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Impact of Organisational Culture on Organisational Commitment: Evidence from Pakistan

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Abstract

This research paper investigates the impact of organisational culture on organisational commitment of employees working in hotel industry of Pakistan. As organisational culture plays a pivotal role in the growth and success of any organisation. This study examines organisational culture's influence on organisational commitment on a sample population of two hundred and thirty-seven employees with more than ten years of working experience in hotel industry in Pakistan. To test research hypothesis Pearson correlation and regression analyses are used. Questionnaires from the prior research study was adopted to measure research variables. Research findings are expected to fill up the gap in prior literature available by providing evidence on the impact of organisational culture on organisational commitment among employees of hotel industry in a developing country like Pakistan, as there is a lack of literature available on the research variables of organisational culture and organisational commitment within the context of the hotel industry. The research findings of this study reveals that all the organisational cultural dimensions have a significant positive influence on the organisational commitment of employees. Recommendations were also made for making organisational culture stronger and more vibrant within an organisation based on research results and past research studies.

Keywords: organisational culture, hotel industry, organisational commitment, Pakistan.

I. INTRODUCTION

Organisational culture has played major role in the success of an organisation and because of this received much attention from the last almost three decades. Organisational culture influences thoughts, behaviour and performance of an employees, therefore it is important to understand organisational culture for success and growth of an organisation (Warrick, 2017). Researchers got attracted towards the organisational culture concept and how it influences the employees' behaviour in an organisation positively or negatively. Therefore, influence of organisational culture is one of the most important construct researched and studied in the field of business and management (Nair et al., 2019).

Besides organisational culture, organisational commitment is a factor while thinking about employee's long-term attachment with an organisation. Higher the commitment in employees then higher will be the employees' attention and sincerity to perform job tasks, which will increase performance and revenues for any organisation (Kayani, 2018; Hassan, 2023; Iqbal et al., 2022; and Khan et al., 2023). In this way be retaining employees the training costs can be saved by an organisation by not hiring new employees and keeping existing employees satisfied and committed to their organisation (Yodmanee, 2017). The existing literature reveals that this research study holds a great significance as there are lack of studies in the prior literature on the impact of

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organisational culture on organisational commitment of hotel industry employees. As organisational culture plays a vital role in employee commitment and job satisfaction so, it is important to know how organisational culture impacts the level of organisational commitment among employees of hotel industry of Pakistan. Organisations have adopted new ways of working and normal way of employees working patterns have changed across most of the organisation around the globe (Haider et al., 2020). Therefore, this research will contribute to the body of knowledge by examining how organisational culture influences organisational commitment among hotel industry employees of Pakistan.

Rest of the paper is organised as follows: section 2 discusses relevant literature review and hypothesis formulation, followed by research methodology for the paper in section 3. Results interpretation and discussion is provided in section 4. Finally, section 5 contributes conclusion and future research recommendations.

II. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Organisational culture is a strong force that holds all the employees of an organisation together and help organisations for defining roles and tasks all the employees of an organisation need to perform for achieving organisational goals while keeping their strong organisational commitment with their organisation (Niguse, 2019).

Organisational culture has been defined by number of researchers from different perspectives and fields, therefore organisational culture cannot be defined by any single specific definition and various definitions by various researchers are given for organisational culture construct (Ugrin et al., 2018). Various researchers and authors have defined organisational culture in many ways in organisational behaviour literature. But there is consensus among most of the researchers that organisational culture is set of values, beliefs, norms, social expectations that define behaviour of employees and hold them together in organisation (Ali et al., 2017). But the definition given by Schein on organisational culture is the comprehensive and the widely used by various researchers from varying field in their research studies (Teravainen et al., 2018). Schein in his book organisational culture and leadership defined organisational 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 (Schein, 2010). In the literature of business and management there are various models given by different researchers to describe important cultural dimensions found in an organisation. Langton et al. (2013) noted seven main characteristics that form culture of any organisation, these dimensions include: people orientation, aggressiveness, stability, team orientation, attention to detail, innovation and risk taking and outcome orientation. Mashile et al. (2021), identified power, role, achievement and support as four important cultural dimensions of any organisation while Recardo and Jolly (1997) identified training and development, effective management practices, communication, planning, team work, reward and recognition, risk taking, and decision making. Among all these various cultural dimensions four cultural dimensions from prior literature namely: communication, reward and recognition, teamwork and training and development have been found to be greatly influencing employee commitment (Ooi & Arumugam, 2006; Ramdhani et al., 2017; and Durairatnam et al., 2019).

