Organisational Culture as a Predictor of Employee Commitment: A Study of Management Support Staff of College of Technology Education of the University of Education, Winneba, Ghana

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ABSTRACT

A fit between organizational culture and employees' values enhances their commitment towards service excellence. Hence assessing organisational culture is critical to engendering employee commitment. This study was therefore conducted to examine the influence of organizational culture on the commitment to service excellence of the management support staff of College of Technology Education of the University of Education Winneba. Specifically, four dimensions of organizational culture were examined, namely: clan culture, adhocracy culture, market culture and hierarchical culture. Samples for the study were collected by the convenience sampling technique. Data was collected by the use of questionnaires and analysed with SPSS through descriptive statistics. The findings indicate that hierarchical culture is the topmost factor underlying employees' commitment to service excellence at the college. The findings depicts that existing organisational cultures have significant effects on the organizational commitment of employees; the clan culture does not have significant effects on the commitment of management support staff to service excellence. The study also found that the commitment of management support staff to service excellence is not predicted by a culture of adhocracy.

KEY WORDS: *Culture, Commitment and Service Excellence*

1. INTRODUCTION

The management support staff of universities constitutes a strategic asset whose work is pivotal to the implementation of programmes and policies of universities. Through their daily work duties, they serve as the interface between the university and its clients by performing duties that link the stakeholders of a university in an interdependent relationship (Adu-Gyamfi, Adu-Oppong and Boaheng, 2017), So long as they work within a social setting, their commitment is bound to be affected by corporate culture of the university in which they work. Studies have shown that corporate culture affects workplace creativity (Tsumasi-Ankrah, 2012), employee performance (Sorensen, 2002), employee satisfaction (Ahmad, 2010) and above all, employee commitment (Nongo & Ikyanyon (2012) and organizational excellence (Farid, Nadeen and Israa (2013). Nongo and Ikyanyon (2012) observed that employees are committed to their organizations when they are empowered and involved in decision making. Similarly, Shah, Memon, and Ligbari, (2011), Kivindu (2015), and Hakim (2015) all noted that employees' commitment to achieving organizational goals depends on their degree of freedom in bringing

novelty to bear in the performance of their task, perceptions about compensation, opportunities for growth, leadership behaviour and top management support.

Most of the available studies conducted on organisational culture and employee commitment in universities focused on senior members of staff (Vasyakin, Ivleva, Pozharskaya & Shcherbakova, 2016) and the entire non-teaching staff as a group (Tsumasi-Ankrah, 2012; Wiseman, Ngirande, &Setati, 2017). This study was therefore conducted with focus on management support staff (MSS) that is the fraction of the non-teaching staff responsible for office administration and personnel management. The College of Technology Education, Kumasi (COLTEK) is one the four campuses of the University of Education, Winneba (UEW). COLTEK is the only higher educational institution in Ghana with a mandate of training teachers and other educators for Technical and Vocational Education and Training (TVET) sector. In recent times, COLTEK has developed and gained respectability in technical and vocational education for its innovative and demand driven programmes, these academic programmes are run on regular, part-time, sandwich, and distance modes. The demand for the College's programmes over the years has culminated into a steady increase in student enrolment. Currently, the total student population in the College is about 13,230. As a College which has developed connections to the national and international platforms of TVET, and having a strong institutional culture and identity, COLTEK-UEW sets its strategic goal as becoming one of the best quality universities in TVET and has therefore been channeling more of its resources to attain its goal of becoming one of the world's best universities in the globalizing world.

2. STATEMENT OF PROBLEM

With students becoming more conscious of what constitutes excellent tertiary education (Kayode, Yusoff, and Vello, 2014) they expect quality, not only in terms of relevant knowledge and skills imparted by tertiary schools, but also in terms of effectiveness and efficiency of the services facilitating teaching and learning. Unfortunately, it appears that most students at COLTEK see the management support staff as a pathetic in the discharge of services to students. A study conducted by Adu-Gyamfi et al (2017) showed that the staff seems to believe that authorities of the university do not provide adequate incentives to warrant their commitment to service excellence. Hence students, teachers and other beneficiaries of the services of the MSS suffer undue consequences (Adu-Gyamfi et al, 2017). According to Vasyakin et al (2016) such situation is often the result of a highly political or highly bureaucratic workplace culture which spawns apathy to service excellence.

