It was found that organisational justice had positive association with employee commitment. It was concluded that measured in terms of distributive justice, procedural justice and interactional justices enhances employee commitment in selected private secondary schools in Nigeria.

Tafamel and Akrawah (2019) examined the role of organisational justice on employee commitment. The study sampled 70 non-academic staff of the University of Benin. The study used ordinary multiple regression to analyze data collected. The study found that distributive justice has a positive and significant relationship with employee commitment where procedural justice has a positive and insignificant relationship with employee commitment. The results of the study also showed that procedural justice has a positive and significant relationship with employee commitment.

Bassam (2017) examined the effect of organisational justice on organisational commitment from the perspective of employees in the Egyptian

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Travel Agencies. The study sampled 261 employees in the Egyptian travel agencies. The findings of the study showed that procedural justice, distributive justice and interactional justice have a positive and a significant effect on affective, continuance and normative commitment. The results of the study also show that interactional justice has the key effect on affective, normative and continuance commitment followed by procedural and distributive justice. Imamoglu et al (2019) in a study examined the effect of organisational justice and organisational commitment on knowledge sharing and firm performance. The study sampled 211 responses and used confirmatory factor analysis and structural equation modelling to perform the test hypothesis analysis. The findings of the study suggested that organisational justice is a determinant factor to organisational commitment. The study concluded that organisational justice affects organisational commitment, knowledge sharing and firm performance

Lee (2000) examined the mediating role played by distributive and procedural justice in linking leader-member exchange and job satisfaction, organisational commitment, and turnover intentions in the hospitality industry. The model was evaluated using structural equation modelling (SEM). The results indicated that distributive justice had a direct positive influence on job satisfaction and was negatively related to turnover intentions. Distributive justice was also found to have a strong impact on procedural justice. Procedural justice had a direct positive influence on job satisfaction. However, procedural justice was negatively related to organisational commitment, and was positively associated with turnover intentions. Thus, distributive justice played a more vital role in employees' work-related outcomes than did procedural justice.

Conceptual Framework

A conceptual framework is a theoretical structure of assumptions, principles, and rules that holds together the ideas comprising a broad concept (Zikmund, 2003). The conceptual framework for study was developed in order to indicate the effect of clan, market, hierarchal and adhocracy cultures on affective, continuance, and normative commitment moderated by organisational justice through a review of a number of preceding literatures.

The study conceptualized that organisational culture variables (independent variables) influences Affective, Normative and Continuance dimensions of organisational commitment (dependent variables) with organisational culture as the moderating variable which in turn determine the overall organisational commitment of an employee. The conceptual model describes the potential relationship between these independent and dependent variables. In addition to reviewing the scales of measuring organisational culture, organisational justice and organisational commitment developed by many researchers like Allen and Meyer (1990); Colquitt (2001); Meyer et al. (1993) and Mowday et al. (1979). Figure (1) is represented by the conceptual framework.
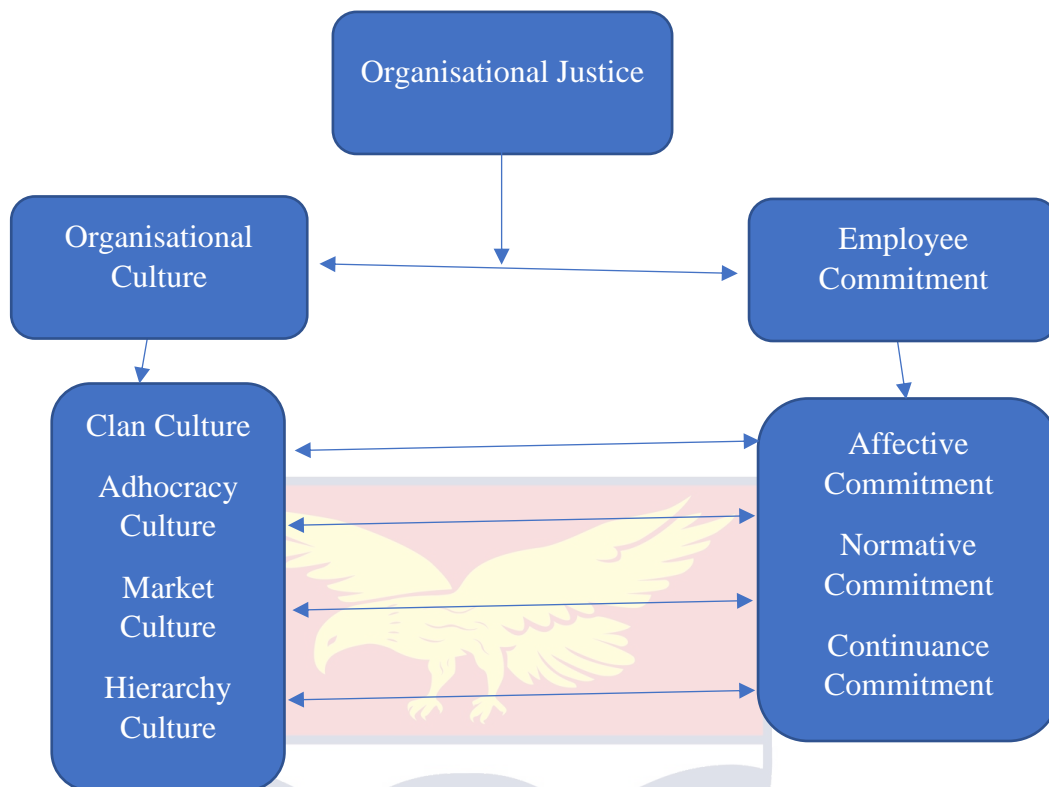
Figure 4: Conceptual Framework of the Study

Source: Author's Construct, Andoh (2020)

Chapter Summary

This chapter has reviewed the different conceptual approaches in understanding organisational culture and organisational commitment and how organisational justice moderate these two variables. The literature has revealed that there is a lack of consensus by different researchers regarding the meaning, dimensionality and measurement of the construct resulting in inconsistent results. Researchers have primarily focused on how organisational culture impacts organisational commitment in the corporate organisations, with less emphasis on its impact within higher education, specifically tertiary institutions.

Therefore, this study will address this gap by examining how organisational culture affects organisational commitment with organisational

justice as a moderating variable. Different researchers have used the social exchange theory and adaptation theory to explain organisational commitment and organisational culture. The study uses the competing values framework to study organisational culture. This study utilizes the structured equation model approach to examine organisational culture and organisational commitment amongst employees within a tertiary educational institution and makes recommendations for change.

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CHAPTER THREE

RESEARCH METHODS

Introduction

To examine the relationship between the typologies of organizational culture and employee commitment and whether this relationship is moderated by organizational justice among staff of UCC. This chapter primarily deals with the study methodology and design. It describes the procedures that was adopted in conducting this study. It presents the research design, study organisation, population, sample and sampling procedure. It also includes the instrument used for data collection and how the data was analysed and presented as well as the ethical considerations. For the purpose of this chapter, the term respondents and participants were used interchangeably.

Research Design

A research design according to Joubert and Ehrlich (2007), is a structured methodology followed by a researcher to answer a research question. It is a detailed outline of how the research would be conducted. It entails ways of data collection, the instruments employed, and how they are used and the means of analyzing the collected data. The researcher adopted for this study, an exploratory and descriptive survey research. The study had a broader purpose to explore the relationship between types of organisational culture and employee commitment types and how organisational justice moderates these two among the study population. The study was based on the descriptive survey design because it allows for the gathering of opinions, beliefs, or perceptions about a current issue from a large group of people (Lodico, Spaulding & Voegtle, 2006).

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The main thrust of survey design was to collect appropriate data which work as a base for getting results and drawing conclusion. Bartels (1997), opines that, in descriptive surveys, the events or conditions either exist or have occurred and the researcher merely selects the relevant variables for the analysis of the relationships and reports the way things are. The research design was therefore suitable for the study because data was collected through questionnaire, to answer the research questions concerning organisational culture and employee commitment. Frankel and Wallen (2000) indicate that, there are some difficulties involved in the use of survey design. They give the following as some of the difficulties; to ensure the questions are very clear and not deceptive, getting respondent to honestly and thoughtfully answer the questions as well as getting enough of the questionnaires completed and returned to enable meaningful analysis to be made.

They added that, despite these disadvantages, descriptive survey helps researchers to observe, describe and record situations as they occur naturally. Based on this, descriptive survey design was seen as the most appropriate for the study. Quantitative research approach was also adopted. Cresswell (2014) in his study posits it that quantitative research relies on the principle of verifiability making it possible to establish the cause-and-effect relationship.

Research Approach

Sekaran and Bougie (2016) postulated that, the epistemological underpinning of a quantitative motif holds that there exist definable and quantifiable social facts. The study therefore employed the quantitative research approach based on the nature of the study purpose under consideration, specific objectives, hypotheses and the nature of the primary data to be collected and

analysed. Creswell (2014) asserted that quantitative approach deals with explaining phenomena by collecting numerical data that are analysed using mathematically based methods (statistics).

This approach typically begins with data collection based on a hypothesis or theory and it is followed with application of descriptive or inferential statistics (Tashakkori & Teddlie, 2010). Quantitative methods are frequently described as deductive in nature, in the sense that inferences from tests of statistical hypotheses lead to general inferences about characteristics of a population. Quantitative methods are also frequently characterized as assuming that there is a single "truth" that exists, independent of human perception (Lincoln, Lynham & Guba, 2011). It was also found that the findings from quantitative research can be predictive, explanatory, and confirming (Williams, 2007 as cited in Bernard & Bernard, 2012).

Population

The target population were staff working in the University of Cape Coast regardless of their religion, language and other socio-demographic background. Both male and female with permanent employment at the university were included. According to the Directorate of Human Resource (2020) of the University of Cape Coast, the staff constitutes Senior staff, Senior members and the Junior staff. Of which one thousand, five hundred and seventy (1570) are Senior staff, nine hundred and ninety-seven (997) are Senior members and two thousand, five hundred and fifty-two (2552) are Junior staff.

Sampling Procedure

Sampling is done to select from the population a representative. Data is often not taken from the entire population (Thygesen & Ersbøll, 2014). The main

objective of sampling is to select a representative group of components that reflect the characteristics of the population (Ritchie, Lewis & Elam, 2013). In Table 1 the population was classified using the convenience sampling technique. By using a convenience sampling technique, three hundred (300) staff of the University of Cape Coast was selected. Convenience sampling technique was employed for this study because of the tight schedules of staff in their various offices and the novel COVID 19 virus (Sekaran & Bougie, 2010, what did they say).

Moreover, the convenience sampling technique was used due to the unpredictability of the nature of the changes in the operations due to the COVID 19 adherence protocols and the actual time the staff will be available to answer the questionnaire. Khan, Khan, Alothman, Alsohaimi, Naushad and Al-Shaalan (2014) opined that convenience sampling technique is usually employed in studies of this nature because, it is deemed to be more suitable for gathering many responses speedily and with economy.

