



**Fostering the Commitment of the Employees to their Corporations through the
Corporate Culture**

A Case Study of a Telecom Corporation

تعزيز إلتزام الموظفين بمؤسساتهم من خلال ثقافة الشركات
دراسة حالة لمؤسسة في مجال الإتصالات

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Abstract

By studying a case of a telecom corporation, the research investigates the ability to foster the commitment of the employees to their corporations through the corporate culture. Particularly, the research is developed by the presumption that changing the dominance extents of the elementary cultures in the composite corporate culture, the corporate culture profile, impacts on the commitment of the employees to their corporations.

The research hypotheses and conceptual framework are derived from the literature review which presents the scholars' perceptions and findings in the areas of corporate culture, employees' commitment and the relationship between them. To adopt the research propositions, the literature review presents 4 elementary cultures, which constitute the profile of the corporate culture; they are the role, power, achievement and support cultures. Moreover, the literature presents 3 elementary types of commitments, which make up the profile of the employees' commitment to their corporations; these types are the affective, continuance and normative commitments.

The research propositions are quantitatively tested by distributing a research questionnaire to 350 employees in the telecom corporation by the principles of the stratified sampling. The distributed questionnaire figures out the dominance extents of the elementary cultures in the corporate culture profile and the dominance extents of the elementary commitments in the employees' commitment profile of the corporation.

In an intermediate stage of the study, the research hypotheses are statistically tested by investigating the significance of the relationship between the 4 elementary cultures of the corporate culture profile and the 3 elementary commitments of the employees' commitment profile in the telecom corporation. The research propositions emphasize the ability of the elementary cultures to foster or hinder the commitment of the employees to their corporations.

The research concludes that while the role culture dominates the culture profile of the telecom corporation, it hinders the commitment of the employees to their organization. The power culture, however, deteriorates the affective and normative types of employees' commitment while it follows the role culture in its dominance at the telecom corporation. The achievement culture, on the other hand, is capable to foster the affective, continuance and normative types of

employees' commitment significantly in spite of being minor in the culture profile of the telecom corporation. Similarly, the support culture does not dominate the culture profile of the telecom corporation while it is capable to significantly foster the affective and normative types of employees' commitment.

To foster the dominance of the affective and normative types of employees' commitment, which are the pillars of the effective and desired commitment, the research recommends configuring a corporate culture which dominates the characteristics of the achievement and support cultures and inhibits the traits of the power culture. Moreover, the research emphasizes the role of the artifacts, espoused values, top management, and the appropriate staffing in sustaining the desired corporate culture that would, eventually, foster the commitment of the employees to their corporations.

الخلاصة

من خلال دراسة حالة لمؤسسة في مجال الاتصالات، يهدف البحث إلى دراسة إمكانية تعزيز التزام الموظفين بمؤسساتهم عن طريق الثقافة المؤسسية. على وجه التحديد يبنى البحث على افتراض أنه عند تغيير مدى سيادة العناصر الثقافية المكونة لثقافة الشركة المركبة والتي تدعى حقيبة ثقافة الشركة فأن ذلك يؤثر على مدى التزام القوى العاملة بمؤسساتهم.

تم اشتقاق فرضيات البحث وإطارها النظري من الاستعراض الأدبي الذي يقدم معتقدات الأدباء واستنتاجاتهم في مجال ثقافة الشركات والتزام الموظفين والعلاقة بين هذين العاملين. المقترحات البحثية هي وليدة الاستعراض الأدبي الذي يتناول عن كثر أربعة أنواع من الثقافات الابتدائية ألا وهم ثقافة القوة، السلطة، الإنجاز والدعم والتي تشكل حقيبة ثقافة الشركة. علاوة على ذلك، يقدم الاستعراض الأدبي ثلاثة عناصر لالتزام الموظفين ويمثل الالتزام العاطفي، المعياري والمستمر والذين يشكلون حقيبة الالتزام المؤسسي للموظف.

التحليل الكمي هو المنهج المتخذ في هذا البحث لدراسة وتحليل المقترحات المطروحة. حيث يتم التحليل كميًا بمبدأ العينات التطبيقية عن طريق توزيع استبيان على 350 موظفًا في ذات المؤسسة العاملة في مجال الاتصالات. يهدف الاستبيان إلى تحديد مدى سيادة العناصر الأربعة لثقافة الشركة في الحقيبة الثقافية للمؤسسة ومدى هيمنة العناصر الثلاثة لالتزام الموظفين في حقيبة التزام الموظف بالمؤسسة.

في مرحلة متقدمة من هذه الدراسة، يتم اختبار الفرضيات البحثية إحصائياً من خلال التحقق من مدى قوة العلاقة بين العناصر الأربعة المكونة لثقافة الشركة والعناصر الثلاثة لالتزام الموظفين في ذات الشركة العاملة في مجال الاتصالات. تهدف المقترحات البحثية لدراسة مدى إمكانية العناصر الثقافية الأربعة في تعزيز التزام الموظف بمؤسسته.