According to Kivindu, (2015), less attention is paid to the workplace factors influencing the commitment of university administrative support staff even though they constitute the nerve centre for almost every activity in a university (Kipkebut, 2010). Adu-Gyamfi, Adu-Oppong and Boaheng, (2017) have similarly observed that a lot of the needs of non-teaching staff of Ghanaian universities have not been adequately met. They cited promotions, employee development, remunerations for extra duties, sharing of honorarium, personnel recognition and conducive workplace environment as some of the concerns of non-teaching staff that are not fully addressed. It is on this premise that this study was conducted to ascertain the effect of the culture of COLTEK on the commitment of the management support staff. So far, studies conducted on management support staff alone are scanty and do not focus on the cultural types of the competitive values framework of Beck and Wilson (2000) as cited in Ohiorenoya and Eboreime (2014). It was therefore fitting to evaluate the types of culture prevalent at COLTEK

and how each cultural type affects the commitment of management support staff to service excellence.

3. OBJECTIVES OF THE STUDY

The objectives of the study were to determine the relationship between:

  i.   Clan culture and commitment of management support staff to service excellence.
  ii.   Adhocracy culture and commitment of management support staff to service excellence.
  iii. Hierarchical culture and commitment of management support staff to service excellence
  iv.   Market culture and commitment of management support staff to service excellence.

4. RESEARCH QUESTIONS

  i.   Does Clan culture predict commitment of management support staff to service excellence?
  ii.   Does adhocracy culture predict commitment of management support staff to service excellence?
  iii. Does hierarchical culture predict commitment of management support staff to service excellence?
  iv.   Does market culture predict commitment of management support staff to service excellence?

5. LITERATURE REVIEW

5.1 Organisational Culture

The impact of organisational culture on employee commitment to achieving excellent performance has gained a lot of attention (Lau and Idris, 2001). Culture in organisation is "a pattern of basic assumptions invented, discovered, or developed by organisational members as they learn to cope with 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 (Schein, 2011). It is the life of an organization, shaped by visible materials, intangible customs, conscious and unconscious processes and phenomena which together determine the philosophy, ideology, values, problem-solving approaches and behavioral patterns of employees (Solomanidina, 2011). Since culture affects employees' perceptions about their organization and how they relate with the organization, it can induce a sense of loyalty and engagement (Sutrisno, 2007) or aloofness that is emotional, psychological and cognitive withdrawal (Lunenburg, 2011).

Organisational culture stems from competing values between emphasis on flexibility, dynamism and discretion on one end, and on the other end, emphasis on stability, order and control (Jones, 2007; Tharp, 2005; Ohiorenoya and Eboreime, 2014).Cultural elements that predict service excellence include the value placed on risk-taking, creativity and innovation (Tsumasi-Ankrah, 2012); training, development, rewards and recognition (Adu-Gyamfi et al, 2017); team- and people-orientation, task-orientation and management style in dealing with employees (Hofstede, 2005; as cited in Qawasmeh, Darqal and Qawasmeh 2013). In higher education, there are different models of culture which conceptualize tertiary institutions either as political communities, collegiate communities, bureaucratic communities or entrepreneurial communities (Novikova, 2012).The competitive values framework was adopted for this study because it

conceptualizes tertiary educational institutions as communities with different intensities of clan or family culture, adhocracy or enterprise culture, market or competitive culture and lastly, hierarchical or systems culture (Lunenburg, 2011). The intensity of each of the typologies has its characteristic impact on employee commitment. (Pushnykh & Chemeris, 2006). Figure 1 shows the four typologies and their characteristics.

Figure 1: Four typologies of Organisational Culture and their characteristics

STRUCTURE	CLAN CULTURE	ADHOCRACY CULTURE
Stable	Values cohesion, participation, communication, mentorship, tight social networks, nurturing, recognition	Values innovation, adaptability, growth, dynamism, entrepreneurship, risk-taking, cutting edge services
Flexible	**HIERARCHICAL CULTURE** Favours structure, stability, control, coordination, efficiency, rules, formal processes	**MARKET CULTURE** Values competition, achievement, job accomplishment, results-oriented, customer/client satisfaction
	Inward **Outward**	
	FOCUS	

Fig. 1: Types of Organisational Culture in the Competitive Values Framework

Source: Cameron and Quinn (1999)

The Clan culture can be defined as a family-type organization so that this kind of organizations promotes teamwork and participation in group processes (Beytekđn, Yalçinkaya, Doğan & Karakoç, 2010). Employees are friendly, loyal and trust each other. There is teamwork, involvement, consensus and high morale. Leaders are mentors, team builders and facilitators of employee growth. High commitment, open communication and employee development drives service excellence (Pushnykh & Chemeris, 2006).Employees are supported to achieve shared goals tailored to the needs of students and clients. The model spawns strong emotional attachment to organisational norms (Rasaq, Adaramaja and Kayode (2016).

