

CHAPTER 5 RESULTS OF THE EMPIRICAL STUDY

Chapter 5 discusses the empirical investigation with the main aim of measuring the relationship between organisational culture and organisational commitment. The quantitative results are reported by means of tables followed by a discussion of the most significant findings. The results are also interpreted in this chapter.

5.1 DESCRIPTIVE STATISTICS

5.1.1 Frequency distributions

TABLE 5.1 FREQUENCY DISTRIBUTION OF EXISTING ORGANISATIONAL CULTURE DIMENSIONS

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

Table 5.1 indicates the respondents' perceptions of the existing organisational culture on the following dimensions:

- ❖ Achievement culture (N= 371): It is shown that most respondents perceive the existing achievement culture to be least dominant (76.5%). Few respondents perceive it to be dominant (12.7%) and most dominant (10.8 %).
- ❖ Power culture (N=371): According to the above table the majority of the respondents (70.8%) perceive the existing power culture to be most dominant. The minority of the respondents perceive the existing power culture to be least dominant (7.5%) and dominant (23.3 %).
- ❖ Role culture (N=371): It is evident from the above table that the respondents who perceive the existing role culture to be dominant (67.0%) have the highest percentage. The respondents who perceive the existing role culture to be least dominant (13.1%) and most dominant (19.3%) have the lowest percentage.
- ❖ Support culture (N= 371): It is evident from the above table that the majority of the respondents perceive the existing support culture to be least dominant (68.2%). The minority of the respondents perceive the existing support culture to be dominant (20.1%) and most dominant (11.5%).

TABLE 5.2 FREQUENCY DISTRIBUTION OF PREFERRED ORGANISATIONAL CULTURE DIMENSIONS

Preferred Organisational Culture Dimensions	Frequency	Percentage
Achievement Culture	N= 371	100%
Least dominant	97	26.14
Dominant	105	28.30
Most dominant	169	45.55
Power Culture	N= 371	100%
Least dominant	217	58.49
Dominant	59	15.90
Most dominant	92	24.79
Role Culture	N= 371	100%
Least dominant	99	26.68
Dominant	122	32.88
Most dominant	150	40.43
Support Culture	N= 371	100%
Least dominant	24	6.46
Dominant	78	21.04
Most dominant	269	72.50

Table 5.2 indicates the respondents' preferred organisational culture on the following dimensions:

- ❖ Achievement culture (N= 371): It can be seen from the above table that the respondents who prefer achievement culture to be most dominant (45.55%) have the highest percentage. The respondents who prefer achievement culture to be least dominant (26.14%) and dominant (28.30%) have the lowest percentage.
- ❖ Power culture (N= 371): It is evident from the above table that the majority of the respondents prefer power culture to be least dominant (58.49%).

The minority of the respondents prefer power culture to be dominant (15.90%) and most dominant (24.79%).

- ❖ Role culture (N= 371): It is shown that most respondents prefer role culture to be most dominant (40.43%). Few respondents prefer it to be least dominant (26.68%) and dominant (32.88%).
- ❖ Support culture (N=371): According to the above table the majority of the respondents (72.50%) prefer support culture to be most dominant. The minority of the respondents prefer support culture to be least dominant (6.46%) and dominant (21.04%).

5.1.2 Mean scores and standard deviations

TABLE 5.3 MEAN SCORES OF ORGANISATIONAL COMMITMENT DIMENSIONS

Organisational Commitment Dimensions	N	Range	Mean	Standard Deviation	Skewness
Affective Commitment	371	6	2.89	1.47	.213
Continuance Commitment	371	6	3.65	2.55	.225
Normative Commitment	371	6	4.84	1.58	-.881
Overall mean score			4.0		

It is evident from table 5.3 that the overall mean score of 4.0 indicates that the respondents are generally committed to their organisation. However, the respondents seem to be more continuance (3.65) and normative (4.84) committed to the organisation, less in affective (2.89) commitment.

The results also show that the scores on organisational commitment dimensions are relatively normally distributed, with low skewness.

5.2 ONE-WAY ANALYSIS OF VARIANCE (ANOVA)

A one-way analysis of variance was done on the data received from 371 respondents, to interpret their perceptions of both the organisational culture and the organisational commitment dimension. This will indicate to the researcher what the impact of organisational culture is on organisational commitment.

5.2.1 ANOVA: Existing organisational culture and organisational commitment dimensions

The following one-way analysis of variance was conducted on the existing organisational culture dimensions and organisational commitment dimensions.

TABLE 5.4 ANOVA: EXISTING ACHIEVEMENT CULTURE

EXISTING ACHIEVEMENT CULTURE					
COMMITMENT DIMENSION	Least Dominant N = 284	Dominant N = 47	Most Dominant N = 40	F-Value	P-Value
Affective Dimension = 2.89	2.74	3.00	3.02	2.443	0.0021*
Continuance Dimension = 3.65	3.70	3.17	3.92	1.063	0.0646
Normative Dimension = 4.84	4.84	4.93	4.74	0.155	0.0857

* ($p < 0.01$)

The above table illustrates that the existing achievement culture relates significantly ($p < 0.01$) with affective dimension ($p = 0.0021$). It appears that respondents who perceive the existing achievement culture to be dominant and most dominant are more affectively committed to the organisation. Those who perceive existing achievement culture to be least dominant are less affectively committed to the organisation.