بعد التحليل المنهجي، يتبين من خلال البحث عدم مقدرة ثقافة السلطة في التأثير على مدى التزام الموظف بمؤسسته في حين أن هذه الثقافة هي الأكثر سيادية في حقيبة الثقافة المؤسسية لذات شركة الاتصالات. من جانب آخر، فإن ثقافة القوة تدهور الالتزام العاطفي والمعياري للموظف في حين أنها تتبع ثقافة السلطة في مدى سيادتها في الحقيبة الثقافية للمؤسسة. فضلاً عن ذلك، فإن ثقافة الإنجاز قادرة على تعزيز الالتزام العاطفي، المعياري والاستمراري للموظف بمؤسسته رغم انحسار سيادتها في الحقيبة الثقافية للمؤسسة. وأخيراً، فإن ثقافة الدعم محدودة السيادة في الحقيبة الثقافية للمؤسسة رغم قدرتها على تعزيز الالتزام العاطفي والمعياري.

لتعزيز الالتزامين العاطفي والمعياري للموظف اللذان يمثلان دعائم الالتزام المرغوب، يوصي البحث بإعداد ثقافة مؤسسية تهيمن عليها خصائص ثقافة الإنجاز والدعم وتنحسر فيها سمات ثقافة السلطة. علاوة على ذلك، يؤكد البحث على دور القيم المتبناة، الإدارة العليا والتوظيف المناسب في الحفاظ على حقيبة الالتزام المرغوبة لموظفي المؤسسة.

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Chapter 1: Introduction

1.1 Identifying the case study and the research problem

The research emphasizes a semi-government telecom corporation (ABC) which monopolized the local telecom market by the governmental legislation over 29 years since its establishment in the mid of 1970s. The profit growth of the corporation over the first 3 decades was driven by the growth of the national economy, which fostered the corporate investment to be extended internationally to 18 countries by November 2009.

However, the annual growth rate of ABC's revenue has gradually declined since 2007 due to the establishment of a second telecom corporation which gradually swept the local market by its attractive marketing campaigns, creative solutions and high quality of services. ABC's desire to maintain its marginal profit and performance has driven it to outsource its internal operations, especially in the engineering sector, and terminating its redundant and low performance employees. However, in contrast to ABC's expectations, the rumor that that the organizational workforce is in the process of being downsized has negatively influenced the employees' psychological stability, the sense of affiliation and commitment to the organization, which eventually degraded their productivity, performances and job satisfaction.

Moreover, the exaggerated turnover intention of ABC's workforce, especially the high performance employees, is another factor which deteriorated the performance of the organization and its quality of services. On 2003, the turnover intention rate of ABC's employees has noticeably increased to 11% due to the evolution of the telecom market in central Asia and pervasively elevated to 18% after the establishment of the second operator and alerting the employees by the organizational downsizing. The high turnover intension could not be resisted even after allocating special allowances to the employees based on their annual performance appraisals.

According to a recent study which has analyzed the causals of the market shrinkage, performance degradation and high turnover intention at ABC, the static business environment during the monopoly era developed an entrenched culture at ABC which used to be effective with the excessive formalization, high monotony and centralized decision making. However, the

dynamism of the telecom sector locally and globally stimulated to the existence of innovative, productive and effective telecom operators which are adaptable to the market needs, agile to the subscription of new technologies, and attractive to the high performance employees. Therefore, the stability of ABC's culture in the dynamic business environment is the predominant factor which weakens the commitment of the employees to their organization. It is noticed by the exaggerated turnover intention of the high performance employees and the downgraded levels of performance and productivity.

Note:

As requested by its HR representatives, to maintain the privacy of the telecom corporation that is studied in this research, its identity is concealed by calling it ABC

1.2 Research background

The corporate culture is the force which binds the organizational employees by sharing certain values, beliefs, norms and perceptions and it is the protocol which determines the interaction level and power distribution among the corporate employees (Mullins, 1999; Dension, 1984). Moreover, the corporate culture is the force which drives to the methodological change or the barrier to resist it (Robbins and Judge, 2009). Irrespective to their backgrounds and nationalities and away from the lengthy manuals and charts, the incoming employees implicitly recognize the acceptable behaviors and desired actions in their careers by gradually absorbing and conceptualizing the dimensions of the corporate culture. This perception is supported by Peter and Waterman (1982) by stating that the clarity of the acceptable behaviors and the desire to adhere to them are major indicators of the effective corporate culture.

The willingness to develop the organizational culture which optimizes the performance of the employees and fosters the sustainable development of the corporations has widely been emphasized by the scholars during the last 3 decades. While the impact of the market competitiveness and business domains on the selection of the effective corporate cultures is unavoidable, the modern view of the effective corporate culture is highly oriented towards meeting the interests, desires and career aspirations of the employees as it considers them the

intrinsic factors that should be developed and satisfied in order to foster the corporate productivity and performance (Kitchell, 1995).