Adhocracy culture is an organizational culture which gives a lot more opportunity for individuals to develop in their own way, as long as they are consistent with the organization goals. Within an adhocracy, power flows from individual to individual or from task team to task team depending on what problem is being addressed at the time (Beytekđn, Yalçinkaya, Doğan & Karakoç, 2010). Creativity, innovation, experimentation, individual initiatives and risk-taking are encouraged. Leaders encourage independent thinking, freedom, dynamism, entrepreneurship and

change. Employees are inspired by anticipating needs, creating new standards and solutions and by continuous improvement of systems and processes (Pushnykh & Chemeris, 2006).

Market culture is type of culture which stresses on the effectiveness on goal achieving. This organization is primarily concerned with external environment, as it focuses on transactions with such externalities as suppliers, customers, contractors, licensees, unions, regulators, etc. The market operates primarily through monetary exchange, as competitiveness and productivity in these organizations (Beytekđn *et al*., 2010). This culture emphasizes results, meritocracy, doing things best, work and goal accomplishment. Competition and rivalry is encouraged. Leaders set high expectations and the spirit of winning keeps members together. Market penetration and increase in market share is priority. Success is measured by profitability, improved production capacity and top performance to meet customer needs (Pushnykh & Chemeris, 2006).

Hierarchical culture can be simply identified through the domination of rule, system and procedure. Hierarchy culture emphasizes an environment that is relatively stable, where tasks and functions can be integrated and coordinated, uniformity in products and services can be maintained, and workers and jobs are under control (Schein, 2011). Hierarchy type act as functionally best when the duty to be done is well perceived and when duration is not a vital element (Beytekđn et al., 2010). There is well-defined, formal and structured work environment characterized by bureaucracy, order, authority, compliance to norms of accuracy, efficiency and doing things right. Reward is based on loyalty to organizational rules and alliance with influential top management groups (). In the hierarchical culture, all role players in the university conform to a central authority without tolerance for diversity. This culture stifles commitment to service excellence (Pushnykh & Chemeris, 2006).

5.2 Organisational Commitment

Messner (2013) defined Organisational commitment with reference to the earliest definitions of Porter, Steers, Jones (2007) as a relatively permanent attachment to an organisation, spawn by identification with the goals and values of the organisation and expressed overtly by a willingness to stay in the organisation and exert extra effort on behalf of the organisation. It is a self expressive loyalty to a social system, cooperation with its leaders and protection of its reputation owing to pride in membership of the system, interest in the system and congruence in values, goals and practices shared in common by members of the system (Hakim, 2015). Messner (2013) explains that affectively committed employees manifest feelings of loyalty, affection, belongingness, pleasure in quality work and passion for excellent performance. They exhibit conscientious, altruistic, creative and innovative tendencies, as well as promote organisational effectiveness and systems efficiency. Affective commitment is induced and sustained by challenging task, clear roles, clear goals, feedback, participation, management support, peer cohesion, equity, respect for employee, workplace autonomy, high self worth and job ownership (Kivindu, 2015).Affective commitment is often related to collegiate culture.

Continuance commitment is a calculative decision to remain in an organisation out of cost benefit tradeoffs in which the perceived cost and risk associated with leaving the organisation exceed the benefits to the employee (Bergman M.E., Benzer J.K., Kabins A.H., Bhuppatter A. &Panina D; 2013). Continuance commitment is often predicted by bureaucratic culture. Normative commitment is a form of social exchange and reciprocal relationship in which an employee feels obliged to remain in an organization out of moral responsibility, indebtedness or fairness (McDonald & Makin, 2000).It stems from lack of alternative employment or allegiance

build around a culture of workplace democracy (Kivindu, 2015).It emanates from fear of loss of prestige, seniority, power, invested resources, job-specific skills, community benefits and other benefits revolving around extrinsic rewards (Beck,& Wilson, 2000). Normative commitment is often predicted by political culture.