Thus, of the three categories of staff at the University of Cape Coast namely, Senior staff, Senior members and Junior staff, a hundred (100) each were selected to participate in this research. Table 1 below is the breakdown of the selections.

Table 1: Selected Staff from Each Category

Category of Staff	Number of staff	Percentage
Senior staff	100	33.33
Senior members	100	33.33
Junior staff	100	33.34
TOTAL	300	100

Source: Author's Construct, 2020

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Data Collection Instruments

Self-administered questionnaires were used to collect data from the sample. Plano and Badiee (2010), defines questionnaire as a set of questions with a definite purpose designed for a target group of people to be administered by themselves within a particular time frame. Plano and Badiee, (2010) continues that questionnaire guarantees high efficiency in data collection and high generalizability of results over the more intensive research designs. Questionnaire was chosen for the data collection because it is a self-reported measure which guarantees confidentiality (Plano and Badiee 2010). It is also more likely to elicit truthful response with regard to the information required from the respondents. The questionnaire was designed for all the construct of organisational culture, employee commitment and the moderating variable, organisational justice. Also, appropriate language was used to avoid ambiguity and to attract respondent's interest. The questionnaire consisted of different types of questions. And each was tailored based on the objectives outlined for the study.

The questionnaire was developed using a combination of existing scales across three themes of the thesis: organisational culture (Lammers, Meurs, Mijs, 1987: Bhatti, 2013) and employee commitment (Meyer & Allen, 1991) and organisational justice (Greenberg and Colquitt, 2013). The questionnaire comprised 50 items grouped under three main sections (i.e., Section I-IV). Section I consisted of five statements determining the demographic information of the respondents. Section II comprised four sub sections (Clan Culture, Adhocracy Culture, Hierarchy Culture and Market Culture), which measured the organisational culture available to employees within the University of Cape

Coast. The section looked at the basis of organisational culture through the four main typologies within the University of Cape Coast. It constituted twenty (20) items which further were categorized into four main parts namely, Clan Culture, Adhocracy Culture, Hierarchy Culture and Market Culture.

Section III consisted of five statements each of the employee commitment dimensions depicting a total of fifteen questions to determine the level of employee commitment within the study area. And finally, the section IV also constituted items of a total of fifteen questions based on the organisational justice. These fifteen questions were further categorized into five each of; distributive justice, procedural justice and interactional justice.

All the variables which include organisational culture, employee commitment and organisational justice were measured on a Likert-scale. All the variables of the study were measured on a five-point Likert-scale with the end points being 1 (*strongly disagree*) and 5 (*strongly agree*). A Likert scale was used because it eliminates the development of response bias amongst the respondents; it assesses attitudes, beliefs, opinions and perception; makes the response items standard and comparable amongst the respondents; responses from the Likert scale questions are easy to code and analyse directly from the questionnaires (Cant, 2003).

The intensity of each of the typologies has its characteristic impact on employee commitment (Pushnykh & Chemeris, 2006). These four types of culture serve as the base for the OCAI. This instrument has been used in more than a thousand organisations and been found to accurately predict organisational performance. It includes six questions, each with four optional answers corresponding to the four cultures explained above. The OCAI helps

the organisation determine its dominant orientation based on the four main culture types.

Validity

Validity in research simply means the extent to which instruments (questionnaires or structured interview schedules) measure what they intend to measure. In other words, validity means the extent to which the selected tool measures the intended research objectives (Bowling, 2009).

In the context of this study, several strategies were undertaken to validate and refine the content of the questionnaire. To address the face validity, the researcher read the questionnaires and corrections were made before administering them. All efforts and views of experts on the content of the questionnaire were taking into consideration hence, adding or dropping of some items in the questionnaire. Simple language was used to enhance clarity and to be assured that the instrument is entirely applicable.

Reliability

With regards to reliability, it can be seen as the extent to which the application of a scale produces consistent results if repeated measures are taken (Kent, 2007). It is achieved when keeping results at a consistent level despite changing in time and place (Bowling, 2009). Internal consistency: internal consistency comprises testing the homogeneity that assesses the extent to which personal items are inter-correlated, and the extent to which they correlate with overall scale findings, and this can be performed by using Cronbach's alpha test (Hertzog, 2008). In terms of observation, reliability of observations refers to the same inferences or activities of intra-observation (one observation at different time) and inter-observation reliability (more than one observer) (Hertzog, 2008).

The Cronbach's coefficient alpha (α) was used in this study to determine the reliability of items in the questionnaire. The value of Cronbach's alpha ranged from 0 to 1. It is worthy to note that, the closer the value of α to 1, the better its reliability.

In order to measure the reliability of the gathered data, Cronbach's alpha was used. The Table below shows Cronbach's alpha of all indicators.

Table 2: *Reliability of scales and Cronbach's alpha of study variables*

Variable	Items Retained	Cronbach's Alpha
Clan Culture	5	0.837
Adhocracy Culture	5	0.903
Hierarchy Culture	5	0.914
Market Culture	5	0.766
Affective Commitment	5	0.823
Continuance Commitment	5	0.718
Normative Commitment	5	0.711
Distributive Justice	5	0.812
Procedural Justice	5	0.842
Interpersonal Justice	5	0.901

Source: Field Survey, Andoh (2020)

The Table provides the values of Cronbach's alpha for all the variables. It appears from the table that the values of Cronbach's alpha were all equal or well above the minimum value of 0.70 which depicts a good reliability of the

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item loadings constructed in the questionnaire. It can be concluded, that the measures have an acceptable level of reliability.

Pre-testing

Validity and reliability indicate how best the instrument used in the study best measures the parameters it is meant to measure, and it is the measure of accuracy in terms of results attained in the study (Cook & Campbell, 1979). Pre-testing was done to ascertain the suitability on the items of the instruments used in the study. The instruments were pre-tested using thirty (30) respondents who were drawn from staff of University of Education Winneba (UEW) other than UCC used for the actual study.

Data Collection Procedure

The researcher requested consent from the Directorate of Human Resource, University of Cape Coast. Further, an introductory letter from the Faculty of Business and management studies at the University of Cape Coast was obtained. Thereafter, permission was sought from the faculty which was considered in the study. Respondents were given the full assurance that the study was for academic purposes and that their responses would be treated with the utmost confidentiality. The respondents were given two weeks to return answered questionnaires because the study was done during the period when the novel Covid19 had been recorded in Ghana and the university had restructured their operations.

Response Rate

In this study, the population size was three hundred (300) employees and that a total of 300 questionnaires were issued from which 300 were filled and

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returned representing a response rate of 100%. This means all the questionnaires were answered and returned as shown in Table 3.

Table 3: Response Rate

Questionnaire	Count	Percentage (%)
Returned	300	100
Non-Returned	0	0
Total	**300**	**100**

Source: Field survey, Andoh (2020)

The 100% return rate was satisfactory based on Mugenda and Mugenda (2008) who opined that a response rate of 50% is enough for analysis and reporting; a rate of (60%) is good and a response rate of (70%) and over is excellent. The high response rate was attributed to the fact that the researcher had contacts in the study area that facilitated in the data collection process. Besides, the researcher personally made many follow-up calls to clarify queries with the intention to boost the high response rate.

Data Processing and Analysis

After two weeks, 300 questionnaires were retrieved, and all were used in the study. Response rate was therefore 100% which is an acceptable rate. According to (Mugenda & Mugenda, 2003; Kuria, 2017) response rate of 50% is adequate, 60% is good, while over 70% is very good. The 300 questionnaires were later assigned numerical values (coded) and keyed into SPSS. SPSS was used in analysing demographic variable, while analyses of the objectives of the study was done using Partial Least Square-Structural Equation Modelling (PLS-SEM). Presentation and discussion of the findings were done after following acceptable assessment criteria of the measurement and structural models of the PLS-SEM.

In PLS-SEM, the assessment of the measurement model is done based on assumptions that, the model meets certain criteria comprising factor loadings, construct reliability and validity, convergent validity and discriminant validity (source). The factor loadings also called indicator or item loadings define how well the various indicators of a construct can measure that constructs of a given study. According to Henseler, Ringle and Sinkovics (2009), when indicators of a construct can measure that construct well when loadings of each item is greater than or equal to 0.70. This means that, factors that load below the accepted threshold of the 0.70 should be removed. Hair, Hult, Ringle & Sarstedt (2014) argue that indicator loadings < 0.70 may be retained in so far as the inclusion of such factors will not lead to an overwhelming increase in the overall reliability of the model.

In respect of construct reliability and validity, which explain how accurate the constructs are supposed to measure really measure in each study setting, the Cronbach's Alpha (CA), rho A and composite reliability (CR) values were used for the assessment. As a rule of thumb, CA or the rho A values ≥ 0.70 are regarded acceptable to determine the reliability of a study's constructs (Hair, Hult, Ringle & Sarstedt, 2014). However, Ringle, Sarstedt & Straub (2012) claimed that the CA and the rho A are not sufficient enough to explain how the indicators satisfactorily measure the constructs because the CA rather places priority on the factors according to their individual reliability and is subtle to the number of items used for a construct. This is likely to underestimate the internal consistency reliability. Considering this weakness, it is suggested that the CR should be reported in circumstances where both CA and the rho A produce values < 0.70 (Hair, Hult, Ringle & Sarstedt (2014), Ringle, Sarstedt & Straub

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(2012); Bagozzi & Yi, 1988). CR defines the extent to which all the factors put together sufficiently and satisfactorily measure the latent variable. The threshold acceptable and endorsed is values > 0.70 (Ringle et al., 2012; Bagozzi & Yi, 1988).

Furthermore, the convergent validity (CV) of the constructs was evaluated as part of assessing the measurement model. CV examines the extent to which each indicator of a construct positively correlates with other indicators of the same construct (Hair et al., 2014). CV is assessed using the Average Variance Extracted (AVE) in the PLS-SEM output. The cut-off point for satisfactory AVE is values ≥ 0.50, which means the construct is able to explain at least 50% of variance of its indicators. Finally, the discriminant validity (DV) was also assessed based on the Fornell-Larcker Criterion and the Heterotrait-Monotrait Ratio (HTMT) criteria in this study. DV measures the extent to which each construct of a study can discriminates from other constructs. This means that the constructs used in the study must be distinct and unique from one another thereby precluding them from representing the same phenomenon (Hair et al., 2014). This measure is important as it checks multicollinearity among exogenous variables. For such issues of discriminant validity to be absent in a study, it has been well established that, the square root of a construct's AVE should be greater than the correlation of the construct with other constructs, when using the Fornell and Larcker's (1981) criterion. Secondly, the HTMT ratio which is an advanced measure of discriminant validity has a threshold of values ≤ 0.85, $\text{HTMT}^{0.85}$ (Henseler, Ringle and Sinkovics, 2009; Ringle, Sarstedt & Straub, 2012).