Attaining the commitment of the employees' to their organizations is a topic that has widely been discussed by the scholars so far. This is due to the belief that the commitment develops the spirit of sincerity and affiliation to the organizations, which fosters the employees' performances, dedication, productivity and satisfaction in their careers and diminishes their propensity to turnover (Newstrom and Davis, 2002; Meyer, Becker and Vandenberghe, 2004). However, few literatures have particularly addressed the ability of the corporate culture to foster the commitment of the employees to their corporations. The importance of identifying the role of the corporate culture in fostering the employees' commitment has been shown after the global economic recession due to the incapability of some organizations to retain the commitment of their employees by the lower financial rewards, frequent employees' layoff and unstable working environments.

1.3 Research aim, questions and objectives

The aim of the study is to foster the commitment of the employees to their corporation at ABC by investigating the corporate culture profile.

The research paper is prepared to answer the following pivotal questions:

- (1) What are the corporate culture and employees' commitment and what is the linkage between them?
- (2) What are the dominance extents of the elementary cultures in the corporate culture profile of ABC?
- (3) What are the dominance extents of the elementary commitments in the employees' commitment profile of ABC?
- (4) What are the desirable elementary commitments that should be fostered and dominated in the employees' commitment profile of the corporation?

- (5) What are the elementary cultures that significantly foster the dominance of the desirable elementary commitments at ABC?
- (6) How to foster the commitment of the employees to their corporation at ABC through the corporate culture profile?

By the use of the quantitative analysis, the aim of the study is planned to be achieved by the following research objectives:

- (1) Developing a conceptual understanding of the corporate culture and employees' commitment and exploring the linkage between them (Linked to research question 1).
- (2) Identifying the corporate culture profile and employees' commitment profile of ABC (Linked to research questions 2 and 3).
- (3) Articulating through a literature review the most desirable types of elementary commitments in the employees' commitment profile of the corporation (Linked to research question 4).
- (4) Investigating the elementary cultures which significantly foster the dominance of the desirable elementary commitments at ABC (Linked to research question 5).
- (5) Utilizing the research findings to identify the process of improving the commitment of the employees to their corporation at ABC through the corporate culture profile (Linked to research question 6).

1.4 Scope of work

The research paper investigates the process of improving the commitment of the employees to their corporation at ABC by the corporate culture profile. With reference to the literature review in chapter 2, the research is developed by the principle that the corporate culture composes of 4

elementary types of cultures which characterize the former by varying the latter's dominance extents at the corporation. Similarly, the employees' commitment composes of 3 elementary types of commitments which characterize the former by varying the latter's dominance extents at the corporation. Therefore, at a preliminary stage of the research analysis, it is needful to explore the dominance extents of the elementary cultures and elementary commitments in the corporate culture and employees' commitment profiles of ABC, respectively.

Then, with emphasis on the research propositions and the statistical analysis, the research paper investigates the ability of each elementary culture to foster the 3 elementary types of commitment at ABC. By interpreting the statistical analysis and referring the literature review, the research identifies the processes and methodologies that would enable the corporate culture to foster the commitment of the employees to their corporation at ABC.

1.5 Outlining the research chapters

The chapters of this research are systematically prepared to articulate the theoretical bases of the research topic, the research processes and methodologies, the analyses of the research propositions, and the research conclusion and recommendations.

At a preliminary stage of the research paper, chapter 2 provides a theoretical understanding of the corporate culture, employees' commitment and the linkage between them. Then, chapter 3 identifies the conceptual framework and research propositions. Thereafter, the methodologies of analyzing the collected data are explained in chapter 4 while they are applied into the collected samples in chapter 5 to examine the validity of the research propositions.

Chapter 6 draws the research conclusion and the suggestions for further studies. Moreover, it identifies the research recommendations which are developed from the research findings in chapter 5 and the literature review in chapter 2.

Chapter 2: Literature review

The literature review of this research comprises of 3 sections which centralize their discussion on the corporate culture, employees' commitment and the relationship between them. In the first section of the literature review, various literatures are studied to identify the definition of the corporate culture, articulate its categories, and explain the process of creating and sustaining it in the corporation. Section 2 defines the employees' commitment, reviews its categories and presents the commitment continuum model. The subjects of corporate culture and employees' commitment are converged in section 3 by identifying the relationship between them and articulating the processes that would enable the corporate culture to foster the commitment of the employees to their corporations.

2.1 Corporate culture

2.1.1 Defining the corporate culture

The corporate culture is a subject that has widely been reviewed in the social sciences so far, such as the anthropology and sociology, and the applied sciences such as the management and organizational behavior (Deshpande and Webster, 1989; Meek, 1988). Therefore, there is no unique definition for the corporate culture (Deshpande and Webster, 1989). However, to meet the scope of the research, this chapter specifically reviews the definition of the corporate culture from the perception of the applied sciences.

