Organizational Culture and EmployeeCommitment: A Case Study on Jigjiga University, Ethiopia

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Abstract

Culture, at the workplace, is a very powerful force, which is consciously and deliberately cultivated and is passed on to the incoming employees. It is the very thread that holds the organization together. The importance of corporate culture is emphasized by scholars who stated that, without exception, the dominance and coherence of culture proved to be an essential quality of the excellent companies. This study investigated the preferred as well as the existing organizational culture and employee commitment levels at a Jigjiga University. The research reviewed the various types of culture, how culture is created and ways in which culture can be sustained. Ways to cultivate employee commitment and retain skilled employees are also closely explored in this research study. The key results of the research findings revealed that there is a strong achievement culture prevalent at the company, with a good mix of the other culture types like, role culture, power culture and support culture. The employees at Jigjiga University also strongly prefer an achievement and support typeculture. Employee commitment is very low and employees stay with the company out of necessity.

Introduction

Organizational culture can be viewed as the unique pattern of shared values, norms, attitudes, beliefs, rituals, socialization, expectations, and assumptions of the employees in the organization(Van Stuyvesant, 2007; Chatman and Caldwell, 1991; Schein, 2004). As such, organizational culture could be equated with the "personality" of the organization, depicting the manner in which employees behave when they are not being told what to do (Hellriegel *et al.,* 2004).

Organizational culture classifications have been developed in order to assist in the understanding and analysis of organizational culture and such frameworks included by (Deal,1982; Harrison,

1972; Harison and Stokes, 1992; Hellriegel *et al.,*2004; Schein ,2004). For the purpose of this research, the Harrison and Stokes (1992) conceptual framework for organizational culture was used to classify the different types of culture within the selected organization.

Schein (2004) asserts that there is often a gap between the existing and preferred organizational cultures, so therefore it is important to assess whether there is an organizational cultural gap within the selected organization. The Harrison and Stokes (1992) questionnaire enables organizations to identify whether or not that gap is present. An organizational culture gap exists in an organization when there is a difference between the dominant, existing organizational culture type, and the preferred or desired cultural type (Bourantas and Papalexandris, 1992). Moreover, Nazir (2005) stated that although some research on assessing this gap in an organizations culture has been conducted, research is still limited.

According to Clugston (2000:)and Wasti (2003), organizational culture has an effect on organizational commitment, influencing the effectiveness and efficiency of organizations. Based on the aforementioned ideas, it therefore appears that organizational culture plays an important role in promoting organizational success, which can only be achieved by developing an appropriate organizational culture. Therefore, the importance of assessing the organizational culture of the selected organization comes to the fore.

In line with this, Naicker (2008) stated that there has been empirical research conducted on organizational culture and organizational commitment, yet there has been little to provide evidential support of the effect that organizational culture has on organizational commitment or the relationship they had in general.

Organizational commitment can be defined from two perspectives, behavioral commitment and attitudinal commitment (Meyer and Allen, 1991). Behavioral commitment focuses on the processes by which employees become part of a specific organization and their appropriate behavior (Meyer and Allen, 1991: 62). Attitudinal commitment, on the other hand, focuses on the processes by which employees come to think about their relationships with their organization, and the extent to which their goals and values are congruent with those of the organization (Meyer and Allen, 1991).

The attitudinal perspective was be the basis of organizational commitment in this research and is accordingly defined as the psychological strength of an individual employees' attachment to and involvement with the organization Rashid, Sambasivan, and Johari, (2003). A committed employee is inclined to stay with the organization, regardless of whether the circumstances affecting the organization are favorable or unfavorable (Allen and Meyer, 1990)

In this research, organizational commitment was also be treated as a multidimensional construct, where three components of commitment will be investigated, namely affective commitment, continuance commitment, and normative commitment (Allen and Meyer, 1990; Meyer and Allen, 1991).

Despite the large number of studies on organizational commitment (Price and Mueller, 1981; Allen and Meyer, 1990; Mowday et al., 1979; Mottaz, 1988), the influence of organizational culture and subculture on commitment has received little attention. For example, the major review and meta-analysis by Mathieu and Zajac (1990) on the antecedents, correlates and consequences of commitment did not include any reference to organizational culture or subculture. This is significant because influential organizational culture writers such as Deal and Kennedy (1982) and Peters and Waterman (1982) have suggested that organizational culture could exert a considerable influence in organizations, particularly in areas such as performance and commitment.

Indeed, it would be rather difficult, to think about studying commitment of employees without considering culture of the organization. Accordingly, this paper studiedthree main issues which can be taken as problems. Firstly, the cultures of the organization and weather these cultures are preferred by the employees or do they have their own preferred cultures. Secondly, weather the employees of Jigjiga University are committed to their organization. Finally, itstudied weather commitment levels of the employees get affected by the culture of the organization. Generally, the main purpose of this study was to investigate organizational culture and employee commitment at

Jigjiga University, Ethiopia. Consequently, this study attempted answering these research questions: (1) what is the existing culture of Jigjiga University? (2) what is the preferred culture of the organization? (3) Is there significance difference between the existing and preferred culture of the organization? (4) what is the current level of employee commitment at the Jigjiga University? (5) do organizational culture and employee commitment have significantrelationship?

Methods

The research design selected in this study is a quantitative, cross-sectional design. A cross-sectional design is used for research that collects data on relevant variables one time only from a variety of people, subjects, or phenomena. The data was collected all at the same time (or within a short time frame). A cross-sectional design will provide a snapshot of the variables included in the study, at one particular point in time. It may reveal how those variables are represented in a cross-section of a population. The cross-sectional study is the most frequently used descriptive design (Malhotra, 1999).

The quantitative is aimed at ascertaining the levels of employee commitment, the prevailing culture, as well as the preferred culture of the selected organization. A quantitative study, consistent with the quantitative paradigm, is an inquiry into a social or human problem, based on testing a theory composed of variables, measured with numbers, and analysed with statistical procedures, in order to determine whether the predictive generalizations of the theory hold true (Babbie and Mouton, 2002:646).

Population and Sampling Techniques

Since the purpose of this study is to analyze the relationship between organizational culture and employee commitment by surveying employees and management from Jigjiga University, the target population of this study has included academic and administrative (Ethiopian) employees i.e. instructors, faculty deans, department heads, secretaries, different experts, librarians, and other supportive staff working permanently in the university. Accordingly, the total population of the study is estimated to be 1741, from this population 570 of them were instructors and the remaining 1171 were supporting/ administrative staffs. But from this population 247 of the instructors are on study leave and 440 of the administrative staffs are working on contract bases which make them to be uncountable for the study population, this is because the study will be conducted in the campus and employees have to be permanent. So, this had reduced the study population to 1054.

