

## Organisational Culture and Employee Commitment of Academic Staff: The Moderating Effect of Job Satisfaction

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### Abstract

**Purpose of the article:** This study investigated the contribution of organisational culture to the three dimensions of organisational commitment (normative, affective and continuance) of academic staff as moderated by job satisfaction.

**Methodology/methods:** The study adopted the quantitative method using a descriptive survey. One hundred and seventy-four (174) academics in Lagos, Nigeria selected through non-probabilistic methods participated in the survey. The data was gathered using three validated questionnaires through Cronbach Alpha. Descriptive and inferential statistics were employed for the data analysis.

**Scientific aim:** To ascertain the effect of organisational culture on commitment of academic staff and confirm if job satisfaction mediates this effect.

**Findings:** It was observed from the outcome that there is a significant positive relationship among the variables of the study. The results also showed that the organisational culture contributed significantly to organisational affective commitment of academic staff. It also showed that that the organisational culture contributed significantly to organisational normative and continuance commitment of academic staff. The contribution of the organisational culture was seen to be significant on composite organisational commitment of academic staff just as job satisfaction slightly moderated the effect of organisational culture on the commitment of academics and the effect was found to be significant.

**Conclusions:** The study concluded that the organisational culture and job satisfaction have a positive impact on organisational commitment. University management can improve staff commitment through review of their organisational culture elements and job satisfaction.

**Keywords:** organisational culture, job satisfaction, normative commitment, affective commitment, continuance commitment

**JEL Classification:** M15, M21

## Introduction

The search for organisational effectiveness ushered in by global competition for business survival has led to focusing more attention on employees in organisations. Hence, the success of any given organisation cannot be disassociated from the commitment of the employees. Organisational employee commitment refers to an individual's psychological attachment to the organisation they work for. Mowday *et al.* (1979) describes organisational commitment as an active employee relationship with the organisation, a relationship in which an individual is willing to give up something for the sake of the organisation, while Janićijević (2008) maintained that it is a certain expansion and a higher degree of job satisfaction, where employees feel a deep attachment to an organisation or some of its members. It thus has to do with employees' willingness to remain with a firm in the future. It is thereby evident that, organisational commitment reflects the employees' belief in the mission and goals of the firm, willingness to expend effort in their accomplishment, and intentions to continue working there. It is believed that commitment is usually stronger among longer-term employees, those who have experienced personal success in the organisation, and those working with a committed employee group (Nadaraj, 2008). Meyer, Allen (1993) had proposed a three-component model of organisational commitment. They suggested in the model that organisational commitment comprises of *affective* component, *continuance* component and *normative* component.

The *affective* component refers to the employees' emotional attachment to, identification with, and involvement in the organisation; the *continuance* component refers to the commitment based on the costs that an employee associates with leaving the organisation; and the *normative* component – employees' feelings of obligation to remain with the organisation. Put differently, the *affective*

commitment is said to occur when an employee *wants to stay*; *continuance* when they *need to stay*; and the *normative* when they feel they *ought to stay* in the organisation. The employee may have commitment profiles that may be high or low. These different profiles would eventually lead to different effects on work place behaviour and could be influenced by many factors, one of it being organisational culture (Herscovitch, Meyer, 2002) – a set of shared assumptions, values and beliefs that tend to guide behaviour of organisational members and which set one organisation from another.

Although, several definitions have been put forward on organisational culture, there is a wide agreement among authors that organisational culture are a system of shared meaning held by members of an organisation which distinguishes an organisation from others. Researchers also tend to agree that it leads to evident dissimilarities among organisations with reference to their reward system, conflict tolerance, management support, risk tolerance and the degree of formalisation among others. Hence, a composite held belief of organisational members about their organisation on these characteristics is said to be the organisation's culture and comparable with that of other organisation.

Organisational culture can influence the level of commitment of its members. An organisation with a value system that is antithetical to innovations and risk taking, where there is high formality with many rules and regulations and direct supervision, limiting employee freedom, which is highly valued in the academic environment, and where reward allocations are based on seniority and favouritism, commitment can be affected. This effect however will vary among the dimensions of commitment and are likely to be moderated by job satisfaction.

Employee commitment to the organisation is an ongoing process through which organisational participants express their concern

for the organisation and its continued success and well-being. It is only normal for committed worker to expect in exchange for their commitment, factors that will further a work environment growth and allows for a better balance of personal and work-life among other things.

