

**THE RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND  
ORGANIZATIONAL COMMITMENT – A STUDY OF EMPLOYEES IN  
PERBADANAN KEMAJUAN NEGERI KEDAH**

**by**

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## *Abstrak*

Sejak tahun 1965 selepas penubuhannya, PKNK telah melalui proses transformasi yang bermula dengan sebuah bangunan pejabat yang kecil dan terdiri daripada lapan pekerja kepada menjadi sebuah organisasi besar yang mempunyai lebih 140 kakitangan dengan visi untuk menjadi organisasi berpengetahuan cemerlang dalam memacu pembangunan negeri Kedah Darul Aman.

Penyatuan beberapa pekerja telah membawa bersama pelbagai ragam dan persepsi, dan oleh itu pelbagai budaya organisasi digabungkan. Budaya sesebuah organisasi mempunyai kesan ke atas komitmen pekerjanya. Adalah dipercayai bahawa penyatuan antara budaya organisasi dan kakitangan akan meningkatkan komitmen pekerja terhadap organisasi dan menyumbang ke arah penyampaian perkhidmatan yang lebih baik.

Objektif kajian ini adalah untuk mengkaji hubungan antara budaya organisasi dan komitmen organisasi di mana untuk mengenalpasti hubungan antara komunikasi dan komitmen organisasi, hubungan antara latihan dan pembangunan dan komitmen organisasi, hubungan antara ganjaran dan pengiktirafan dan komitmen organisasi dan mengkaji hubungan antara kerja berpasukan serta komitmen organisasi.

Sebanyak 100 soal selidik telah diedarkan secara terus kepada 100 kakitangan di PKNK Kedah dan hanya 88 soal selidik telah dikembalikan untuk dianalisis. Data telah

dianalisis dengan menggunakan analisis statistik deskriptif dan inferensi untuk mentafsir data.

Hasil penyelidikan menunjukkan terdapat komitmen yang sedia ada di kalangan responden. Nilai signifikan bagi setiap elemen dalam pembolehubah bebas bagi item komunikasi, ganjaran dan pengiktirafan, latihan dan pembangunan dan kerja berpasukan boleh dipercayai yang nilai kebolehpercayaan bagi pembolehubah tak bersandar adalah Komunikasi 0,851, Latihan dan Pembangunan: 0,703, Ganjaran dan Pengiktirafan: 0,581 dan Kerja Berpasukan ; 0,694. Hasil dapat disimpulkan bahawa budaya organisasi mempunyai kesan ketara ke atas komitmen organisasi pekerja di PKNK dan dengan itu boleh menjejaskan penyampaian perkhidmatan dalam sektor awam di negeri Kedah.

## *Abstract*

Since the year 1965 after its establishment, PKNK has undergone a transformation process which began with a small office building and comprises a total of eight employees to large organizations with over 140 employees with a vision to be an excellent knowledge of the organization in driving the development of state of Kedah Darul Aman.

The amalgamation of a number of employees have bring together an array of people and perceptions , and therefore a myriad of organizational cultures are combined. The organizational culture of an organization has an effect on the organizational commitment of its employee's. A fit between the organizational culture and the employees will increase the organizational commitment of those employees and contribute towards improved service delivery.

The objective of this study are; to examine relationship between organizational culture and organizational commitment in which to examine relationship between communication and organizational commitment, to examine relationship between training and development and organizational commitment, to examine relationship between reward and recognition and organizational commitment and to examine relationship between teamwork and organizational commitment.

A total of 100 questionnaires were distributed to 100 of staff at PKNK Kedah by hand and only 88 questionnaires were returned for analysis. Data were analyzed using both descriptive and inferential statistical analysis to interpret data.

Research findings revealed there was a commitment existing among the respondents. Significant values for each element in independent variable which the items of communication, reward and recognition, training and development and teamwork were reliable which the reliability value for independent variables are Communication; 0.851, Training and Development: 0.703, Reward and Recognition: 0.581 and Teamwork; 0.694. It can be concluded that organizational culture has a significant effect on the organizational commitment of employees in PKNK and therefore can affect the service delivery within the public sector in Kedah.

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## CHAPTER ONE

### 1.1 Introduction

PKNK objective is to produce knowledgeable member of the Corporation and have the best work culture through the application of Islamic values and first class human capital. Armed with vision to be a developmental excellent knowledge of Kedah Darul Aman, PKNK aims to realize the mission of state government to achieve 'Peace Kedah'. However, to achieve the goal, the commitment of staff is necessary. This is because the secret of organizational excellence is due to the leaders and employees who have high commitment to the organization (Ahmad Sarji, 1991). All members in PKNK should move on the right track as a prerequisite for the success of the excellent work culture which consists of commitment, quality conscious, willing to accept change and no limitation of time to excel. Commitment from all levels to enhance organizational excellence is something that should be claimed. According to former Prime Minister of Malaysia. Tun Dr. Mahathir Mohammad, Public employees need to think about job satisfaction and contribution to the development of the country and not thinking solely of remuneration. Thus, to achieve efficiency, an organization should develop and practice good organizational culture (Utusan Malaysia. May 5, 2003).

A commitment to the organization or enterprise in the world of work is often a very important issue. Several elements enter the organization's commitment as a condition

for holding a particular office or position in qualifying employment opportunities. It's just a lot of players and officials who have yet to understand the true meaning of commitment. But this understanding is very important that created conditions conducive to corporate jobs that can run efficiently and effectively. Therefore, the success and excellence of the organization lies in the machinery of competent and visionary management. According to Zahidi (2003), the organization's efforts to achieve excellence is of an ongoing effort with no time limit set. Organizations should not be satisfied with what at the moment. In moving for excellence, management must remember that there will be spaces can be improved from time to time to accommodate weaknesses that still exist. However, excellence is not only determined by the source labor alone but also other elements that also help enhance organizational commitment among civil servants in Malaysia.

The role of organizational culture is crucial to understanding organizational behavior. According to Wagner (1995), organizational culture has a strong influence on employees' behavior and attitudes. Organizational culture involves standards and norms that prescribe how employees should behave in any given organization (Martins & Martins 2003). Managers and employees do not therefore behave in a value-free vacuum; they are governed, directed and tempered by the organization's culture (Brown 1998). Employees' behavior includes their commitment to their respective organizations. Given the dynamics of culture and human behavior, it is important to study how employees commit themselves to their organization. According to Cohen (2003: 3), organizational commitment "as a research topic is important regardless of its setting

because a better understanding of the phenomenon may help us to better understand the nature of the psychological process through which people choose to identify with different objects in their environment and how they find purpose in life”. Meyer and Allen (1991) identify organizational culture as an antecedent of organizational commitment. This suggests the need for a research study that will determine the relationship between organizational culture and organizational commitment.

## **1.2 Background of Study**

Organizational culture has been “an important theme in management and business research for the past few decades due to its potential to affect a range of organizationally and individually desired outcomes such as commitment, loyalty, turnover intent, and satisfaction” (Chow et al., 2001). There is also a consensus that organizational culture is a management philosophy and a way of managing organizations to improve their overall effectiveness and performance (Kotter and Heskett, 1992).

Research has confirmed that organizational culture or corporate culture is able to influence the thoughts, feelings, interactions, and organizational performance (Saeed and Hassan, 2000). At present, there is very little empirical literature on organizational culture within the context of the Malaysian semi-government body in Kedah like PKNK, particularly on how organizational commitment among employees is affected by corporate culture dimensions that have attracted considerable attention in the organizational literature. Because PKNK is considered to be one of the major

contributors to the state economy, corporate culture is strategically and tactically important for gaining a competitive advantage. Moreover, this organization differs from other state agencies in its organizational structures, responses to the environment, and managerial styles, as well as in how firms compete.

Since employees' commitment is likely to be influenced by aspects of organizational culture, this research is aimed to provide organizations with practical assistance in dealing with this issue. Again, according to Koh and Boo (2004), investigating organizational commitment is important and useful to organization leaders as organizational commitment has been found to affect other organizational outcomes, including turnover intentions and company sales and profitability. Thus, this research was aimed at examining whether the application of four dimensions of organizational culture such as teamwork, communication, reward and recognition, and training and development results in an improvement in employees' working conditions, thereby contributing towards their commitment.

The focus of this study is an investigation of the relationship between organizational culture and organizational commitment among employees of Perbadanan Kemajuan Negeri Kedah. Management was concerned about the organizational culture of PKNK because they feel that this matters affects the organizational commitment and productivity which, in turn, negatively affects the service delivery within the public sector in Kedah.

### **1.3 Problem Statement**

Employees in the civil service is the backbone of the country's administration. This group is held responsible for ensuring the implementation of various policies and development programs can be achieved. In this implementation, the workers who are in the public sector has a dual role not only as an organizational asset but also as implementing the government's aspirations in this development country. Thus not only the basic part of national development but also the prime mover of the government's vision and mission. Civil servant form a large work force and in Malaysia alone, it covers about 1.3 million employees. Therefore, to ensure that public servants are efficient, training and courses are given time to time. At the same time, the government also provides various facilities, rewards and incentives given to civil servants to ensure their welfare is always guaranteed. At present, civil servants be given a variety of facilities and advantages over the private sector. Various efforts made by the government of this. This is because the civil servants is the heart of the administration of a government.

The 9<sup>th</sup> Malaysia Plan (RMK-9) has underlined the importance in maintaining the quality of human capital in achieving organizational objectives, and ultimately realizing the national vision. This is because the quality of human capital is the backbone in determine the direction of State, in addition to growth economy. In the context of public management sometimes lack focus on the aspects of human development. This would

inevitably lead to the low level of commitment among employees. Therefore, the public sector needs to be efficient in maintaining services quality provided to all parties.