Since there is little previous research on the same topic and related areas in Ethiopia up on which one can estimate sample size, it will not be possible to determine the sample size using the usual formula. So, the researcher decided to use the sample determination method developed by J Carvalho, "Archival application of mathematical sampling techniques", *Records Management Quarterly* 18:63 (1984), which is shown in the table below,

Accordingly, the sample size of this population was 125 based on the above table. The technique that was used to determine the participants of the study was convenience sampling technique. Convenience sampling is a technique by which a researcher will choose a group of participants/respondents that will enable him to answer the research question and that are accessible i.e., which are convenient for the study. This was due to the fact that, if random sampling was used some of the respondents may not have the required prerequisites for answering the questions asked. So, the researcher used convenience sampling so that it would be possible to choose the participants of this study with close supervision and due care. This was performed by identifying their educational background and the knowledge they have about the issue on the study, perhaps this was done with a high level of cooperation and help of the human resource manager of the organization.

Source and Instruments of Data Collection

To undertake the study both primary and secondary data were collected. The sources of the secondary data were different sources including journals, books, periodicals, and online from

internet sources form Addis Ababa University liberalities, documentations of the organization, and private sources. The primary data was collected through close-ended questionnaire. The close-ended questionnaires were administered to groups of people simultaneously, since they are less costly and less time consuming than other measuring instruments. Two separate instruments, namely the organizational culture questionnaire which was used to determine the existing and preferred culture and organizational commitment questionnaire, which was used to measure the commitment level of the employees.

The organizational culture questionnaire was used to determine the existing and preferred culture of the organization. The questionnaire was initially developed by Harrison (1992) in an effort to help participants in management training courses understand their own organizational cultures. The variables that were treated in this instrument are then, the exiting and preferred culture of the organization.

The employee commitment questionnaire was based on the three-component model proposed by Meyer and Allen (1991). The three components are affective commitment, continuance commitment and normative commitment. The questionnaire was presented in a Liker-type scale with strongly disagree forming the one end of the continuum and strongly agree the other end. Respondents were required to tick either 1, 2,3,4,5, for Strongly Disagree, Slightly Disagree, Neutral, Slightly Agree, and Strongly Agree respectively, for the 5 different alternatives presented in the three components.

Reliability and validity of the instruments

Both these instruments were tested for their reliability using the Cronbach"s Alpha reliability test. This is commonly used as a measure of the internal consistency or reliability of a psychometric test score for a sample of examinees. Coefficients of .90 or greater are nearly always acceptable, .80 or greater is acceptable in most situations, and .70 may be appropriate in some exploratory studies for some indices. By tracing this literature, the researcher tested the reliability of the items which were developed for respondents. Therefore, as shown in table 2 the reliability of the whole items is 0.928 which means the whole items were reliable and acceptable because as Cronbach stated coefficients of 0.9 or greater are nearly always acceptable.

Concerning the validity, the instruments were given to different experts and friends in the area so that they can give their opinion. Accordingly, the instruments were said to be valid, since validity refers to whether the instrument measures what it claims to measure, and therefore a test is valid if it measures what the researcher claims it does

Procedure of Data Collection

The questionnaire was handed out to each respondent personally by the researcher. A covering letter was attached to each questionnaire that has serve to introduce the researcher to the respondents and to explain the purpose of the study, as well as the intentions of the researcher, i.e., to assess the corporate culture, and levels of employee commitment that is prevalent in the organization.

Method of data analysis

After the data is collected, it was necessary to utilize statistical techniques to analyze the information as this study is quantitative in nature. Therefore, the survey data was processed using an SPSS (version 16). First the relevant data were coded, summarized and then transferred to SPSS to be analyzed and presented.

Frequency graphs were used to summarize the respondent's profile in the form of frequency and percentages whereas the descriptive statistics such as mean and standard deviations of employees" answers to organizational culture and employee commitment scales were calculated in order to

determine employees" perceptions of the existing and preferred culture of the organization and organizational commitment.

Subsequently, the researcher had employed correlation analysis to investigate the relationship between organizational culture and employee commitment dimensions. The correlation analysis was supporting in determining both the form and degree of the relationship between the organizational culture and employee commitment.

Results and Discussion

Biographical Information of Respondents

The first part of the questionnaire deals with the biographical information of the respondents and the following graphical representations illustrate the responses for each question.

Age group

Figure 4.1 graphically shows the age of respondents. The majority age group of respondents is between 20 and 29, with 47 (63.8%) of respondents falling into this category. There were 40 (34.5%) respondents that were between the ages 30 and 39; 2(1.7%) respondents who were between 40 and 49; and there were no respondents who were 50 years or older. From this we can understand that most of the respondents are young.
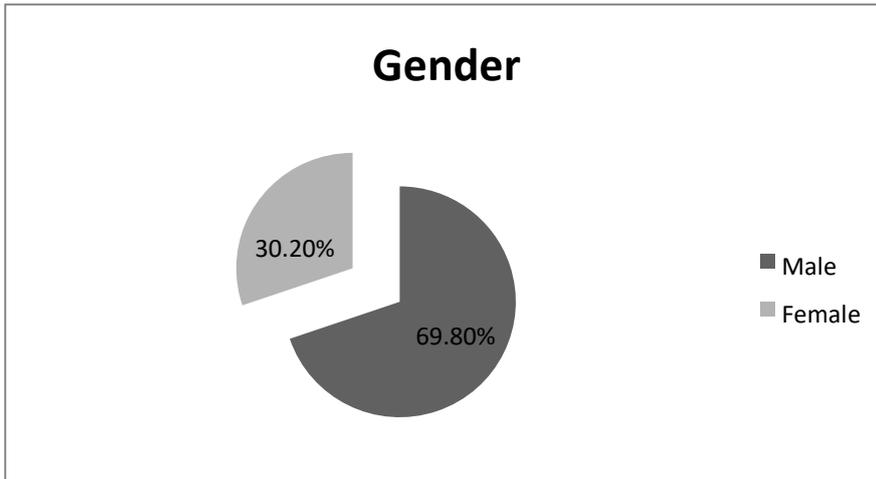
Figure 4.1: profile as per age group
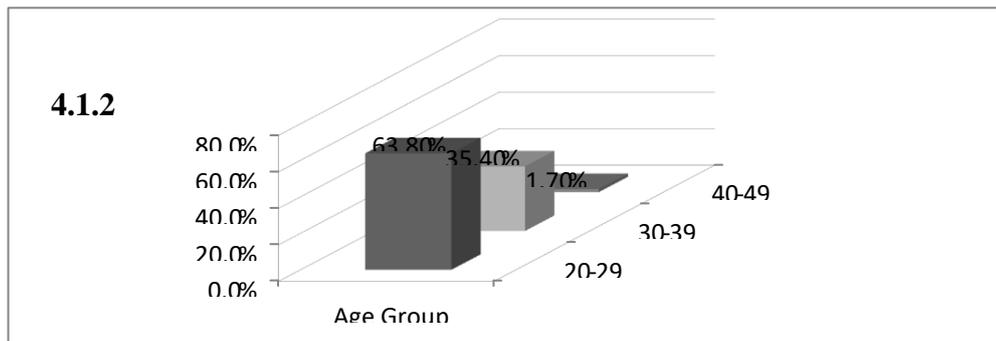
Gender

From the total number of respondents N=116 Figure 4.2 illustrates that 81 (69.8%) of the respondents were male, and 35 (30.2%) of the respondents were female. This makes majority of the respondents to be male.