In the applied science, the majority of the scholars identify the corporate culture as set of concepts, which control the employees' way of thinking, analyzing and undertaking the business issues. Furthermore, it directs them to the behaviors and actions which are relevant to the corporate values. This perception is manifested in Schein's literature by stating that the corporate culture is a collection of assumptions, which are disseminated to the organizational employees when handling the external and internal business processes (Schein, 1999). Moreover, it is articulated, too, by Herndon, Freaedrich and Yeh (2001), Posner and Kouzer (2006), and Reidenbach and Robbins (1991) by implying that the corporate culture is, basically, an aggregate

of the corporate beliefs, policies, morals and values. They are settled in the organizational processes and configure the employees' habits and practices under the business domain.

According to Collins and Porras (2000), and Melewar and Elizabeth (2002), the corporate culture forms the identity of the organization. Therefore, it is an effective tool when distinguishing between the corporations and analyzing their market place and performance trends. It tacitly manifests and shares the business targets among the employees, clarifies what is important, guides to the process of meeting the targets and sets the interaction level and power distribution among the personnel (Collins and Porras, 2000). Moreover, the corporate culture is a virtual "code of conduct", as stated by Saiyadin (2003), which fosters the employees to adhere to the desired norms away from the documented manuals and charts. That's why, the effective corporate culture, which is identified by its ability to align the performances of the employees to the corporate strategic objectives, plays an importance role in fostering the excellence of the corporation and the sustainable development of its business (Deshpande and Webster, 1989; Collins and Porras, 2000).

2.1.2 Layers of corporate culture

Categorizing the elements of the corporate culture is an issue that has widely been discussed by the scholars of the applied sciences during the last 2 decades. During this period, a model has been developed by Hofstede and advanced by Schein (1999) and Trompenaars (1994) to define and categorize the elements of the corporate culture (Langley, 1993). Although it is argued that the corporate culture cannot be thoroughly described in a single model, the scholars imply that the basic elements of the corporate culture can be classified into 3 layers, which are hierarchically sorted according to their visibility to the employees and opposition to be altered or changed (Langley, 1993; Homburg and Pflesser, 2000; Schein, 1990). The 3 layers model of corporate culture is depicted in figure (1).

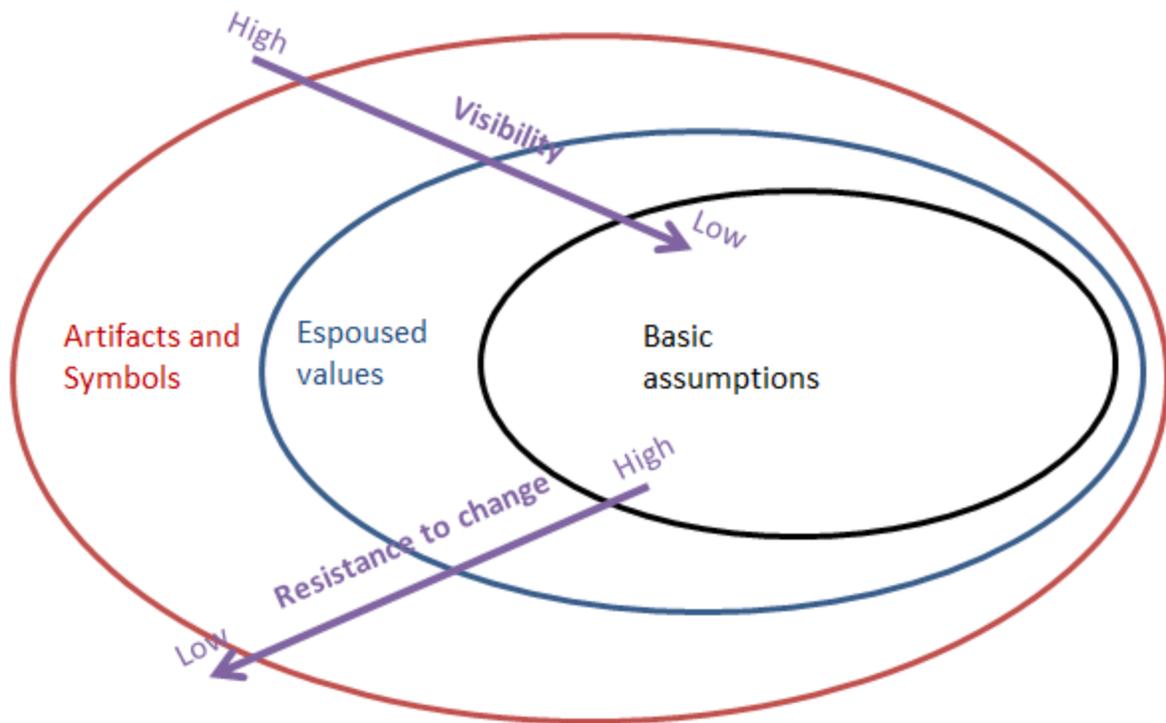


Figure 1: Three layers model of corporate culture (adapted from Langley, 1993)

According to the 3 layers model of corporate culture, the cultural symbols and artifacts are the most superficial elements of the corporate culture and can easily be modified or changed (Homburg and Pflesser, 2000; Schein, 1990). The cultural symbols and artifacts include the indications of the corporate logo, the architecture of the offices, the convergence of the employees' desks, the attires of the employees, the frequency of the conducting ceremonies, and the tendency to use the official names when calling the superiors or the fellows (Langley, 1993; Schein, 1990).