The study of employee commitment to organizations is not new. Based on the previous studies such as Varona (1996), Barrows and Wesson (2001) and Culverson (2002) relate the level of commitment to working with a variety of factors. In fact, studies Razali and Vrontis (2010 ) specifically analyzed the issue of commitment to employees in the public sector in Malaysia. Problems faced by the public sector are the tendency of employees or the quality of human resources to work in other sectors that offer better rewards (Razali, 1998). Scenario workers move to better the organization is not new. The fact that the remuneration, benefits and privileges offered in the private sector is more favorable than the offer of public sector is not something new to say. Thus, an effort to retain employees as an asset whose value is constantly evolving over time is very important for the organization. Therefore, the factors that influences employee commitment to the organization which in turn leads to the strength and efficiency of an organization need to know and study.

In PKNK, management provides various facilities and incentives in an effort to gain and increase the commitment of the workers. This is consistent with the concepts and approaches recommended by the government to create an excellent service awards, bonuses and so forth. What more PKNK now is not only the agency entrusted to improve the living standards of indigenous communities but it has become a for-profit agency. As such, it requires a workforce that is committed to excellence and



performance in carrying out their duties in order to ensure PKNK always able to survive and increase its profit performance. To maintain its performance, PKNK needs a staff that shares the same vision and mission to achieve goals. Since 2004 PKNK focused on human capital development with emphasis on training, rewards and improving communication between employees. Consistent with the role to improve profitability it needs a committed staff in performing duties.

The gap between workers in PKNK very real and sometimes caused a border to carry out its tasks in groups. Since the workers of PKNK is mostly local people who have served more than 25 years which is about 40.3% of the total staff, the spirit and the desire to continue to provide the best services need to be nurtured and imbued with elements such as providing incentives and rewards, continuous training, good communication and the spirit of working as a team. This need to be enhanced especially the spirit must be nurtured as a team because there are two different groups, particularly in terms of very different ages away, where the educational background of the new young workers are more exposed to modern information technology and knowledge. Old workers are more experienced and this difference should be combined to give employees more committed and work as a team.

Accordingly, PKNK has set the annual training budget for fees, travel, accommodation is around RM450,000 or equivalent to RM3,000 – RM4,000 per year per staff at all levels. This includes short courses, internal courses, further studies programs, Board of Directors training and student practitioners. All these programmed are to ensure that all

members are able to perform their duties efficiently and successfully. Indirectly, by organizing and planned group training it creates a good relationship among members and increases their commitment to each other. However the extend of these elements will ensure the retention and staff commitments. There is a national training policy that all government staff must receive seven days training per year. PKNK averages around 5 days per year as it is difficult to get staff to take the time for the training required.

In ensuring PKNK move with aspiration set by the state government and maintain its position at the federal level (Ministry of Finance) which the state can be proud of PKNK performance by consistent, the list of “top 5” in financial performance compared to the economic development corporation in Malaysia. PKNK has undertaken a study on business review with the objectives to review and ensure the processes, management systems, structure and operating methods at PKNK are aligned to maximize the performance and growth of the organization. The study also is to ensure that PKNK is applying the best practice techniques to position it for sustainable growth and succession development beyond the present organization structure. Asian Business Solutions Sdn. Bhd. (ABS) has conducted a business review at PKNK from 2<sup>nd</sup> May to 24<sup>th</sup> May 2011. The business review was conducted with the assistance of PKNK mid-managers. However, studies performed only focus on financial performance and plans to increase profits. No comprehensive study on factors that affect the commitment of the staff at PKNK. Studies in human resource management sector is made only to the training and rewards. These two factors is seen to have influence the performance of PKNK employees.

In PKNK the employees is given the right to voice out their opinion and dissatisfaction on matters involving their welfare particularly in terms of salaries, allowances, promotions and many more. The management is very conscious of the demands made by them through “Majlis Bersama Jabatan”(MBJ). This MBJ is a channel for the staff to give feedback and make recommendations to improve the administrative system to ensure that all employees can work comfortably and happily. Normally their dissatisfaction is on the reward giving because they feel they are entitled. but the management don't. This situation to be best handled by management PKNK every time when raised.

Henderson (2000) explain that every employer needs to build a fair wage structure. This is because workers prefer to compare wages received by other employees in the same organization or employees in other organization that perform the same tasks. Significant differences without a clear justification must be influence the level of employee commitment and retention. However, the study found that factors such as training and the benefits provided by PKNK assist in improving performance and commitment of the staff.

In an effort to build a staff that has a strong commitment, major challenge not only borne by one party only, but all the need to cooperate. Recognizing the importance of this matter on the agenda development of the country, the Right Honorable Dr. Mahathir Mohamad, former Prime Minister Malaysia on 27 November 1989, has launched the Excellent Work Culture Movement for civil servants aimed at building a culture of

excellence based on quality and demonstrate a commitment to the organization. In addition he felt the Excellent Work Culture is an ongoing concept that should be maintained because it involves a change in the way we think act effectively and work with full commitment. Therefore, the spirit and concept of the Excellent Work Culture in anyway must be nurtured to every mind and spirit to enhance the commitment of senior staff of the organization.

Organizational commitment can be defined from two perspectives, behavioral commitment and attitudinal commitment (Meyer and Allen, 1991: 62). 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: 62). The attitudinal perspective will be the basis of organizational commitment in this research and is accordingly defined as the psychological strength of an individual employee's attachment to and involvement with the organization (Lahiry, 1994: 50; Mowday *et al.*, 1979: 226; Rashid, Sambasivan, and Johari, 2003: 713). 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: 1).

Related to this issue, the Government has introduced a variety of awards quality improvement work in Malaysia such as Quality Award, Award for outstanding service, Prime Minister's Quality Award, the Prime Minister's Service Award and Innovation Award. The awards were introduced not only to appreciate the hard work of their services, but also to stimulate interest in other staff to improve performance and commitment to the organization (Utusan Malaysia, May 1, 2000). To develop excellent working culture within the organization is not an easy task and cannot be achieved in a short time. Through the Excellent Work Culture Movement Programme that was launched by the Government, various activities were implemented such as the establishment of Improving Quality control circles (QCC). Innovation Award , Total Quality Management (TQM). , Q. Day MS ISO 9000, seminars and training courses and organizes events to enhance the recognition of good work culture in the service of government departments and agencies. Efforts resulting from feeling dissatisfied in their work can be seen in the determination of their duties. Higher achievement in the work will help improve organizational commitment in a department. Thus, the internal elements that influence the staff themselves their behavior should be given priority, such as satisfaction with work do. In this case, to be seen if the staff do the work get their work satisfaction or otherwise.

Commitment is the key for achieving excellence. In fact with commitment excellence is predictable in business, personal and other areas and without it failure and mediocrity is predictable. No business, organization or person can dream of excellence without total commitment. So to inspire people to achieve excellence we have to first gain their total

commitment. Some people by nature are not committed to anything and anyone and as such they would not be committed to their employer. Commitment is an attitude and those who lack it will find it difficult to totally commit themselves to their jobs. People will not feel like doing their best and will settle for mediocrity when they feel that their employers' commitment in terms of reward and recognition is lacking. Commitment is a mutual phenomenon when employers know what to get the best from their employees and do not reciprocate it with proper reward and recognition people will not give their commitment.

Organizational commitment becomes crucial in every organization and has been studied in the public, private, and non-profit sector, and more recently internationally. This is in part due to the vast number of works that have found relationships between organizational commitment and attitudes and behaviors in the workplace (Porter et al., 1974). According to Allen and Meyer (1996), there is a psychological link between an employee and his or her organization that makes it less likely that the employee will voluntarily leave the organization. As a result, employees with strong organizational commitment continue employment with the organization because they want to do so (Ghani et al., 2004). However, commitment is not stand by itself without conducted by other variables.

According to Clugston *et al.* (2000: 22), Rowe *et al.* (1994: 92) and Wasti (2003: 304), organizational culture has an effect on organizational commitment, influencing the effectiveness and efficiency of organizations. Based on the aforementioned, 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. McKinnon, Harrison, Chow and Wu (2003: 26) state 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. Employees' behaviour includes their commitment to their respective organisations. Given the dynamics of culture and human behaviour, it is important to study how employees commit themselves to their organisation. Meyer and Allen (1991) identify organisational culture as an antecedent of organisational commitment. This suggests the need for a research study that will determine the relationship between organisational culture and organisational commitment.

The literature postulates that organisational culture in general can have an influence on the organisational commitment that employees demonstrate (O'Reilly 1989). According to Martins and Martins (2003: 380) "global research indicates that organisational cultures create high levels of commitment and performance. By Steers, 1977 in John and Taylor, 1999, factors that influence the commitment of employees is seen in a pull factors within the organization or the career of their own as job characteristics, opportunities for career advancement, job security, and offered a reward system, etc. There are past study that proved the strong relationship between organizational culture and organizational commitment. Boon and Arumugam (2006) was proved in their study

that all dimensions in organizational culture have a strong relationship with organizational commitment.

Therefore, the objectives of this study was to identify organizational culture practices in PKNK affect employees commitment. The factors to be studied are training and development, reward and recognition, communication and teamwork. In pursuit of this era, the question arose whether organisational culture factors have a close relationship with the organization's commitment to enhance the excellent work culture among the staff at PKNK. Are factors such as training and development, rewards and recognition, communication or teamwork factors have a relationship with organizational commitment? Hence, this needs to be considered seriously by examining the various factors and their relationship with a commitment to the department. Therefore, research on commitment can help employer or employee understand organizational considerations on strategy and goals. It is of strategic importance to understand why members of an organization join a team and do their work, in order to understand and even predict reactions to managerial actions. So, commitment can provide a useful frame of reference for understanding human behavior for both individuals and organizations. However, in developing and maintaining the commitment between employees and organization, it was measured by some variables. These variables should put in front and classified it as something that must have in every organization.