The structural model was measured by its correlation (path) coefficients (R), the coefficient of determination (R^2), effect size (f^2), the predictive relevance (Q^2) and the significance (P values) of the model. R measures the direction and strength of a relationship between a study's constructs. Cohen (1992) postulated that correlation values of ± 0.10 are weak, ± 0.30 are moderate and $\geq \pm 0.50$ are large. In the view of Hair et al. (2014:97), "a coefficient of determination (R^2) of 0.25, 0.5 and 0.75 is considered as weak, moderate and substantial respectively." The R^2 is a measure of the percentage variation in the dependent variable that is explained by the predictor variables in a study (Ringle et al., 2012).

In addition, effect size examines the impact the exogeneous variable (s) exert on the endogenous variable. Based on Cohen's (1992) position, "effect size (f^2) of 0.02, 0.15 and 0.35 is seen as small, medium and large respectively." Furthermore, "a predictive relevance (Q^2) of 0.02, 0.15 and 0.35 is considered as small, medium and large respectively." Finally, a significant level of 5% or less is appropriate for a structural model (Hair et al., 2014). To buttress the significant levels, a t-statistic value at 5% probability should exceed 1.96 in order to be considered significant (Hair et al., 2014). Researchers advise that predictor variable (s) that has/have no significant relationship with dependent variable should be precluded from overall variability analysis (Henseler, Ringle, & Sinkovics, 2009; Ringle, Sarstedt, & Straub, 2012).

Ethical Considerations

According to Awases (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 be aware of

the ethical concern (Rubin & Babbie, 2016). The researchers will employ every effort to avoid possible violation of ethical principles.

Edginton, Enarson, Zachariah, Reid, Satyanarayana, Bissell, & Harries (2012), identified the basic ethical consideration for research as; respondents being fully informed about the aims, methods and benefits of the research, granting voluntary consent and maintaining the right of withdrawal and also guaranteeing the participants of confidentiality.

There are two ethical issues that were taken into serious consideration for this research. The candidate took responsibility to secure the actual permission and interest of all those involved in the study. The candidate sought consent from the respondents. There was commitment to keep all information collected confidential. The respondents' name and identity were anonymized. Besides, individual respondent was informed of the reason for the whole exercise and the tremendous benefit the institution would derive if the research was successfully conducted.

Based on this, it can be said that the candidate met the ethical rules set out by Bless and Smith (2000). According to these authors, the main rules of data collection were a) voluntary participation, (b) the right to privacy, (c) Freedom, (d) Anonymity and (e) Confidentiality. However, before carrying out all these rules, an introductory letter was obtained from the School of Business, Department of Human Resource Management of the University of Cape Coast to introduce the candidate to the institution. To gather data from the sampled staff, permission was sought from the management of the institution. Respondents were encouraged to feel free and express their views as objectively as possible and that they have the liberty to choose whether to participate or not.

They also had the option to withdraw their consent at any time and without any form of adverse consequences.

An organisational entry protocol was observed before the data were collected. In this case, in order not to interfere in the daily work schedules of respondents as advised by the management of the university, the researcher visited the staffs during the lunch breaks and also sent questionnaire by email.

Chapter Summary

The purpose of this chapter was to describe the methods used in achieving the objectives of this study. The study focused on a sampled staff of University of Cape Coast comprising of Senior members, Senior and Junior staff. It was noted that self-administered questionnaire was administered to staff of University of Cape Coast after assuring them of anonymity and confidentiality. Also, participation in the study was done voluntarily. Approval was also taken from the Directorate of Human Resource before the commencement of the data collection. Data was analysed using SPSS and PLS-SEM.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

In this study, the main research objective has been, to examine the relationship between the typologies of organizational culture and employee commitment and whether this relationship is moderated by organizational justice among staff of UCC.

Based on this main research objective, specific objectives were used to achieve the study goal. In line with these original research objectives and the method used, this chapter provides the findings and discussions which reflect on the specific objectives as outlined in Chapter one. The first section discusses the demographic features of the respondents. However, the second section, addresses the main specific research questions relating to the topic namely:

1. What is the impact of organisational culture on affective commitment?
2. What is the influence of organisational culture on normative commitment?
3. What is the influence of organisational culture on continuance commitment?
4. To what extent does the combined effect of clan, adhocracy, hierarchical and market culture influence employee commitment among the staff of the UCC?
5. What is the moderating effect of organisational justices on organisational culture and employee commitment?

Descriptive Results for Socio-Demographic Characteristics

This section provides results on the nature of the respondents for this study. The demographic characteristics describe the nature of the used as respondents for the study namely senior members, senior and junior staff. The

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data was collected across various biographical details. It describes the nature of the respondents of the study. The results are presented in Table 4.

Table 4: Demographic Characteristics for Respondents

		Frequency	Percent (%)
Gender	Male	175	58.3
	Female	125	41.7
Age	18-30	40	13.3
	31-40	126	42.0
	41-50	111	37.0
	51-60	20	6.7
	60 and above	3	1.0
Professional Qualification	JHS/SHS	56	18.7
	Tertiary	99	33.0
	Postgraduate	108	36.0
	Professional	10	3.3
	Other	27	9.0
Position of Respondents	Senior Members	100	33.3
	Senior Staff	100	33.3
	Junior Staff	100	33.3
Years of Work	Less than one year	36	12.0
	2-5 years	52	17.3
	6-10 years	98	32.7
	Over 10 years	114	38.0
Total		**100**	**300**

Source: Field Data, Andoh (2020)

Table 4 clearly illustrates that there were more male participants than their females' counterparts in this survey. More than half of the respondents (58.3%) were males while the remaining respondents, (41.7%) were females. This implies that a lot of males are employed in the service which is not surprising considering the gender inequality in terms of employment in the

country (source). On the age distribution of the respondents, it was found out that the majority of the respondents (126) are between the age of 31 and 40 years representing about (42.0%). This higher percentage of young employees (on which scale) gives a positive impression that there are more young staff in the university community. This could mean that the university is of interest to the young adults and for that matter attracting more young people with potentials and ideas.

Again, the table shows that 111 respondents representing (37.0%) were between 41 to 50 years which implies that in the university, majority of the respondents are in their adulthood age and that the institution can be thought of a lot of potentials in terms of development in the future. In addition, 40 of the respondents representing (13.3%) were between the ages 18 to 30 years followed by 20 respondents between the ages of 51 to 60 representing (6.7%) in the university community and finally, 3 respondents from the ages of 60years and representing (1.0%) in the university community. This implies that relatively a low percentage of employees are approaching the retirement age.

With the highest professional qualification of the staff, it was also realized that 56 respondents representing (18.7%) had junior high school (JHS) and senior high school (SHS) education from various fields, while 99 respondents representing (33.0%) had tertiary education. However, a large percentage number of the staff had Post Graduate education. With this category of staff, a total of 108 representing 36.0% were the Post Graduate holders. Also, with regards to professionals, 10 of them representing (3.3%) were found to be in this category. Finally, 27 employees (9.0%) had other educational

qualifications. From the table it is realized that most workers in the institution consider education as important to the growth of the country.

It can also be seen from the table that equal respondents from the various categories of staff, that is, 100 representing (33.3%) of the sampled population were in senior members' category, also 100 respondents representing (33.3%) of the population were in senior staffs' positions and finally, 100 respondents representing (33.3%) of the population were in junior staff. This implies that there was an even distribution of the sample size out of the population to give an unbiased view of the study within the university community. In terms of how long each employee has worked in the institution, it was found that most of them had worked for over 10 years. Within this number of years, 114 (38.0%) has worked within them, while 98 respondents (32.7%) have worked within 6 to 10 years. This was followed by those who have worked within 2 and 5 years with a total number of 52 (36%). Lastly those who have worked for less than a year were 36 (12.0%).

Findings of the Research Objectives

Research Objective One: Influence of Organisational Culture on Employee Commitment

The first objective sought to investigate the influence of organisational culture on affective commitment. Specifically, the objective looked at the influence of clan culture, adhocracy culture, market and hierarchical culture on organisational commitment. Per the objective, the study hypothesized that, H1: "there is a significant positive relationship between clan culture and organisational commitment"; H2: "there is a significant positive relationship between adhocracy culture and organisational commitment", H3: "there is a

significant positive relationship between market culture and organisational commitment" and H4: "there is a significant positive relationship between hierarchical culture and organisational commitment."

The findings of objective one was presented after assessment of the measurement model as shown in Figure 5, Tables 5, 6 and 7.
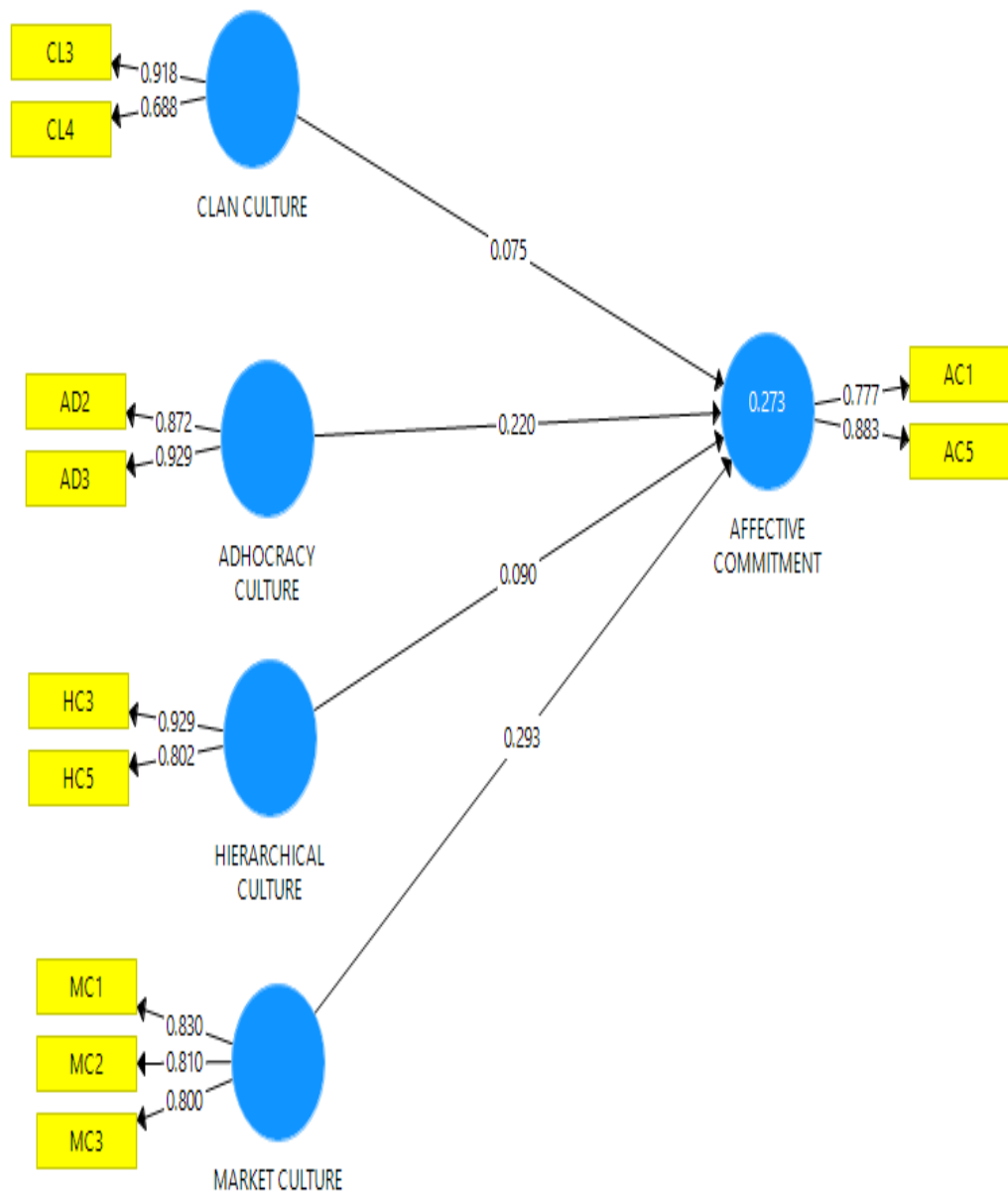
Figure 5: PLS-SEM Final Output Extracted

Source: Field Data, Andoh (2020)

Figure 5 above gives a good revelation about the performance of the indicators measuring the various constructs of the study. The loadings on each construct met the acceptable threshold for attaining indicator reliability except that, some indicators below the 0.70 cut-off point were retained in so far as the items did not increase the AVE. Specifically, loadings for that of clan culture (CL) were between 0.688 – 0.918, adhocracy culture (AD) were ranging between 0.872 – 0.929, hierarchical culture (HC) ranged from 0.802 – 0.929, market culture (MC) ranged from 0.800 – 0.830 and affective commitment (AC), from 0.777 – 0.883.