A major difference between the first and the second layers of corporate culture is that the former emphasis the *behavior* of the employees in some of its attributes while the later emphasis the employees' *espoused values*. Hence, the resistance of the second layer elements to be changed or amended is relatively greater than the opposition of the first layer elements, as stated by Schein (1990). Moreover, since the ability to visualize the behaviors is greater than the ability to

visualize the espoused values, the first layer elements of the corporate culture are more discerned than the second layer elements (Straub, Loch, Karahanna and Srite, 2002).

The second layer of the corporate culture, the espoused values, lies beneath the artifacts. It emphasizes the corporate strategy and strategic objectives, the common beliefs about the desired actions and the moral and ethical codes that are shared among the veteran employees (Homburg and Pflesser, 2000). According to Schein (1990), the espoused values are still in the conscious level. However, they can only be discerned by the newcomers after learning and discovering them.

The third layer of the corporate culture, on the other hand, settles in the employees' unconscious level. It is neither discerned to the newcomers nor the majority of the veteran employees, as stated by Langley (1993). Moreover, the third layer elements cannot be verbally educated or stated in the corporate lengthy manuals. However, the newcomers learn them via the trial-and-error process and by watching how the veteran employees behave in various situations (Homburg and Pflesser, 2000). According to Langley (1993), as the corporate culture matures, more values are transferred from the conscious to the unconscious level such as the beliefs about the reliability and human nature.

2.1.3 Integrated picture of the corporate culture

According to Collins and Porras (2000), making up the integrated picture of the corporate culture requires appraising 7 aspects of the corporation. The existence of each of the 7 aspects in the corporation is ranging in continuum from Low to high (Robbins and Judge, 2009). These aspects are the degree of encouraging the employees to take risks and be creative, the degree of focusing into the details when analyzing the business issues, the tendency to prioritize the desirability of the outcomes over the correctness of the production process, the propensity to care about the satisfaction of the employees and the development of their skills, the tendency to perform the work packages by establishing teams, the desire to enlarge the corporate investments or maintain the status quo, and, finally, the competitive strength between the fellows (Robbins and Judge, 2009; Chatman and Jehn, 1994; Miron, Erez and Naveh, 2004).

The cultural web, on the other hand, is another model which was developed by Johnson (1992) to compose the integrated picture of the corporate culture. It consists of 6 pillars and presumes that in order to thoroughly identify the corporate culture, it is necessary to appraise the degree of routines in processing the business tasks, the stories about the corporation which are frequently circulated between the employees, the indications of the corporate symbols and logos, the individuals, teams or departments that own the decision powers, the strategies of directing the employees to the desirable outcomes, and, finally, the corporate structure which reflects the formality of addressing the business issues and the power distribution among the corporate employees (Johnson, 1992; Mullins, 1999; Kemp, 2001).

According to Mullins (1999), the cultural web does not merely decompose the aspects of the corporate culture, but rather, it is a powerful tool when directing the employees to the corporate strategy and fostering the desired business outcomes. It is performed by knowing what the deficits are in the corporate culture which misalign the organization from its strategic objectives to diminish, amend or substitute them and, then, configure the corporate culture which effectively fosters the alignment of the corporation to its strategic objectives (Mullins, 1999).

A major difference between the 7 aspects of the corporate culture and the cultural web is that the former tends to excessively characterize the corporate culture from the behaviors of the corporate employees while the latter characterizes the corporate culture by considering the organizational structure, corporate symbols and the behavior of the employees, which is moderately considered

2.1.4 Classifying the corporate culture

Since the late of 1970s, several researches have been conducted to categorize the types of the corporate culture. The classical researches used to classify the corporate culture according to the managements' willingness to take risks and agility to the intellectual and practical changes. Ansoff (1979), for instance, categorized the corporate culture into 5 divisions, which are sorted according to the corporates' propensity to take risks and accept the strategic changes or amendments. Moreover, Deal and Kennedy (1982) classified the corporate culture into 4 divisions according to the managements' willingness to be exposed to the uncertainties and reward the employees promptly when attaining some desired outcomes from the risky practices.

