Organizational Culture Dimensions and Employee Commitment: A Correlational Study of Educational Institutions in Pakistan

Dr. Ambreen Siddique[1], Sobia Younas[2] & Dr. Gulnaz Akbar[3]

[1]Assistant Professor (IPFP), Department of Education, GC Women University, Sialkot, Email: ambreen.siddique@gcwus.edu.pk
[2]Lecturer, Department of Education, GC Women University, Sialkot, Email: sobia.younas@gcwus.edu.pk
[3]Lecturer, Department of Education, GC Women University, Sialkot, Email: gulnaz.akbar@gcwus.edu.pk

ARTICLE INFO	ABSTRACT

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The work environment affects all aspects of an organization and enables people to perform optimally. The current study investigates the relationship between organizational culture dimensions and employee commitment in educational institutions in Pakistan. It was quantitative research with a survey method research design. A convenient sampling technique was used to select 120 teachers and 30 head teachers at secondary schools. For the data collection, a self-developed 25-item questionnaire was used to measure various dimensions of organizational culture and employee commitment. Statistical Package for Social Sciences (SPSS) 20 was used for data analysis with descriptive statistics and Pearson correlation. The findings revealed a strong positive relationship between organizational culture and employee commitment (r=.932), with communication practices showing the strongest dimensional correlation (r=0.72). Moreover, it is indicated that organizational culture is critical in influencing employee commitment. Specifically, effective communication practices, leadership styles, and recognition systems significantly impact employees' emotional and professional attachment to the organization. Organizations should foster transparent communication, recognize employee achievements, and promote collaborative teamwork to enhance commitment. These findings contribute to understanding how organizational culture can be leveraged to improve employee retention and institutional performance in educational settings.

Introduction

An organization is a collection of people who share collective aims and operate under an open structure that adjusts to the ever-changing external environment. Regardless of size or industry,

organizations prioritize three key elements: goals, people, and processes. People interact inside a system, helping an organization achieve its aims. Every organization values its culture, which comprises its aims, beliefs, and connections with the outside world. What distinguishes an organization's culture are the attitudes, beliefs, norms, practices, and rules that support it. Employees become more committed and accountable when an organization cultivates a strong positive culture. It unifies employees' objectives and helps them become goal-oriented. If an organization has loyal and committed employees, this may indicate job satisfaction, which is critical for accomplishing organizational goals (Jigjiddorj et al., 2021).

Organizational commitment is an individual's psychological attachment to their organization (Peters & Waterman, 2006). It is about the extent to which workers feel a sense of belonging to the company and the importance of their participation in achieving organizational objectives. Employees are motivated to remain with an organization by psychological factors such as sincerity, belief, and a sense of connection in their work. The psychological state known as organizational commitment is demonstrated by employees' choices to stay with the company (Mahmood et al., 2021). They do a fantastic job explaining the three key aspects of employment commitment: normative, continuity, and effectiveness. Continuity commitment reflects how employees feel about the consequences of quitting their jobs, and affective commitment encompasses the employees' good feelings, involvement, and affiliation with the organizations. Finally, employees' sense of obligation to remain at their jobs is a component of normative commitment (Murray & Holmes, 2021).

Organizational culture is the common values, beliefs, customs, and behaviours that influence employees' decisions and actions. The effects of various organizational cultures on employee commitment, including bureaucracy, adhocracy, and clan culture, have been identified and extensively researched (Herrera & Heras-Rosas, 2021). People identify with their culture since it is a part of their daily lives. The work environment affects all aspects of an organization and enables people to perform optimally. It is evident in how people do activities, create targets, and allocate resources to attain them. An organization's culture can become a liability if it does not connect with its mission, basic values, and operational strategy. Culture shapes employee loyalty, dedication, work style, and risk tolerance (Ambad et al., 2021).

Organizational culture is key in determining which acts are encouraged or disallowed within a corporation. The dynamic idea connects employees to the firm's wider objectives and beliefs (Ngao, 2023). The development of organizational commitment is influenced by the contributions that employees receive from the company and is closely tied to the outcomes of their interactions together, as well as the emotional connection between the organization's objectives and values and those of the employee.