It has been noted that, in many organisations there is a growing commitment gap a widening split between the expectations of employers and what workers are prepared to do. There are a number of reasons for this erosion of employee commitment; the most common one being a failure of management in some way or the other (Nadaraj, 2008). Hellriegel *et al.* (2001) argues that, as with job satisfaction, the sources of organisational commitment may vary from person to person. This suggests that job satisfaction, a widely studied topic closely linked to organisational commitment is eminent for investigation. Job satisfaction refers to an employee's feelings about their job and is frequently studied in relation to organisational culture and other variables, such as job commitment, performance and organisational commitment. Job satisfaction is an important issue for all organisations, as because it is a crucial factor for organisational success and sustainability (Robbins, Judge, 2013). According to Lund (2003), an organisation that satisfied employees tends to be more productive, creative and committed to their employers. This is due to the fact job satisfaction leads to higher productivity through greater motivation and the enhancement of the working capabilities of employees (Bhatti, Qureshi, 2007) However, Nguni *et al.* (2006) noted that research was not conclusive on the causal order of job satisfaction, organisational commitment, and organisational citizenship behaviour. Various studies (Hellriegel, Slocum, 2004; Wagner, Hollenbeck, 1992) showed a positive, yet not always strong, relationship between job dissatisfaction and behavioural responses, such as absenteeism and turnover which are sometimes associated with low level of

commitment employees. Blood *et al.* (2002) believed that the longer employees remained in their jobs, the more likely they were to report higher levels of job satisfaction. The position of Blood *et al.* (2002) may not always be true because lack of opportunities for better offer may keep employee to a particular and probably not job satisfaction. This aligns with the position of Shan (1998) who argued that that job satisfaction is a determinant of commitment.

Organisational culture and its relationship with employees' commitment is another focus of research in fields such as strategic management, organisational behaviour and industrial organisations (Olu, 2009). Organisational culture has been an important theme in management and business research over the past few decades due to its potential to affect a range of organisational and individual level desired outcomes such as commitment, loyalty, turnover intent, and satisfaction (Chow *et al.*, 2001). According to Mullins (2007), the culture of an organisation is one of the factors that strategically come together to develop an organisation. He stressed that the culture of an organisation can be a motivating factor in maximising the value of human capital for organisational success. Acquah *et al.* (2015) reasoned along that work styles, values, beliefs, as well as relationships that usually distinguish one organisation from the other. In essence, organisations have specific qualities with a precise climate or feel and usually shown through four dimensions as: power, role, achievement and support. There are different dimensions of organisational culture (Harrison, Stokes, 1992; Meyer, Allen, 1997; Lau, Idris, 2001). While there seems to be explicit studies on the relationship between organisational culture and employee commitment, Olu (2009) asserted that many researchers agree on the verifiable truth that there is no agreement on the exact nature of the relationship existing among commitment of employees and culture in an organisation.

## 1. Empirical Review

Bigliardi *et al.* (2012) had investigated the effect of organisational culture on job satisfaction and showed that organisational culture had a positive effect on job satisfaction while the study conducted by Nayak, Barik (2013) produced a similar result. Also, the study of San Park, Kim (2009); Cronley, Kim (2017); Belias, Koustelios (2014) on organisational culture and related variables, all of which also confirmed that organisational culture indeed influence job satisfaction. Peters, Waterman (2006) also confirms the relationship between organisational culture and organisational commitment theoretically. They suggest that organisational culture influences employee commitment among several other individual and organisational outcomes Lau, Idris (2001) study suggest that the causal effects between organisational culture and organisational commitment is bi-directional and found that organisational commitment is influenced by corporate culture.

Boon, Arumugam (2006) reported in Malaysia that there was a significant relationship between the corporate culture and the commitment of employees. They concluded that when both variables are simultaneously implemented, they can effectively drive change initiatives in an organisation. Comparatively Ellemmer *et al.* (1998) concludes that younger employees are less committed than older employees.

The length of service in an organisation has been said to correlate to organisational commitment, although Akinbayo (2010) found no significant difference between commitments of employees with above ten years of service and those with below in his survey.

Ghina (2012) examined how corporate culture influences employees' organisational commitment in a listed company in Malaysia. Using a questionnaire survey, the study examined the dimensions of the influence of four corporate culture as; teamwork;

communication; reward and recognition; training and development on employees' commitment of 190 individuals from a listed company in Malaysia. The authors employed hierarchical regression in the hypothesis testing like Boon, Arumugam (2006). The outcome showed that all the dimensions of corporate culture selected for the study motivate employees to be committed to their respective organisations.

In Nigeria, Mba (2013) examined the influence of organisational culture and employees' commitment in Bayelsa State civil service. Using judgmental sampling, a sample size of 200 was used. Analysis of primary data collected through questionnaire showed a significant relationship between culture and employee commitment though significant differences were observed in the commitment of employees of different sex, ages and length of service.