5.3 Service Excellence

It is a culture which is built around the provision of services that exceed the expectations of the clients of an organization (Qawasmeh *et al*, 2013). It is achieved through skillful, efficient and effective employees; efficient systems and processes; effective organisational structures; clear mission, vision, policies and strategies; as well as prompt availability of other critical resources. According to Qawasmeh et al, (2013), all of these create a culture that induces employees' commitment to excellent services.

5.4 Conceptual Framework

The commitment of the MSS to service excellence is conceptualised as the result of their aggregate perceptions about the culture of the university. Figure 2 shows the conceptual relationship between the organisational culture and commitment to service excellence
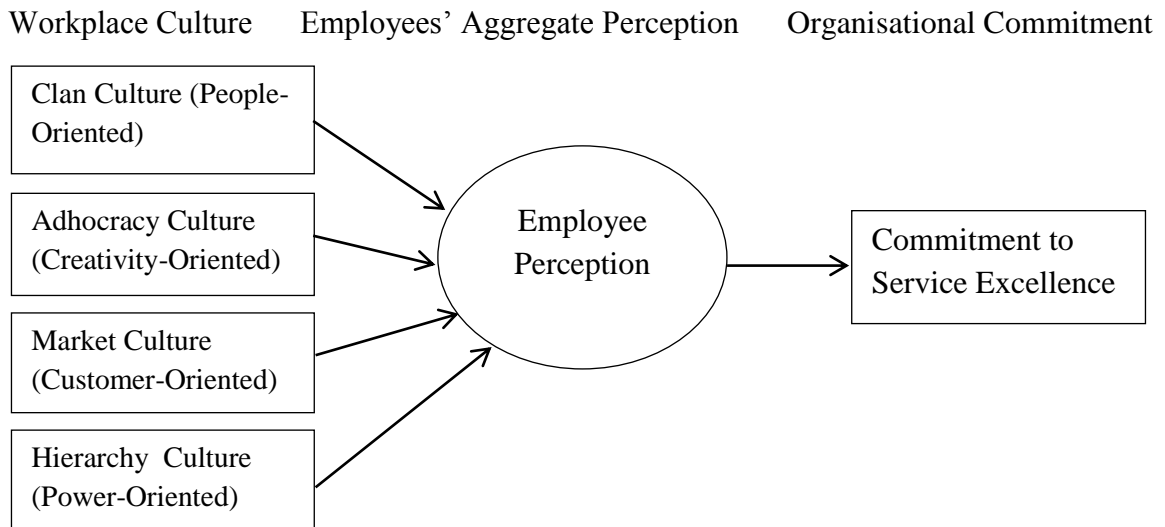

Fig. 2: Conceptual framework for the Study

Source: Cameron and Quinn (1999)

6. METHODOLOGY

This study adopted a descriptive survey design using the case study method to collect information from the target population. This approach was adopted because it depicts an existing situation with respect to the variables being studied (Zechmeister & Zechmeister, 2003). The target population of the study was the management support staff of the University of Education Winneba, that is, the senior staff employees responsible for office administration and personnel management. Data was collected by the use of self-administered questionnaire comprising 54 items. Forty participants were used for the study. The participants were selected by the convenient sampling technique because it allowed for the use of persons available and interested (Zechimiester and Zechmiester, 2003). Both culture and commitment were measured using a 5-point Likert scale ranging from 1 to 5; with 1,2,3,4 and 5 respectively representing strongly

agree, agree, neural, disagree and strongly disagree. The responses were analysed through the use of descriptive statistics, being the most convenient tool for the researcher.

7. RESULTS

The descriptive analysis of the data was performed for gender, age, length of service, qualification and professional rank. According to the results, females constituted a majority of the respondents (80%). Majority of the respondents (55%) belonged to the age group 35-45 years, followed by 32.5 % in 25-35 years age group. While only 12.5 % were from the age group 45 and above. Data regarding the length of service of the employees in College revealed that majority of the respondents had been working in the College for more than 10 years (65%), whereas 5 % had been working for between 5 and 10 years, while 30% of the respondents had been working with the College for less than 5 years. The data regarding qualification showed that majority of the respondents had bachelor's degree (57.5%) and 42.5 % held master's degree. The results regarding the professional rank of respondent showed that majority of the respondents (47.5%) were principal administrators, chief administrators constituted 10% while 37.5% were senior administrators with the remaining 5% been administrative assistants.

RESEARCH QUESTION 1: Does Clan Culture predict the commitment of management support staff to service excellence?

Table 1 gives the outcome of linear regression analysis of the relationship between clan culture and the commitment of management support staff to service excellence at a significance level of 0.05.