Organisational commitment plays a vital role in keeping employees attached to their organisations by uplifting their motivation and dedication level, which leads to an increased organisational profits and overall growth of an organisation (Kayani & Umar, 2021). Workplace environment has been changed with the innovation of technology,

increased digitisation, and rapid globalisation level. Retaining skilled and talented employees need continuous investment and employees grooming, so that employees feel committed to their organisations and contribute towards the success and growth of an organisation. Various definitions have been given for organisational commitment by different researchers. Organisational commitment has been defined as an individual's identification with and involvement in their organisation. Organisational commitment is a strong desire to be committed and remain part of an organisation (Ahmed, 2019). Employees with strong organisational commitment tend to continue employment for long term with their organisation (Ghani et al., 2004). The prior literature shows that organisational culture and organisational commitment area needs further research attention in relation to the academic research in Pakistani hotel industry context. As a matter of fact, it is evident from the literature that this area has received very little attention especially in the hotel industry of Pakistan. Therefore, based on below mentioned research framework and hypothesis this research aims to study this relationship. Therefore, this study postulates following hypotheses based on the existing literature.

2.1. Hypotheses Development

2.1.1. Relationship between organisational culture and organisational commitment

Various researchers have examined the relationship between organisational culture and different cultural dimension with organisational committee of an employee and found there is a strong relationship between organisational culture and organisational commitment of an employee (Conchas, 2000; Rashid et al., 2003; Johari, 2003; Ahmad et al., 2011; and Mufti et al., 2019).

Zain et al. (2009) in their research found that the various organisational culture dimensions has a strong positive relationship with organisational commitment of an employee. Bulut and Culha (2010) found that training and development positively affects organisational commitment of an employee and helps to develop employee skills and expertise to perform job tasks. Therefore, hypothesis 1 of this research study is below:

H₁: there is a significant positive impact of training and development on organisational commitment of an employee.

Rewards and recognition as a motivating factor behind employee's performance and commitment to their organisation for example salary, promotions, work recognition and appreciation encourage employees to work more better for achieving organisational goals and increases employees organisational commitment level with their organisations (Gryna & Juran, 2000). Therefore, hypothesis 2 of this research study is below:

H₂: there is a significant positive impact of reward and recognition on organisational commitment of an employee.

Karia and Ahmad (2000) investigated how teamwork influences organisational commitment of an employee, they came up with the findings that organisations where employees work as a team have a better performance results and higher level of commitment with an organisation. Therefore, hypothesis 3 of this research study is below:

H₃: there is a significant positive impact of teamwork on organisational commitment of an employee.

Communication plays a major role in success of any organisation as it a process which helps employees to interact with each other and share different ideas and thoughts to achieve organisational goals while increasing commitment in employees (Goris et al.,

2000). Interpersonal communication within employees of an organisation and easy communication of employees with their management yields profits and better employee performance results, which lead to an increased organisational commitment (Robbins & Judge, 2017). Therefore, hypothesis 4 of this research study is below:

H4: there is a significant positive impact of communication on organisational commitment of an employee.

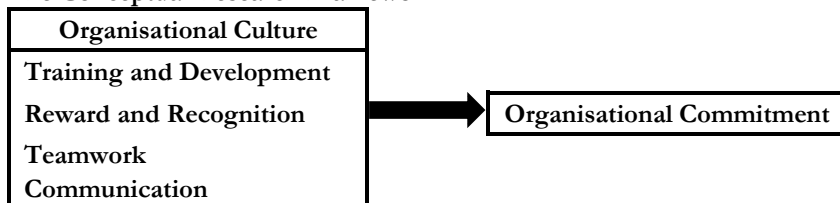
From the above literature review it can be concluded that organisational culture significantly influences organisational commitment of an employee.

2.2. Conceptual Research Framework

The conceptual research framework of this study has two research variables, namely: organisational as independent variable and organisational commitment as dependent variable, is shown in Figure 1.

Figure 1

The Conceptual Research Framework



III. RESEARCH METHODOLOGY

Data analysis is done using Statistical Package for Social Sciences (SPSS) version 25. Mean and standard deviation are calculated for descriptive statistical analysis. Pearson correlation and regression analysis are used to test research hypotheses presented in the paper.

3.1. Sample Size and Sampling Selection Technique

The respondents of this study are selected based on the purposive sample using criteria: i-e. employees of hotel industry with more than 10 years of job experience. The reason for the selection of employees using this criterion is because of employees more experience and better expertise to help for research questions of this study. The total research population size was 237 for this research based on the purposive sampling criteria. Among 237 total distributed questionnaires, 203 questionnaires were received back (response rate of 85.65%) and after checking all the received questionnaires for completeness in all aspects total number of questionnaires came to be 189 giving response rate of 79.74%, final sample size of 189 completely filled questionnaires were used as a sample of this study which also meets the selection criteria for a sample size as per Krejcie and Morgan's table (Krejcie & Morgan, 1970).