While previous studies have considered the relationship between organisational culture, job satisfaction and employee commitment outside the university system, few attempts are not Nigerian studies. Considering Nigeria peculiarities characterised by incessant strike, non-payment and poor review of salary structure, poor working environment among others, it becomes expedient to study these variables using academic staff in Nigerian university environment.

## 2. Methodology

This study used a descriptive survey design to obtain primary data used in establishing the nature of relationship among the variables of study. Three survey questionnaires were adapted from previous studies, as shown in Table 1, in accordance with the objectives of the study. The questionnaire comprised of demographic characteristics of the respondents and variables of the study. Our sample comprised of 174 academic staff who have been in the academia for a minimum

Table 1. Description of instruments for data collection.

Variable	No of items	Dimensions/Facets	Source	Reliability index
<b>Organisational commitment</b>	14	Affective Normative Continuance	Meyer, Allen (1993)	0.79
<b>Job satisfaction</b>	28	Pay, Promotion, Supervision, Contingent Rewards, Operating Conditions, Coworkers, Nature of Work, Communication	Spector (1985)	0.81
<b>Organisational culture</b>	28	Supportiveness, innovation, competitiveness, performance orientation, stability, emphasis on re wards, and social responsibility.	Sarros <i>et al.</i> (2005)	0.88

Source: Authors, 2022.

of five years. They were selected through a snowball sampling technique. All the respondents were surveyed through an online survey method. In analysing the available data, descriptive and inferential statistics were used by using the Statistical Package for Social Science (SPSS) version 22.0. All the instruments were revalidated with reliable and acceptable coefficients, as seen in Table 1. The descriptive statistics were used to analyse the respondents' gender, educational level and years of service in the academia. The independent variables in this study include the organisational culture and job satisfaction, while the dependent variable is the organisational commitment. We tested the effect of the explanatory variables on the outcome variable (commitment) using regression analysis. The hypotheses which we tested using this methodology are stated below:

Ho1: Organisational culture has no significant influence on the organisational affective commitment of the academic staff.

Ho2: Organisational culture does not significantly contribute to the organisational

normative commitment of the academic staff.

Ho3: Organisational culture does not significantly contribute to the organisational continuance commitment of the academic staff.

Ho4: Organisational culture has no significant impact on the organisational commitment of the academic staff.

Ho5: Job satisfaction has no significant moderating effect on the contribution of organisational culture to the organisational commitment of the academic staff.

### 3. Results

Table 2 indicates that 75.86% of the respondents are males and they are in their majority when compared with 24.14% female respondents. The majority (46%) of the respondents have work experience that ranges between 10 & 15 years, while 71% of the respondents are PhD holders.

Table 3 shows the relationship between pairs of variables of the study. It shows that there is a significant relationship

Table 2. Descriptive analysis of the respondents' characteristics.

Gender	%	Experience	%	Educational Qualification	%
Male	75.86	5–10	38	Master	29
Female	24.14	11–15	46	Phd	71
		16–Above	16		

Source: Authors' Field Survey, 2022.

Table 3. Correlation matrix of variables.

Variables	Org cul	Job sat	Affective Com	Normative Com	Continuance Com
Org. culture	1				
Job sat.	.247*	1			
Affective Com	.138*	.269*	1		
Normative Com	.249*	.166*	.326*	1	
Continuance Com	.273*	.231*	.311*	.273*	1

Source: Authors' computation.

\* Indicates significance.

between organisational culture and job satisfaction ( $r = .247, P < 0.05$ ). The relationship between organisational culture and affective commitment is also significant ( $r = .138, P < 0.05$ ), while job satisfaction and organisational commitment is also significant ( $r = .269, P < 0.05$ ). It can thus be concluded that there are significant relations in all pairs of the variables used in the study. However, these correlations are too weak to suggest any multicollinearity especially among the independent variables of the study.

### 3.1 Test of the Hypotheses

H<sub>01</sub>: Organisational culture will not significantly contribute to the organisational affective commitment of the academic staff.

Table 4 shows the result for the regression of organisational culture as a predictor variable of the organisational affective commitment. The result shows a significant outcome ( $F_{(172,1)} = 3.315, P < 0.05$ ). This implies that organisational culture as a predictor variable contributes significantly to the variance in the organisational affective commitment of the academic staff. The result further shows a coefficient of determination R<sup>2</sup> value of .019. Thus, the predictor variable accounted for 1.9% of the variance in organisational affective commitment of the academic staff. A cursory look at the P value of 0.02 less than the significance value further testifies that the probability of the organisational culture not having effect on the affective commitment

Table 4. Model summary of organisational culture on the organisational affective commitment of the academic staff.