Figure 4.2: profile as per gender

Gender

30.20%
69.80%

■ Male
■ Female

<u>**Level of formal education**</u>

A large majority of the workforce 70 (60.30%) have a second degree or post graduate level of education, while 44 (37.90%) have studied a bachelor degree and 2 (1.70%) have only studied diploma level. The graph also indicates that the current workforce is literate, because the entire respondents have received at least some kind of tertiary level education. This finding may facilitate easier communication.

Figure 4.3: level of education

60.30%

80.00%

37.90%

60.00%

40.00%

20.00%

1.70%

0.00%

Post grad. Degree

Bachelor degree

Diploma

level of formal education
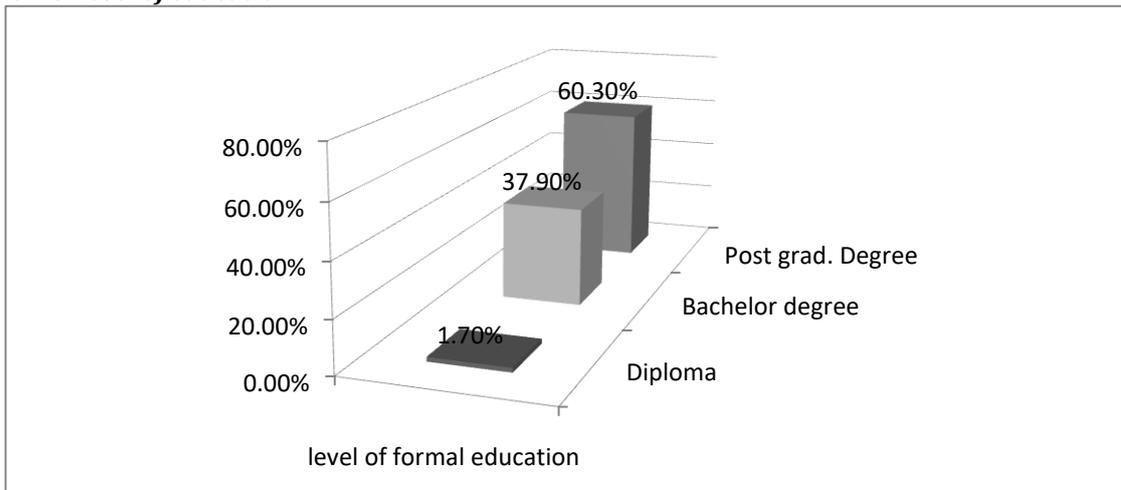
<u>**Length of service**</u>

The length of time that respondents have worked for the university is illustrated in Figure 4.4. The majority of respondents, 63 (54.30%) employees, have worked for the selected university for years between 1 to 3, next to that 46 (39.7%) respondents have worked for about 4 to 5 years. Only 7 (6%) respondents have worked for the university for six years and above.

Figure 4.4: length of service
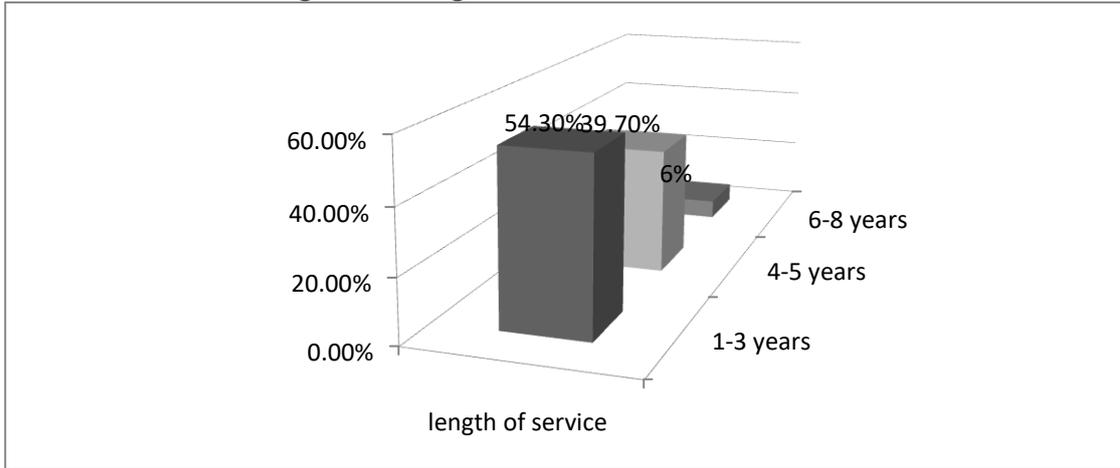
Number of co-workers you supervise

Majority of the respondents i.e., 52 (44.8%) are ordinary workers which means that they do not supervise any one rather they are supervised, the next relatively larger portion 31 (26.7%) of the respondents have more than five subordinates, the others 18 (15.5%) and 15 (12.9%) of the respondents are supervising one to two and three to five number of subordinates respectively.