Table 5: Assessing Reliability and Validity

Construct	CA	rho A	CR	AVE
CL	0.725	0.727	0.790	0.658
AD	0.772	0.815	0.896	0.811
HC	0.706	0.798	0.802	0.754
MC	0.744	0.744	0.854	0.662
AC	0.711	0.703	0.817	0.692

"Notes: Loadings between 0.4 and 0.7 are acceptable. >0.7 is high. CA > 0.7 is acceptable and high. CR should be 0.7 or higher. AVE should be 0.5 or higher."
"CA – Cronbach's alpha; CR – Composite reliability; AVE – Average Variance Extracted."
Source: Field Data, Andoh (2020)

Moreover, results from Table 4 shows that, the model passed reliability and validity tests. The CR was used as basis of assessing the internal consistency of the indicators due to the weaknesses of the Cronbach's alpha (CA) and rho A. The CR captures how reliable the indicators put together can measure a construct. It is seen from table 5 that all the Composite reliability (CR) values met the acceptable threshold of > 0.70. Also, the Average Variance Extracted (AVE) of the various constructs were above the 0.50 threshold, which means

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that the model had no issues with internal consistency and convergent validity.

In respect of how sound the independent constructs clan culture (CL), adhocracy culture (AD), market culture (MC) and hierarchical culture (HC) are distinct from one another in predicting the dependent variable affective commitment (AC), the Fornell-Larcker criterion and the Heterotrait-Monotrait Ratio (HTMT) ratio were used as presented in Table 6.

Table 6: Assessing Discriminant Validity

Fornell-Larcker Criterion					
	AC	CL	AD	HC	MC
AC	**0.832**				
CL	0.268	**0.811**			
AD	0.380	0.180	**0.901**		
HC	0.343	0.406	0.221	**0.868**	
MC	0.472	0.398	0.432	0.593	**0.814**
Heterotrait-Monotrait Ratio (HTMT)					
AC					
CL	**0.565**				
AD	0.300	**0.438**			
HC	0.297	0.500	**0.781**		
MC	0.578	0.724	0.341	**0.722**	

"Notes: (a) Bold values are the square root of each construct's AVE which is higher than their correlation with other constructs; (b). Bold values of HTMT less than 0.85."
Source: Field Data, Andoh (2020)

The results as captured in Table 6 shows that, the constructs were distinct from one another. Relying on the scores of the Heterotrait-Monotrait Ratio (HTMT) ratio which indicate superiority over the Fornell-Larcker in explaining discriminant validity, the scores were far below the acceptable level of ≤ 0.85. By implication, the model was good for advanced analysis based on the fact that, the individual constructs were different from each other from measuring the same phenomenon.

Next is the presentation and interpretation of the findings based on the results of the structural model.

Table 7: Results of the Structural Model Examined

	Beta (R)	T Statistics	P Values	Decision rule	R^2	f^2	Q^2
AC					0.273		0.136
CL ->AC	0.205	2.321	0.001	Supported		0.075	
AD ->AC	0.208	2.225	0.017	Supported		0.220	
HC->AC	0.323	3.040	0.002	Supported		0.090	
MC->AC	0.311	2.209	0.028	Supported		0.293	

"Notes: The significance level of 5% is for critical t-value of 1.96 (2-tailed); R^2 of 0.75 is substantial, 0.50 is moderate and 0.25 is weak; Effect size of 0.02, 0.15 and 0.35 indicates small, medium and large effect respectively; Predictive relevance of 0.02, 0.15 and 0.35 indicates small, medium and large effect respectively."
Source: Field Data, Andoh (2020)

It is recalled that, objective one sought to investigate the influence organisational culture on affective commitment among staff in the University of Cape Coast. After confirming that all the reliability and validity tests were based on the measurement model, the results of the objective were reported in Table 7. The results as captured in the table suggest that there is a significant positive

relationship between organisational culture (CL: R = 0.205, t= 2.321, P =0.001; AD: R = 0.208, t = 2.225, P < 0.017; HC: R = 0.323, t= 3.040, P =0.002; MC: R = 0.311, t= 2.209, P =0.028) and affective commitment which confirms findings by Huhtala & Feldt, 2016; Manetje & Martins (2009) in their study that organisational culture has a level of influence on affective commitment. This means that, all things being equal, a unit increase in clan culture, adhocracy culture, hierarchical culture and market culture will result in a significant corresponding increase in affective commitment by 0.075, 0.220, 0.090, and 0.293 respectively. Thus, all four hypotheses (H1, H2, H3 and H4) support the researcher's claim that there is significant positive influence of organisational culture on affective commitment. The results further imply that about 27.3% of variation in affective commitment was accounted for by the variation in organisational culture constructs which is the highest, this supports findings by Van Stuyvesant Meijen (2008) who found that organisational culture affect affective commitment of employees within an organisation. Technically, the remaining 72.7% may be due to other factors such as employees' personal characteristics, beliefs, language etc. not assessed in the study.

Regarding the effect sizes of the predictor variables, clan culture (f^2 = 0.075) and hierarchical culture (f^2 = 0.090) had small effect on the R^2 value of affective commitment whiles adhocracy culture (f^2 = 0.220) and market culture (f^2 = 0.293) had a medium effect on affective commitment. These findings are in line with findings of Dundas (2008) who reported that organisational culture have varied effect on a study variable. In all, the four organisational culture typologies were able to predict (Q^2 =0.136) of the dependent variable moderately in the study that staff commitment within the institution could be

increased through ensuring the right organisational culture within the University.

Research Objective Two: Examine the Impact of Organisational Culture on Normative Commitment.

The second objective sought to investigate the influence organisational culture on affective commitment. Here, the study hypothesized that; H5: "there is a significant positive relationship between clan culture and normative commitment"; H6: "there is a significant positive relationship between adhocracy culture and normative commitment"; H7: "there is significant positive relationship between hierarchical culture and normative commitment" and H8: "there is significant positive relationship between market culture and normative commitment." The findings were reported after assessing relevant indicators and assumptions for model reliability and validity as well as discriminant validity issues. These checks were presented in Figure 6, Table 8, 9 and 10.

A quick examination of the indicator loadings revealed that, loadings for each item of the various constructs met the relevant empirical standards except that some were retained due to their inability to lead to an increase in the overall reliability. The indicator loadings on each construct as shown in Figure 6 were; CL (0.769 – 0.865), AD (0.843 – 0.948), HC (0.803 – 0.926), MC (0.847 – 0.900) and NC (0.642 – 0.812).

The findings of the objective were presented after assessment of the measurement model as shown in Figure 6, Tables 7, 8 and 9.
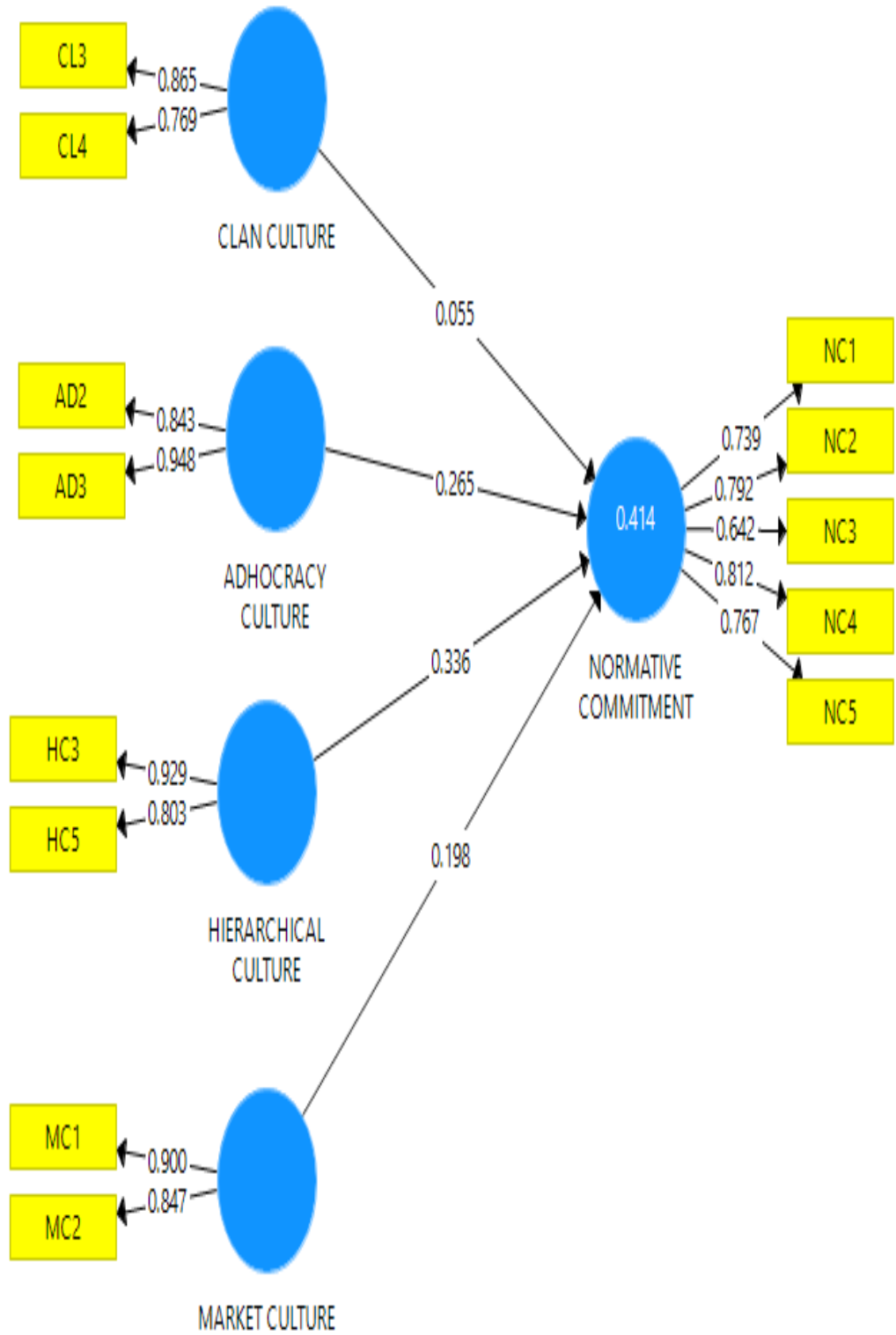
Figure 6: Final Output Extracted

Source: Field Data, Andoh (2020)

Again, the constructs' reliability and validity criteria were met following the observation of the results in Table 8.