Source of variation	Sum of Squares	Df	Mean Square	F-Ratio	Sig
Regression	332.980	1	332.980	3.315	.020 <sup>b</sup>
Residual	17275.693	172	100.440		
Total	17608.672	173			

R<sup>2</sup> = .019; Stand. error estimate = 10.022

Source: Authors' computation.

Table 5. Model summary of organisational culture on the organisational normative commitment of the academic staff.

Source of variation	Sum of Squares	Df	Mean Square	F-Ratio	Sig
Regression	6891.000	1	6891.000	605	.003 <sup>b</sup>
Residual	14901.613	172	161.410		
Total	17608.672	173			

R<sup>2</sup> = .062; Multiple R<sup>2</sup> (Adjusted) = 0.59; Stand. error estimate = 10.980

Source: Authors' computation.



of lecturers is closer to zero. Hence, the  $H_0$  hypothesis is rejected.

$H_02$ : Organisational culture will not significantly contribute to the organisational normative commitment of the academic staff.

The result of the regression of organisational culture as a predictor variable on the organisational normative commitment is presented in Table 5. The table revealed an  $R^2$  value of .062 and adjusted  $R^2$  value of 0.59. Thus, the predictor variable accounted for 6.2% of the variance in organisational normative commitment of academic staff. This effect of organisational culture on the normative commitment of academics is statistically significant if we consider ( $F_{(172,1)} = 605, P < 0.05$ ). This implies that organisational culture as a predictor variable contributes significantly to the variance in the organisational normative commitment of academic staff. Hence, the null hypothesis is again rejected.

$H_03$ : Organisational culture will not significantly contribute to the organisational continuance commitment of the academic staff.

Table 6 shows the result of the regression of organisational culture as a predictor variable on organisational continuance commitment. The result shows significant outcome ( $F_{(172,1)} = 502, P < 0.05$ ) implying that organisational

culture is a predictor of organisational continuance commitment of academic staff and explains about 7.5% change in the outcome variable. This effect was also found to be significant considering the magnitude of the  $F$  value. We fail to hold the hypothesis as the  $P$  value of  $0.16 < 0.05$  set significance level. We thus conclude that organisational culture indeed has significant effect on the continuance commitment of academic staff of Universities in Lagos, Nigeria.

$H_04$ : Organisational culture will not significantly contribute to the organisational commitment of the academic staff.

Table 7 shows the result for the regression of organisational culture as a predictor variable on the organisational continuance commitment. The result shows significant outcome ( $F_{(172,1)} = 620, P < 0.05$ ). This implies that organisational culture as a predictor variable contributes significantly to the variance in the organisational continuance commitment of the academic staff. The result further shows a multiple correlation coefficient of .394,  $R^2$  value of .155 and adjusted  $R^2$  value of 0.154. Thus, the predictor variable accounted for 15.5% of the variance in the organisational continuance commitment of the academic staff. Hence, the hypothesis

Table 6. Model summary of organisational culture on the organisational continuance commitment of the academic staff.

Source of variation	Sum of Squares	Df	Mean Square	F-Ratio	Sig
Regression	1290.980	1	1290.980	502	.016 <sup>b</sup>
Residual	16901.693	172	332.061		
Total	17608.672	173			

$R^2 = .075$ ;  $R^2$  (Adjusted) = 0.71; Stand. error estimate = 9.241

Source: Authors computation.

Table 7. Model summary of organisational culture on the organisational commitment of the academic staff.

Source of variation	Sum of Squares	Df	Mean Square	F-Ratio	Sig
Regression	1351.600	1	1351.600	620	.016 <sup>b</sup>
Residual	1211.613	172	432.321		
Total	17608.672	173			

$R^2 = .155$ ;  $R^2$  (Adjusted) = 0.154; Stand error estimate = 8.221

Source: Authors computation.

Table 8. Model summary of job satisfaction moderating the contribution of organisational culture to the organisational commitment of the academic staff.

Source of variation	Sum of Squares	Df	Mean Square	F-Ratio	Sig
Regression	25.628	2	25.628	.251	.018 <sup>b</sup>
Residual	17583.044	171	102.227		
Total	17608.672	172			

Multiple R = .388; R<sup>2</sup> = .150; Multiple R<sup>2</sup> (Adjusted) = .148; Stand. error estimate = 12.25

Source: Authors computation.

that stated that organisational culture will not significantly contribute to the organisational continuance commitment of the academic staff is rejected.