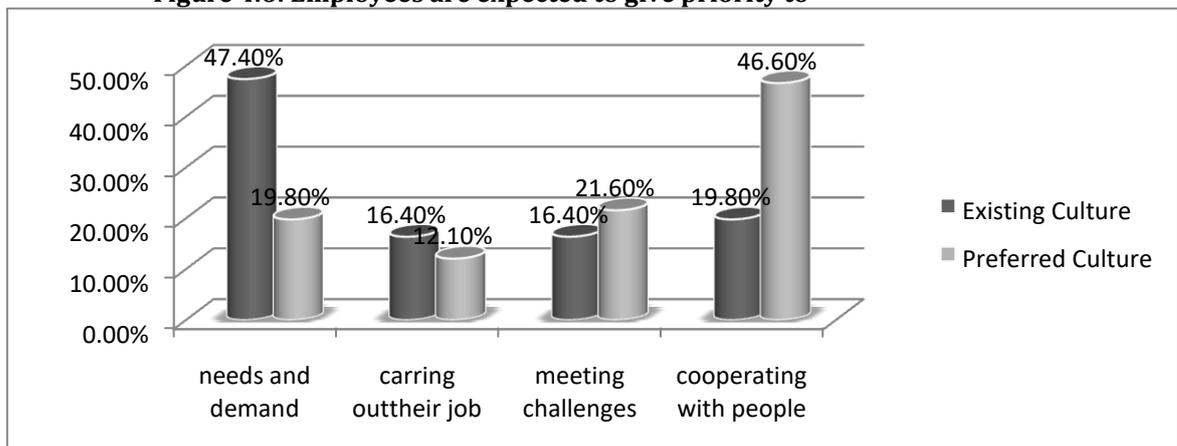**Figure 4.5: No. of co-workers you supervise**
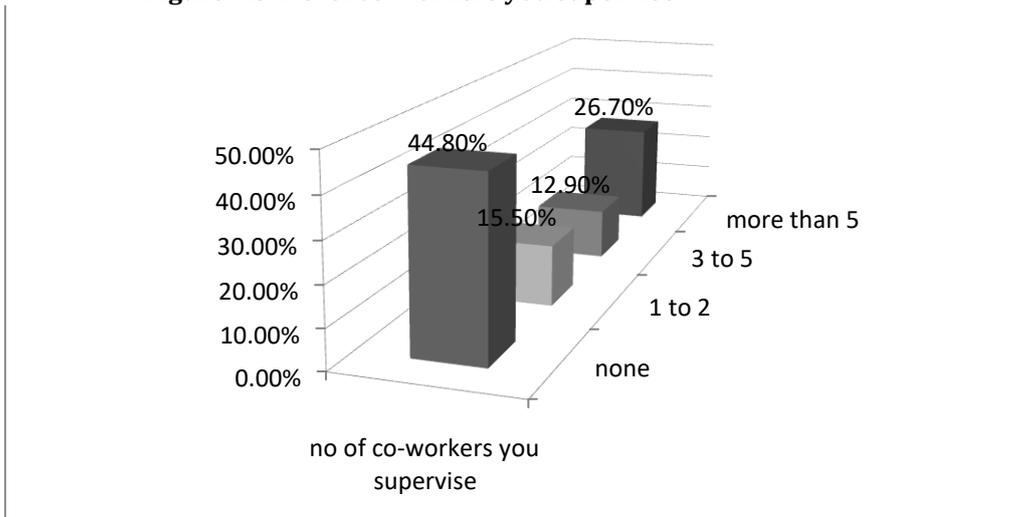
Organizational Culture

The following is a graphical representation of the responses to the organizational culture questionnaire.

Employees of the organization are expected to give first priority to:

Figure 4.6: Employees are expected to give priority to

The results for the first question are presented above. Accordingly, 55 (47.40%) of the respondents identified the existing culture as power culture because they believe that employees are expected to give priority to meet the demands of their supervisors and other high-level people in the organization. 23 (19.8%) of the respondents believe that the existing culture is support culture while the remaining percentage of respondents believe that role and achievement culture are existing in their work place by sharing the same amount of percentage 19 (16.4%). On the other hand, when these same options were prioritized according to their preferences it was support culture that gets the highest percentage 54 (46.6%) this is because of the reason that employees preferred to be co-operating with people whom they work with. 25 (21.6%) of the respondents prefer achievement culture, 23 (19.8%) of them prefer the existing power culture while the other 14 (12.1%) of the respondents prefer role culture.

The organization treats individuals as:

**Figure 4.7: the organization treats individuals as**
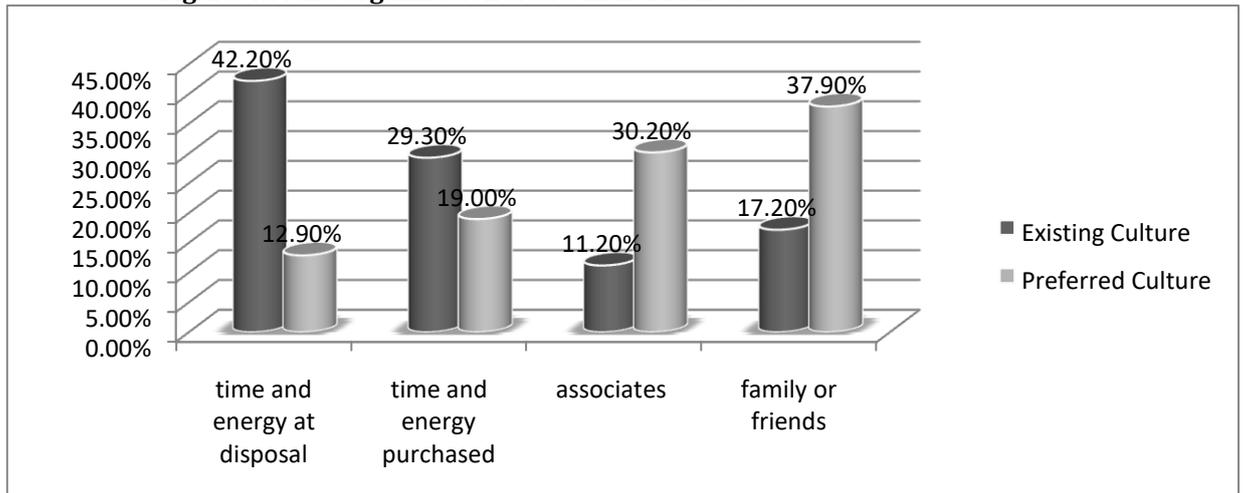
For this question 49 (42.20%) of the respondents believe that they are just "hands" that are at the disposal of persons at higher levels. 34 (29.3%) of the respondents believe that their time and energy are purchased through a contract. There were also fair number of individuals who believe as they are associates who are mutually committed to the achievement of a common purpose and others who believe they were treated as family or friends who like being together and care about one another, illustrated by 20 (17.2%) and 13 (11.2%).

On the other hand, when it comes to their preference 44 (37.9%) of the respondents prefer to be seen as family or friend while the other 35 (30.2%) prefer to be treated as associates for a common purpose. Only few of the respondents prefer to be seen as their time and energy is availed for a contract or treated as "hands" at the disposal of their superiors which are 22 (19%) and 12.9% respectively.