Table 8: Assessing Reliability and Validity

Construct	CA	rho A	CR	AVE
CL	0.725	0.727	0.801	0.669
AD	0.772	0.928	0.892	0.805
HC	0.706	0.796	0.859	0.754
MC	0.744	0.713	0.866	0.764
NC	0.808	0.817	0.866	0.566

"Notes: Loadings between 0.4 and 0.7 are acceptable. >0.7 is high. CA > 0.7 is acceptable and high. CR should be 0.7 or higher. AVE should be 0.5 or higher."
"CA – Cronbach's alpha; CR – Composite reliability; AVE – Average Variance Extracted."
Source: Field Data, Andoh (2020)

Moreover, results from Table 8 shows that, the model passed reliability and validity problems. The CR was used as basis of assessing the internal consistency of the indicators due to the weaknesses of the Cronbach's alpha (CA) and rho A. The CR captures how reliable the indicators put together can measure a construct. It is seen from the table that all the Composite reliability (CR) values met the acceptable threshold of > 0.70. Also, the Average Variance Extracted (AVE) of the various constructs were above the 0.50 threshold, which means that the model had no issues with internal consistency, convergent validity. In respect of how sound the independent constructs clan culture (CL), adhocracy culture (AD), market culture (MC) and hierarchical culture (HC) are distinct from one another in predicting the dependent variable affective commitment (AC), the Fornell-Larcker criterion and the Heterotrait-Monotrait Ratio (HTMT) ratio were used as presented in Table 9.

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Table 9: Assessing Discriminant Validity

Fornell-Larcker Criterion

	NC	CL	AD	HC	MC
NC	**0.832**				
CL	0.336	**0.818**			
AD	0.419	0.184	**0.897**		
HC	0.539	0.441	0.215	**0.868**	
MC	0.525	0.422	0.365	0.616	**0.874**

Heterotrait-Monotrait Ratio (HTMT)

	NC	CL	AD	HC	MC
NC					
CL	**0.485**				
AD	0.500	**0.300**			
HC	0.667	0.781	**0.297**		
MC	0.686	0.744	0.510	**0.500**	

"Notes: (a) Bold values are the square root of each construct's AVE which is higher than their correlation with other constructs; (b). Bold values of HTMT less than 0.85."
Source: Field Data, Andoh (2020)

The results as captured in Table 9 shows that, the constructs were distinct from one another. Relying on the scores of the Heterotrait-Monotrait Ratio (HTMT) ratio which indicate superiority over the Fornell-Larcker in explaining discriminant validity, the scores were far below the acceptable level of ≤ 0.85. By implication, the model was good for advanced analysis since, the individual constructs were different from each other from measuring the same phenomenon.

Next is the presentation and interpretation of the findings based on the results of the structural model.

Table 10: Results of the Structural Model Examined

	Beta (R)	T Statistics	P Values	Decision rule	R^2	f^2	Q^2
NC					0.390		0.390
CL ->NC	0.265	3.017	0.003	Supported		0.103	
AD ->NC	0.055	0.434	0.665	Rejected		0.004	
HC->NC	0.336	2.760	0.006	Supported		0.112	
MC->NC	0.198	1.738	0.083	Rejected		0.036	

"Notes: The significance level of 5% is for critical t-value of 1.96 (2-tailed); R^2 of 0.75 is substantial, 0.50 is moderate and 0.25 is weak; Effect size of 0.02, 0.15 and 0.35 indicates small, medium and large effect respectively; Predictive relevance of 0.02, 0.15 and 0.35 indicates small, medium and large effect respectively."
Source: Field Data, Andoh (2020)

According to the results in Table 10 clan culture (CL) (R = 0.265, t= 3.017, P = 0.003), and hierarchical culture (HC) (R = 0.336, t= 2.760, P 0.001= 0.006) had significant positive relationship with normative culture (NC). However, adhocracy culture (AD) (R = 0.055, t= 0.434, P = 0.665) and market culture (MC) (R = 0.198, t= 1.738, P = 0.083) were rejected since they had an adverse relationship with normative commitment. This supports Anitha (2016), who assert that organisational culture depicts a level of influence on employee commitment but at a minimal level. The findings show that significant values (p) of the clan culture and hierarchical culture were below the 5% significant level. This was further confirmed by the values of the t-statistics of the two constructs clan and hierarchical culture which were also above the 1.96 end point. Therefore, H5 and H7 supported the researcher's assertion while H6 and H8 failed to do so and were rejected.

The results further suggest that organisational culture synergically, account for approximately 39.0% of variation (R^2 = 0.390) or changes in organisational commitment of staff in the University of Cape Coast. The values of the f^2 indicate that clan culture and hierarchical culture had a moderate effect on the R^2 value of organisational commitment whiles the Q^2 value also portrayed a moderate predictive relevance of the organisational culture typologies on organisational commitment.

Research Objective Three: To Access the Influence of Organisational Culture on Continuance Commitment

This section sought to analyse the third objective of the study, which, assesses the influence of organisational culture (CL, AD, HC and MC) on continuance commitment (CC) of staff in the University of Cape Coast. Based on the objective of the study, four hypotheses were tested comprising; H9: "there is significant positive relationship between clan culture and continuance commitment"; H10: "there is significant positive relationship between adhocracy culture and continuance commitment"; H11: "there is significant positive relationship between hierarchical culture and continuance commitment" and H12: "there is significant positive relationship between market culture and organisational commitment." Assessment of the measurement model used in the objective was done hitherto the interpretation of the findings.

Basically, Figure 7 shown that item loadings for each construct were qualified to be included in measuring study's constructs. This is because, loadings were within the rule of thumb of values greater than or equal to 0.70 or

below provided those loadings below the standard do not inflate the AVE. In view of the foregoing, indicator loadings from 0.60 were retained.
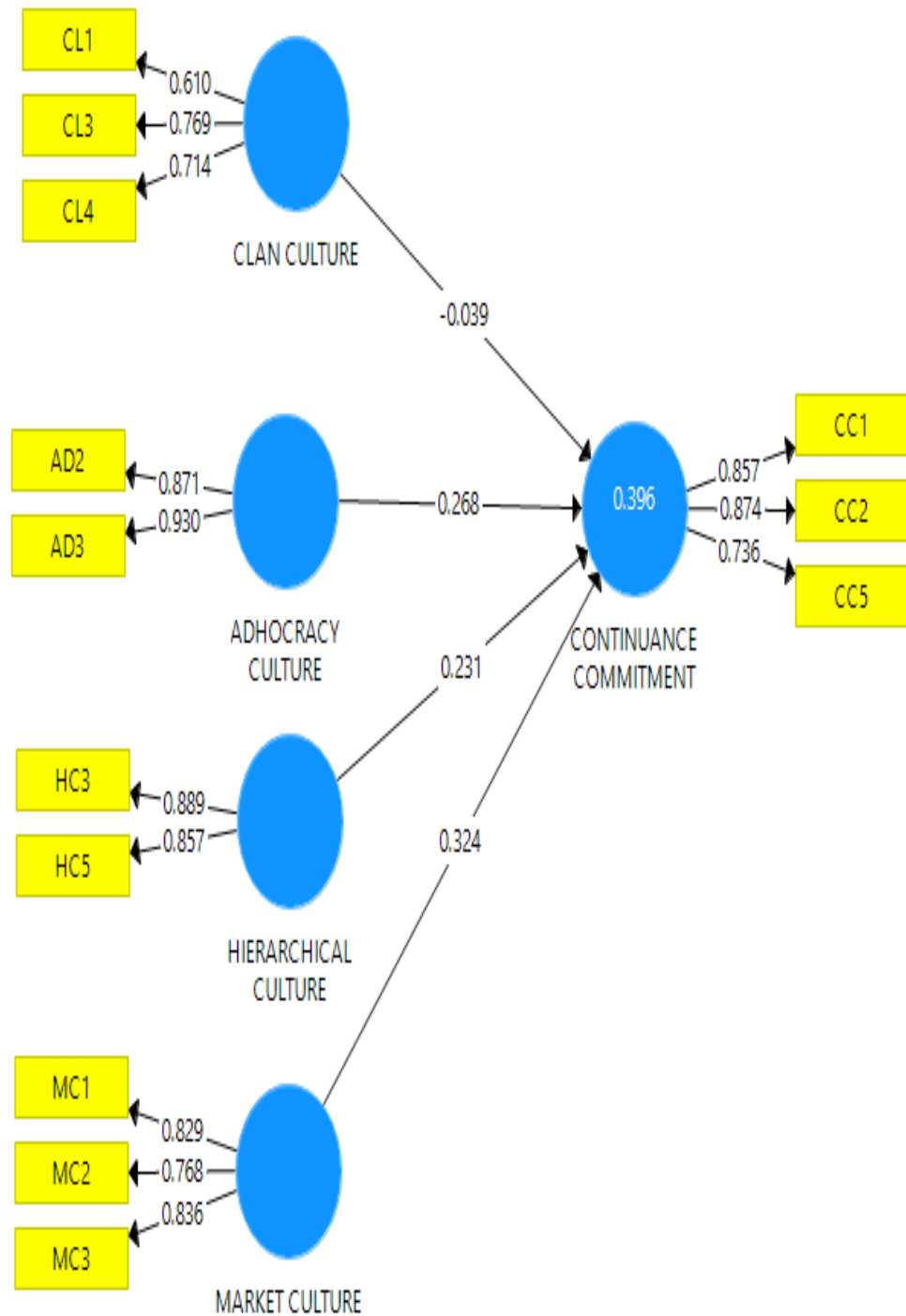
Figure 7: Final Output Extracted

Source: Field Data, Andoh (2020)

Figure 7 above gives a good revelation about the performance of the indicators measuring the various constructs of the study. The loadings on each construct met the acceptable threshold for attaining indicator reliability except that, some indicators below the 0.70 cut-off point were retained in so far as the items did not increase the AVE. Specifically, loadings for that of clan culture (CL) were between 0.610 – 0.769, adhocracy culture (AD) were ranging between 0.871 – 0.930, hierarchical culture (HC) ranged from 0.857 – 0.889, market culture (MC) ranged from 0.768 – 0.836 and continuance commitment (CC), from 0.736 – 0.874.