In today's business environment, organizational commitment is crucial for organizations. Scholars and theorists distinguish between job commitment, which describes an individual's involvement in his career, and organizational commitment, which describes employees' intent to stay a part of an organization.

Employee retention and improved performance are the results of organizational commitment. Organizational culture significantly impacts productivity, performance, employee dedication, self-confidence, and retention rates. Scholars have recognized these characteristics of organizational culture since its early phases of research (Ardebilpour et al., 2024).

Maintaining a work environment that motivates current employees to remain with the company is an organization's goal. The main issue facing any company is employee commitment because of the intensifying competition in the market and the fact that workers are eager to change employment if they are unhappy with anything they are doing. Workers passionate about a company's culture are likelier emotionally and psychologically invested. Although the opposite is also true, workers who are unhappy with the culture may leave (Akkaya, 2020).

To optimize the potential of the current workforce and business, it is imperative to assess organizational culture and determine whether it can be revised and enhanced. In this sense, we can focus on improving business employee commitment by carefully analyzing and understanding the culture. In a business environment that is becoming more competitive and uncertain, human capital allocation, management, and retention continue to be essential components of organizational survival, adaptation, and competitive advantage (Brewer, 2021).

The cost of replacing valued employees and the lost productivity of good employees are the main reasons managers and administrators worry about the voluntary turnover of valued staff. In contrast to involuntary turnover, voluntary turnover occurs when an employee voluntarily leaves an organization. While involuntary turnover happens when an employee is fired or laid off, voluntary turnover happens when an employee retires or resigns**.** Organizations with a strong, positive culture that encourages cooperation, creativity, and employee development have more dedicated employees who are less inclined to leave their positions. Organizations with a bad or weak culture that do not support employee well-being, growth, and development are more likely to have disengaged employees who are more inclined to leave their positions (Pathan, 2022).

Organizations need physical, financial, and human resources to reach their ultimate objectives. Human capital is considered the most significant resource, even though it is needed in different amounts. As a result, it is crucial to use prudence while recruiting, training, assessing, paying, managing, and treating staff members because these factors affect their productivity and retention (Aranki & Suifan, 2021).

According to a study by Horst (2021), Employee commitment was stronger in companies with a strong adhocracy culture because of the creative and adaptable work environment, which fostered commitment. A study by Yildiez (2022) found that a cooperative and encouraging clan culture significantly impacted employee dedication and job satisfaction. These new studies highlight the importance of organizational culture in influencing employee commitment, emphasizing the need for business-private universities, in particular—to create positive cultures that foster dedication and propel business success. A key element of business performance is employee commitment, which is strongly impacted by organizational culture.

Research Objective
1. To examine the relationship between organizational culture dimensions and employee commitment among teachers and head teachers in educational institutions

Literature Review

An organization's culture can be described as its established norms and practices, including the beliefs and principles held by its employees and passed down through generations (Shoaib, 2013). How employees feel, think, and act towards one another and individuals outside the organization is imp acted by the shared beliefs, values, and conventions that make up organizational culture. Organizational culture refers to the common values, attitudes, and standards that shape employee behaviour and

interactions within and outside the organization. Organizational culture can be defined as the common assumptions individuals and groups learn to follow when they strive to handle opportunities and issues inside the organization. Recruits, like established employees, are educated to perceive and make decisions about possibilities and issues. An organization's culture can foster positive work attitudes and behaviours, leading to increased effectiveness or negatively impacting it. An organization's culture shapes how employees perceive and respond to their surroundings, influencing their decision-making processes (Krajcsák, 2018). Organizational commitment is an individual's psychological attachment to their organization (Cronley & Kim, 2017).

Organizational culture connects employees and fosters a sense of belonging inside the organization. A positive organizational culture can greatly increase commitment levels (Wasti, 2018). Commitment refers to an employee's desire to stay with the organization and contribute to its Success (Naicker, 2008). Organizational commitment refers to an individual's identification and involvement with a specific organization. Three key characteristics contribute to organizational loyalty: a strong desire to stay, a strong confidence in the organization's values and aims, and a willingness to work hard for the organization. Organizational commitment refers to a psychological bond between employees and their organization that reduces the likelihood of voluntary departure (Anitha & Begum, 2016). A similar aspect of the organizational environment of teachers at the university level has been explored positively (Sajid et al., 2022) and its relationship with citizenship behaviour (Sajid et al., 2022).