However, the modern classifications of the corporate culture are more sophisticated; they categorize the corporate culture according to the structure of the corporation, the power distribution between the employees, the willingness to collaborate and establish teams and the commitment of the employees to enlarge the business profit and market share (Wallach, 1983; Hellriegel, Slocum and Woodman, 2001; Harrison and Stokes, 1992). To meet the scope of the research, the following sub-sections will elaborately review a famous modern classification of corporate culture which was developed by Harrison and Stokes (1992)

Harrison and Stokes's classification of the corporate culture is inspired by the research findings of Wallach (1983) who categorized the corporate culture into 3 divisions, which are the bureaucratic, supportive and innovative cultures. However, in Harrison and Stokes's research, the corporate culture is classified into 4 categories, which are the role, power, achievement and support cultures. In any corporation, the traits of the 4 types of cultures can be accommodated and, hence, the characteristics of the composite corporate culture are determined by varying dominance extent of each type of culture in the corporate culture profile (Sarros, Gray, Densten and Cooper, 2005).

2.1.4.1 Role culture

The role culture is common in the corporations which accommodate enormous number of human resources. It standardizes the role of the employees in their organizations, encourages to the allocation of the routine tasks, departmentalizes the work packages according to their functions, centralizes the decision making by the vertical chain of command, and manages the subordinates with narrow span of control (Robbins and Judge, 2009; Claver, Liopis, Gasco, Molina and Conca, 1999). In some literatures, the role culture is called the bureaucratic culture since it is the most dominant type of culture in the bureaucratic corporations (Hellriegel, Slocum and Woodman, 2001)

According to Robbins and Judge (2009), to foster the dominance of the role culture in a corporation, it is encouraged to appoint the managers who can effectively coordinate with their fellows, organize the work packages, and supervise the tasks that are assigned to the subordinates. Moreover, when the characteristics of the role culture are fostered in the corporation, the employees ought to clearly understand the corporate rules, regulations and

standards since they are the protocols, which guide to the desirable actions and align the performances to the expected outcomes (Gregory, 1983).

Maximizing the utilization of the human resources by the principles of the role culture is an argument that has been supported in several researches so far (Gregory, 1983; Campbell, Brownas, Peterson and Dunnette, 1974). Till the mid of the twentieth century, there was a common belief that the work specialization of the role culture guides to the unlimited improvement in the work productivity (Robbins and Judge, 2009; Claver, Liopis, Gasco, Molina and Conca, 1999). Moreover, according to Taylor's theory of motivation, when the workers are assigned specific tasks, their productivity increases and, hence, the utilization level of their resources increases (Smith and Sainfort, 1989). In addition, the work specialization and the art of performing the work repetitively sharpen the skills of the employees in their scope of work and avoid wasting the time by moving from a task to another (Smith and Sainfort, 1989). However, this argument is contradicted by the empirical evidence that the excessive specialization of the role culture causes boredom and fatigue which deteriorate the performance of the employees, dissipate their concentration and, therefore, degrade the quality of work (Robbins and Judge, 2009).

When the traits of the role culture are dominated in the corporation, the production outputs are highly predictable since the production procedures, which are stated in the corporate manuals are repetitively applied (Claver, Liopis, Gasco, Molina and Conca, 1999). However, it is argued that the job routine inhibits the employees' ability to innovate and degrades their agility to capture the market opportunities (Smith and Sainfort, 1989). According to Arellano-Lopez and Petras (2008), the severity of being non-agile inflates in the dynamic business environments where the competitive strength between the corporations is high.

In addition, before executing the decisions in the role culture corporations, they are reviewed carefully by a pre-defined line of approval which sustains their robustness, applicability and accuracy (Kane-Urrabazo, 2006). On the other hand, the lengthy and formal line of approval bans the role culture firms from grasping the market opportunities instantaneously which might lead to missing them out (Harrison and Stokes, 1992). Figure (2) articulates a sample of the employees' distribution in the role culture firms.

