A study on relationship between organizational culture and organizational commitment

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| C H R O N I C L E	A B S T R A C T
	This paper presents an empirical investigation to study the relationship between organizational culture and organization commitment. The study uses two questionnaires, one for measuring organizational commitment originally developed by Meyer and Allen (1991) [Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human resource management review*, *1*(1), 61-89.] and the other one for organizational culture developed by Denison and Spreitzer (1991) [Denison, D. R., & Spreitzer, G. M. (1991). Organizational culture and organizational development: A competing values approach. *Research in organizational change and development*, *5*(1), 1-21.]. The study is accomplished among selected full time employees who work for an Iranian bank named Bank Saderat Iran. Using Pearson correlation test as well as linear regression methods, the study has determined that there were some positive and meaningful relationship between all components of organizational commitment and organizational culture.

1. Introduction

Organizational commitment plays essential role for the success of economic activities and there are many studies associated with this topic (Kim et al., 2005). Bani et al. (2014), for instance, presented an empirical investigation to learn more about the relationship between employees' psychological empowerment and organizational commitment in revenue agency of city of Semnan, Iran. They reported that there were positive and meaningful relationships between psychological empowerment and organizational commitment components including Sense of efficacy, meaningful, having a choice and trust. However, the survey did not support any relationship between competency and organizational commitment. Chehrazi and Shakib (2014) presented a casual structure model between emotional intelligence and organizational citizenship behavior by applying organizational commitment as mediator variable. They reported that emotional intelligence influenced on organizational citizenship behavior and commitment. The study also reported that organizational commitment affected on organizational citizenship behavior and there were significant relationships between emotional intelligence and its dimensions with organizational citizenship behavior and

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organizational commitment of employees. Kondratuk et al. (2004) investigated linking career mobility with corporate loyalty. They also investigated how job change could be associated with organizational commitment. Abbasi et al. (2014) investigated the effects of four components of organizational culture on brand promise in one of Iranian producer of detergent and sanitary products. Using Spearman correlation ratio as well as stepwise regression analysis, the study detected that three components of organizational culture including tribal culture, entrepreneurial culture, and market culture influenced positively on brand promise and bureaucratic culture influenced negatively on brand promise.

2. The proposed study

This paper presents an empirical investigation to study the relationship between organizational culture and organization commitment. The study uses two questionnaires, one for measuring organizational commitment originally developed by Meyer and Allen (1991) and the other one for organizational culture developed by Denison and Spreitzer (1991). The study is accomplished among selected full time employees who work for an Iranian bank named Bank Saderat Iran. Fig. 1 shows the proposed study of this paper.
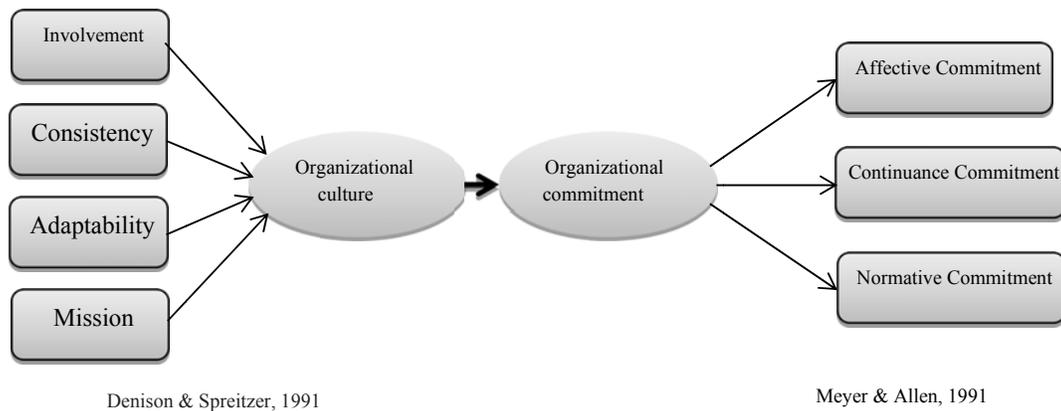
Fig. 1. The proposed study: The effects of organizational culture on organizational commitment

According to Fig. 1, the proposed study of this paper considers the following main hypothesis.

Main hypothesis: There is a relationship between organizational culture and organizational commitment.