Table 11: Assessing Reliability and Validity

Construct	CA	rho A	CR	AVE
CL	0.701	0.791	0.741	0.669
AD	0.772	0.817	0.896	0.811
HC	0.788	0.795	0.865	0.762
MC	0.744	0.763	0.852	0.658
CC	0.767	0.800	0.864	0.680

"Notes: Loadings between 0.4 and 0.7 are acceptable. >0.7 is high. CA > 0.7 is acceptable and high. CR should be 0.7 or higher. AVE should be 0.5 or higher."
"CA – Cronbach's alpha; CR – Composite reliability; AVE – Average Variance Extracted."
Source: Field Data, Andoh (2020)

Moreover, results from Table 11 shows that, the model passed reliability and validity tests. The CR was used as basis of assessing the internal consistency of the indicators due to the weaknesses of the Cronbach's alpha (CA) and rho A. The CR captures how reliable the indicators put together can measure a construct. It is seen from the table that all the Composite reliability (CR) values met the acceptable threshold of > 0.70. Also, the Average Variance Extracted

(AVE) of the various constructs were above the 0.50 threshold, which means that the model had no issues with internal consistency and convergent validity. In respect of how sound the independent constructs clan culture (CL), adhocracy culture (AD), hierarchical culture (HC) and market culture (MC) are distinct from one another in predicting the dependent variable continuance commitment (CC), the Fornell-Larcker criterion and the Heterotrait-Monotrait Ratio (HTMT) ratio were used as presented in Table 12.

Table 12: Assessing Discriminant Validity

Fornell-Larcker Criterion

	CC	CL	AD	HC	MC
CC	**0.825**				
CL	0.322	**0.701**			
AD	0.445	0.364	**0.901**		
HC	0.465	0.458	0.212	**0.873**	
MC	0.562	0.486	0.439	0.601	**0.811**

Heterotrait-Monotrait Ratio (HTMT)

	CC	CL	AD	HC	MC
CC					
CL	**0.526**				
AD	0.558	**0.627**			
HC	0.629	0.826	**0.297**		
MC	0.706	0.846	0.578	**0.480**	

"Notes: (a) Bold values are the square root of each construct's AVE which is higher than their correlation with other constructs; (b). Bold values of HTMT less than 0.85."
Source: Field Data, Andoh (2020)

The results as captured in Table 12 shows that, the constructs were distinct from one another. Relying on the scores of the Heterotrait-Monotrait Ratio (HTMT) ratio which indicate superiority over the Fornell-Larcker in

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explaining discriminant validity, the scores were far below the acceptable level of ≤ 0.85. By implication, the model was good for advanced analysis since, the individual constructs were different from each other from measuring the same phenomenon.

The table below is the presentation and interpretation of the findings based on the results of the structural model.

Table 13: Results of the Structural Model Examined

	Beta (R)	T Statistics	P Values	Decision rule	R^2	f^2	Q^2
CC					0.474		0.237
CL ->CC	-0.039	0.330	0.742	Rejected		0.002	
AD ->CC	0.268	3.209	0.001	Supported		0.091	
HC->CC	0.231	2.162	0.031	Supported		0.052	
MC->CC	0.324	2.843	0.005	Supported		0.090	

"Notes: The significance level of 5% is for critical t-value of 1.96 (2-tailed); R^2 of 0.75 is substantial, 0.50 is moderate and 0.25 is weak; Effect size of 0.02, 0.15 and 0.35 indicates small, medium and large effect respectively; Predictive relevance of 0.02, 0.15 and 0.35 indicates small, medium and large effect respectively."

Source: Field Data, Andoh (2020)

It is recalled that, this objective sought to analyse the influence of organisational culture on continuance commitment of staff in the University of Cape Coast. After confirming that all the reliability and validity tests were done based on the measurement model, the results of the objective were reported in Table 12. The results as captured in the table suggest that there is a significant

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positive relationship between organisational culture (AD: R = 0.268, t= 3.209, P =0.001; HC: R = 0.231, t = 2.162, P < 0.031; MC: R = 0.324, t= 2.843, P =0.005) and continuance commitment which confirms findings by Manetje & Martins (2009) and Masouleh & Allahyari (2017) in their study that organisational culture will influence continuance commitment. This means that, all things being equal, a unit increase in adhocracy culture, hierarchical culture and market culture will result in a significant corresponding increase in organisational commitment by 0.091, 0.052, and 0.090 respectively. Thus, all three hypotheses (H10, H11 and H12) support the researcher's claim whereas clan culture (CL: R = -0.039, t= 0.330, P =0.742) had an adverse effect on continuance commitment and therefore was rejected. The results further imply that about 47.4% of variation in continuance commitment was accounted for by the variation in organisational culture typologies which is the highest, this supports findings by Matthew and Ogbonna (2009) who found that organisational culture affect employee commitment. Technically, the remaining 52.6% may be due to other factors not assessed in the study.

Regarding the effect sizes of the predictor variables, hierarchical culture (f^2 = 0.052), and market culture (f^2 = 0.090) had small effect on the R^2 value of continuance commitment whiles adhocracy culture (f^2 = 0.091) had a medium effect on organisational commitment. Findings is in line with findings of Dundas (2008) who reported that organisational culture have varied effect on a study variable. On overall, the four organisational culture typologies were able to predict (Q^2 =0.237) the dependent variable moderately in the study that staff commitment can be increased through the right organisational culture typology with continuance commitment.

Objective Four: Determine the Extent to Which the Combined Effect of Clan, Adhocracy, Hierarchical and Market Culture Influence Employee Commitment

In line with the final study objective (i.e. objective four), the study intended to examine the overall extent to which all the four typologies of organisational culture influence all the three dimensions of organisational commitment combined. From the previous discussions with the help of the SMART PLS software, a significant positive relationship has already been established between organisational culture and organisational commitment. All these indicate that there are positive relations between organisational culture and organisational commitment. The Table 14 below further gives the extent of the relationship between organisational culture and employee commitment.

Table 14: *ANOVA Table on the Relationship between organisational culture and organisational commitment.*

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	84.235	4	28.078	91.845	.000[b]
	Residual	59.920	296	.306		
	Total	144.155	300			

Source: Field Data, Andoh (2020)

This positive connection between these variables (dependent variables and the independent variable) is confirmed by the ANOVA F-test result which also showed a significant outcome (F-value =91.845, N=300, p=0.000) as it can be seen in table 14 above.

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Multiple Regression Analysis

In order to determine the extent of the relationship between the dependent variable and independent variables (predictors), a multiple regression model was carried out. Thus, a multiple regression analysis was done to test on the relationship between the various variables of the study which comprises the three organisational culture components namely: Clan Culture, Adhocracy Culture, Hierarchical Culture and Market Culture and Organisational Commitment (Affective, Continuance and Normative Commitment). The results of the analysis in terms of the various typologies of organisational culture with the dimensions of organisational commitment have been presented in Table 15 below.

Table 15: *Model Summary of organisational culture relations with organisational commitment*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.764[a]	0.584	0578	0.553

Source: Field work, Andoh (2020)

Predictors: (Constant), CLAN CULTURE, ADHOCRACY CULTURE, HIERARCHICAL CULTURE, MARKET CULTURE

From the Table 15 above one can deduce that the overall coefficient of determination R square is 0.584 and R is 0.764 at 0.05 significant levels. The conclusion here is that 76.4 % of the changes in the response to employee commitment can be explained by the four typologies of the organisational culture while the rest of only 23.6% are explained by other variables which are not part of this study. The extent of the relations in the context of this combined

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effect of all the types of organisational culture (clan, adhocracy, hierarchical and market culture) is far more than all the dimensions that organisational commitment has with the individual component separately. This overall study result is interesting and significant in the sense that one could argue that one particular type of organisational culture might not be sufficient to result in an improved organisational commitment, but rather it is the combined effect of managing all four typologies (clan, adhocracy, hierarchical and market culture) that has a potential effect within the organisational working environment. This finding is in line with the study conducted by Matthew and Ogbonna (2009), and stated that, organisational cultures constitute a higher level of influence on commitment when combined within an organisation.

Research Objective Five: To Analyse the Moderating Effect of Organisational Justices on Organisational Culture And Employee Commitment

The final objective sought to analyse the moderating effect of organisational justices on organisational culture and organisational commitment. Specifically, the objective looked at the influence of clan culture, adhocracy culture, market culture and hierarchical culture on organisational commitment with organisational justice as a moderator. Per the objective, the study considered the combined influence of all the dimensions of organisational commitment (affective, normative and continuance commitment) as a unit in relation to the various typologies of organisational culture (clan, adhocracy, hierarchical and market culture). The moderator, organisational justice was measured using distributive justice, procedural justice and interpersonal justice.

The findings of the objective were presented after assessment of the measurement model as shown in Figure 8, Tables 16, 17 and 18.
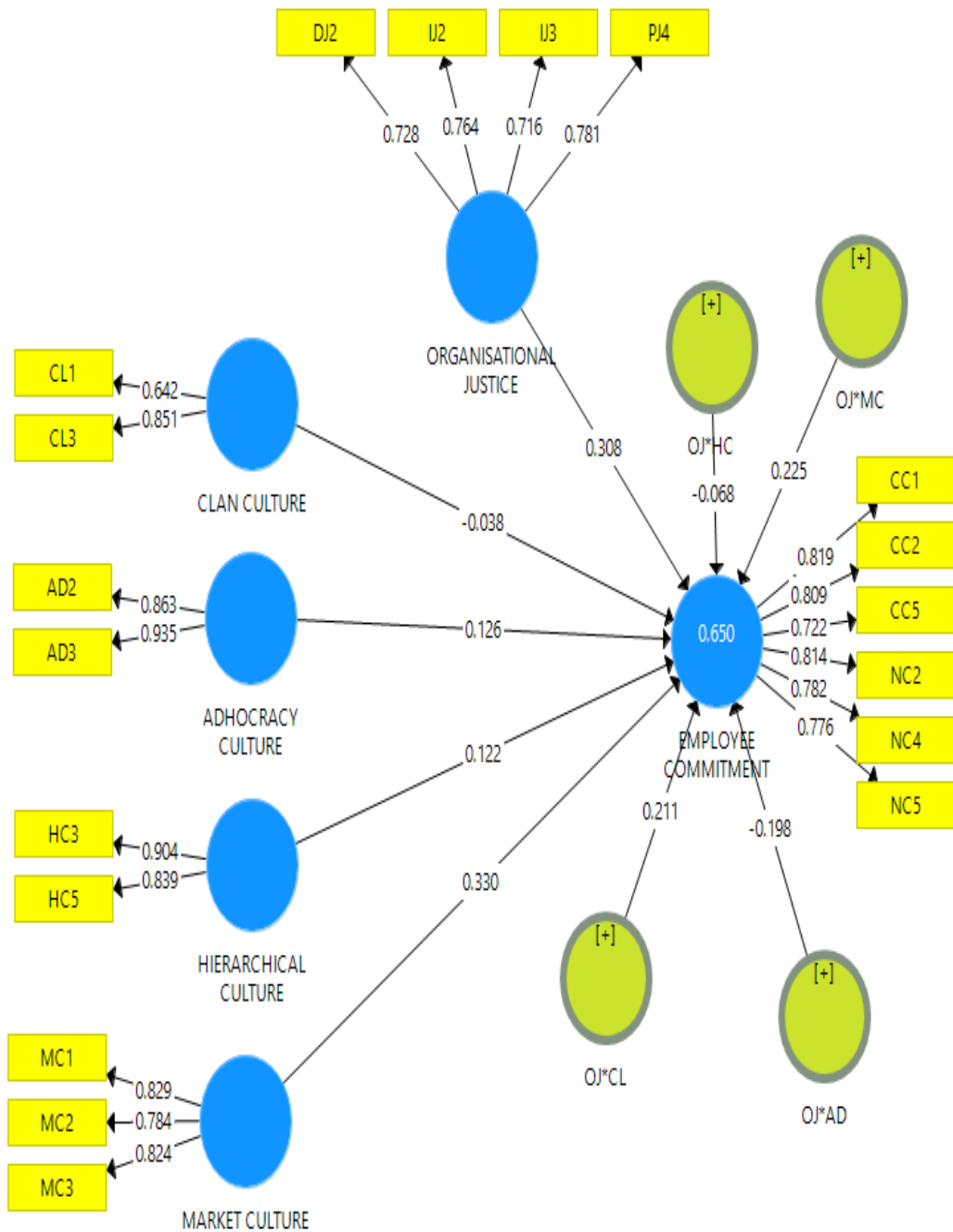