## **1.4 Research Objectives**

1.4.1 To identify the relationship between training and development and organizational commitment among staff of PKNK.

1.4.2 To identify the relationship between reward and recognition and organizational commitment among staff of PKNK.

1.4.3 To identify the relationship between teamwork and organizational commitment among staff of PKNK.

1.4.4 To identify the relationship between communication and organizational commitment among staff of PKNK.

## **1.5 Research Question**

1.5.1 To what extent does training and development affect organizational commitment among staff of PKNK?

1.5.2 To what extent does reward and recognition affect organizational commitment among staff of PKNK?

1.5.3 To what extend does teamwork affect organizational commitment among staff of PKNK?

1.5.4 To what extend does communication affect organizational commitment among staff of PKNK?

## **1.6 Significance of the study**

This study is design to review the relationship between organizational culture and organizational commitment in PKNK. The significance of this study intends to provide evidence that can be used as a platform and guidance to PKNK in making planning programs to increase staff commitment in the organization. The aim is that employees do not simply assume to another organization in the long run. The study was conducted because there were less study on organizational commitment and organizational culture in the state agency in Kedah especially focus on PKNK. In 2011, there were studies on PKNK by Hu Yanan (2011) in which to investigate the main factor which causes employee retention in PKNK and why employees are preferred to stay in PKNK. It was also a study on training factors and its impact on training effectiveness by Wang Wei (2011). Related to this encouraged the researcher to study and explore other factors that influence employees commitment in PKNK. So it could contribute to higher employee productivity and satisfaction which in turn lead to more conscientious and more loyal employees.

This study hopefully will reveals and proven that the practicing of a positive organizational culture (emphasis on rewards, training and development, communication and teamwork) will derive commitment towards achieving performance in the organization. The approaches can be taken into consideration for the management of PKNK to enhance level of its organizational commitment.

The knowledge and findings of this research hopefully would be useful as a source information for the future research regarding this subject.

## **1.7 Operational Definitions**

### **1.7.1 Organizational Commitment**

A psychological state that binds the individual to the organization (i.e. makes turnover less likely) (Allen and Meyer (1990).

### **1.7.2 Organizational culture**

Organizational culture is defined as a pattern of shared basic assumptions that the group learned as it solved its problems that has worked well enough to be considered valid and is passed on to new members as the correct way to perceive, think, and feel in relation to those problems (Schein, 1992). According to studies, there are four variables in organizational culture that affect the commitment of employees.

### **1.7.2.1 Training and development**

Training and development is a process meant to provide both new and existing employees the knowledge and skills they need to do their current job, as well prepare them for changes on-the-job and also future job demands (G. Dessler, 2011).

### **1.7.2.2 Reward and recognition**

Bowen (2002) defines a reward as something given or received in return for a service. Rewards in this context are defined as any tangible gift given to an employee to award them for his/her contribution to an organisation.

### **1.7.2.3 Teamwork.**

Teamwork is an action – its something people do. Teamwork enables individuals to do together what they cannot accomplish by themselves.

#### **1.7.2.4 Organizational Communication**

Communication, defined as the act of sharing information with others (George & Jones, 2008), is perceived from the perspective of HRM as referring to the sharing of information with employees in the organization.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

Chapter two offers a literature review on issues related to organizational culture and organizational commitment. The link between organizational culture and organizational commitment including hypotheses also will be included in this chapter. Then, it is followed by theoretical framework. In this particular study, independent variables are measured to see if it has a relationship with the dependant variable.

#### **2.2 Organizational Commitment**

There are many interpretations from scholar pertaining organizational commitment. Organizational commitment is often referred to employees' psychological attachment to the organization (Mowday, 1979; Mowday et al. 1982). According to Marsh and Mannari (1977), commitment is a committed employee considers it morally right to stay in the company, regardless of how much status enhancement or satisfaction the firm gives him or her over the years. Meanwhile, Sheldon (1971) defined commitment as attitude or an orientation toward the organization which links or attaches the identity of the person to the organization. However, Allen and Meyer (1990) were defined it as psychological state that binds the individual to the organization (i.e. makes turnover less likely).

According to Meyer and Allen (1991), organizational commitment is a multidimensional construct comprising three components which are affective, continuance and normative. Meyer, Allen, and Smith (1993) in their previous study have presented empirical evidence for a three dimension view of occupational commitment drawn from a parallel structure they used for organizational commitment. These three dimensions for occupational commitment were namely; affective, continuance, and normative.

*Affective commitment* has been defined as an employee's emotional attachment to identification with and involvement in the organization. Employees with a strong affective commitment will remain in the organization because they want to. Affective commitment refers to employees' positive emotional to the organization. An employee who is affective committed strongly identifies with the goals of the organization and tends to remain with the organization. (Kanter, 1968: Mowday et al., 1982).

*Continuance commitment* on the other hand has to do with one's awareness of the costs associated with leaving the present organization. This includes loss of economic costs such as pension accruals and social costs such as friendship ties with colleagues (Meyer and Allen, 1991). Employees whose commitment is in the nature of continuance will remain in the organization because they have to.

*Normative commitment* refers to the employees' commitment to the organization due to their feelings of obligation (Meyer and Allen, 1991) which could be derived from many sources. For example: An organization may have invested resources in training the employees who then feel a moral obligation to put forth effort on their work and stay with the organization. Normative commitment could also derive before the employees join the organization through their families or socialization processes that requires loyalty to one organization. Of consequence, the employees stayed with the organization because they ought to.

Whereas according to Yew (2006), organizational commitment is a multidimensional construct that involves the three dimensions. As explained before, affective commitment is a person's emotional attachment to their occupation. Employees with strong affective commitment remain with the occupation because they feel an emotional attachment to it. Continuance commitment involves the individual's assessment of the cost associated with leaving one's occupation.

Meyer and Allen (1991) argued that these components are not mutually exclusive. This implied that employees could be simultaneously committed to an organization in an affective, continuance and normative commitments at varying levels of intensity. Employees could at any point of time have a commitment profile that reflected high or low levels of all components (Meyer et al. 2002). These different profiles would eventually lead to different effects on workplace behavior. Employees' commitment profile could be influence by many factors, one of it being corporate culture.



### **2.3 Organizational Culture**

A basic definition of organizational culture is necessary to provide a point of departure in the quest to understand the constructs. Martins and Martins (2003: 380) define organizational culture as “a system of shared meaning held by members, distinguishing the organization from other organizations”. Arnold (2005: 625) indicates “that organizational culture is the distinctive norms, beliefs, principles and ways of behaving that combine to give each organization its distinct character”. These two definitions suggest that organizational culture distinguishes one organization from another. Werner (2007: 25) states that “organizational leaders need to determine what type of culture will reflect the organizational vision and values, identify the appropriate behavior to shape such a culture and then develop strategies to instill these behaviors across the entire organization”. Organizational culture is therefore to an organization what personality is to an individual (Johnson 1990).

Schein (1985: 9) describes organizational culture as “a pattern of basic assumptions invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration that has worked well enough to be considered valid, and therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems”. This description highlights that organizational culture comprises created assumptions, which are accepted as a way of doing things and are passed on to new members of an organization. For new employees, this would mean adaptive behavior within the organization, leading to new belief

systems. This new and adaptive behavior, instilled through organizational values and beliefs, is associated with rituals, myths and symbols to reinforce the core assumptions of organizational culture (Hofstede 1991).

In relation to this description, Brown (1998: 9) defines organizational culture as “the pattern of beliefs, values and learned ways of coping with experience that have developed during the course of an organization’s history, and which tend to be manifested in its material arrangements and in the behaviors of its members”. This suggests that organizational culture is articulated in the organization in order to shape the way in which its members should behave. However, this pattern of values, norms, beliefs, attitudes, principles and assumptions that gives the organization its unique character may be unwritten or non-verbalized behavior that describes the way in which things get done (Brown 1998).

Organizational culture includes those qualities of the organization that give it a particular climate or feel. The distinct qualities of an organization may manifest through four dimensions, namely power, role, achievement and support (Harrison 1993). Harrison and Stokes (1992) define the four dimensions of organizational culture as follows:

*Power dimension:* Describes an organizational culture that is based on inequality of access to resources. It has a single source of power from which rays of influence spread

throughout the organization. This means that power is centralized and organizational members are connected to the centre by functional and specialist strings.

*Role dimension:* This type of culture focuses mainly on job description and specialization. In other words, work is controlled by procedures and rules that underlie the job description, which is more important than the person who fills the position.

*Achievement dimension:* This often refers to a task culture, which entails organizational members focusing on realizing the set purpose and goals of the organization. The main strategic objective of this culture is to bring the right people together, in order to achieve the organizational goals.

*Support dimension:* Describes an organizational climate that is based on mutual trust between the individual and the organization. A support-oriented organization exists solely for the individuals who comprise it, and may be represented diagrammatically as a cluster in which no individual dominates.

## **2.4 The Link between Organizational Culture and Organizational Commitment**

To date, the literature examining the relationship between organizational culture and employees' workplace attitudes has been mainly anecdotal. In previous work, there seems to be a general understanding regarding the type of organizational culture values

and activities that contribute to the development of “business excellence.” Recardo and Jolly (1997) have identified eight established dimensions of corporate culture relevant to corporate excellence: communication, training and development, rewards, effective decision making, risk-taking for creativity and innovation, proactive planning, teamwork, and fairness and consistency in management practices. After conducting the factor analysis, four core dimensions of organizational culture have been adopted in this study, namely, reward and recognition, training and development, teamwork and communication. In order to understand whether different organizational culture dimensions have different effects on employees’ commitment, the effects of each individual dimension are discussed next.

There are past study that proved the strong relationship between organizational culture and organizational commitment. Boon and Arumugam (2006) was proved in their study that all dimensions in organizational culture have a strong relationship with organizational commitment. The results of Boon and Arumugam (2006) study were revealed that communication, training and development, reward and recognition, and teamwork (organizational culture dimensions) are positively associated with employees’ commitment. While study from Rashid et al. (2003) also showed that there is a significant correlation between corporate culture and organizational commitment among managers in public listed company.