It is evident that the existing achievement culture does not relate significantly ($p < 0.01$) to both continuance and normative commitment dimensions.

TABLE 5.5 ANOVA: EXISTING POWER CULTURE

EXISTING POWER CULTURE					
COMMITMENT DIMENSION	Least Dominant N = 28	Dominant N = 79	Most Dominant N = 264	F-Value	P-Value
Affective Dimension = 2.89	3.63	2.41	2.50	1.825	0.0009*
Continuance Dimension = 3.65	4.04	3.92	3.54	1.005	0.0767
Normative Dimension = 4.84	4.45	5.18	5.27	3.732	0.0025*

* ($p < 0.01$)

From the table above it appears that existing power culture relates significantly ($p < 0.01$) to the following commitment dimensions:

- ❖ Affective dimension ($p = 0.0009$): It is evident that respondents who perceive the existing power culture to be least dominant are more affectively committed to the organisation. Those who perceive the existing power culture to be dominant and most dominant are less affectively committed to the organisation.
- ❖ Normative dimension ($p = 0.0025$): It would appear that respondents who perceive the existing power culture to be dominant and most dominant are normatively committed to the organisation.

It can be seen that the existing power culture does not relate significantly to continuance commitment dimension.

TABLE 5.6 ANOVA: EXISTING ROLE CULTURE

EXISTING ROLE CULTURE					
COMMITMENT DIMENSION	Least Dominant N = 49	Dominant N = 250	Most Dominant N = 72	F- Value	P- Value
Affective Dimension = 2.89	2.79	3.22	3.00	3.636	0.0002*
Continuance Dimension = 3.65	3.49	3.83	2.98	2.460	0.0087*
Normative Dimension = 4.84	4.86	4.87	4.71	1.832	0.0005*

* ($p < 0.01$)

It is evident that the existing role culture relates significantly ($p < 0.01$) to all the dimensions of commitment:

- ❖ Affective dimension ($p = 0.0002$): It appears that respondents who perceive the existing role culture as least dominant are less affectively committed to the organisation. While respondents who perceive the existing role culture to be dominant and most dominant are more affectively committed.
- ❖ Continuance dimension ($p = 0.0087$): It is evident that respondents who perceive existing role culture to be least dominant and dominant are more committed regarding continuance dimension. The respondents who perceive existing role culture as most dominant seem to be less committed regarding continuance dimension.
- ❖ Normative dimension ($p = 0.0005$): It appears that respondents who perceive the existing role culture to be most dominant are less committed regarding the normative dimension. The respondents who perceive the existing role culture to be least dominant and dominant seem to be more committed regarding normative dimension.

TABLE 5.7 ANOVA: EXISTING SUPPORT CULTURE

EXISTING SUPPORT CULTURE					
COMMITMENT DIMENSION	Least Dominant N = 253	Dominant N = 75	Most Dominant N = 43	F- Value	P- Value
Affective Dimension = 2.89	2.88	2.87	2.93	0.607	0.0953
Continuance Dimension = 3.65	3.63	3.64	3.83	0.117	0.0890
Normative Dimension = 4.84	5.59	4.65	4.76	2.919	0.0050*

* ($p < 0.01$)

It can be seen from the table above that existing support culture relates significantly ($p < 0.01$) to the normative dimension ($p = 0.0050$). Respondents who perceive the existing support culture to be dominant and most dominant seem to be less normatively committed to the organisation. The respondents who perceive the existing support culture to be least dominant appear to be more normatively committed.

It appears that existing support culture does not relate significantly to both affective and continuance commitment.

5.2.2 ANOVA: Preferred organisational culture and organisational commitment dimensions

One-way analysis of variance was also conducted on the following preferred organisational culture dimensions and organisational commitment dimensions.

TABLE 5.8 ANOVA: PREFERRED ACHIEVEMENT CULTURE

PREFERRED ACHIEVEMENT CULTURE					
COMMITMENT DIMENSION	Least Dominant N = 97	Dominant N = 105	Most Dominant N = 169	F- Value	P- Value
Affective Dimension = 2.89	2.51	3.27	3.00	1.136	0.0280
Continuance Dimension = 3.65	3.69	3.72	3.70	1.258	0.1570
Normative Dimension = 4.84	4.89	5.00	5.11	1.258	0.0013*

* (p < 0.01)

From the table above it appears that preferred achievement culture relates significantly ($p < 0.01$) to the normative commitment dimension ($p = 0.0013$). The respondents who prefer achievement culture to be least dominant seem to be less normatively committed to the organisation. The respondents who prefer achievement culture to be dominant and most dominant appear to be more normatively committed.