Figure 8: Final Output Extracted

Source: Field Data, Andoh (2020)

Figure 8 above gives a good revelation about the performance of the indicators measuring the various constructs of the study. The loadings on each construct met the acceptable threshold for attaining indicator reliability except

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that, some indicators below the 0.70 cut-off point were retained in so far as the items did not increase the AVE. Specifically, loadings for that of clan culture (CL) were between 0.642 – 0.851, adhocracy culture (AD) were ranging between 0.863 – 0.935, hierarchical culture (HC) ranged from 0.839 – 0.904, market culture (MC) ranged from 0.784 – 0.829, organisational justice (OJ) ranged from 0.716 – 0.781, and employee commitment (OC), from 0.722 – 0.819.

Table 16: Assessing Reliability and Validity

Construct	CA	rho A	CR	AVE
OJ*AD	0.857	1.000	0.895	0.810
OJ*CL	0.693	1.000	0.279	0.212
OJ*HC	0.740	1.000	0.782	0.760
OJ*MC	0.843	1.000	0.820	0.289
OJ	0.878	0.886	0.907	0.620
EC	0.746	0.758	0.835	0.559

"Notes: Loadings between 0.4 and 0.7 are acceptable. >0.7 is high. CA > 0.7 is acceptable and high. CR should be 0.7 or higher. AVE should be 0.5 or higher."
"CA – Cronbach's alpha; CR – Composite reliability; AVE – Average Variance Extracted."
Source: Field Data, Andoh (2020)

Moreover, results from Table 16 shows that, the model passed reliability and validity problems. The CR was used as basis of assessing the internal consistency of the indicators due to the weaknesses of the Cronbach's alpha (CA) and rho A. The CR captures how reliable the indicators put together can measure a construct. It is seen from the table that all the Composite reliability (CR) values met the acceptable threshold of > 0.70. Also, the Average Variance Extracted (AVE) of the various constructs were above the 0.50 threshold, which

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means that the model had no issues with internal consistency, convergent validity. In respect of how sound the independent constructs clan culture (CL), adhocracy culture (AD), market culture (MC) and hierarchical culture (HC) are distinct from one another in predicting the dependent variable organisational commitment (AC) and the moderating factor organisational justice, the Fornell-Larcker criterion and the Heterotrait-Monotrait Ratio (HTMT) ratio were used as presented in Table 16.

Table 17: Assessing Discriminant Validity

Fornell-Larcker Criterion

	OJ*AD	OJ*CL	OJ*HC	OJ*MC	OJ	EC
OJ*AD	**0.445**					
OJ*CL	0.268	**0.461**				
OJ*HC	-0.038	0.132	**0.600**			
OJ*MC	0.150	0.235	0.411	**0.537**		
OJ	-0.134	0.055	0.161	0.173	**0.748**	
EC	-0.318	0.350	0.378	0.361	0.508	**0.788**

Heterotrait-Monotrait Ratio (HTMT)

	OJ*AD	OJ*CL	OJ*HC	OJ*MC	OJ	EC
OJ*AD						
OJ*CL	**0.664**					
OJ*HC	0.322	**0.384**				
OJ*MC	0.695	0.489	**0.783**			
OJ	0.147	0.296	0.314	**0.278**		
EC	0.205	0.299	0.412	0.266	**0.508**	

"Notes: (a) Bold values are the square root of each construct's AVE which is higher than their correlation with other constructs; (b). Bold values of HTMT less than 0.85."

Source: Field Data, Andoh (2020)

The results as captured in Table 17 shows that, the constructs were distinct from one another. Relying on the scores of the Heterotrait-Monotrait Ratio (HTMT) ratio which indicate superiority over the Fornell-Larcker in explaining discriminant validity, the scores were far below the acceptable level of ≤ 0.85. By implication, the model was good for advanced analysis since, the individual constructs were different from each other from measuring the same phenomenon.

Next is the presentation and interpretation of the findings based on the results of the structural model.

Table 18: Results of the Structural Model Examined

	Beta (R)	T Statistics	P Values	Decision rule	R^2	f^2	Q^2
AC					0.718		0.359
OJ* AD ->EC	-0.198	1.552	0.121	Rejected		0.121	
OJ* CL ->EC	0.211	0.805	0.421	Rejected		0.421	
OJ* HC ->EC	-0.068	0.659	0.510	Rejected		0.510	
OJ* MC ->EC	0.225	1.287	0.199	Rejected		0.199	

"Notes: The significance level of 5% is for critical t-value of 1.96 (2-tailed); R^2 of 0.75 is substantial, 0.50 is moderate and 0.25 is weak; Effect size of 0.02, 0.15 and 0.35 indicates small, medium and large effect respectively; Predictive relevance of 0.02, 0.15 and 0.35 indicates small, medium and large effect respectively."
Source: Field Data, Andoh (2020)

According to the results in Table 18 the moderation of Adhocracy Culture (AD) and Employee Commitment (EC) with Organisational Justice (OJ) as a moderating factor gives (R = -0.198, t= 1.552, P = 0.121), the moderation of Clan Culture (CL) and Employee Commitment (EC) with Organisational Justice (OJ) as a moderating factor gives (R = 0.211, t= 0.805, P = 0.421). Also,

the moderation of Hierarchical Culture (HC) and Employee Commitment (EC) with Organisational Justice (OJ) as a moderating factor gives (R = -0.068, t= 0.659, P = 0.510) and the moderation of Market Culture (AD) and Employee Commitment (EC) with Organisational Justice (OJ) as a moderating factor gives (R = 0.225, t= 1.287, P = 0.199). These findings depict an adverse effect of using organisational justice as a moderator between organisational culture and employee commitment. Hence, organisational justice at the workplace does not yield a positive influence on employee commitment but rather has an adverse or a negative relationship on employee commitment. The findings show that significant values (p) of the moderation factor, organisational justice on adhocracy, clan, hierarchical and market cultures were all above the 5% significant level. This was further confirmed by the values of the t-statistics of the two constructs which were also below the 1.96 end point.

The results further suggest that using organisational justice as a moderating factor between organisational culture and employee commitment, account for approximately 71.80% of variation ($R^2 = 0.718$) or changes in employee commitment of staff in the University of Cape Coast. The values of the f^2 indicate that clan culture, adhocracy culture, market culture and hierarchical culture had a moderate effect on the R^2 value of organisational commitment whiles the Q^2 value also portrayed a moderate predictive relevance of the organisational culture typologies on employee commitment.
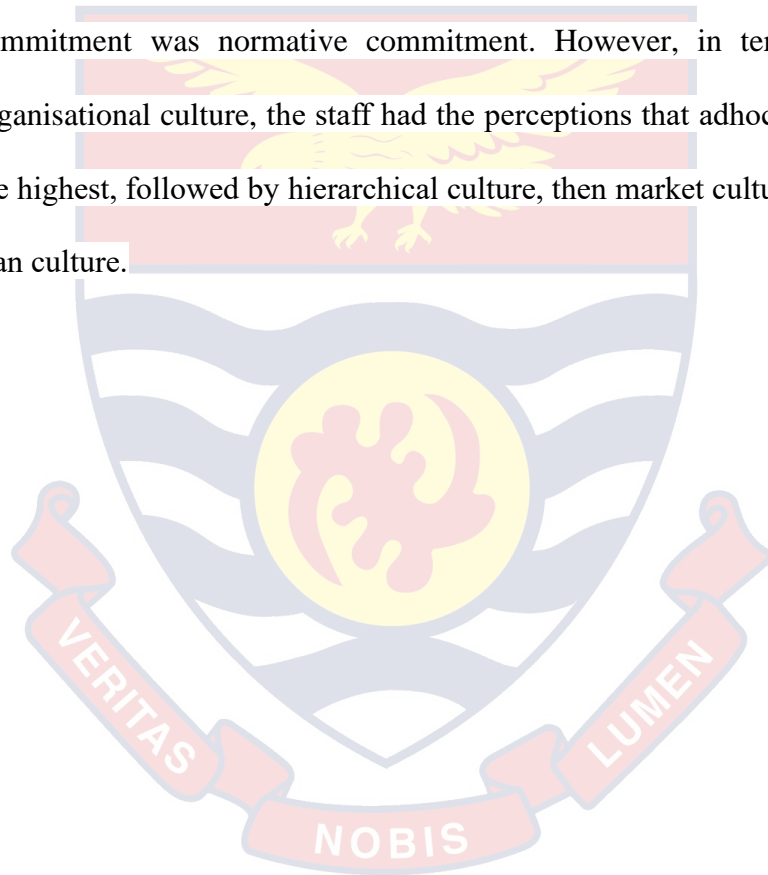
Chapter Summary

The discussion of this chapter has focused on organisational culture and employee commitment in University of Cape Coast: the moderating effect of organisational justice, Ghana. Accordingly, this chapter has provided the

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findings and discussions which reflect on the core study objectives. The first section discussed the demographic features of those respondents who centred on gender, education, age, staff ranking and level of experience. However, the second section addressed the specific research objectives relating to the topic namely: to examine the influence of organisational culture on affective commitment, to investigate the impact of organisational culture on normative commitment, to access the influence of organisational culture on continuance commitment, to determine the extent to which the combined effect of clan, adhocracy, hierarchical and market culture influence employee commitment and to analyse the moderating effect of organisational justices on organisational culture and employee commitment.

