

# Understanding Impact of Organisational Culture on Organizational Commitment with Special Reference to Calicut University Affiliated Colleges in Malappuram District

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## ABSTRACT

This study delved into the intricate relationship between organizational culture and organizational commitment among faculty members of colleges affiliated with Calicut University, with a specific focus on Malappuram District. By exploring how the values, norms, and practices prevalent within these institutions influenced faculty commitment, the research aimed to uncover key drivers that could enhance or hinder their dedication to the institution. As organizational culture played a pivotal role in the growth and success of any organization, this study examined organizational culture's influence on organizational commitment on a sample population of two hundred and thirty-seven faculties of colleges affiliated with Calicut University from Malppuram district. To test research hypotheses, Pearson correlation and regression analyses were used. Questionnaires from prior research studies were adopted to measure research variables. Research findings were expected to fill up the gap in prior literature available by providing evidence on the impact of organizational culture on organizational commitment among faculties of colleges affiliated with Calicut University in Malappuram district, Kerala, as there was a lack of literature available on the research variables of organizational culture and organizational commitment within the context of the faculties. The research findings of this study revealed that all the organizational cultural dimensions had a significant positive influence on the organizational commitment of employees. Recommendations were also made for making organizational culture stronger and more vibrant within an organization based on research results and past research studies.

**Keywords:** Organisational culture, Organisational commitment, Faculties of Colleges affiliated to Calicut University

## I. INTRODUCTION

Organizational culture played a major role in the success of an organization and received much attention over the last almost three decades. Organizational culture influenced thoughts, behavior, and performance of employees, therefore it was important to understand organizational culture for the success and growth of an organization (Warrick, 2017). Researchers were attracted towards the concept of organizational

culture and the way it influenced employees' behavior in an organization, whether positively or negatively. Therefore, the influence of organizational culture was one of the most important constructs researched and studied in the field of business and management (Nair et al., 2019).

Besides Organizational culture, organizational commitment was also an important factor when considering employees' long-term attachment with an organization. The higher the commitment of the employees, the higher their attention and sincerity to perform job tasks, which increased performance and revenues for any organization (Kayani, 2018; Hassan, 2023; Iqbal et al., 2022; and Khan et al., 2023). In this way, by retaining employees, organizations could save on training costs, as hiring new employees would not be necessary since the existing employees would remain satisfied and committed to their organization (Yodmanee, 2017). The existing literature revealed that this research study held great significance as there was a lack of studies in the prior literature regarding the impact of organizational culture on organizational commitment among faculties of colleges affiliated with Calicut University. As organizational culture played a vital role in employee commitment and job satisfaction, it was important to know how organizational culture impacted the level of organizational commitment among faculties of colleges affiliated with Calicut University in Malappuram district, Kerala. Organizations had adopted new ways of working, and the normal patterns of employee work had changed across most organizations 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 faculties of colleges affiliated to Calicut University in Malappuram district, Kerala.

Rest of the paper is organised as follows: Section 2 discusses relevant Literature Review and Hypothesis formulation, followed by Research Methodology 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

Organizational culture was a strong force that held all the employees of an organization together and helped organizations define the roles and tasks all the employees needed to perform to achieve organizational goals while maintaining their strong organizational commitment to their organization (Niguse, 2019).

Organizational culture has been defined by a number of researchers from different perspectives and fields; therefore, organizational culture cannot be defined by any single specific definition. Several definitions by various researchers were given for the organizational culture construct (Ugrin et al., 2018). Various researchers and authors defined organizational culture in many ways in organizational behavior literature. But there was consensus among most of the researchers that organizational culture is a set of values, beliefs, norms, and social expectations that defined the behavior of employees and held them together in the organization (Ali et al., 2017). But the definition given by Schein on organizational culture was comprehensive and widely used by various researchers from varying fields in their research studies (Teravainen et al., 2018). Schein, in his book "Organizational Culture and Leadership," defined organizational culture as a pattern of basic assumptions invented, discovered, or developed by a given group as it learned to cope with its problems of external adaptation and internal integration (Schein, 2010). In the literature of business and management, various models were given by different researchers to describe important cultural dimensions found in an organization. Langton et al. (2013) noted seven main characteristics that formed the culture of any organization; 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 organization, while Recardo and Jolly (1997) identified training and development, effective management practices, communication, planning, teamwork, 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, were found to greatly influence employee commitment (Ooi & Arumugam, 2006; Ramdhani et al., 2017; and Durairatnam et al., 2019).