In Malaysia, there are studies that have examined the link between corporate culture and organizational commitment (Karia, 1999; Saeed and Hassan, 2000; Karia and Ahmad,

2000; Lau and Idris, 2001; Ooi and Arumugam, 2006). However, the number of studies sparse. Karia and Ahmad (2000) examined the effect of teamwork on organizational commitment and found significant relationship between these two variables. Similar results were shown in an earlier study by Karia (1999) on the link between training and development and organizational commitment. A recent study by Ooi and Arumugam (2006) found teamwork, training and development, rewards and recognition and communication significantly influence organizational performance. However their study is limited to a semi-conductor industry. A literature review of the study found out that these four dimensions of organizational culture play an important role in motivating employees and hence provide high commitment towards an organization.

#### **2.4.1 Training and Development**

Training and development can be defined as the process of providing employees with specific skills or helping those correct deficiencies in their performance (Poh, 2001). Previous empirical studies have provided extensive evidence that training and development facilitate the updating of skills, and lead to increased commitment, well-being, and sense of belonging, thus directly strengthening the organization's competitiveness (Acton and Golden, 2000; Karia and Ahmad, 2000; Karia, 1999). Bartlett (2001) studied the association between employee attitudes towards training, and feelings of organizational commitment, with a sample of 337 registered nurses from five hospitals, using social exchange theory as a model for examining the relationship. He

found that perceived access to training, social impact of training, motivation to learn, and perceived benefits of training are positively related with organizational commitment.

Meanwhile, according to Cherrington (1995), a successful training and education program would create more-favorable employee attitudes and loyalty, and help employees in their personal development and advancement. Moreover, Deming (1986) stressed the importance of education and training for continual updating and improvement, identifying one source of human motivation at work as intrinsic motivation which is the desire to grow; learn, and to develop oneself. Cherrington (1995) also stated that most learning situations are fundamentally reinforcing because of the satisfaction and commitment associated with the acquiring of new knowledge or skills.

There are studies that examined the link between training and development and organizational performance. The studies that have examined this dimension found that this dimension plays an important role since it facilitates the updating skills, lead to increase commitment, well-being and sense of belonging and consequently led to the strengthening of organizational competitiveness (Cherrington, 1995; Bartlett, 2001) particularly organizational commitment. This led to the following hypothesis:

H1: Training and development has significant influence on Organizational Commitment.

### **2.4.2 Reward and Recognition**

Reward and recognition can be defined as benefits as increased salary, bonuses, and promotion, which are conferred as public acknowledgement of superior performance with respect to company's objectives (Juran and Gryna, 1993). Rewards for quality efforts appear to have a significantly positive relation to employee morale (Kassicieh and Yourstone, 1998). According to Herzberg's (1996) hygiene/motivator theory, "recognition is one of the four motivators, which can contribute to employee commitment when it is present". Reward and recognition activities are valued by employees, and therefore provide motivation or incentives. If executed appropriately, these activities can, to a certain degree, secure employees' commitment to their jobs and make their jobs more enjoyable, thus creating an overall commitment within the organization (Zhang, 2000). A study of a sample of 350 daily workers in Ireland and New Zealand (O'Driscoll and Randall, 1999) indicated that the rewards offered by an organization have a powerful effect on employees' attitudes towards their job and their company.

A significant study, based on the extensive meta-analysis of 25 years of earlier research that examined rewards and performance, refutes the argument that rewards undermine both motivation and performance. The research found that generally people enjoy activities or tasks more when they receive reward and the argument that rewards undermine performance and interest is not supported by the experimental data. It

concluded that rewards could be used effectively to enhance interest and performance (Cameron and Pierce, 1997).

Rewards and recognition refer to something that increases the frequency of an employee's action (Zigon, 1997). Studies that examined this issue found consistent influence that rewards and recognition influence employees' commitment and in turn influence organizational success (O' Driscoll and Randall, 1999; Zhang, 2000; Karia and Ashari, 2006). This led to the following hypothesis:

H2: Reward and recognition has significant influence on Organizational Commitment.

### **2.4.3 Teamwork**

The concept of teams and teamwork is increasingly important to productivity and employees' organizational commitment in the contemporary workplace (Adebanjo and Kehoe, 2001; Stough et al., 2000). Teamwork facilitates the meeting of affiliate needs within the workplace and has been directly connected to organizational commitment (Karia and Ahmad, 2000; Karia and Asaari, 2006). A case study by Osland (1997) in Central America showed that working together within a production unit led to better employee attitudes. Anschutz (1995) stated that participation in teamwork, continuous learning, and flexibility were the major factors for success within organizations in achieving a partnership between workers and managers. Karia and Ahmad (2000)



studied the impact of Empowerment and Teamwork (E&T) practices on 104 employees in five Malaysian public and private organizations that have implemented some level of E&T practices; they found that an organization that practiced some level of teamwork experienced an increase in employees' organizational commitment. Silos (1999) stated that the key to Japanese efficiency was in how the people work together, and also suggested that teamwork will result in more commitment and involvement of employees within the organization.

Another body of literature has examined the link between teamwork and organizational performance (Karia and Ahmad, 2000). These studies found that teamwork is one of the important dimensions in influencing organizational success as well as achieving good relationship between workers and managers. The results indicate that an organization that practices some levels of teamwork often experienced an increase in employees' commitment to the organization. It is expected that similar results would appear in this study. Therefore the following null hypothesis is as follows:

H3: Teamwork has significant influence on Organizational Commitment.

#### **2.4.4 Organizational Communication**

Organizational communication refers to the process whereby individuals and groups transaction a variety of ways and within different areas with the objective of carrying out organizational goals (Smidts et al., 2001; Brunetto and Farr-Wharton, 2004). Several

authors also noted that communication is important for improving employees' commitment and for positive outcomes (Goris et al., 2000; Pettitt et al., 1997; Guimaraes, 1996; Guimaraes,1997). ). Meanwhile, Stuart (1999) argued that communication can affect empowerment of employees, which in turn affects organizational commitment. Moreover, the manner in which the organizational goals and the employees' role in advancing these goals are communicated to employees strongly affects organizational commitment (Anderson & Martin, 1995; Brunetto & Farr- Wharton, 2004). Robbins (2001) suggested that there is a relationship between the quality of management-employee communication and the resultant level of employee motivation and commitment.

According to Drenth et al., (1998) communication refers to the sending and receiving messages by means symbols and sees organizational communication as a key element of organizational climate. Studies examining this issue found that the manner in which the organizational goals and employees' role in advancing these goals are communicated to employees strongly organizational commitment (Robbins, 2001; Brunetto and Farr-Wharton, 2004). This led to the null hypothesis:

H4: Organizational communication has significant influence on Organizational Commitment

So, according to the above review indicates that organizational culture dimensions significantly impact employees' organizational commitment. The study review to what

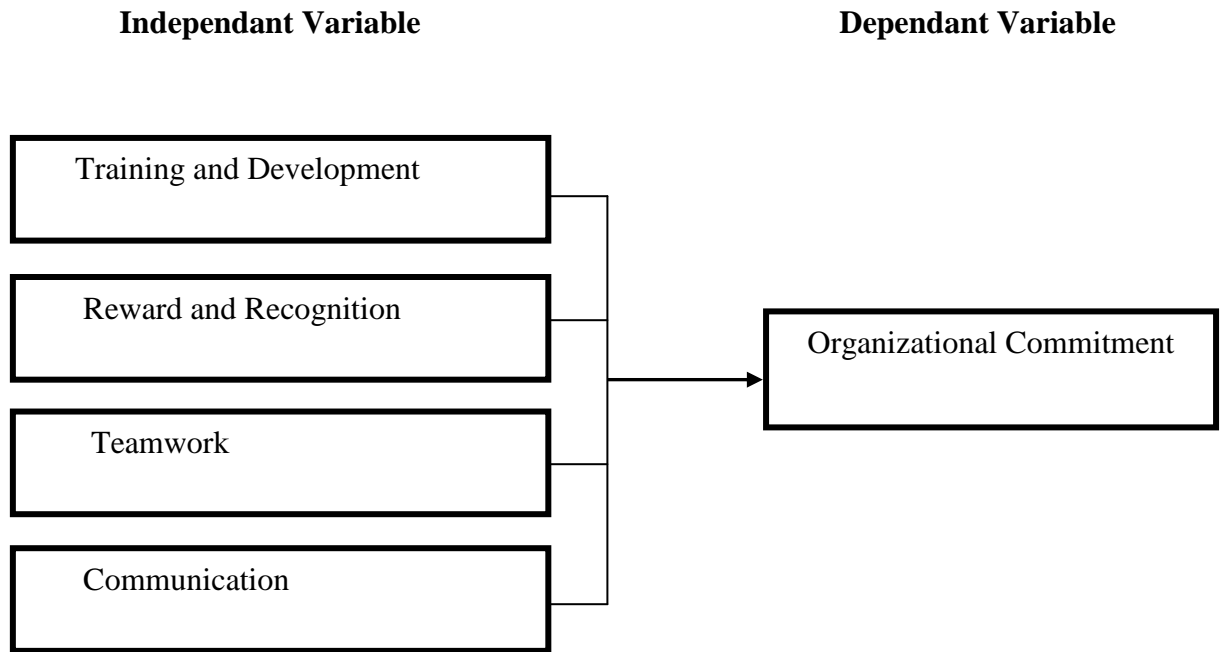
extend that the dimensions of organizational culture has influence organizational commitment in Malaysia situation which focus on employees in PKNK.

## **2.5 Research Framework**

The framework of this study, posses that organisational culture could influence organisational commitment. This framework is based on Lau and Idris's (2001) four dimensions of corporate culture. The four dimensions are teamwork, communication, training and development and rewards and recognition. These four dimensions are selected because they have been selected as those likely to have the greatest effects on employees' behaviour (Ricardo and Jolly, 1997; Lau and Idris, 2001). It is expected that these dimensions of organisational culture influence the organisational commitment among employees in PKNK. These four dimensions of organisational culture becomes the independent variable.