**Decision-making processes are characterized by:**

Figure 4.8: decision making process
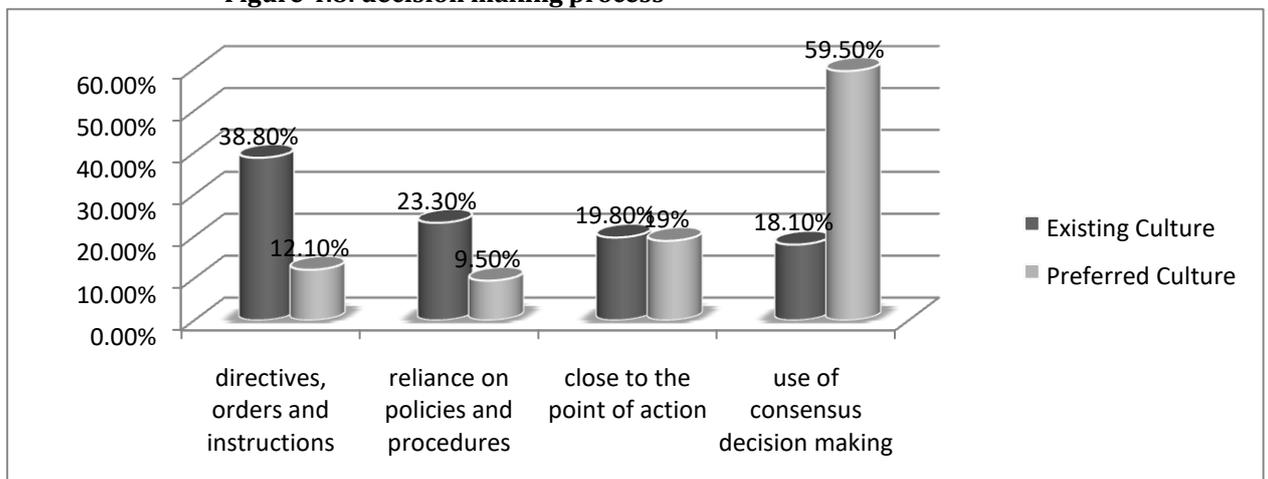
For this question 45 (38.8%) of the respondents believe that decision making processes are characterized by directives, orders and instructions that come down from higher levels. This finding therefore infers a power type culture. 27 (23.3%) of the respondents believe that the existing decision-making process is reliance on policies and procedures of the decision-making process. While the other 23 (19.8%) of the respondents believe the process is based on the closeness to the point of action and the remaining 21 (18.1%) of the respondents believe that consensus will be used as a means of decision making. On the other hand, when it comes to their preference majority 69 (59.5%) of the respondents prefer the decision-making process to be characterized by consensus decision making, while the other 22 (19%) of the respondents prefer decisions to be made based on the point of closeness to action. Only few of the respondents prefer decisions to be characterized as orders of directives or to follow policies and procedures which are 14 (12.1%) and 11 (9.5%) respectively.

Work motivation is primarily the result of:

Figure 4.9: work motivation
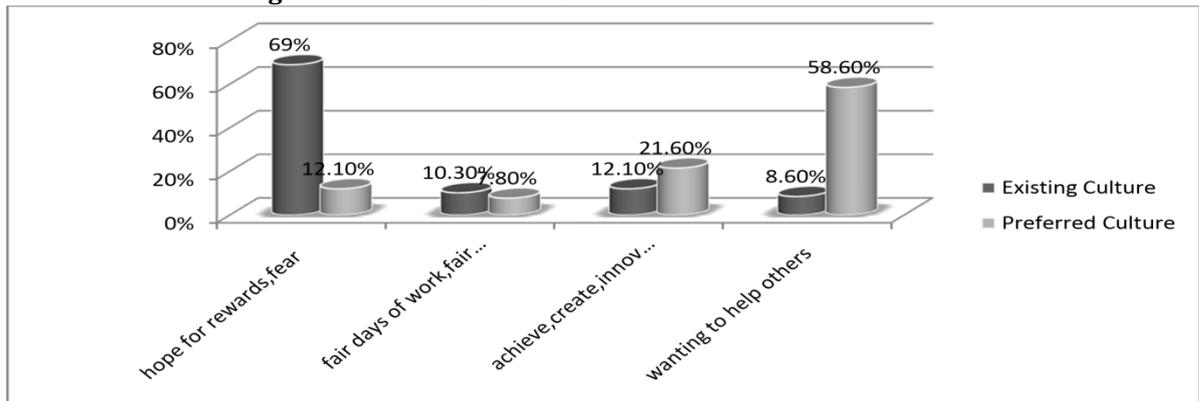
The above graph shows that the majority of the respondents 80 (69%) believe that work motivation is primarily a result of hope for rewards or fear of punishment; this reveals that the existing motivation is characterized by power culture. 14 (12.1%) of the respondents believe that the existing motivation culture is a result of strong desire to achieve, create or innovate while the other 12 (10.3%) believe it is the result of providing „fair" days of work for a „fair" days' pay, but only 10 (8.6%) of the respondents believe that people wanting to help others is a reason of work motivation. In contrast when these same options were prioritized according to the preferences of the respondents the majority 68 (58.6%) prefer to have people that help others in order to result work motivation. 25 (21.6%) of the respondents prefer strong desires of achievement or creativity as a primary reason of work motivation, still others 14 (12.1%) of them prefer hope for reward or fear of punishment and the remaining 9(7.8%) prefer „fair" days' work for a „fair" days' pay.

Employees are expected to be:

Figure 4.10: employees are expected to be
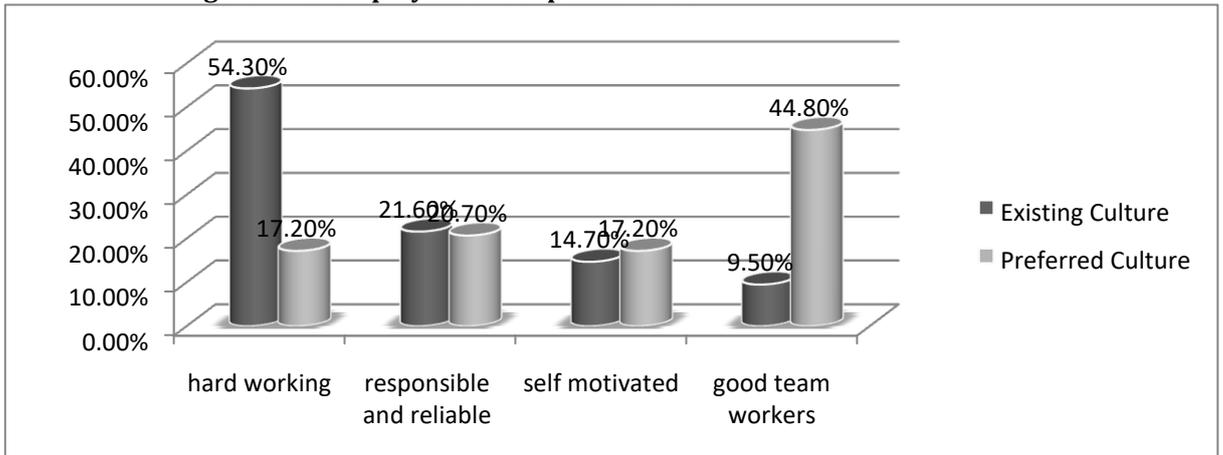
For this question 63 (54.30%) of the respondents believe that employees are expected to be hard working, compliant, obedient and loyal to the interests of those to whom they report. 25 (21.6%) of the respondents believe that employees are expected to be responsible and reliable carrying out the duties and responsibilities of their job. There were also few individuals 17 (14.7%) who believe that employees are expected to be self-motivated and competent, while others 11 (9.5%) believe that they are expected to be good team workers and supportive to others.On the other hand, when it comes to their preference 52 (44.8%) of the respondents prefer they believe that good team working and supportiveness have to be expected from them as employees, while the other 24 (20.7%) prefer responsibility and reliability to expect from them. The others 20 (17.2%) believe that it has to be hard working and obedience that is expected from them still others 20 (17.2%) equally prefer self-motive to be expected of them.