Organizational commitment played a vital role in keeping employees attached to their organizations by uplifting their motivation and dedication levels, which led to increased organizational profits and overall growth (Kayani & Umar, 2021). The workplace environment has changed with the innovation of technology, increased digitization, and rapid globalization. Retaining skilled and talented employees requires continuous investment and grooming, so that employees feel committed to their organizations and contribute to their success and growth. Various definitions have been given for organizational commitment by different researchers. Organizational commitment has been defined as an individual's identification with and involvement in their organization. It is a strong desire to be committed and remain part of an organization (Ahmed, 2019). Employees with strong organizational commitment tend to continue employment for the long term with their organizations (Ghani et al., 2004). Prior literature showed that the areas of organizational culture and organizational commitment needed further research attention, especially in the context of academic research in colleges affiliated with Calicut University. It was evident from the literature that this area had received very little attention, particularly in colleges affiliated with Calicut University. Therefore, based on the research framework and hypotheses mentioned below, this study aimed to explore this relationship. Thus, this study postulated the 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 organizational culture and different cultural dimensions with organizational commitment of an employee and found a strong relationship between organizational culture and organizational commitment (Conchas, 2000; Rashid et al., 2003; Johari, 2003; Ahmad et al., 2011; Mufti et al., 2019). Zain et al. (2009) found in their research that various organizational culture dimensions have a strong positive relationship with organizational commitment of an employee. Bulut and Culha (2010) found that training and development positively affect organizational commitment of an employee and help to develop employee skills and expertise to perform job tasks. Keeping this in mind, the first hypothesis of this research study was framed as below:

**H1:** There is a significant positive impact of training and development on Organisational commitment of an employee.

Rewards and recognition were motivating factors behind employee performance and commitment to their organizations. For example, salary, promotions, work recognition, and appreciation encouraged employees to work better to achieve organizational goals and increased employees' organizational commitment levels to their organizations (Gryna & Juran, 2000). Therefore, hypothesis 2 of this research study was framed as follows:

**H2:** There is a significant positive impact of rewards and recognitions on Organisational commitment of an employee.

Karia and Ahmad (2000) investigated how teamwork influences the organizational commitment of an employee. They found that in organizations where employees work as a team, they show better performance results and also higher levels of commitment to the organization. Therefore, hypothesis 3 of this research study was as below:

**H3:** There is a significant positive impact of teamwork on Organisational commitment of an employee.

Communication played a major role in the success of any organization as it facilitated the process of interaction among employees, enabling them to share different ideas and thoughts to achieve organizational goals while increasing commitment. Goris et al. (2000) emphasized this aspect. Interpersonal communication among employees and easy communication between employees and their management yielded profits and better employee performance results, leading to increased organizational commitment, as highlighted by Robbins and Judge (2017). Therefore, hypothesis 4 of this research study was framed as follows:

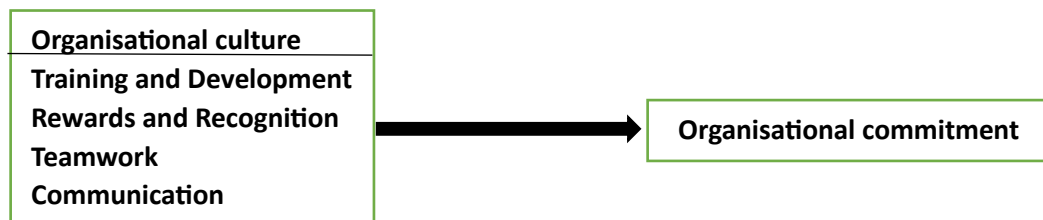
**H4:** There is a significant positive impact of communication on Organisational commitment of an employee.

From the above literature review, it can be concluded that organizational culture significantly influences the organizational commitment of an employee. This relationship will be further validated among faculties of colleges affiliated with Calicut University in Malapuram District.

### 2.2. Conceptual Research Framework

The conceptual research framework of this study comprised two research variables: Organizational Culture as the independent variable and Organizational Commitment as the dependent variable, as depicted in Figure 1.

**Figure 1**  
**The Conceptual Research Framework**



### III. RESEARCH METHODOLOGY

Data analysis was conducted using Statistical Package for Social Sciences (SPSS) version 25. Descriptive statistical analysis involved calculating the mean and standard deviation. Pearson correlation and regression analysis were employed to test the research hypotheses outlined in the paper.

#### 3.1. Sample Size and Sampling Selection Technique

The respondents for this study were selected based on simple random sampling criteria, focusing on faculties of colleges affiliated with Calicut University in Malappuram district. In Malappuram, there are 9 government colleges, 19 aided colleges, and 71 self-financing colleges affiliated with Calicut University, with a total of 4180 faculties. The research sample comprised 237 participants, with 203 questionnaires returned (a response rate of 85.65%). After examining the returned questionnaires for completeness, 189 were deemed usable, resulting in a response rate of 79.94%. These 189 completed questionnaires constituted the sample for the study, meeting the sample size criteria according to Krejcie and Morgan's table (Krejcie & Morgan, 1970).