Organisational commitment could be influenced by organisational culture because it reflects the relative strength of employees' attachment or involvement with their organisation (Lau and Idris, 2001). Organisational commitment could either derive from affective commitment, continuance commitment and normative commitment. Therefore, organisational commitment is the dependant variable in this study.

**Figure 1: Conceptual Framework**



Based on the supported literature discussed before this, the researcher formed this framework for the study.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

Methodological aspects of the research will be included research design, population and sampling, research instrument pilot test, data collection, data analysis and limitations. The purpose of this research design is to provide a clear and completed description of the specific steps employed in this research.

#### **3.2 Research Approach**

For the purpose of this research, the correlation and relations type of study have been chosen in analyzing process based on independent variables. These factors in independent variable later will be analyzed to identified either there is any significance influence on the relationship with the dependent variable or not. The design of the study is descriptive survey study. The study is using questionnaire which focused to examine the relationship between independent and dependant variables. It will be based on previously mentioned motives, objectives and literature review. Specifically, this study looks into the factors based on IV that will be analyze to identify is there any significance influence on the relationship with the DV. This study is a quantitative in nature. The findings and conclusion of the study will depend on the fully utilization of statistical data collected and analyzed using SPSS.

### 3.2.1 Sources of Data

**Primary Data** – refers to all information obtained firsthand by the researcher on the variables of interest for the specific purpose of this study. According to Sekaran (2006), data that gathered for research from the actual site of occurrence of events are called primary data. In this research, primary data will be gathered from the prepared questionnaires to the respondent in Perbadanan Kemajuan Negeri Kedah.

**Secondary Data** – refers to the information that gathered earlier before the actual research takes place. It refers to the data that gathered through existing sources by someone than the researcher conducting the current study such as company record, publications, industry analysis offered by the media, web publications and so on (Sekaran, 2006).

The advantage of using this type of data is the fact that the data is accurate and ready to be used. At times, secondary data can also give an insight to the researcher on the subject matters from different perspectives. The secondary data consists of both internal and external sources. External sources such as journals, articles, book while internal sources such as organization website, annual reports, bulletin, brochure and etc.

### **3.2.2 Unit of Analysis**

The unit of analysis is individual employees, whom work at Perbadanan Kemajuan Negeri Kedah . They will be evaluating by the questionnaire given to prove whether there is any relationship between organizational culture and organizational commitment.

### **3.3 Research Design**

This is an exploratory research study that aims to explain the relationship between organizational culture and organizational commitment. The research was designed in accordance with the principles of a cross-sectional field survey, where questionnaire was used for data collection. This method was chosen due to its practicality, where time and budget are the main constraints. Above all, handling of questionnaires is relatively easy while at the same time provides the breadth and speed in terms of its coverage. From the above, Allen and Meyer's (1990) measuring instrument can be seen to have both acceptable reliability and validity and therefore no pilot study was performed for this section of the questionnaire.

### **3.4 Population and Sampling**

Before distributing the set of questionnaire items, permission to conduct the study is to obtained from Admin Officer PKNK. The organization has 140 staff holding various

positions. 100 sets of questionnaire has been distributed. In sampling technique, researcher use convenience sampling which researcher simply use as participant those individuals who are easy to get. People are selected on their basis of their availability and willingness to respond and participate. According to Roscoe (1975), sample sizes are larger than 30 and less than 500 are appropriate for most research. Within this limits (30 to 500), the use of sample about 10% size of parent population is recommended.

### **3.5 Research instrument**

To gather the data from respondents, this study uses a questionnaire which consists of 3 sections. The section consists of part A, B, and C . Measurement scale for section are based on a Likert Scale of 1 to 5, where for the section B and C is 1=strongly disagree, 2= disagree, 3= uncertain, 4= agree and 5= strongly agree. A sample of questionnaire used in this study is presented as **Appendix 1**.

Section A consists of demographics section concerning personal background. It consists of gender, race, age, marital status, educational levels, position level in the organization and length of service.

Section B consists of organizational culture which is an independent variable for this study. This measure is based on the four dimensions of corporate culture developed by Lau and Idris (2001). According to Cooke and Rousseau (1998), corporate culture is a multidimensional construct, and therefore it is essential to evaluate each dimension. The



four dimensions, which consist of 16 items, are communication, rewards and recognition, training and development, and teamwork. Under the communication's dimension includes, "*Communication is regularly used for improvement of work process*", "*This company encourages freedom of speech and open communication*", "*This company keeps employees well informed on matters important to them*" and "*Sufficient effort is made to determine the thoughts and responses of people who work here*".

For reward and recognition's dimension, the examples of items are: "*This Company improves working conditions in order to recognize employee quality improvement efforts*", and "*The Company's compensation system encourages team and individual contributions*".

In training and development dimension the items includes, "*Employees are encouraged to accept education and training within the company*", "*Resources are available for employees' education and training within the company*" and "*Specific work-skills training are given to all employees*".

For the last dimension which is teamwork, the samples of items are: "*Work within this department is appointed around groups*", "*I am more comfortable working in a team rather than individually*", and also "*In this company, workplace decisions are made through consensus*".

These dimensions of corporate culture have been selected because they have previously been identified as those likely to have the greatest effects on employee behavior and attitudes (Recardo & Jolly, 1997; Lau & Idris, 2001). The internal consistency reliability (Cronbach's Alpha) for every dimension in this study are summarized below:

Section B Organizational Culture	No. of Item	Consistency Reliability Cronbach's Alpha)
Training and development	4	0.79
Reward & Recognition	4	0.73
Teamwork	4	0.78
Organizational Communication	4	0.77

A five point of Likert – type scale is employed ranging from 1 (strongly disagree) and 5 (strongly agree).

For organizational commitment section C, it is measure using questionnaire developed by Meyer and Allen's (1991). Organizational Commitment Questionnaire (OCQ) consists of 14 items which considered relevant to the environment of PKNK in three dimensions namely: Affective commitment, Continuance commitment and Normative commitment consists of the research instrument developed by Allen and Meyer (1990). It was chosen for this research because Allen and Meyer's (1990) three-component questionnaire is a multidimensional construct that conceptualizes organizational commitment and can be applied across domains (Meyer, Allen and Smith, 1993: 538).

The value of taking this multidimensional approach is that it provides a more complete understanding of an employee's relationship to their job (Meyer et al., 1993: 540). Silverthorne (2004: 594) agrees with Meyer et al. (1993: 539) and further states that a multidimensional approach is an effective tool for measuring organizational commitment.

This research instrument was also chosen because it has been previously tested by Allen and Meyer (1990); Clugston et al. (2000); Meyer and Allen (1991); Rashid et al. (2003); and Wasti (2003). In this research instrument, Allen and Meyer (1990) measure three types of organisational commitment namely, (1) affective commitment; (2) continuance commitment; and (3) normative commitment (Greenberg and Baron, 2003: 161-163; Allen and Meyer, 1990: 3-4).

The affective, continuance and normative organizational commitment scales all comprised 14 items, a modification of the original questionnaire (Coetzee, Schreuder and Tladinyane, 2007: 71). The questionnaire was modified on the basis that the survey for the current research was lengthy and therefore needed to be reduced.

Under the affective commitment, the samples of questions are: *"I feel a strong sense of belonging to this organization"*, *"I feel like part of the family in this organization"*, *"I will always talk about my organization to my friend as a great organization to work for"*, and *"I think I could not easily become as attached to another organization as I am to this one"*.

The examples of items in continuance commitment are *“I feel for me, this is the best of all possible organisation for which to work”*, *“It would be too costly for me to leave this organization now”*, and *“One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice; another organization may not match the overall benefits I have here”*.

For the normative commitment dimension, the items are *“One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain”*, *“Jumping from organization to organization seems unethical to me”*, and *“If I got another offer for a better job elsewhere, I would feel it was not right to leave this organization”*.

As mentioned in the previous section, reliability measures a research instrument’s consistency, and validity refers to whether the instrument measures what it claims to measure (Creswell, 1994: 121). Allen and Meyer’s (1990) research instrument has been previously tested in a number of studies (Becker et al., 1996, Rashid et al., 2003), and therefore the reliability and validity have been tested. The internal consistency reliability (Cronbach's Alpha) for every dimension in this study are :

Section C Organizational Commitment	No. of Item	Consistency Reliability (Cronbach's Alpha)
Affective commitment	5	0.89
Continuance commitment	5	0.85
Normative commitment	4	0.90
Organizational Commitment	-	0.90

While the internal consistency for overall organizational commitment scale is 0.90. From the above, Allen and Meyer's (1990) measuring instrument can be seen to have both acceptable reliability and validity and therefore no pilot study was performed for this section of the questionnaire.

### **3.6 Data Collection**

For the purpose of this project paper a total of 100 questionnaires were been distributed to the respondents by hand. The questions were written in English, and all the questions were simplified in order to ensure that all respondents can answer the question well. The times given to answer all the questions are one week.

### 3.7 Data Analysis Techniques

Data were analyzed using SPSS version 16.0. For the purposes of answering all the objectives, both descriptive and inferential statistics analysis were carried out:

- a. The **descriptive statistics** to provide the *frequencies, measurement of central tendency (mean) and percentage.*
  
- b. The **inferential statistics** to perform the *Pearson Correlation.*

Cohen (1990) suggested the strength of correlation 'r' value to be use in order to identify and to determine the strength between two variables. The level of correlations or 'r' value; 0.10 to 0.29 or -0.10 to -0.29 is small/weak, 0.30 to 0.49 or -0.30 to -0.49 is medium/moderate and 0.50 to 1.0 or -0.50 to -1.0 is large/strong.

### 3.8 Summary

As a summary, the whole details in this chapter are about research methodology from the item of organizational culture and also organizational commitment. This includes with the definition of terminology; what is organizational culture and organizational commitment, the terms in organizational culture and organizational commitment, such as communication, training and development, reward and recognition and teamwork, an

explanation of organizational commitment in general, the all the terms in this chapter come from the previous study and research.