Relationships between work groups or departments are generally:

Figure 4.11: relationships between work groups
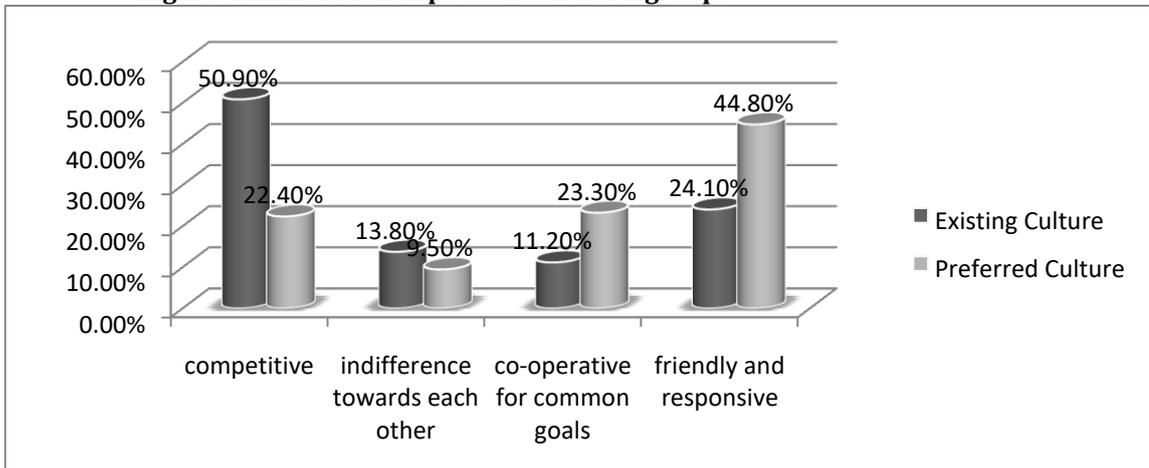
For this question 59 (50.9%) of the respondents believe that the relationships between work groups are generally competitive, with both looking their own interests. This finding therefore infers a power type culture. 28 (24.1%) of the respondents believe that the existing relationship between work groups is friendly and responsive. While the other 16 (13.8%) of the respondents believe that the relationship is indifference towards each other and the remaining 13 (11.2%) of the respondents believe that there is cooperation when it is needed type of relationship. When it comes to their preference 52 (44.8%) of the respondents prefer the relationship to be friendly and responsive, while the other 27 (23.3%) of the respondents prefer cooperativeness for a common

goal. 26 (22.40%) of the respondents prefer competitive type of relation, only very few 11 (9.5%) of the respondents prefer to be indifference toward each other.

Assignments of tasks or jobs to individuals are based on:

Figure 4.12: assignment of tasks
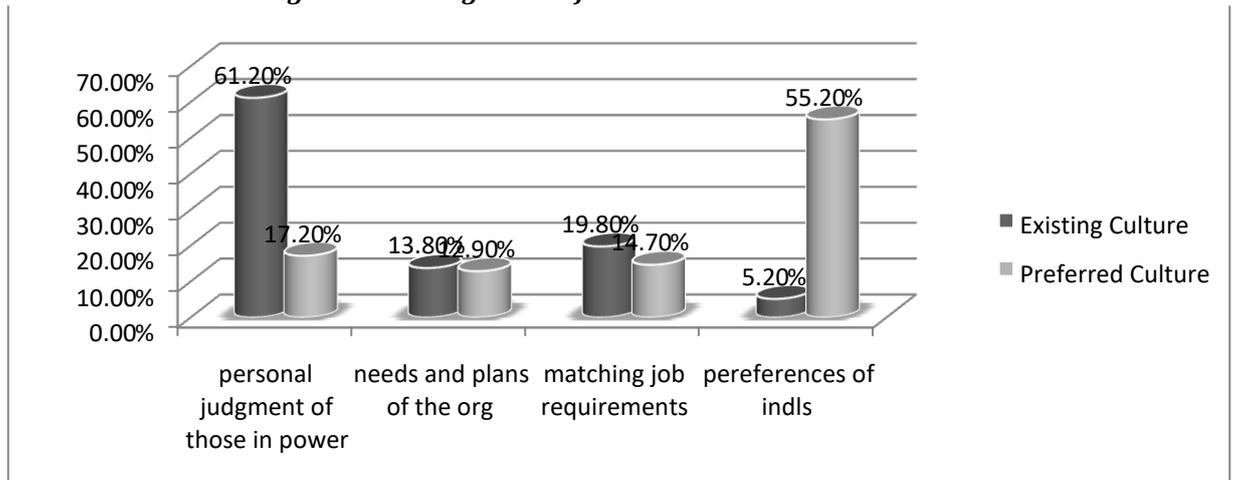
The above graph shows that the majority of the respondents 71 (61.2%) believe that assignment of tasks or jobs to individuals are based on the personal judgments of those in positions of power, which shows the existing culture is a power culture. 23 (19.8%) of the respondents believe jobs are assigned based on matching job requirements of the job with the interests and abilities of individuals. 16 (13.8%) believe that jobs are assigned according to the needs and plans of the organization, while only 6 (5.2%) of the respondents believe tasks are assigned based on individual preferences for growth and development. 64 (52.2%) of the respondents prefer if tasks were assigned according to the personal preferences of the individuals and their needs for growth and development. 20 (17.2%) prefer the existing culture which is based on personal judgment of superiors, while the other 17 (14.7%) prefer if jobs were assigned based on requirements and qualifications, the remaining 15 (12.9%) prefer if it was based on needs and plans of the organization.

Existing and preferred culture

Table 3: Organizational culture questionnaire statistics

OC variables	N	Mean	Std. Deviation
Existing power culture	116	3.04	.577
Existing role culture	116	2.68	.449
Existing achievement culture	116	2.18	.377
Existing support culture	116	2.10	.543
Preferred power culture	116	2.03	.569
Preferred role culture	116	2.59	.438
Preferred achievement culture	116	2.90	.517
Preferred support culture	116	2.59	.538
Valid N (list wise)	116		

Power culture had the highest mean of 3.00, which is attributed to the fact that the respondents of the study perceive that there is a strong presence of power culture currently in this organization. There also seems to be an existence of role, achievement and support culture as indicated by a mean of 2.68, 2.18 and 2.10 respectively. The average mean for preferred achievement culture and culture is 2.9, which is indicative of the preferred culture being achievement culture. Preferred role and support culture have an average mean value of 2.59 which indicates that the respondents equally preferred these types of cultures next to achievement culture. The power culture is the least preferred by the respondents, as indicated by an average mean of 2.03 for both these types of cultures.