### 3.2. Research Measurement Instruments

The questionnaire used in this research study consists of two parts. The first part comprises questions designed to measure organizational culture dimensions, adapted from Ooi and Arumugam (2006). The second part contains questions to assess organizational commitment of an employee, adapted from Mowday et al. (1979). These scales were chosen due to their widespread use in research and their strong internal consistency and reliability, as indicated by previous studies (Varona, 1996; Bozeman & Perrewe, 2001). Some questionnaire items were adjusted to better suit the context of educational institutions. Respondents' answers were recorded using a 4-point scale ranging from "strongly agree" to "strongly disagree." Before distributing the questionnaire, Cronbach's alpha was calculated to assess the questionnaire's reliability. The reliability coefficients obtained were 0.727 for training and development, 0.798 for reward and recognition, 0.749 for teamwork, and 0.705 for communication.

The reliability test for the organizational commitment questionnaire yielded a Cronbach's alpha coefficient of 0.803. This indicates a high level of internal consistency among the items in the questionnaire. The Cronbach alpha reliability test results for both the independent and dependent variables demonstrate the overall reliability of the research questionnaire used in this study.

### 3.3. Data Collection

Data collection was conducted through questionnaires administered to faculty members working in colleges affiliated with Calicut University in Malappuram district. The researcher personally approached the respondents at their convenience to explain the purpose of the research study in detail and requested their participation in completing the questionnaires. Subsequently, the researcher collected the completed questionnaires from the respondents after a week.

## IV. RESULTS AND DISCUSSIONS

### 4.1. Descriptive Statistics

The current section provides descriptive statistics for both the independent variables, which represent organizational culture dimensions, and the dependent variable, organizational commitment. Table 1 displays the descriptive statistics, indicating that teamwork has the highest mean value of 2.0648 and a standard deviation of 0.6832. Conversely, the communication dimension of organizational culture exhibits the lowest mean value of 1.9947, with a standard deviation of 0.6785. Organizational commitment has a mean score of 2.0508 and a 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 assess the relationship between the independent and dependent variables, Pearson correlation and regression analysis were conducted. Pearson's coefficient is employed to measure the strength of association between the research variables. According to Bryman and Cramer (1997), a Pearson's



coefficient exceeding 0.80 between research variables may suggest data collinearity issues. The analysis revealed that the highest correlation exists between the dependent variable, organizational commitment, and teamwork, with a coefficient of 0.780. This value falls below the 0.80 cutoff, indicating 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.

According to hypothesis 1 of this research study, training and development significantly influenced the organizational commitment of an employee. Pearson correlation was employed to test this hypothesis, and the results presented in Table 2 indicated a significant positive relationship ( $p=0.000$ ) between the training and development dimension of organizational culture and the organizational commitment of an employee. The Pearson correlation coefficient value of 0.718 indicated a significant relationship between both research variables. These findings aligned with previous research by Bulut and Culha (2010), which also demonstrated that training and development positively impacted the organizational commitment of employees. Therefore, hypothesis 1 of this research was accepted.

**Table 2**  
**Training and Development Influence on Organisational commitment**

		<b>Training and Development</b>	<b>Organisational Commitment</b>
<b>Training and Development</b>	r*	1	0.718**
	p*		0.000
	N*		189
<b>Organisational Commitment</b>	r	0.718**	1
	p	0.000	
	N	189	189

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

r\* =correlation coefficient, p\* = p-value, N\* = sample size.

**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 significantly influenced the organizational commitment of an employee. Pearson correlation was utilized to test this hypothesis. The results presented in Table 3 indicated a significant positive relationship ( $p=0.000$ ) between the reward and recognition dimension and organizational commitment of an employee, as per the Pearson correlation analysis. The Pearson correlation coefficient value of 0.682 suggested a strong positive relationship between these variables. These findings are consistent with Gryna and Juran (2000), who also found that reward and recognition positively impacted the organizational commitment of employees. Therefore, hypothesis 2 of this research was accepted.

**Table 3**  
**Reward and Recognition Influence on Organisational commitment**

	<b>reward and recognition</b>	<b>Organisational Commitment</b>
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<b>Reward and recognition</b>	r*	1	0.682**
	p*		0.000
	N*		189
<b>Organisational Commitment</b>	r	0.682**	1
	p	0.000	
	N	189	189

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

r\* =correlation coefficient, p\* = p-value, N\* = sample size.