## **CHAPTER FOUR**

### **RESULTS AND FINDING**

#### **4.1 Introduction**

This chapter describes the results of data analysis utilizing both descriptive and inferential statistics. The main purpose of the study is to examine the relationship between organizational culture and organizational commitment among respondents. In order to facilitate the presentation of the findings, this chapter is divided into 5 sections: (1) rate of response (2) reliability analysis (3) Demographic profile of the respondents (4) Descriptive Analysis of the Variables and (5) Testing the hypotheses.

#### **4.2 *Rate of response***

In this study, the respondents were chosen from the staff who works at PKNK main office in Alor Setar Kedah. A total of 100 sets of questionnaire were distributed to the respondents by hand and the questionnaires were returned for analysis. However a total of only 88 are returned back. Hence, the response rate is high present.



### **4.3 Reliability Analysis**

The reliability scales using the Cronbach's Alpha, were the best used for multipoint scaled items. The reliability measures to which extent the measure is without error output. The closer for the reliability coefficient gets to 1.0, the better it is whereby 0.8 will considered as good reliability. Besides that, reliability coefficient at range 0.7 to 0.799 is considered as acceptable and those values less than 0.60 are considered to be poor (Sekaran et al, 2003).

The reliability value for independent variables are Communication; 0.851, Training and Development: 0.703, Reward and Recognition: 0.581 and Teamwork; 0.694. For the Communication, reliability coefficients are considered as accepted. As for the Training and Development there are considered as good reliability, while for the Reward and Recognition reliability is considered as normal and for the Teamwork it is also good reliability. The reliability for the dependent variable, also known as Organizational Commitment is acceptable which 0.884. Table 4.1 shows the reliability values of all variables.

**Table 4.1 : Reliability Analysis**

<b>Variables</b>	<b>No. of items</b>	<b>Cronbach's Alpha</b>
Communication	4	0.851
Training & Development	4	0.703
Reward & Recognition	4	0.581
Teamwork	4	0.694
Organizational commitment	14	0.884

#### **4.4 Demographic profile of the respondents**

Table 4.2 to Table 4.8, show the demographic profile of the respondents. Out of 88 respondent, about 55 or 62.5% were female, while 33 or 37.5% were male. Therefore from Table 4-2 revealed that there were more female staff than male as a respondent in this research.

In this study, 100% of respondents are among Malays and Muslim. No participation from other races. This is because PKNK is an organization which is dominated with Bumiputera.

**Table 4.2 : Demographic Profile of the Respondents**

<b>Variable Gender</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Cumulative Percentage</b>
<i>Male</i>	33	37.5%	37.5%
<i>Female</i>	55	62.5%	100.00%

Table 4.3 also indicated that majority of the respondents were <25 years (18.2%), followed by 36-45 years (28.4%), >55 years (5.7%), 26-35 years (23.9%) and 46-55 years (23.9%).

**Table 4.3 : Age of respondent**

<b>Age</b>	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
<i>&lt;25 years</i>	16	18.2%	18.2%
<i>36-45 years</i>	25	28.4%	46.6%
<i>&gt;55 years</i>	5	5.7%	52.3%
<i>26-35 years</i>	21	23.9%	76.1%
<i>46-55 years</i>	21	23.9%	100.00%

Table 4.4 also indicated that most of the staff in PKNK are married with 62 or 70.5% of the sample. Meanwhile 26 or 29.5% respondents still single.

**Table 4.4 : Marital Status**

<b>Marital Status</b>	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
<i>Married</i>	62	70.5%	70.5%
<i>Single</i>	26	29.5%	100.00

The education levels of respondents are indicated in Table 4.5. It showed that majority of the respondents were SPM (30.7%) and Bachelor Degree (30.7%), Phd (1.1%), STPM/ Diploma (29.5%) dan Master Degree (8.0%).

**Table 4.5 : Education**

<b>Education</b>	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
<i>SPM below</i>	27	30.7%	30.7%
<i>Bachelor Degree</i>	27	30.7%	61.4%
<i>Phd</i>	1	1.1%	62.5%
<i>STPM/Diploma</i>	26	29.5%	92.0%
<i>Master Degree</i>	7	8.0%	100.00%

Table 4.6 is for the Position Top Management (6.8%), Administration Staff (62.5%) and for the Middle management (30.7%).

**Table 4.6 : Position Level**

<b>Position Level</b>	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
<i>Top Management</i>	6	6.8%	6.8%
<i>Administration Staff</i>	55	62.5%	69.3%
<i>Middle management</i>	27	30.7%	100.00%

Table 4.7 also indicated that majority of the respondents length of service less than 1 year (14.8%), followed by 5 to 10 years (10.2%), 1 to 5 years (21.6%) and Above than 10 years is (53.4%).

**Table 4.7 : Length of Service**

<b>Length of service</b>	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
<i>Less than 1 years</i>	13	14.8%	14.8%
<i>5 to 10 years</i>	9	10.2%	25.0%
<i>1 to 5 years</i>	19	21.6%	46.6%
<i>Above than 10 years</i>	47	53.4%	100.00%

#### **4.5 Descriptive Analysis of the Variables**

For the purpose of understanding the variability of the variables that use interval scale, the means, and standard deviations were computed. The results are illustrated in Table 4.8.

**Table 4.8: Results of Descriptive Analysis**

<b>Variable</b>	<b>Mean</b>	<b>Standard Deviation</b>
<b>Communication</b>	14.6136	2.99974
<b>Training and Development</b>	14.8977	2.23884
<b>Reward and Recognition</b>	15.2727	2.12120
<b>Teamwork</b>	15.4773	2.60405
<b>Organizational Commitment</b>	53.4432	9.03487

## 4.6 Testing the hypotheses

The study has developed four hypotheses which centered on the relationship between elements of organizational culture and organizational commitment. It was hypothesized that all the elements were to have a positive and significant relationship. Based on the findings in Table 4.9, all the four (4) hypotheses of the study were substantiated and the result is summarized in Table 4-10.

**Table 4.9: Summary of Hypothesis Testing**

H1:	Training and development has significant influence on Organizational Commitment.	Accepted
H2:	Reward and recognition has significant influence on Organizational Commitment.	Accepted
H3:	Teamwork has significant influence on Organizational Commitment.	Accepted
H4:	Organizational communication has significant influence on Organizational Commitment	Accepted

## 4.7 Correlation Analysis

Correlation test is to show the strength of the association between the variables involved. Inter-correlations coefficients ( $r$ ) were calculated by the means of Pearson's Product Moment. According to Cohen (1990),  $r$  ranging from 0.10 to 0.29 may be regarded as indicating a low degree of correlation,  $r$  0.30 to 0.49 may be regarded as indicating a moderate degree of correlation and  $r$  ranging from 0.50 to 1.00 may be regarded as a high degree of correlation.

The correlation matrix in Table 4.10 displays correlation coefficients between the four independent variables measured by using multiple-item scales. The correlation coefficients indicate the strength of the association between the variables. A coefficient is considered significant if the p-value is less than 0.05. There is significant correlation between all the independent variables, as listed in Table 4.10. There are no high correlations of 0.90 or above.

The correlation matrix reflects correlation coefficients that vary between 0.395 and 0.457. All organizational culture dimensions reflect a significant correlation with organizational commitment. Communication shows the significant at ( $r=0.395$ ,  $p<0.01$ ) which is moderate and for the training had highly correlation than other variables but still at moderate degree of correlation ( $r=0.457$ ,  $p<0.01$ ). The correlations for reward which is ( $r=0.375$ ,  $p<0.01$ ) and teamwork at ( $r=0.370$ ,  $p<0.01$ ) are also at moderate level. Thus, it can conclude there are significant to the organizational commitment, which the



training had contributed to the higher degree of the relationship. Therefore the variables used were concluded as reliable.

**Table 4.10: Correlations between the variables**

	<b>Organizational Commitment</b>	<b>Communication</b>	<b>Training</b>	<b>Reward</b>	<b>Team work</b>
<b>Organizational Commitment</b>	1.00				
<b>Communication</b>	0.395**	1.00			
<b>Training</b>	0.457**	0.506**	1.00		
<b>Reward</b>	0.375**	0.566**	0.570**	1.00	
<b>Teamwork</b>	0.370**	0.755**	0.513**	0.677**	1.00

\*\*Correlation is significant at the 0.01 level (1-tailed)

\*Correlation is significant at the 0.05 level (2-tailed)

Details of the results of analysis of descriptive statistics are presented in Appendix 2.

## **CHAPTER FIVE**

### **DISCUSSION, RECOMMENDATION AND CONCLUSION**

#### **5.1 Introduction**

This last chapter discussed the conclusion and recommendations for practice and also implications for future research.

#### **5.2 Discussion**

This study is to measure the relationship of organizational culture and organizational commitment among employees in PKNK. The research instrumentation was a 30 items of questionnaire distributed to respondents. It was design to collect the following information: (1) personal background; (2) culture in organizations, and (3) employees' commitment towards their organization.

The data collected were analyzed using SPSS 16.0 version. Organizational culture questionnaire was adopted based on the four dimensions of corporate culture developed by Lau and Idris (2001) and for organizational commitment, it is measure using questionnaire developed by Meyer and Allen's (1991) whereby both variables are multidimensional constructs. All dimensions in dependent and independent variable were selected because they have previously been identified as those likely to have a greatest impact on other variable. PKNK was selected as

scope of study about organizational culture and the impact of the four dimensions towards employees' commitment and to what extends it can affect their commitment to their organizations. The sample size for the study is determined by a rule of thumb. 88 samples was collected and met the criteria . Following Roscoe (1975) as a rule of thumb, sample sizes between 30 and 500 are appropriate for most research.