Table 1: Clan Culture as Predictor of Organisational Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F value	t value	Sig
1	.090[a]	.008	-.018	.75892	.308	.555	.582

a. *Predictors: (Constant), CLAN CULTURE*
b. *Dependent Variable: ORGANISATIONAL COMMITMENT*

From table 1, it can be seen that the relationship between clan culture and commitment of management support staff to service excellence at COLTEK is very weak. Since p (.582) >ἀ=0.05 with t=0.555, and F=0.308, it suggests that clan culture at COLTEK does not predict the commitment of management support staff to service excellence. As indicated in Table 1, there is no significant relationships clan culture and the organisational commitment because the r-values fall outside the stated significance levels, where -0.15 ≥ r ≥ 0.15 indicates a significant relationship. The lack of significant linear relationships indicates that because there is a clan culture at COLTEK the organisational commitment of employees will decrease, but not significantly. These findings support the findings of previous research (Farid et al., 2013 in Kividu, 2015; Hakim, 2015; Ohiorenya & Eboreime, 2014; Razak, Adaramaja & Kayode 2016). Farid et al., (2013, in Kividu, 2015) discovered that organisations that have this type of culture have a negative linear relationship with organisational commitment. The result shows the necessity for commitment to be in place for clan culture to work effectively. The academic literature contains little in the way of the effectiveness of clan culture, and even less correlating clan culture and commitment. Although many institutions have a clan culture, the findings of this

study are of importance because it adds to the literature that clan culture and commitment are positively related to service excellence through commitment.

RESEARCH QUESTION 2: Does Adhocracy Culture predict the commitment of management support staff to service excellence?

Table 2shows the outcome of linear regression analysis of the relationship between adhocracy culture and the commitment of management support staff to service excellence at a significance level of 0.05.

Table 2: Adhocracy Culture as Predictor of Organisational Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F value	t value	Sig
1	.042[a]	.002	-.025	.75133	.66	.258	.798

a. *Predictors: (Constant), ADHOCRACY CULTURE*
b. *Dependent Variable: ORGANISATIONAL COMMITMENT*

From table 2, it can be seen that there is no significant relationship between adhocracy culture and organisational commitment since p (0.798) $>\grave{\alpha}$=0.05 with t=0.258, and F=0.66. This suggests that the commitment of management support staff to service excellence at COLTEK is not predicted by a culture of adhocracy.

RESEARCH QUESTION 3: Does Market Culture predict the commitment of management support staff to service excellence?

Table 3 shows the outcome of linear regression analysis of the relationship between Market Culture and the commitment of management support staff to service excellence at a significance level of 0.05.

Table 3: Market Culture as Predictor of Organisational Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F value	t value	Sig
1	.159[a]	.025	.000	.75231	.984	-.992	.327

a. *Predictors: (Constant), MARKET CULTURE*
b. *Dependent Variable: ORGANISATIONAL COMMITMENT*

From table 4, it can be seen that there is a weak relationship between market culture and organisational commitment since p (0.327) $>\grave{\alpha}$=0.05, with t= -0.992, and F=0.984. This suggests that the commitment of management support staff to service excellence at COLTEK is not predicted by market culture.

RESEARCH QUESTION 4: Does Hierarchical Culture predict the commitment of management support staff to service excellence?

Table 4 shows the outcome of linear regression analysis of the relationship between Hierarchical Culture and the commitment of management support staff to service excellence at a significance level of 0.05.

Table 4: Hierarchical Culture as Predictor of Organisational Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F value	t value	Sig
1	.256[a]	.066	.041	.73652	2.674	-1.635	.110[b]

a. *Predictors: (Constant), HIERARCHICAL CULTURE*
b. *Dependent Variable: ORGANISATIONAL COMMITMENT*

From table 4, it can be seen that hierarchical culture does not predict organisational commitment since p (0.110) >ὰ=0.05, with t= -1.635, and F=2.674. However, the p value of 0.110 in relation to those of clan, adhocracy and market culture suggests a relatively significant relationship.