In addition, the study considers the following four sub-hypotheses,

1. There is a relationship between job involvement and organizational commitment.

2. There is a relationship between consistency and organizational commitment.

3. There is a relationship between adaptability and organizational commitment.

4. There is a relationship between mission and organizational commitment.

The study is applied among the regular employees who work for an Iranian bank called Bank Saderat Iran. The sample size is calculated as follows,

$$n = \frac{N \times z_{\alpha/2}^2 \times p \times q}{\varepsilon^2 \times (N-1) + z_{\alpha/2}^2 \times p \times q}, \qquad (1)$$

where N is the population size, $p = 1 - q$ represents the yes/no categories, $z_{\alpha/2}$ is CDF of normal distribution and finally ε is the error term. Since we have $p = 0.5$, $z_{\alpha/2} = 1.96$ and N=1000, the number of sample size is calculated as n=210. Fig. 2 demonstrates personal characteristics of the participants.
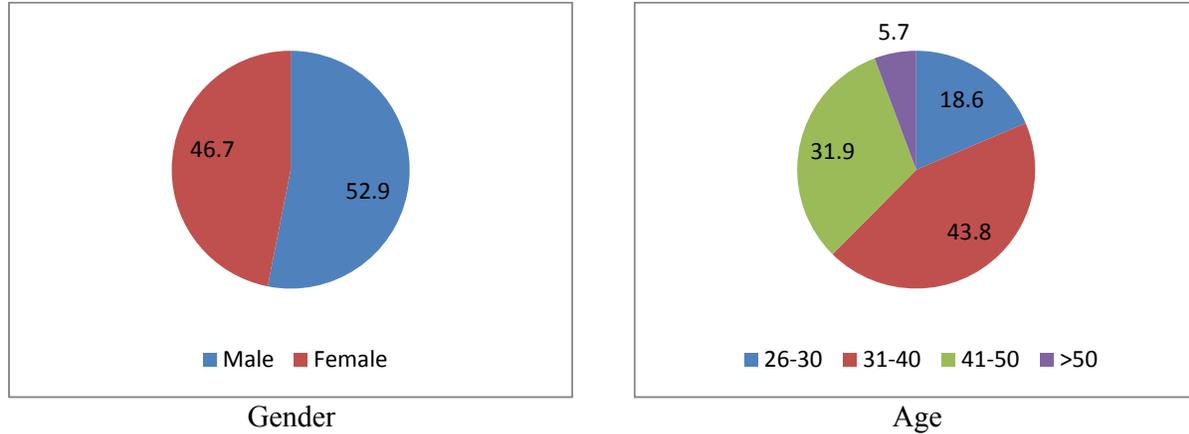
Fig. 2. Personal characteristics of the participants

Based on the results of Fig. 2, most participants in our survey were female middle-aged people. Kolmogorov–Smirnov test indicates that all component of the survey are normally distributed and therefore we use Pearson correlation test to investigate the relationship between different components of the survey.

3. The results

In this section, we present details of our findings on testing hypotheses of the survey. Table 1 demonstrates the summary of our findings.

Table 1
The summary of Pearson correlation test

Variable	Job involvement	Consistency	Adaptability	Mission	Organizational culture
Affective commitment	0.272	0.433	0.279	0.407	0.444
Continuance Commitment	0.101	0.258	0.237	0.341	0.292
Normative Commitment	0.199	0.358	0.326	0.5	0.397
Organizational commitment	0.23	0.389	0.326	0.494	0.442

Based on the results of Table 1, there are some positive and meaningful relationship between organizational commitment and organizational culture ($\beta = 0.442$, Sig. = 0.001). In addition, there are some positive and meaningful relationship between organizational commitment and job involvement ($\beta = 0.23$, Sig. = 0.001), organizational commitment and consistency ($\beta = 0.389$, Sig. = 0.001), organizational commitment and adaptability ($\beta = 0.326$, Sig. = 0.001) and organizational commitment and mission ($\beta = 0.494$, Sig. = 0.001). In addition, we have applied Freedman test to rank the effects of organizational culture and the results indicate that normative commitment maintains the highest rank (Mean = 3.964 Standard deviation = 0.773) followed by Affective commitment (Mean = 3.819 Standard deviation = 0.719) and Continuance Commitment (Mean = 3.677 Standard deviation = 0.813). We have also performed regression analysis to study the relationship between organizational commitment and organizational culture. Table 2 demonstrates the results of our survey.

Table 2
The results of regression analysis

Model	Non-standard coefficients		Standard coefficients	T	Sig
	β	Standard error	β		
Intercept	2.136	0.278		7.675	0
Job involvement	0.197	0.097	0.167	2.043	0.042
Consistency	0.183	0.777	0.191	2.373	0.019
Adaptability	0.043	0.038	0.075	1.111	0.268
Mission	0.472	0.098	0.435	4.843	0.000

R^2= 0.263 Adjusted R^2 =0.248 F-value = 17.886 P-Value = 0.000

In Table 2, organizational commitment is dependent variable and the components of organizational culture are independent variables. According to the results of Table 2, three variables including mission, consistency and job involvement influence positively on organizational commitment.

4. Conclusion

In this paper, we have presented an empirical investigation to study the relationship between organizational commitment and organizational culture. The study has determined that while there were positive relationships between all components of organizational culture and organizational commitment, mission and consistency affected organizational very strongly. The results of our survey are consistent with other studies on the literature (Bani et al. 2014; Abbasi et al., 2014; Chehrazi & Shakib, 2014).

Acknowledgement

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