This result was supported the objective of the study and was proved that organizational culture can affect the organizational commitment. Although the result yet not all meet the goodness of fit criteria but it is still significant (based on probability value) to prove the relationship among four variables and are exist among employees in PKNK. In organization such as PKNK which is a government department, commitment from employees are very crucial. It can be seen in the three dimensions of organizational commitment. Affective commitment can be verify as employee's emotional attachment to the organization. This means that employees with strong affective commitment will remain with the organization because they wanted to do so. While for continuance commitment, it is more to financial agenda where the employees prefer to remain because they afraid that by leaving the organization it will be costly for them. It is different with normative commitment where employees' feelings of obligatory is everything and staying in the same organization is the right thing to do and they ought to do so (Meyer & Allen, 1991). Consequently, to achieve the commitment

among employees in organization, culture plays an important role to drive people devoted to their organization.

### **5.2.1 Relationship between Training and development and organizational commitment**

Training is one tool which can help employers to increase employees' awareness towards their organization and leads employees to exert effort towards achieving goals (Hartline et al., 2000). Based on the study of training and development it shows a highly significant relationship between training and development and organizational commitment among employees in PKNK. Therefore, the findings of this study can be proven with an earlier study by Karia (1999) on the link between training and development and organizational commitment. This indicates that continuous training program implemented in PKNK have affected the commitment of staff and indirectly attract them to continue to serve in PKNK and discharge their duties efficiently and effectively.

### **5.2.2 Relationship between Reward and Recognition and Organizational Commitment**

Reward and recognition is one of the organizational culture's dimensions. Through the culture it can influence how people set their personal and professional goals, perform their tasks and administer resources to achieve what they aspect in

performing their job. Hansen and Wernerfelt (1989) and Schein (1990) were added that organizational culture also affects the way in which people thinks, make decisions and ultimately the way in which they perceive, feel and act. According to Sadri and Lees (2001), a positive corporate culture could provide enormous benefits to the organization, and thereby a leading competitive edge over other firms in the industry. The present results is also consistent with the findings of O'Driscoll and Randall (1999), who found that the rewards offered by an organization have a positive effect on employees' commitment towards their job and organization.

### **5.2.3 Relationship between Teamwork and Organizational Commitment**

Based on the analysis of teamwork dimension in organizational culture, it showed that there are relationship between both variable. It was supported by Anschutz (1995), where he stated that participation in teamwork, continuous learning and flexibility were the major factors for success within the organizations in achieving a partnership between workers and managers. The result of this study supported Boon and Arumugam (2006). Silos (1999) stated that the key to Japanese efficiency was the people who work together and this suggested that teamwork resulted in more commitment and involvement of employees within the organization.

#### **5.2.4 Relationship between Communication and Organizational Commitment**

Results of this study showed that communication have a strong significant relationship within the commitment in context of PKNK staff. The result is in line with Boon and Arumugam (2006) where their findings indicate that respondents who perceived a greater awareness of corporate culture dimensions exhibited more positive reactions towards organizational commitment. The result from this study also consistent with some previous research which found that communication is important for improving employee commitment (Varona, 1996).

#### **5.3 Implication of study**

This research essentially helps the organizations and individual to develop a theoretical and practical framework in understanding how organizational culture influence organizational commitment. The related findings or theory are few. There are consistency of findings between this study and previous literature. However, the researcher hope that this study can generate new knowledge to this field in terms of public service in Kedah.

This research has practical implications for the management of PKNK that is undergoing the process of transformation for new structures. By identifying the relationships of independent and dependant variables, the management can better understand the influence of organizational culture in the organization and find ways to improve their

process design on the new method of change and on producing results that reinforce existing commitment and enthusiasm.

#### **5.4 Limitations**

This study was conducted in PKNK which is a government linked company in Kedah. Therefore, the outcomes of this study are relevant and may be applicable to the public services sector only or to large organizations that have similar characteristic. For example, other State Economic Development Corporation such as Perlis Economic Development Corporation (PKENPs) and Penang Development Corporations due to the similarity in its function and objectives. Therefore, in future studies can make comparisons about the level of commitment to the public servant at the other government departments across Malaysia. In addition, this study only examines the relationship between dimensions of commitment to support the management such as training and development, reward and recognition, communication and teamwork. Data collection in this study used questionnaires a Likert scale of 5 - point scale where 1 represents 'strongly disagree', 2 'not agree', 3 'moderate', 4 'agree' and 5 'Strongly agree'. The respondent may have the perception and different interpretation of this scale. This study is across section whereby it cannot examine the effects of changes in variables that was studied.

## **5.5 Recommendations**

Based on the findings, the researcher has derived some relatable recommendations for both management and future researchers.

Apart from the theoretical implications, the findings of this study can offer some guideline to organization in promoting the policies and strategies in Human Resource Development. Employers who aspires to get full commitment of employees with characteristics of affective and normative commitment would obviously have to engage in a more serious approached in establishing a higher degree of commitment in their organization. Although PKNK is an organization that has provided a good working condition and provide more incentives to its employees, but it can improve the system and its administration.

The management could create awareness among employees to practice positive work value towards their job and show the strong commitment by being a role model to their employees. So that employees can take it as a challenge to show their loyalty not only to the organization but to their job as well. Moreover all the employees are Muslim, so the management could establish a higher degree of Islamic work ethic in their organization. The management could organize programmes such as ‘usrah’ or ‘ceramah agama’ once in month to their employees. This is to remind that as a Muslim, we should perform good deeds in everything especially while working. By creating awareness among employees towards positive culture and work value in organization could be a



good sign for both parties in establishing a higher degree of organizational commitment in their organization. To make sure that employees give full commitment and do their job effectively, and to make them feel appreciated, the management needs to rates the alert of understanding the employees need and want. In order to do this, employers can improve their relationship and connection between the managers and their subordinates by organizing weekly meeting, informal gathering and etc. Besides, the management could possibly appreciate employees with giving present on their birthday, anniversary and so on.

PKNK is a closed organization and the opportunity to improve their career and promotion opportunities are very limited. The management must look into this matter seriously and take steps to improve their career opportunities by creating incentives and fringe benefits such as special allowances, the opportunity to attend courses outside the country and also offers a higher position and better by placing them in the PKNK wholly owned company. This is a good way to show appreciation to employee's commitment. Continuous training programs also help to improve employee commitment in PKNK. Implementation of on the job training provided an efficient method can be done quickly and save time. By this method, workers with long work experience or manager can give personal guidance and coaching techniques are more effective leadership to employees. This training is in addition to save time and cost and it could impart skills indirectly to subordinates. In addition, several seminars and courses involving staff should be added to enhance PKNK teamwork. This situation will

increase intimacy between employees, enhancing the spirit of working cooperatively and enhance organizational commitment PKNK.

It is recommended that PKNK use this result in subsidiaries for the objectives to be achieved by PKNK in building a strong commitment among staff in PKNK group as a whole. Finding shows that there is a significant relationship between organizational culture and organizational commitment in this context of study. Researcher would like to suggest to other researchers who might continue to do the same or similar study to give emphasis to other factors such as;

Firstly, this study was purely quantitative, using questionnaire, so it would be better if this method could be complemented with a qualitative method (such as interest group interviews) and observations to capture elements of subjective in the responses given by the respondents, particularly involving aspects of emotions and perceptions which structured questionnaire fails to capture adequately.

Secondly, a future study can also be done using other variables to identify the organization's commitment in the workplace. In the future researchers can study the terms of other dimensions that have an impact on organizational commitment. There are many other factors related to human resource management and support of management can help improve commitment and employee performance (Acton & Golden, 2003).

## 5.6 Conclusion

As a whole, this study concerned with the literature of the studies about relationship between organizational culture and organizational commitment. This study has achieved and meet all the objectives set. There are various implications for the strong commitment to the employees of PKNK. In the organization are shows that there had a relationship between all the item of organizational culture and organizational commitment among employees of PKNK. Factors such as, training and development, reward and recognition, teamwork and communication are the main factors for PKNK to continue to increase commitment to the organization. If these factors are not to be emphasized and made improvements would affect workers commitment in PKNK. Therefore, other incentives also need to be addressed to place the employees of PKNK as employees who were loyal to their organization. This clarifies that human resource management-related factors that were analyzed in this study influence level of employees commitment, the management of PKNK should pay attention to various aspects of human resource management, which support the management, training and development, reward and recognition, communication and teamwork. Based on this studies and finding, researcher would expect that with full and effective implementation of the four key areas that was mentioned above could position itself to become a “model” for all the State Economic Development Corporations to emulated throughout Malaysia.

In summary, the degree of employee commitment relies on whether organizations continue to work towards their vision and also extend to which employees are rewarded both financially and personally. Organizational culture have a significant relationship with organizational commitment and would be an important factor to be considered in planning change and development especially in Perbadanan Kemajuan Negeri Kedah (PKNK).

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APPENDIX 1  
SAMPLE OF QUESTIONNAIRE



## UNIVERSITI UTARA MALAYSIA

Dear participant,

I am a student at University Utara Malaysia (UUM) conducting a study on The Relationship between Organizational Culture and Organisational Commitment . This research is carried out to fulfill the requirement set by UUM. The objective of this study is to identify the influence that organizational culture has on the organizational commitment of the employees at PKNK. Does the culture at PKNK have an impact on the commitment of the employees?

I would appreciate if you could spare approximately 15 minutes of your time to complete this questionnaire. This questionnaire consists of three sections. Section A contains question about your personal background, section B is on Organizational Culture Dimensions and section C is on Organizational Commitment.

Your response will be treated with confidentiality and the response will be used for research purposes only. Thank you for your willingness to participate in this study.

Yours Sincerely

.....  
Anita Salleh  
Master of Human Resource Management  
Universiti Utara Malaysia  
Matric No: 807259



## SECTION A: Personal Background

Intruccion: Please indicate your answers based on the following questions (Please tick ( / ) which best describe you.