Organizational commitment
Affective commitment

Table 4: Continuance commitment questionnaire statistics

		CCQ1	CCQ2	CCQ3	CCQ4	CCQ5

		ACQ1	ACQ2	ACQ3	ACQ4	ACQ5
N	Valid	116	116	116	116	116
	Missing	0	0	0	0	0
Mean		3.00	3.00	3.00	2.00	2.00
Std. Deviation		1.507	1.305	1.563	1.580	1.360

The coded values as per the questionnaire are:
- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5= Strongly Agree

The results presented, are for the following questions as per the affective commitment questionnaire.

A. AFFECTIVE COMMITMENT SCALE
1. I would be very happy to spend the balance of my career with my current organization.
2. I enjoy discussing my organization with outsiders.
3. I do not feel like "part of the family" at my organization.

4. I do not feel a strong sense of belonging to my organization.
5. I do no feel emotionally attached to my organization.

Mean values

The mean results are as follows: Q1, Q2, and Q3 have a mean value of 3.00, which reveal that the respondents who participated in this project have articulated an average perception of Neutral to these study questions. While Q4 and Q5 have a mean value of 2.00, which reveals that the respondents who participated in this study have articulated average perception of disagree for these study questions The standard deviation

Q1 to Q5 have standard deviations of between 1.3 to 1.5, which reveal that these variables have variation in respondents" perception for these study questions.

The mean values for Q 4, and 5 [2] (disagree), and the mean values for Q1, 2, 3 [3] (neutral), indicate the following:

- Employees do not feel a sense of ownership towards the organization;
- The emotional attachment of the employees to the organization is fairly low;
- The organization is not very important to them;
- Employees stay with this organization because they have no other choice; and ⬜Employees are not bound by the principles of the organization.

To this end it can be inferred that the scale according to the respondents. perceptions rates low on affective commitment.

Central tendency statistics of continuance commitment

Table 5: Continuance commitment questionnaire statistics

	CCQ1	CCQ2	CCQ3	CCQ4	CCQ5
N Valid Missing	116	116	116	116	116
	0	0	0	0	0
Mean	3.74	2.78	2.46	2.60	3.14
Std. Deviation	1.421	1.371	1.392	1.186	1.357

Source: Own Survey, 2013

The coded values as per the questionnaire are:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5= Strongly Agree

The results presented are for the following questions as per the continuance commitment questionnaire.

B. CONTINUANCE COMMITMENT SCALE
1.   It would be very difficult for me to leave my organization right now - even if I wanted to.
2.   One of the major reasons that I continue to work for my current organization is that leaving would require considerable personal sacrifice – another organization may not match the overall benefits that I have here.
3.   One of the few serious consequences of leaving my organization is the scarcity of available alternatives.
4.   I am not afraid what might happen if I quit my job without having another one lined up.

5.	At this point, remaining with my organization is a matter of necessity as much as desire.

Mean values

The mean results are as follows: Q1 has a mean value of 3.74, which reveal that the respondents who participated in this project have articulated an average perception of agree to this study question. While Q2, Q4 and Q5 have a mean value of 2.60-3.14, which reveals that the respondents who participated in this study have articulated average perception of neutral for these study questions and finally Q3 has a mean value of 2.46 which reveals that the respondents who participated in this study have articulated an average perception of disagreement to this particular question.

The standard deviation

Q1 to Q5 have standard deviations between 1.1 to 1.5, which reveal that these variables have variation in respondents" perception for these study questions. Q2, 4 and 5 resulted in a mean average of 3, which indicates a neutral perception for these questions, whilst Q1 has a mean average of 4, which indicates an agreement perception to these questions. The mean average of 3, on this questionnaire, also indicates that the respondents were reluctant to commit themselves by working longer period for the organization. The mean average of 4 for Q1 emphasizes that there is a perception amongst the respondents that they are staying with the organization out of obligation. A further assessment of this mean indicates that the employees are not staying in the organization because they want to, rather they do not have any other options.

Central tendency statistics of normative commitment

Table 6: Normative commitment questionnaire statistics

	NCQ1	NCQ2	NCQ3	NCQ4	NCQ%
N Valid Missing	116	116	116	116 0 2.41 1.474	116
	0	0	0		0
Mean	3.82	3.13	2.44		3.03
Std. Deviation	1.355	1.393	1.391		1.344

Source: Own Survey, 2013

The coded values as per the questionnaire are:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5= Strongly Agree

The results presented are for the following questions as per the normative commitment questionnaire.

C. NORMATIVE COMMITMENT SCALE
1. I believe that these days, people move from one company to another too frequently.
2. One of the major reasons that I continue working for this organization is that I believe that loyalty is important and thus I feel a sense of moral obligation to remain here.
3. If I got another offer for a better job elsewhere I would not feel it was right to leave my organization.
4. I do not believe that a person must always be loyal to his / her organization.
5. Things were better in the old days when people stayed with one organization for most of their careers.

Mean values

The mean results are as follows: Q1 has a mean value of 3.82, which reveals that the respondents who participated in this project have articulated an average perception of agreement to this study

question. While Q2 and Q5 have a mean value of 3.00, which reveals that the respondents who participated in this study have articulated average perception of neutral for these study questions and finally Q3 and Q4 have a mean value of 2.00 which reveal that the respondents who participate in this study have articulated an average perception of disagree to this particular question.

The standard deviation

Q1 to Q5 have standard deviations of between 1.1 and 1.5, which reveals that these variables have variation in respondents" perception for these study questions. Q2 and 5 resulted in a mean average of 3, which indicates a neutral perception for these questions, whilst Q1 has a mean average of 4, which indicates an agreement perception to these questions. The mean average of 3, on this questionnaire, also indicates that the respondents were reluctant to commit themselves to indicating whether they stay with the organization out of obligation or loyalty. The mean average of 4 for Q1 emphasizes that there is a perception amongst the respondents that they are staying with the organization out of obligation. A further assessment of this mean indicates that the employees are not emotionally attached to the organization and there is no strong sense of loyalty to the selected company.

The relationship between organizational culture and employee commitment

The relationship between the organizational culture and employee commitment has been discussed in this section. The existence of a linear relationship between the existing and preferred organizational culture scales (the power, role, achievement and support organizational cultural scales) and the organizational commitment scales (the affective, continuance and normative commitment scales) was investigated in order to assess whether there is a statistically significant linear relationship between them at the selected organization.