It appears that the preferred achievement culture does not relate significantly to both affective and continuance commitment dimensions.

TABLE 5.9 ANOVA: PREFERRED POWER CULTURE

PREFERRED POWER CULTURE					
COMMITMENT DIMENSION	Least Dominant N = 217	Dominant N = 59	Most Dominant N = 92	F- Value	P- Value
Affective Dimension = 2.89	3.42	2.76	2.40	1.375	0.0007*
Continuance Dimension = 3.65	3.54	3.68	3.65	1.159	0.0450
Normative Dimension = 4.84	5.25	4.69	4.79	0.874	0.0656

* (p < 0.01)

It is evident from the above table that the preferred power culture does not relate significantly to both continuance and normative commitment dimensions.

In terms of table 5.9, it can be seen that the preferred power culture relates significantly ($p < 0.01$) to the affective commitment dimension ($p = 0.0007$). The respondents who prefer power culture to be least dominant seem to be more affectively committed to the organisation. The respondents who prefer the power culture to be dominant and most dominant seem to be less affectively committed.

TABLE 5.10 ANOVA: PREFERRED ROLE CULTURE

PREFERRED ROLE CULTURE					
COMMITMENT DIMENSION	Least Dominant N = 99	Dominant N = 122	Most Dominant N = 150	F- Value	P- Value
Affective Dimension = 2.89	2.77	2.95	2.96	1.046	0.0713
Continuance Dimension = 3.65	3.40	3.88	3.72	1.224	0.0018*
Normative Dimension = 4.84	4.99	4.79	4.80	2.171	0.0011*

* ($p < 0.01$)

According to the above table, the preferred role culture relates significantly ($p < 0.01$) to the following dimensions of commitment:

- ❖ Continuance dimension ($p = 0.0018$): It can be seen that respondents who prefer role culture to be dominant and most dominant are more committed regarding continuance dimension. The respondents who prefer role culture to be least dominant seem to be less continuance committed to the organisation.
- ❖ Normative dimension ($p = 0.0011$): It appears that respondents who prefer role culture to be least dominant are more normative committed to the organisation. The respondents who prefer the role culture to be dominant

and most dominant seem to be less normatively committed to the organisation.

It appears that the preferred role culture does not relate significantly to the affective commitment dimension.

TABLE 5.11 ANOVA: PREFERED SUPPORT CULTURE

PREFERRED SUPPORT CULTURE					
COMMITMENT DIMENSION	Least Dominant N = 24	Dominant N = 78	Most Dominant N =269	F- Value	P- Value
Affective Dimension = 2.89	2.60	3.08	3.00	1.650	0.0014*
Continuance Dimension = 3.65	3.66	3.51	3.74	0.224	0.1849
Normative Dimension = 4.84	4.91	4.88	4.72	1.036	0.4014

* (p < 0.01)

In terms of the above table, it can be seen that the preferred support culture does not relate significantly to both the continuance and the normative commitment dimensions.

According to table 5. 11, it appears that the preferred support culture relates significantly (p< 0.01) with affective commitment dimension (p = 0.0014). Respondents who prefer support culture to be dominant and most dominant seem to be more affectively committed to the organisation.

The respondents who prefer the support culture to be least dominant are less affectively committed to the organisation.

5.3 INTERGRATION OF THE LITERATURE REVIEW AND THE EMPIRICAL RESEARCH

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

The empirical study focused on the relationship between organisational commitment and organisational culture. The rationale for this was however, to identify the perceptions of organisational members about the existing and preferred organisational culture, in order to determine the impact of organisational culture on employee's organisational commitment.

According to the empirical research, it is evident that respondents are more affectively committed to the organisation, when the existing achievement and role cultures are perceived to be dominant. Affective commitment is also high when the existing power culture is perceived as least dominant. The results further indicate that affective commitment is high when the respondents perceive the preferred support culture as dominant and the preferred power culture as least dominant.

It appears that, normative commitment is high when the respondents perceive the existing role and support cultures to be least dominant. It is also evident that normative commitment is high when the respondents perceive the existing power culture as dominant. The results further indicate that normative commitment is

high, when the preferred achievement culture is dominant and the preferred role culture is least dominant.

Furthermore, the empirical research indicates that when the preferred role culture is least dominant continuance commitment is low. It appears that when the existing power culture is dominant continuance commitment is high.

5.4 CHAPTER SUMMARY

In this chapter the quantitative results of the empirical study were reported by means of tables which were discussed on the basis of the most significant findings. An interpretation of the results indicated that the specific aim of determining the relationship between organisational culture and organisational commitment was achieved. The three dimensions of organisational commitment relate differently to the four dimensions of organisational culture. Firstly, it was found that affective commitment relates positively to power, role, achievement and support cultures. Secondly, normative commitment has a positive relationship with role and power cultures. Lastly, continuance commitment relates positively to role and power cultures.

The next chapter focuses on the conclusions, limitations and recommendations of the research study.