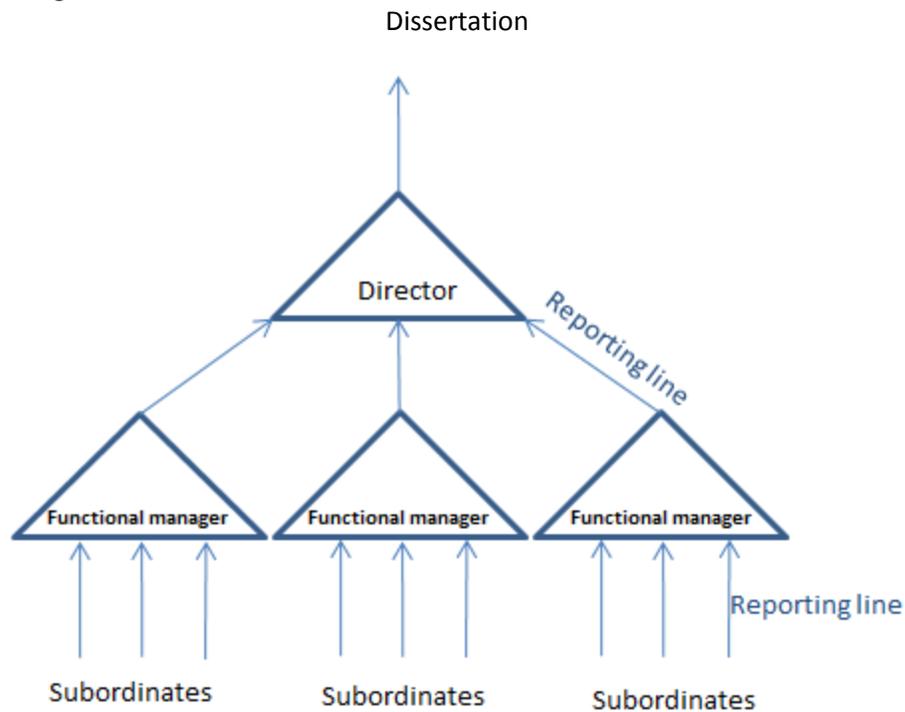


Figure 2: Sample of the employees distribution in the role culture firms (modified from Robbins and Judge, 2009)

2.1.4.2 Power culture

The power culture is common in the small and medium organizations that are privately owned by individuals or families (Harrison and Stokes, 1992). In the power culture corporations, the power distribution among the employees is unequal in the sense that the figures of power hold the wielding power and direct the rest of the employees by their instructions and authorities (Harrison and Stokes, 1992; Cartwright and Cooper, 1993). Moreover, in the power culture, the closer the employees are to the figures of power, the more their influences are on the decision making and the greater their roles are in the corporations (Cartwright and Cooper, 1995). Figure (3) depicts the distribution pattern of the corporate employees around the figures of power in the firms of the power culture.

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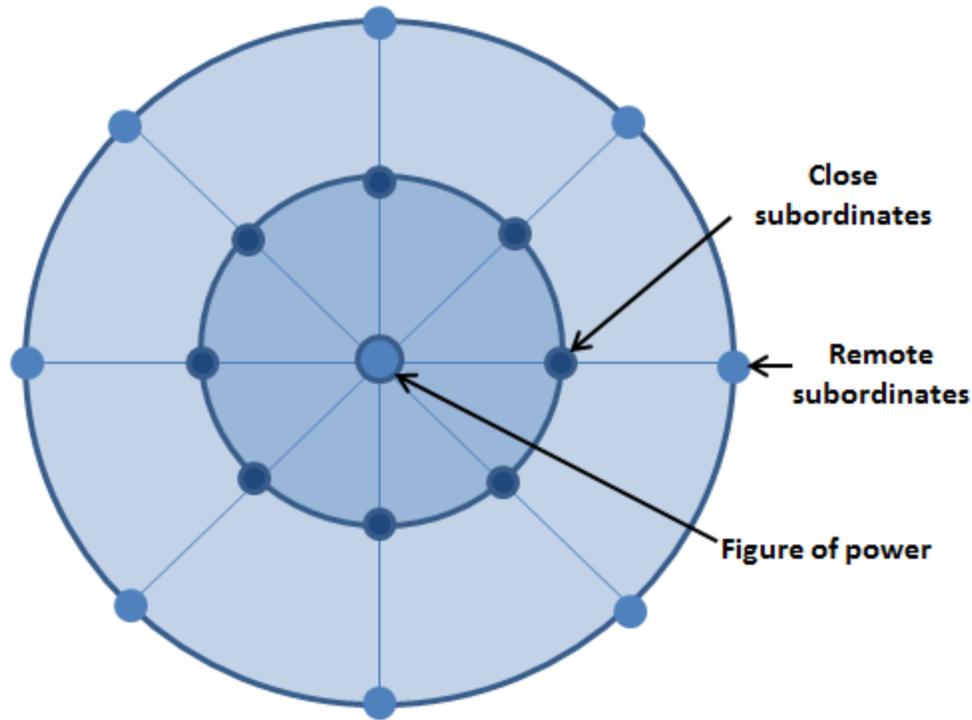


Figure 3: Distribution of the employees in the power culture firms (modified from Harrison and Stokes, 1992)

When the power culture is dominated in a corporation, the decisions are merely subjected to the approval of the powerful individual(s). Hence, the agility of the power culture firms is greater than the agility of the role culture firms in capturing the market opportunities (Harrison and Stokes, 1992). On the other hand, in the power culture firms, the success of the corporate business is highly dependent on the personal abilities of the powerful employees. Therefore, the firms of the power culture are vulnerable to collapse if the figures of power are inept to take the right decisions and insist on not to be consulted (Robbins and Judge, 2009). In addition, several researches have explored the negative impact of the power culture on the motivation and satisfaction of the corporate employees due to undermining their perceptions and disempowering them from making decisions (Kavanagh and Ashkanasy, 2006).