1. Gender

Male [ ]

Female [ ]

2. Race

Malay [ ]

Indian [ ]

Chinese [ ]

Others [ ]

3. Age

< 25 years [ ]

26 – 35 years [ ]

36 – 45 years [ ]

46 – 55 years [ ]

>55 years [ ]

4. Marital Status

Single [ ]

Married [ ]

5. Highest Formal Education

SPM Below [ ]

STPM/Diploma [ ]

Bachelor Degree [ ]

Master Degree [ ]

Phd [ ]

Profesional [ ]

6. Position Level in the organization

Top management [ ]

Middle Management [ ]

Administration Staff [ ]

7. Length of Service

Less than 1 year [ ]

1 to 5 years [ ]

5 to 10 years [ ]

above than 10 years [ ]

**SECTION B: Organizational Culture Dimensions**

The following statement relates to the way in which you perceive corporate culture within your organisation. Please **circle** the number which most appropriate answer to you.

No.	Item	Answer
<b><u>Communication</u></b>		
1.	Strongly Disagree	
2.	Disagree	
3.	Uncertain	
4.	Agree	
5.	Strongly Agree	
<b><u>Communication</u></b>		
1.	This organization encourages freedom of speech and open communication.	1 2 3 4 5
2.	This organization keeps employees well informed on matters important to them.	1 2 3 4 5
3.	Communication is regularly used for improvement of work process.	1 2 3 4 5
4.	Sufficient effort is made to determine the thoughts and responses of people who work here.	1 2 3 4 5
<b><u>Training and Development</u></b>		
1.	Employees are encouraged to accept education and training within this organization	1 2 3 4 5
2.	Resources are available for employee's education and training within this organization	1 2 3 4 5
3.	Specific work-skills training are given to all employees in this organization	2 3 4 5
4.	Most employees in this company are trained on how to use Quality management methods (tools).	1 2 3 4 5

**Reward and Recognition**

- |   |   |   |   |   |   |
|---|---|---|---|---|---|
| 1. This organization improves working conditions in order to recognize employee quality improvement efforts | 1 | 2 | 3 | 4 | 5 |
| 2. This organization offers good benefits package compared to other company                                 | 1 | 2 | 3 | 4 | 5 |
| 3. The organization's compensation system encourages team and individual contributions                      | 1 | 2 | 3 | 4 | 5 |
| 4. The management emphasize on reward-based performance and task accomplishment                             | 1 | 2 | 3 | 4 | 5 |

**Teamwork**

- |  |   |   |   |   |   |
|--|---|---|---|---|---|
| 1. Work within this department is appointed around groups                      | 1 | 2 | 3 | 4 | 5 |
| 2. I am more comfortable working in a team rather than Individually            | 1 | 2 | 3 | 4 | 5 |
| 3. Team working is valued in this organization                                 | 1 | 2 | 3 | 4 | 5 |
| 4. Other units or departments always cooperate with me when I need assistance. | 1 | 2 | 3 | 4 | 5 |

### Section C: Organizational Commitment

The following statement relates to the way in which you perceive organizational commitment within your organisation. Please **circle** the number which most appropriate answer to you.

1. Strongly Disagree 2. Disagree 3. Uncertain 4. Agree 5. Strongly Agree					
No. Answer	Item				
1.	I feel a strong sense of belonging to this organization .	1	2	3	4 5
2.	I feel like part of the family in this organization.	1	2	3	4 5
3.	I will always talk about my organization to my friend as a great organization to work for.	1	2	3	4 5
4.	I strongly feel that organization problem is also my problem.	1	2	3	4 5
5.	I think I could not easily become as attached to another organization as I am to this one.	1	2	3	4 5
6.	I feel for me, this is the best of all possible organization for which to work.	1	2	3	4 5
7.	Many things will be disrupted if I decided to leave this organization.	1	2	3	4 5
8.	It would be too costly for me to leave this organization now	1	2	3	4 5
9.	It is difficult for me to leave this organization right now although I intend to do so.	1	2	3	4 5
10.	One of the major reason I continue to work for this organisation is that leaving would require considerable personal sacrifice and other organizations may not match the overall benefits I have here.	1	2	3	4 5
11.	The main reason I continue to work with this organization because I believe that loyalty is important and therefore feel a sense of moral obligation to remain.	1	2	3	4 5

12. Jumping from one organization to another organization is unethical to me.	1	2	3	4	5
13. I believe that one should be loyal to the organization .	1	2	3	4	5
14. If I got another offer for a better job elsewhere, I would feel it was not right to leave this organization.	1	2	3	4	5

- End of questionnaire -

Thank you for your participation.

APPENDIX 11  
ANALYSIS OUTPUT

## SPSS RESULTS

### Reliability Communication

#### Case Processing Summary

		N	%
Cases	Valid	88	100.0
	Excluded <sup>a</sup>	0	.0
	Total	88	100.0

a. Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.851	.852	4

#### Item Statistics

	Mean	Std. Deviation	N
B1A	3.6364	.71409	88
B1B	3.7045	.83265	88
B1C	3.7614	.88401	88
B1D	3.6818	.82414	88

#### Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.696	3.636	3.761	.125	1.034	.003	4

#### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
B1A	11.1477	4.817	.651	.429	.829
B1B	11.0795	4.258	.703	.498	.806
B1C	11.0227	3.954	.749	.561	.786
B1D	11.1023	4.369	.673	.456	.819

**Reliability  
Training & Development**

**Case Processing Summary**

		N	%
Cases	Valid	88	100.0
	Excluded <sup>a</sup>	0	.0
	Total	88	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.703	.696	4

**Item Statistics**

	Mean	Std. Deviation	N
B2A	4.0909	.58006	88
B2B	3.8182	.79576	88
B2C	3.6477	.80287	88
B2D	3.3409	.86949	88

**Summary Item Statistics**

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.724	3.341	4.091	.750	1.224	.099	4

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
B2A	10.8068	3.905	.336	.192	.719
B2B	11.0795	3.063	.473	.276	.649
B2C	11.2500	2.856	.557	.472	.594
B2D	11.5568	2.571	.604	.498	.558



## Reliability

### Reward & Recognition

#### Case Processing Summary

		N	%
Cases	Valid	88	100.0
	Excluded <sup>a</sup>	0	.0
	Total	88	100.0

a. Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.581	.580	4

#### Item Statistics

	Mean	Std. Deviation	N
B3A	3.8750	.63991	88
B3B	4.2159	.63334	88
B3C	3.7386	.68639	88
B3D	3.7727	.62011	88

#### Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.901	3.739	4.216	.477	1.128	.048	4

#### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
B3A	11.7273	1.810	.427	.211	.458
B3B	11.3864	2.079	.260	.155	.587
B3C	11.8636	1.728	.419	.238	.463
B3D	11.8295	1.959	.352	.230	.519

**Reliability  
Teamwork**

**Case Processing Summary**

		N	%
Cases	Valid	88	100.0
	Excluded <sup>a</sup>	0	.0
	Total	88	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.694	.695	4

**Item Statistics**

	Mean	Std. Deviation	N
B4A	3.7386	.80935	88
B4B	4.0227	.85739	88
B4C	3.8750	.79960	88
B4D	4.0455	.67652	88

**Summary Item Statistics**

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.920	3.739	4.045	.307	1.082	.020	4

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
B4A	11.9432	3.066	.517	.271	.604
B4B	11.6591	3.009	.484	.237	.627
B4C	11.8068	3.192	.474	.226	.632
B4D	11.6364	3.590	.443	.206	.652

**Reliability**  
**Organizational Commitment**

**Case Processing Summary**

		N	%
Cases	Valid	88	100.0
	Excluded <sup>a</sup>	0	.0
	Total	88	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.884	.887	14

**Item Statistics**

	Mean	Std. Deviation	N
C1	4.0682	.65733	88
C2	4.1705	.73064	88
C3	4.1136	.82255	88
C4	3.9545	.74137	88
C5	3.7159	.74199	88
C6	3.9205	.80546	88
C7	3.6818	.92904	88
C8	3.9432	.79304	88
C9	3.8636	.79049	88
C10	3.7273	.82667	88
C11	3.9205	.80546	88
C12	3.5682	1.00339	88
C13	4.0000	.77311	88
C14	3.6250	1.10706	88

**Summary Item Statistics**

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.877	3.568	4.170	.602	1.169	.035	14

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
C1	50.2045	49.038	.489	.486	.879
C2	50.1023	46.806	.663	.673	.872
C3	50.1591	46.917	.566	.639	.876
C4	50.3182	47.921	.536	.476	.877
C5	50.5568	47.537	.575	.505	.875
C6	50.3523	45.771	.693	.639	.870
C7	50.5909	46.543	.518	.484	.878
C8	50.3295	47.212	.562	.556	.876
C9	50.4091	47.555	.531	.531	.877
C10	50.5455	47.101	.545	.525	.877
C11	50.3523	48.461	.433	.493	.882
C12	50.7045	46.050	.508	.444	.880
C13	50.2727	47.212	.580	.581	.875
C14	50.6477	43.196	.656	.611	.872

## Correlations

### Descriptive Statistics

	Mean	Std. Deviation	N
communicate	14.6136	2.99974	88
training	14.8977	2.23884	88
reward	15.2727	2.12120	88
teamwork	15.4773	2.60405	88
orgComit	53.4432	9.03487	88

### Correlations

		communicate	training	reward	teamwork	orgComit
communicate	Pearson Correlation	1	.506**	.566**	.755**	.395**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	88	88	88	88	88
training	Pearson Correlation	.506**	1	.570**	.513**	.457**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	88	88	88	88	88
reward	Pearson Correlation	.566**	.570**	1	.677**	.375**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	88	88	88	88	88
teamwork	Pearson Correlation	.755**	.513**	.677**	1	.370**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	88	88	88	88	88
orgComit	Pearson Correlation	.395**	.457**	.375**	.370**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	88	88	88	88	88

\*\* . Correlation is significant at the 0.01 level (2-tailed).