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

According to hypothesis 3 of this research study, teamwork had a significant influence on Organisational commitment of an employee. Pearson correlation was used to test hypothesis 3 of this research study. The results in Table 4 reported that there was a strong significant positive relationship (p=0.000) between teamwork and Organisational commitment of an employee, with a Pearson coefficient ‘r’ value of 0.780. Results finding of hypotheses 3 were consistent with Karia and Ahmad (2000) that teamwork positively impacted organizational commitment of employees. Therefore, hypothesis 3 was accepted.

**Table 4**  
**Teamwork Influence on Organisational commitment**

	<b>Teamwork</b>	<b>Organisational Commitment</b>	
<b>teamwork</b>	r*	1	0.780**
	p*		0.000
	N*		189
<b>Organisational Commitment</b>	r	0.780**	1
	p	0.000	
	N	189	189

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

r\* =correlation coefficient, p\* = p-value, N\* = sample size.

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

As per hypothesis 4 of this research study, communication had a significant influence on Organisational commitment of a faculty. Pearson correlation was used to test hypothesis 4 of this research study. Table 5 results showed that there was 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 were in congruence with the study of Robbins and Judge (2017) that communication impacted organizational commitment of faculties. Therefore, hypothesis 4 was accepted.

**Table 5**  
**Communication Influence on Organisational commitment**

		communication	Organisational Commitment
<b>Communication</b>	r*	1	0.731**
	P*		0.000
	N*		189
<b>Organisational Commitment</b>	r	0.731**	1
	p	0.000	
	N	189	189

Note: \*\* correlation is significant at the 0.01 level (2-tailed).  
r\* = correlation coefficient, p\* = p-value, N\* = sample size.

### 4.3. Regression Analysis

Regression analysis was presented in Table 6 to verify the relationship between the independent variable – Organisational culture dimensions and the dependent variable – Organisational commitment. The regression results in Table 6 showed that the R-value= 0.800, indicating a strong relationship between all the dimensions of Organisational culture and Organisational commitment of the respondents. The R-square value of 0.640 indicated the 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 <sup>a</sup>	0.640	0.632	0.30561	0.000

Table 7 below provides an overview of the hypothesis tests of the relationships between all the Organizational culture dimensions (independent variable) and Organizational commitment (dependent variable). Results showed that all the dimensions of Organizational culture had a significant positive influence on the Organizational commitment of faculties in colleges affiliated with Calicut University in Malappuram district. Teamwork had the strongest impact (R = 0.780), followed by communication (R = 0.731), training and development (R = 0.718), and rewards and recognition (R = 0.682) on Organizational commitment. This indicates that Organizational culture played an important and major role in contributing to the level of commitment among the faculties.

**Table 7**  
**Hypotheses Results**

Research Variable	R	F-Sig.	Hypotheses	Results
<b>Training and Development</b>	0.718	0.000	H1	Accepted
<b>Reward and Recognition</b>	0.682	0.000	H2	Accepted
<b>Teamwork</b>	0.780	0.000	H3	Accepted



## V. CONCLUSION

### 5.1. Conclusion

The aim of this research was to examine the influence of Organisational culture on the Organisational commitment of faculties of colleges affiliated with Calicut University in Malappuram district. Due to a lack of studies on how Organisational culture impacts the Organisational commitment of faculties, it was imperative to understand how different dimensions of Organisational culture influence the commitment level among them. The results of this study revealed that all four dimensions of Organisational culture significantly influenced and contributed to the Organisational commitment of faculties. These findings are consistent with prior studies that confirm the importance of all four Organisational culture dimensions—training and development, teamwork, communication, and reward and recognition—in improving employee productivity and satisfaction. This, in turn, helps employees accomplish tasks successfully, leading to increased Organisational commitment and performance (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; Habib & Umar, 2022).

Furthermore, regression analysis results confirmed that Organisational culture dimensions significantly and positively influenced the Organisational commitment of employees. This research provides valuable managerial implications for colleges to enhance Organisational commitment among faculties and develop policies that promote stronger commitment among faculty members to their institutions. Overall, this research contributes to the existing body of knowledge on the relationships between Organisational culture and Organisational commitment in a constructive manner.

### 5.2. Research Limitations and Future Research Recommendations

The research limitations of this study were that data were collected from faculties working in Calicut University affiliated colleges in Malappuram district. Therefore, it was recommended that similar future research studies could be conducted in the other four districts, i.e., Calicut, Palakkad, Thrissur, and Wayanad. It was expected that results could be generalizable due to similar working practices and institutional environment. Future researchers could use a larger sample size and could conduct research in other organizations using a similar research approach. Future studies could include other major constructs related to organizational culture dimensions (including management practices, risk-taking, innovation, decision-making, leadership effectiveness, work-life balance) in the research framework.

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