8. DISCUSSION

The results of the study indicate that the Clan culture has a weak relationship with Organizational Commitment. The Market culture also had a strong relationship with Organizational Commitment. On the other hand, the Hierarchical culture had no significant relationship with organisational commitment. However, the Adhocracy culture was the one that showed weakest relationship with Organizational Commitment, which is in line with some studies that indicate that Adhocracy culture is the one with the weakest correlations with Organizational Commitment (Adu-Gyamfi *et al*, 2017). More specifically, the study revealed that the dominant two culture types are hierarchy and market. In hierarchy and market culture there is an emphasis on mechanistic processes such as stability, control and predictability in the organisation and intense competition and goal orientation (Vasyakin et al., 2016; Bergman, 2013; Beytekđn et al., 2010). The reason for being dominant culture at COLTEK may be explained by the national cultural structure of the Ghanaian society. The market culture shares an emphasis on external positioning, long-term time frames, and achievement-oriented activities with the adhocracy culture, but differs in its valuing of stability, control, and predictability (Bergman, 2013). This culture type is the second highest culture in the current study which means the administrative assistants and principal administrators like stable working environment, goal oriented activities, long term plans etc. The market culture shows that competitiveness, goal achievement, market superiority are the existing features of COLTEK, these features influence commitment in achieving service excellence.

The study also revealed a significant difference between senior administrators and chief administrators in the market and adhocracy culture in COLTEK. A significant difference was observed in market culture type according to the administration position and so chief administrators hold market culture more than administrative assistants do. A significant difference was also observed between administrative assistants and principal administrators' views about "adhocracy culture" administrative assistants hold more than principal administrators do. Market culture mainly signifies competition and goal orientation being the second dominant culture type could be admitted effective for change strategies and strategic objectives in the university. Nevertheless, adhocracy mainly signifies creativity and this type is weak for COLTEK administrators and the lack of creativity can have negative effects for a university as this has effect on commitment.

This study revealed that adhocracy and clan cultures are not as dominant as hierarchy and market types in COLTEK. The adhocracy culture like the clan culture emphasizes flexibility, individuality, and spontaneity, but unlike the clan culture, it is characterized by an emphasis on external positioning, a long-term time frame, and achievement-oriented activities. (Bergman et al., 2013; Adu -Gyamfi et al, 2017). The entrepreneur and innovator leadership styles are prevalent in adhocracy cultures, the bonding mechanisms emphasize innovation and development, and growth and the acquisition of new resources constitute the primary strategic emphases. The lowest existing culture type in this study is clan with its emphasis on cohesiveness, participation, teamwork, developing human resources. The dominant attributes of this culture are: cohesiveness, participation, team work and sense of family; the leader in clan culture is like a mentor, facilitator, and a parent figure; loyalty, tradition, interpersonal cohesion are important; the strategic emphases are towards developing human resources commitment and morale (Vasyakin et al, 2016). Nongo & Ikyanyon (2012) provided practitioners who aim to diagnose and change organizational culture a practical and concise approach. For example, if an organization plans to increase clan type of culture, the organization can provide team building, internal communication, and participation opportunities to its employees.

Bergman (2013) states that the most prevalent type of organizational culture in American higher education was the clan form, with nearly two thirds of the institutions participating in their study exhibiting a predominantly clan culture. In contrast, hierarchies, another culture type with a long history in the higher education community, are not among the more effective culture types on any of the effectiveness dimensions. Strong clan cultures are far and away perceived to be the most effective on performance dimensions that have been traditionally valued in the higher education community, while strong hierarchic cultures are perceived as consistently ineffective. On the other hand, the results of this study and another which was carried out in Ghana show that hierarchy culture is still the common culture in higher education institutions (Adu -Gyamfi et al, 2017). Existing university structures through their bureaucratic and collegial nature often hinder collaboration, adaptation and entrepreneurial behavior (Messner, 2013). COLTEK will have to pay more attention to values in accordance with changing external needs and expectations. The whole COLTEK community has to be integrated through different mechanisms ranging from working groups and committees consisting of faculty and administration to a technology infrastructure supporting commitment to service excellence.

9. CONCLUSION AND RECOMMENDATIONS

The study shows that among the cultural types examined at COLTEK, hierarchical culture has a greater bearing on the commitment of management support staff to service excellence. This is followed by market culture, clan culture and adhocracy culture. The inference from this is that the management support staff exhibit commitment to service excellence based on the dictates of the culture of hierarchy in the institution. Since Pushnykh & Chemeris, (2006) and Kayode et al, (2014) argue that hierarchical culture stifles organisational commitment, it can be inferred that the commitment of the management support staff is not likely the result of affection for the values, tradition and norms of the institution. To achieve affective commitment to service excellence, the institution would need to create an environment and a corporate culture that stimulates loyalty, affection, belongingness and passion for service excellence.

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