Employee commitment is crucial for organizational success, so this topic is very interesting. Strong employee commitment reduces the risk of disloyalty to the organization. Even when no one is looking, the company's culture influences an employee's behavior. According to research, organizational culture significantly impacts organizational behaviour in areas like dedication, effectiveness, and efficiency. Thus, this suggests that organizations are more likely to succeed if they cultivate a positive culture. Employee commitment is a significant factor in business performance, and there has been much discussion about how it relates to organizational culture. Organizational culture refers to the shared values, beliefs, practices, and behaviours that influence employees' decisions and actions inside a corporation (Qing, 2020). Job satisfaction positively correlates with self-esteem (Anwer et al., 2015). On the other hand, another study suggested that a highly bureaucratic culture negatively impacted commitment, which raised turnover intentions and decreased job satisfaction (Sarhan, 2020).

Organizational culture can be observed in three ways: observable artifacts, leadership-supported values, and employee behaviour. Observable artifacts include specific attitudes, beliefs, values, dress codes, stories, rituals, and ceremonies unique to the organization. Organizational values guide behaviour in various situations, while basic assumptions regulate collective actions through long-term practice. These values are valued by all members and practiced instinctively. It fosters a sense of community (Schein, 2004).

Organizational culture is a significant topic for HRM scholars and practitioners. In Organizational culture describes what is special about an organization, as demonstrated by shared beliefs, and the founders established and articulated their ideals in various ways. This influences employee perceptions and behaviour and the ideas that govern organizational members. Most researchers believe that organizational culture is a set of shared values, beliefs, and behaviours among members of an organization.

Research Methodology

It was quantitative research by deploying a survey research design. Survey research design is a core method in research, and surveys are the major means of gathering data. This design enables researchers to collect structured data from individuals or groups to better understand their beliefs, behaviours, or experiences on a given issue. Online surveys or forms are often made up of structured questions, each targeted to capture specific information, making them useful in both quantitative and qualitative research (Mills, 2024). The population of the current research was secondary school head teachers and teachers, whereas a convenient sampling technique was used to select 120 teachers and 30 head teachers. The data was collected through questionnaires that had 25 items and four factors. The data was analyzed through Statistical Package for Social Science (SPSS) 20 using multiple tests, i.e., mean score and standard deviation, and Pearson correlation to check the relationship between two variables. Data reliability was checked to confirm that the set of variables was consistent. Cronbach's α was used to assess the scale reliability of related items. The overall reliability of the questionnaire was .944 that was excellent as a Cronbach α value 0.7 is appropriate for measuring reliability (Nunnally, 1978).

Findings

Table 1: Cronbach Alpha for the Questionnaire Reliability

Cronbach's Alpha	No. of items	Mean	SD	No. of participants
.944	25	107.31	12.184	150

The above table shows 25 items in the questionnaire, and the number of participants was 150. Meanwhile, Cronbach's Alpha was (.944) and (M=107.31, SD=12.184).

Table 2: Overall relationship between organizational culture and employee commitment

Pearson Correlation	1	.932**
Sig. (2-tailed)		.000
N	150	149

The above table shows a strong and positive relationship between organizational culture and employee commitment. It also indicates that organizational culture positively influences employee commitment.

Table 3: Relationship between Organizational Culture dimensions and Employee Commitment

Organizational Dimensions	Culture Mean Score	Standard Deviation	Correlation Coefficient (r)	Significance (p-value)	
Leadership Style	3.85	0.75	0.65	0.001**	.817
Communication Practices	4.10	0.62	0.72	0.001**	.665
Employee Involvement	3.90	0.80	0.58	0.003**	.676
Recognition and Rewards	4.25	0.68	0.68	0.001**	.706
Team Collaboration	3.95	0.70	0.60	0.002**	.897

Note: p < 0.05 indicates statistical significance.

Table 3 displays the quantitative analysis of the relationship between various dimensions of organizational culture and employee commitment. The data was collected through a standardized survey instrument and analyzed using Pearson correlation.