3.2. Research Measurement Instruments

The questionnaire for this research study contains two parts, first part includes questions for measuring organisational culture dimensions and this part of questionnaire is adopted from the Ooi and Arumugam (2006) and second part of questionnaire includes questions for measuring organisational commitment of an employee and this part of questionnaire is adopted from the research work of (Mowday et al., 1979) because of widely used in research and scale's strong internal consistency and reliability (Varona, 1996; Bozeman & Perrew, 2001). Some wording of the questionnaire items was modified to make research instrument more suitable in a hotel industry's context. The respondent's response is measured using a scale of 4, starting from "strongly agree for

1”, “agree for 2”, “disagree for 3” and “strongly disagree for 4”. Before distributing questionnaire to the respondents, Cronbach’s alpha was calculated to verify the questionnaire’s reliability. Reliability for training and development variable is 0.727, reward and recognition is 0.798, teamwork is 0.749 and for communication is 0.705. Reliability test result for organisational commitment questionnaire is 0.803. Cronbach alpha reliability test results for independent and dependent variables shows high reliability of research questionnaire used in this research.

3.3. Data Collection

Data was collected using questionnaire from the employees who were having more than 10 years of service experience in hotel industry. The respondents were approached personally by researcher at their convenient times to help them in explaining research study purpose in details and to complete questionnaires. Respondents were given option to return questionnaires after a week after completing. Researcher hand-collected questionnaires from employees after week.

IV. RESULTS AND DISCUSSIONS

4.1. Descriptive Statistics

The current section explains descriptive statistics of organisational culture dimensions, which are independent variables and of organisational commitment, which is dependent research variable. Table 1 below shows teamwork has highest mean value of 2.0648 and standard deviation of 0.6832. Communication dimension of organisational culture has lowest mean value of 1.9947 and standard deviation of 0.6785. Organisational commitment means is 2.0508 with standard deviation value of 0.5035.

Table 1

Descriptive Statistics of Research Variables

Research Variable	Mean	Std. Deviation
Training and development	2.0251	0.6376
Reward and recognition	2.0868	0.6358
Teamwork	2.0648	0.6832
Communication	1.9947	0.6785
Organisational Commitment	2.0508	0.5035

4.2. Pearson Correlation Analysis between Research Variables

To test relationships between independent and dependent research variable Pearson correlation and regression analysis is used. Pearson’s coefficient indicates association strength between the research variables. As suggested by Bryman and Cramer (1997) the value of Pearson’s coefficient of greater than 0.80 between research variables may be suspected of data collinearity problems. Our results showed that the highest correlation is between dependent variable- organisational commitment and team work is 0.780, which is below the cut-off of 0.80, therefore this research has no data collinearity problems (Hair et al., 1998; Gottschalk, 1999).

H₁: there is a significant influence of training and development on organisational commitment of an employee.

As per hypothesis 1 of this research study, training and development has a significant influence on organisational commitment of an employee. Pearson correlation is used to test hypothesis 1 of this research study. The results in Table 2 as per Pearson correlation result reports there is a significant positive relationship ($p= 0.000$) between training and development dimension of organisational commitment with organisational

commitment of an employee. Pearson correlation coefficient value of 0.718 shows relationship between both research variables is significant. Results finding of hypotheses 1 are consistent with (Bulut & Culha, 2010) that training and development positively impacts organizational commitment of employees. Therefore, hypothesis 1 of this research is accepted.

Table 2

Training and Development Influence on Organisational Commitment

		Training and Development	Organisational Commitment
Training and Development	r	1	0.718**
	p		0.000
	N		189
Organisational Commitment	r	0.718**	1
	p	0.000	
	N	189	189

Note: ** correlation is significant at the 0.01 level (2-tailed).

H₂: there is a significant influence of reward and recognition on organisational commitment of an employee.

As per hypothesis 2 of this research study, reward and recognition has a significant influence on organisational commitment of an employee. Pearson correlation is used to test hypothesis 2 of this research study. The results in Table 3 reports a significant positive relationship ($p=0.000$) between reward and recognition dimension with organisational commitment of an employee as per Pearson correlation results, with Pearson correlation coefficient value of 0.682. Results finding of hypotheses 2 are consistent with Gryna and Juran (2000) that reward and recognition positively impacts organizational commitment of employees. Hence, hypothesis 2 of this research is accepted.

Table 3

Reward and Recognition Influence on Organisational Commitment

		Reward and Recognition	Organisational Commitment
Reward and Recognition	r	1	0.682**
	p		0.000
	N		189
Organisational Commitment	r	0.682**	1
	p	0.000	
	N	189	189

Note: ** correlation is significant at the 0.01 level (2-tailed).

H₃: there is a significant influence of teamwork on organisational commitment of an employee.