The goals of these five specific objectives were achieved with the first objective demonstrating that the organisational culture typologies have influence on affective commitment. With regards to the second objectives relating to the influence of organisational culture on normative commitment, the study found that clan culture and hierarchical culture had positive influence on normative commitment, however, adhocracy culture and market culture had negative influence on normative commitment. With the third objective on organisational culture influence on continuance commitment, it was found that adhocracy culture, hierarchical culture and market had a significant effect on continuance commitment, but clan culture had an adverse effect on continuance commitment.

With the fourth objective which was to determine the extent to which the combined effect of all the four types of organisational culture has on employee commitment, it was found that, the combined effect of clan culture, adhocracy

culture, hierarchical culture and market culture has a greater significant effect on employee commitment than the effect of the individual components of employee commitment. The final objective was to analyse the moderating effect of organisational justices on organisational culture and employee commitment, it was found that, there was no significant relationship between the two variables with the moderator. Finally, using the Smart PLS 3 (SEM), the levels as to which defines the greatest degree of influence on the various dimensions of employee commitment was normative commitment. However, in terms of types of organisational culture, the staff had the perceptions that adhocracy culture was the highest, followed by hierarchical culture, then market culture and exempted clan culture.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter presents a summary of the findings that emerged from the study and data analysis. It draws conclusions and makes recommendations on how best University of Cape Coast can sustain and promote employee commitment by adapting to a particular type of culture that has a greater influence. Finally, the suggestion for future research is also highlighted.

Summary of the Study

The purpose of this study was to examine the influence of organisational culture and employee commitment: the moderating effect of organisational justice. There were five main specific objectives, which the study aimed to achieve, and these included:

1. To examine the influence of organisational culture on affective commitment.

2. To investigate the impact of organisational culture on normative commitment.

3. To access the influence of organisational culture on continuance commitment.

4. To determine the extent to which the combined effect of clan, adhocracy, hierarchical and market culture influence employee commitment.

5. To analyse the moderating effect of organisational justices on organisational culture and employee commitment.

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The study was based on the views of 300 staff from the study area. A self-administered questionnaire and an online platform questionnaire were the main research instrument. The questionnaire contained several questions (items) and was subdivided into subscales. Self-administered questionnaires and online platform questionnaires were distributed to 300 staff which include a hundred each from senior members, senior staff and junior staff, and all 300 were returned and analysed in the study. SPSS (v 26) and PLS-SEM (v 3.3.8) were used to analyse the data on which summary will done on the findings. Conclusion was done based on gathered information, with recommendations aimed at improving organisational culture on employee commitment among staff and for future research.

Key Findings

The results from the survey were analysed with the help of the Statistical Package for the Social Sciences (SPSS 26.0 version) and Smart PLS 3 (v 3.3.8) software. The major findings as they related to the specific objectives of the study have been summarized below:

a. The goals of these five specific objectives were achieved with the first objective demonstrating that the organisational culture typologies have influence on affective commitment.

b. With regards to the second objectives relating to the influence of organisational culture on normative commitment, the study found that clan culture and hierarchical culture had positive influence on normative commitment, however, adhocracy culture and market culture had negative influence on normative commitment.

c. With the third objective on organisational culture influence on continuance commitment, it was found that adhocracy culture, hierarchical culture and market had a significant effect on continuance commitment, but clan culture had an adverse effect on continuance commitment.

d. With the fourth objective which was to determine the extent to which the combined effect of all the four types of organisational culture has on employee commitment, it was found that, the combined effect of clan culture, adhocracy culture, hierarchical culture and market culture has a greater significant effect on employee commitment than the effect of the individual components of employee commitment.

e. The final objective was to analyse the moderating effect of organisational justices on organisational culture and employee commitment, it was found that, there was no significant relationship between the two variables with the moderator.

f. Finally, with the Smart PLS 3 (SEM), the levels as to which defines the greatest degree of influence on the various dimensions of employee commitment was normative commitment. However, in terms of types of organisational culture, the staff were of the view that adhocracy culture was the highest, followed by hierarchical culture, then market culture and exempted clan culture.

Conclusion

Empirically, the study has given essential insight into the relationship between organisational culture and their influence employee commitment dimensions. Specifically, implementing the right organisational culture type

would be efficient and effective in the commitment of the employee or worker and therefore increasing productivity and performance within the organisation as a whole. This would lead to an improved commitment and performance of the employee specifically, staff within the university community. However, the study findings of organisational culture type, clan culture, having little or an adverse influence on employee commitment among the staff of University of Cape Coast, could be due to other factors that was not part of the study, and these may include factors such as personal characteristics, personal believes, religion, language etc.

Overall, findings of the study add significantly to existing knowledge on both organisational culture, organisational justice and employee commitment. It is much clearer which types of organisational culture to adopt in other to achieve desired performance and commitment among staff especially in a university community. The findings showed a significant statistical relationship between organisational culture and employee commitment, as high levels of these cultures were observed. There was a significant relationship between organisational culture and affective commitment; organisational culture and normative commitment; and organisational culture and continuance commitment.

Recommendations

Based on the findings, it was obvious that the right organisational culture type with a more effective means of its implementation is a tool for necessitating employee commitment and organisational performance on a broader view. Thus, it is recommended that the university management should adhere strictly to effectively improving on employee commitment by employing the right

organisational culture type in order to serve the interest of employees and further improving on their level of commitment and performance in the university as staff. Findings from the current study are important to both employees and employers in terms of a deeper understanding of organisational culture and its influence on employee commitment, which consequently affects organisations' productivity and performance.

The management of UCC must provide structures and cultures that would inspire employees into long term relationship with the University e.g., Promotions, incentives and other benefits. UCC must look at the personal characteristics and beliefs of employees to have an effective influence on their affective commitment taking into consideration the work life balance policies. Also, giving staff the platform to be able to make recommendations, give opinions and suggestion on issues which affect them in relation to some of the needed organisational culture types and practices that may be beneficial from the perspective of the employee. Moreover, it is expedient of the university management to organize training and seminars to groom employees as to when and how these employee commitments are beneficial in meeting its associated organisational culture for a greater influence.

Suggestions for Future Research

This study was based on quantitative analysis but soon, both qualitative and quantitative methods should be used, and this will help employees to better describe the situation and explain in detail the reason for the answers that have been uncovered using quantitative. Also, future research could be conducted to address one of the limitations outlined in this study. For example, this study only concentrated on staff at the University of Cape Coast, Central Region, Ghana.

This means the views of the employees could not be generalized. As a result, the future research could extend the investigation to different regions and to obtain a wider generalization of the study.

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APPENDIX

QUESTIONNAIRE

UNIVERSITY OF CAPE COAST

SCHOOL OF BUSINESS

DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

Dear Respondent,

I am a student of University of Cape Coast, offering Master of Commerce (Human Resource Management) programme at the School of Business, Department of Human Resource Management. This questionnaire is designed to ascertain information for my research work on the topic: "**ORGANISATIONAL CULTURE AND EMPLOYEE COMMITMENT IN UNIVERSITY OF CAPE COAST: THE MODERATING EFFECT OF ORGANISATIONAL JUSTICE**". This research is in partial fulfilment of the requirement for the award of a Master of Commerce in Human Resource Management at the University of Cape Coast. All the answers you provide will be treated with the utmost confidentiality and for academic purpose only. Please feel free to answer the questions as candid as possible.

Thank you.

Frances Marian Andoh

Section I – Demographic Information

1. Gender: [   ] Male   [   ] Female

2. Age:

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

    [   ] Above 60 years

3. Educational Qualification:

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

    [   ] Other

4. How long have you been working with this organisation?

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

Section II – Organisational Culture Assessment Instrument (OCAI)

Thinking about Organisational Culture in general, read the statements below carefully and rate how much you personally agree or disagree with each statement. Use a scale of 1-5 with where

1 = Strongly Disagree   2 = Disagree   3 = Unsure   4 = Agree   5 = Strongly Agree

Statement	Likert Scale				
Clan Culture	SD	D	U	A	SA
Agreement is easily achieved even concerning hard problems in organisation					
Competition between colleagues usually brings more harm than good					
It is not accepted to talk about people behind their back					
In group everyone must put maximum effort to achieve common goal					

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Statement	Likert Scale				
Reward for success must go to department, because everyone put an effort					
Adhocracy Culture	SD	D	U	A	SA
Employees of any division have equal perspectives					
Information is available for everyone. One can get any needed information					
Projects are coordinated easily through all functional units					
New ideas must be applied immediately otherwise they become old and obsolete					
Most competent representative of group must make decisions even if formally he/she is not a leader of the group					
Hierarchy Culture	SD	D	U	A	SA
We have informal norms and rules which are to be followed by everyone					
Rules of the company must not be disobeyed even if employee thinks that he/she acts in favour of Company					
Instructions and regulations are needed to govern every process of work					
Organisation must have strict hierarchy					
One needs to control spending of resources strictly, or total disorder will happen					

Statement	Likert Scale				
Market Culture	SD	D	U	A	SA
Customers' interests are never ignored in decision making of organisation					
We constantly improve our methods of work to gain advantages over rivals					
During conflict everybody tries to solve it quickly and mutually profitable					
It is very important to feel market changes to react contemporarily					

Section III – Organisational Commitment

5. Thinking about commitment in general, read the statements below carefully and rate how much you personally agree or disagree with each statement. Use a scale of 1-5 with where

   1 = Strongly Disagree   2 = Disagree   3 = Unsure   4 = Agree   5 = Strongly Agree

Statement	Likert Scale				
Affective Commitment	SD	D	U	A	SA
The reason I want to stay in the organisation is because of emotional attachment					
I like to talk and discuss about my organisation with my acquaintance					
I feel that the problems that arise in my organisation are like my own problems.					

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

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

Section IV – Organisational Justice

Thinking about organisational justice in general, read the statements below carefully and rate how much you personally agree or disagree with each statement. Use a scale of 1-5 with where

1 = Strongly Disagree   2 = Disagree   3 = Unsure   4 = Agree   5 = Strongly Agree

Statement	Likert Scale				
Distributive Justice	SD	D	U	A	SA
I think that my level of pay is fair					
Overall, the rewards I receive here are quite fair					
I consider my work load to be quite fair					
I feel that my responsibilities are fair					
Procedural Justice	SD	D	U	A	SA
My supervisor makes sure that all employee concerns are heard before Job decisions are made.					
To make job decisions, my supervisor collects accurate and complete information					
My supervisor clarifies decisions and provides additional information when requested by employees					

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Statement	Likert Scale				
All jobs' decisions are applied consistently to all affected employees					
Employees are allowed to challenge or appeal job decisions made by the supervisor					
Interpersonal Justice **SD** **D** **U** **A** **SA**					
When decisions are made about my job, my supervisor treats me with kindness and consideration					
When decisions are made about my job, my supervisor treats me with respect and dignity					
When decisions are made about my job, my supervisor is sensitive to my personal needs					

Thank you for your participation!!!

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