- **Mean Score:** Indicates the average perception of employees about each cultural dimension on a 5-point Likert scale.
- **Standard Deviation:** Reflects the variability in responses among employees.
- **Correlation Coefficient (r):** This represents the strength and direction of the relationship between the cultural dimensions and employee commitment.
- **Significance (p-value):** Determines whether the correlation is statistically significant.

The results show significant positive correlations between all organizational culture dimensions and employee commitment, with communication practices having the strongest correlation (r = 0.72).

Conclusion

Organizational culture distinguishes an organization from competitors and contributes to its long-term success. A good organizational culture fosters employee retention and job satisfaction, lowering staff turnover. Job satisfaction is a difficult problem for any organization's leadership to address. Organizational culture can boost job satisfaction, increasing employee commitment and retention. This study builds on earlier research undertaken in many nations and communities on the relationship between organizational culture, job satisfaction, and commitment. The survey results confirm earlier studies by indicating a positive correlation between the selected factors.

Organizational culture has a significant effect on employee work satisfaction and organizational commitment. It was also concluded that there was a strong relationship between organizational culture and employee commitment. Suppose the presented study's principles are valid. In that case, it may be beneficial to include additional dependent variables related to organizational culture to enhance human resource management and encourage goal-oriented behaviour toward achieving organizational objectives.

The findings indicate that organizational culture is critical in influencing employee commitment. Specifically, effective communication practices, leadership styles, and recognition systems significantly impact employees' emotional and professional attachment to the organization. Organizations should foster transparent communication, recognize employee achievements, and promote collaborative teamwork to enhance commitment.

Discussion

In today's competitive global business world, organizations constantly seek ways to improve performance and secure market success. Academics and writers have investigated organizational characteristics that can help organizations achieve this goal. A considerable amount of research on culture and employee commitment shows that both variables positively impact organizational performance. Culture and commitment have been defined and elaborated on numerous dimensions to provide measurable and repeatable parameters for practitioners to employ in performance management. Organizational culture is seen to have a strong association with organizational commitment. This is shown in how members adhere to organizational policies. A well-organized organization with a leader who takes authority and duty seriously leads to increased commitment

among members (Lim, 2003). Effective communication, trust, and innovation foster a positive organizational culture and increase commitment (Muliaty et al., 2017).

A review of studies on the relationship between cultural factors and commitment dimensions reveals that academics believe the association is empirically solid. A view of commitment, therefore, and culture as an input offer. Consequently, a viewpoint on commitment and culture as a component provides a beneficial framework for professionals to work toward performance management strategies. Moreover, affective dedication is desirable among the different kinds of commitment because it arises from the employees' desire to "want" to engage with the organization due to similar values and assumptions (Sharma & Singh, 2017).

Employee commitment in the educational sector is significantly impacted by organizational culture. According to Ngao (2023), it was suggested that Kenyan private colleges should focus especially on their culture and how it affects their faculty's dedication levels. Private institutions can raise teaching standards, student satisfaction, and overall institutional performance by fostering an environment that values collaboration, innovation, and career advancement. A mental and emotional state relating to an employee's bond with their workplace is referred to as organizational commitment. This mental condition may influence their decision to stay or leave the organization. This topic of organizational behaviour is fascinating. It is because employee dedication is a key component of organizational success. The stronger an employee's loyalty to a company, the less likely they are to quit. Increased productivity and reduced employee turnover are just two of the major competitive benefits you end up with once you get your staff invested in their work and committed to the company (Hanaysha, 2016).

On the other hand, organizational culture has a significant impact on how workers act within a company. The distinctive configuration of attitudes, common values, customs, beliefs, conventions, expectations, presumptions, and socializations among workers is known as its culture (Herrera & Heras-Rosas, 2021). Organizational culture is important to all operations within the organization. Research consistently shows a strong correlation between organizational culture and dedication (Aranki & Suifan, 2021).

Recommendation

The following are some recommendations based on the findings of the study.
- Transparent and effective communication channels should be developed across all organizational levels.
- A comprehensive recognition and rewards system should be implemented that consistently acknowledges employee achievements.
- Collaborative team environments should be developed by creating structured opportunities for group projects and cross-departmental initiatives.
- Leadership training programs should be developed to emphasize supportive management styles.
- Employee involvement should be increased in decision-making processes and organizational initiatives.

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