Ho5: Job satisfaction will not significantly moderate the contribution of organisational culture to the organisational commitment of the academic staff.

Table 8 shows the result for the regression of job satisfaction as a moderating variable on the contribution of organisational culture to the organisational commitment. The result shows significant outcome ( $F_{(171,2)} = .251$ ,  $P < 0.05$ ). This implies that job satisfaction as a moderating variable produced significant outcome in the organisational commitment of the academic staff. The result further shows a multiple correlation coefficient of .388,  $R^2$  value of .150 and adjusted  $R^2$  value of 148. Thus, the predictor and moderator variables accounted for 15% of the variance in the organisational commitment of the academic staff. However, the introduction of job satisfaction reduced the percentage contribution of the predictor to the organisational commitment (from 15.5% to 15.5). Hence, the hypothesis that stated that job satisfaction will not significantly moderate the contribution of organisational culture to the academic staff's organisational commitment is rejected.

#### 4. Discussions

Employee commitment to work and the organisation is required to achieve academic

productivity in any academic environment. The finding of the study shows that organisational culture contributed significantly to the organisational commitment of the academic staff. The commitment of the employees cannot be separated from their belief whether or not treatment by their management is good; employees must be treated as a valuable asset and not merely as a commodity that can be exploited by management. (Endang *et al.*, 2008). This finding is similar to the earlier report of Rashid, Raja (2011), Harwiki (2013); Messner (2012) show that organisational culture significantly influences organisational commitment. It however contradicts the findings of Endang *et al.* (2008), who reported that there is no correlation between organisational culture and the organisational commitment. The finding also showed that organisational culture contributed to the affective commitment of the academic staff. The findings in this study indicated that employees who perceived greater awareness of organisational mission exhibited emotional attachment, identification and involvement with their organisation and its goals (Okediji, 2013). Litwin, Stringer as cited by Okediji (2013) reported a strong support for a link between organisational mission variables and positive employee behaviour.

Contrary to the finding of this study, Okediji, (2013), reported that no support was found for the hypothesised contribution of organisational culture to normative commitment. However, Okediji, (2013) explained that non-significant relationship may be explained by other social commitments



that affect work values. The outcome of the contribution of organisational culture on continuance commitment is also significant. Thus, continuance commitment has an impact on the culture of the organisation. This is in contrast with the findings of Baron, Greenberg (1990), who reported that older employees and those with tenure or seniority report higher levels of commitment. Thus, when the existing role culture is dominant, continuance commitment is high.

It is also evident from the finding of this study that though job satisfaction was significant, no percentage contribution was observed. This negates the proposition of Mabasa *et al.* (2016). Job satisfaction can be an important indicator of how employees feel about their jobs and a predictor of work behaviours such as organisational citizenship, absenteeism, and turnover for a greater success of the organisation. A low level of satisfaction can result in a low work commitment level and turnover, or physical and emotional withdrawal from the organisation. Consequently, a low level of satisfaction may not only increase intention to quit but also reduce the contribution of the employee to the organisation (Lok, Crawford, 2003). This is to say, it might lead to low employees' commitment. As for the relationship between job satisfaction and organisational commitment, results of Dirani, Kuchinke (2011) showed that job satisfaction and organisational commitment were significantly correlated and satisfaction was a predictor of commitment. This is similar to the conclusions of Malik *et al.* (2010); Suma, Lesha (2013); and Ahmad, Oranya (2010), who all reported a significant positive correlation between job satisfaction and organisational commitment.

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## 5. Conclusion

The rate of turnover among academic staff in Nigeria is generally low. The feeling of obligation to stay on amidst several complaints of poor remuneration, uncondusive working conditions, or job overload (among others) suggests university lecturers are committed to the academia. The causal relationship between organisational culture and their level of commitment moderated by job satisfaction was the focus of this study. Given that commitment may either be normative, affective or continuance, the study analysed which of these is better explained by the shared values and beliefs (organisational culture) among academic staff members in their various organisations. The study concludes that although organisational culture contributes significantly to the three dimensions of organisational commitment of academic staff, the effect is most potent on continuance and least on the affective domain. More so, job satisfaction slightly moderated the effect of organisational culture on the commitment of academics and the moderating effect was significant. We therefore recommend that university administrators should enshrine organisational culture which can engender commitment of academics such as supportiveness, innovation, competitiveness, performance orientation, stability, and emphasis on rewards. However, it will also be important to effectively manage satisfaction of staff as low level of satisfaction can erode the consequences of beautiful organisation culture on academic staff commitment.

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