The above-mentioned linear relationship was assessed using Pearson's correlation coefficient (r). This was done in order to indicate the strength and direction of the linear relationship between the organizational culture and organizational commitment scales. The strength of the linear relationship's significance is indicated by the p-value and a negative relationship is indicated by a – sign in front of the correlation coefficient. Table 7 provides the Pearson"s correlation coefficients between the relevant scales. Note that all significant linear relationships where $p < 0.05$ are marked with an asterix (*). In terms of the Pearson"s correlation coefficient, relationships are regarded as being significant when $-0.15 \geq r \geq 0.15$. The Pearson"s correlation matrix, as shown in Table 7, will be interpreted by analyzing the relationship between the organizational culture scales (shown in columns 1-8) and the organizational commitment scales.

Table 7 indicates the linear relationships between the existing organizational culture scales and the organizational commitment scales. From Table 7 it can be seen that the linear relationships between the existing power culture scale (column 1 EP) and the affective organizational commitment scale ($r = -0.06$), the continuance organizational commitment scale ($r = -0.04$) and the normative organizational commitment scale ($r = -$
0.14) are negative. The same negative linear relationships can be seen with the relationship between the existing role culture (column 2 ER) and the affective organizational commitment scale ($r = -0.25$), the continuance organizational commitment scale ($r = -0.12$) and the normative organizational commitment scale ($r = -0.19$). This result shows that in the event of the existing power and role organizational cultures increasing at the university, employee commitment will decrease. The decrease in employee commitment is likely to result in a decrease in the service delivery by the selected university.

As indicated in Table 7, there are, however, no significant relationships between the dominant existing power organizational culture and the three organizational commitment types at the selected university because the r-values fall outside the stated significance levels, where $-0.15 \geq r \geq 0.15$ indicates a significant relationship. The lack of significant linear relationships indicates that because there is a power culture at the selected university the organizational commitment of employees will decrease, but not significantly. The normative commitment of employees, which is the dominant organizational commitment experienced by employees, will decrease most ($r = -0.14$) if the power culture remains the dominant organizational culture within the selected organization.

It has also been found that there are no significant linear relationships between the continuance organizational commitment scale and the existing organizational culture scales. All the linear relationship scores do not fall where $-0.15 \geq r \geq 0.15$, which identifies significant linear

relationships, thereby indicating that the continuance commitment of employees is not affected by the existing organizational commitment at the selected university. On the other hand, the affective (r = -0.25) and normative (r = 0.19) organizational commitments have significant negative linear relationships (where p < 0.05) with the existing role of organizational culture.

Table 7 indicates that there is only one statistically significant linear relationship between the preferred organizational culture scales and the organizational commitment scales. This linear relationship exists between the preferred role organizational culture and the affective organizational commitment, with a negative linear relationship where r = -0.19. The negative linear relationship indicates that if the role of organizational culture were to continue as one of the dominant existing organizational cultures within the selected university, then the affective organizational commitment of employees would decrease. There are positive, though insignificant, linear relationships between the preferred support organizational culture and the affective (r = 0.08), the continuance (r = 0.01) and normative (r = 0.13) organizational commitment components, which indicates that if the support culture were to increase within the selected university, so would the affective, continuance and normative commitment of employees. In other words, if the organizational culture within the selected university changed to a more support culture, then employee commitment would increase. The normative organizational commitment would increase the most, with a positive linear relationship score where r = 0.13, which indicates that employees would feel an increased normative attachment to the university if the culture was support orientated.

Rashid *et al.* (2003: 724) state that if the organizational culture and organizational commitment are correctly matched, it is beneficial to the performance of the organization and therefore to its service delivery. Clugston *et al.* (2000) and Rowe *et al.* (1994: 477) also found that the fit between the existing organizational culture and employee preferences for organizational culture increases the organizational commitment of employees. McKinnon *et al.* (2003: 40) in addition suggest that organizational culture, if modified towards the preferred organizational culture, can take advantage of increased organizational commitment on the part of the employees. The results of this current research support the previous research findings mentioned above, yet all the linear relationships are insignificant with the exception of the one significant linear relationship and therefore do not have a significantly large effect on the organizational commitment of the employees at the selected organization, regardless of the type of organizational commitment of employees.

Table 7: Pearson's correlation matrix: Between the organizational culture and organizational commitment

Variable	EP (1)	ER (2)	EA (3)	ES (4)	PP (5)	PR (6)	PA (7)	PS (8)	AC (9)	CC (10)	NC (11)
(EP) Existing Power (1)	1										
(ER) Existing role (2)	-.006	1.00									
(EA) Existing Achievement (3)	-0.73*	-0.17*	1.00								
(ES) Existing support (4)	-0.68*	-0.54*	0.33*	1.00							

	1	2	3	4	5	6	7	8	9	10	11
(PP) Preferred Power (5)	-0.05	-0.23*	0.06	0.19*	1.00						
(PR) Preferred Role (6)	-0.05	0.37*	0.04	-0.23*	-0.04	1.00					
(PA) Preferred Achievement (7)	0.14	0.39*	-0.10	-0.39*	-0.76*	0.05	1.00				
(PS) Preferred Support (8)	-0.14	-0.24*	-0.03	0.20*	-0.60*	-0.64*	0.16	1.00			
(AC) Affective Commitment (9)	-0.06	-0.25*	0.05	0.21*	0.06	-0.19*	-0.03	0.08	1.00		
(CC) Continuance Commitment (10)	-0.04	-0.12	0.01	0.13	0.12	0.14	-0.08	0.01	0.61*	1.00	
(NC) Normative Commitment (11)	-0.14	-0.19*	0.14	0.22*	-0.01	0.13	-0.06	0.13	0.44*	0.46*	1.00

*=p<0.05

Conclusions

> This research initiative has revealed that the perceived, present culture of Jigjiga University is that of power culture. The preferred culture as indicated by the respondents was achievement culture. There is also a strong preference for support culture. This finding infers that the employees of this company value trust and open communication. The present power culture can be attributed to the company‟s strong leader‟s influence that creates a fear of punishment.

> This study was also aimed at instilling values that are likened to the perceived achievement culture. It is encouraging to say that the vision and values initiative have maintained to achieve its purpose for this organization.

> The analysis of the employee commitment scales / questionnaires have revealed that employees do not have a strong emotional attachment to The University and they are unsure as to whether they prefer to continue working for this organization.

> It is also apparent, from the research findings, that the employees work for the company out of obligation and not because they want to. These commitment levels indicate a workforce that would leave the company at the, „drop of a hat‟, if the opportunity presents itself.

> The results of the correlations indicate that there is a weak statistically significant relationship between the existing organizational culture and the organizational commitment of employees.

> The result of this correlation indicates that if the organizational culture continues to remain predominantly a power culture, then the organizational commitment of employees will decrease. This conclusion is supported by Brewer (Nakir, 2008 and Stuyvesant, 2007).

Author Contribution

Conflict of Interest

The authors declare no conflict of interest.

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