As per hypothesis 3 of this research study, teamwork has a significant influence on organisational commitment of an employee. Pearson correlation is used to test hypothesis 3 of this research study. The results in Table 4 reports that there is a strong significant positive relationship ($p=0.000$) between teamwork and organisational commitment of an employee with Pearson coefficient 'r' value of 0.780. Results finding of hypotheses 3 are consistent with Karia and Ahmad (2000) that teamwork positively impacts organizational commitment of employees. Therefore, hypothesis 3 is accepted.

Table 4
Teamwork Influence on Organisational Commitment

		Teamwork	Organisational Commitment
Teamwork	r	1	0.780**
	p		0.000
	N		189
Organisational Commitment	r	0.780**	1
	p	0.000	
	N	189	189

Note: ** correlation is significant at the 0.01 level (2-tailed).

H₄: there is a significant influence of communication on organisational commitment of an employee.

As per hypothesis 4 of this research study, communication has a significant influence of on organisational commitment of an employee. Pearson correlation is used to test hypothesis 4 of this research study. Table 5 results show that there is a strong significant positive relationship (p= 0.000) between communication and organisational commitment of an employee with Pearson coefficient “r” value of 0.731. Results finding of hypotheses 4 are consistent with Robbins and Judge (2017) that communication positively impacts organizational commitment of employees. Therefore, hypothesis 4 is accepted.

Table 5
Communication Influence on Organisational Commitment

		Communication	Organisational Commitment
Communication	r	1	0.731**
	p		0.000
	N		189
Organisational Commitment	r	0.731**	1
	p	0.000	
	N	189	189

Note: ** correlation is significant at the 0.01 level (2-tailed).

4.3. Regression Analysis

Regression analysis is presented in Table 6 to verify relationship between independent variable–organisational culture dimensions and dependent variable–organisational commitment. The regression results in Table 6 shows that R-value= 0.800 shows there is a strong relationship exists between all the dimensions of organisational culture and organisational commitment of an employee. R-square value of 0.640 shows goodness of fit of our regression model.

Table 6
Regression Analysis Results

R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig.
0.800 ^a	0.640	0.632	0.30561	0.000

Table 7 below provides an overview of the hypothesis tests of the relationships between all the organisational culture dimensions (independent variable) and organisational commitment (dependent variable). Results show that all the dimensions of organisational culture have a significant positive influence on organisational commitment of hotel industry employees. Teamwork has a strong impact (R= 0.780) followed by

communication (R= 0.731), Training and development (R= 0.718) and Reward and recognition (R= 0.682) on organisational commitment, which shows that organisational culture plays an important and major role in contributing towards the level of commitment among the employees of hotel industry.

Table 7

Hypotheses Results

Research Variable	R	F-Sig.	Hypotheses	Results
Training and Development	0.718	0.000	H ₁	Accepted
Reward and Recognition	0.682	0.000	H ₂	Accepted
Teamwork	0.780	0.000	H ₃	Accepted
Communication	0.731	0.000	H ₄	Accepted

V. CONCLUSION

5.1. Conclusion

The aim of this research work is to examine the influence of organisational culture on the organisational commitment of employees working in hotel industry of Pakistan. As there are lack of studies on how organisational culture impacts organisational commitment of hotel industry employees, therefore it is imperative to know how different organisational culture dimensions are influencing the commitment level among them. Results of this study revealed all the four dimensions of organisational culture significantly influence and contribute to the organisational commitment of employees. The findings of this research are in line with the prior studies that also confirm that all four organisational culture dimensions i.e. training and development, team work, communication and reward and recognition play an important role in improving employee productivity, satisfaction and help employees in accomplishing a task successfully, which ultimately leads to an incre'ased organisational commitment and performance among employees (Osland, 1997; O'Driscoll & Randall, 1999; Karia & Ahmad, 2000; Rashid et al., 2003; Bambacas & Patrickson, 2008; Lumley et al., 2011; Bazazo et al., 2017; De Nobile, 2017; Majeed et al., 2021; and Habib & Umar, 2022). Furthermore, regression analysis results confirmed that organisational culture dimensions significantly and positively influence organisational commitment of an employee. The research provides useful managerial implications for hotel industry to enhance organisational commitment among employees and making policies favouring stronger commitment of employees with their organisation. The research contributes the existing body of knowledge on the relationships between organisational culture and organisational commitment constructs.

5.2. Research Limitations and Future Research Recommendations

The research limitations of this study are that data is collected from hotel industry employees working in Islamabad and Rawalpindi cities of Pakistan, therefore, it is recommended similar future research studies can be conducted in other cities of Pakistan, it is expected that results could be generalizable due to similar working practices and hotel industry environment. Future researchers can use large sample size and can conduct research in other organisation using similar research approach. Future studies can include other major constructs related to organisational culture dimensions (including management practices, risk taking, innovation, decision making, leadership effectiveness, work-life balance) in research framework. Based on this research study as a reference guide future research studies can be conducted in other area like manufacturing, supply chain and many others by considering COVID-19 impact.

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