2.1.4.3 Achievement culture

Unlike the role culture which adopts the business stability and excessive control, the achievement culture fosters the spirit of challenge through accomplishing noticeable, powerful

and outstanding targets that are congruent with the corporate vision and strategic objectives (Cameron and Quinn, 1999). In some literatures, the terminologies achievement culture and market culture are used interchangeably. However, it is argued that the market culture merely focuses on achieving financial objectives while the achievement culture emphasizes accomplishing financial and nonfinancial objectives such as improving the society welfare and helping the disadvantaged class of the society (Bititci, Mendibil, Nudurupati, Turner and Garengo, 2004).

The achievement culture enhances the employees' motivation, satisfaction and commitment to their careers by empower them to take responsibilities and make decisions in their areas of competences (Cartwright and Cooper, 1993). Moreover, it remunerates the personnel for their initiatives, productivity and outstanding performance in their careers (Cameron and Quinn, 1999). Therefore, by stimulating the corporate employees to be initiative, dedicative and productive, the achievement culture fosters the competitiveness and profit growth of the corporation and the sustainable development of its business (Cartwright and Cooper, 1993).

In addition, the corporate rules and procedures are confined in the achievement culture especially when they hinder the employees' attempts to create and apply new methodologies (Harrison and Stokes, 1992). Therefore, the achievement culture urges the employees to initiate new methodologies that would process the work packages effectively and stimulates them to be agile to the market opportunities and adaptable to the customers' needs and desires (Kavanagh and Ashkanasy, 2006). However, it is argued that disseminating the culture of "whatever it takes" in achieving the corporate objectives and feeding it with aggressive competitiveness might lead to some undesired or illegal behaviors (Harrison and Stokes, 1992).

2.1.4.4 Support culture

Away from the individualism of the bureaucratic culture, the support culture handles the business issues in a team-centered approach (Deshpande, Farley and Webster, 1993; Hellriegel, Slocum and Woodman, 2001). It gathers the employees' in a tiny community and fosters the spirit of loveliness, respectfulness, cooperation and togetherness (Harrison and Stokes, 1992). In the support culture, the commitment of the employees to their careers is driven by the belief that their roles in the firms exceed the contractual agreements and the basic reciprocation of labors

and incomes, as stated by Gregory (1983). Moreover, the employees in the support culture believe that their efforts are compensated fairly with financial returns such as financial bonuses and salary increments or nonfinancial returns such as promotions and personal recognitions (Daulatram, 2003).

The dynamism is one of the predominant factors which characterize the support culture from the bureaucratic culture (Gregory, 1983). While the corporate decisions in bureaucratic culture pass through a long line of approval before being enacted, they can be developed and approved in the support culture corporations during a meeting at a rounded table. Hence, the aptitude of the support culture in responding to the market opportunities promptly is high (Hellriegel, Slocum and Woodman, 2001; Gregory, 1983). In addition, the team-oriented approach of the support culture fosters the robustness, creativity and innovation of the decisions made, which ultimately reinforce the corporate's competitive strength and improves its marketplace (Deshpande, Farley and Webster, 1993).

Moreover, the support culture respects the employees as human beings rather than just "cogs in the machines." In addition, the team-oriented approach of the support culture stimulates the employees' desires to be innovative and enables the knowledge sharing, dissemination and the systematic development of the creative ideas (Deshpande, Farley and Webster, 1993; Cartwright and Cooper, 1993). Moreover, the team-oriented approach enhances the reliability of the decisions by examining them from different perspectives and several mindsets (Harrison and Stokes, 1992). However, the dominance of the teamwork in processing the business issues degrades the efficiency in utilizing the human resources and, ultimately, deteriorates the productivity of the corporate employees (Campbell, Brownas, Peterson and Dunnette, 1974). This is due to the time that is consumed to ensure that all the team members are fully updated, mitigate the undesired conflict between the teammates, constraint the enforcement of the undesired decisions by the powerful personnel, and convince the rest of the team members by the desired decisions (Campbell, Brownas, Peterson and Dunnette, 1974; Gregory, 1983).

Hence, to optimize the utilization of the human and time resources, it is recommended to appraise the seriousness of the decisions to determine whether it is necessary to make them collectively or they can be made individually. In addition, when establishing teams to make up decisions, it is recommended to master the conflict level between the team members to avoid

imposing ineffective perceptions by the stronger members or consuming a lot of time and effort to align the members' perceptions and interests (Gregory, 1983).

2.1.5 Creating and sustaining the corporate culture

The creation of the corporate culture is a subject that has widely been discussed in the literatures so far. According to Mcewan (2001), the corporate culture is dominantly originated from the culture of its surrounding society. When the firm is developed, the society imposes its beliefs, values and ideologies into the corporation. Bougault, Dion and Lemay (1993) support Mcewan's argument by stating that the compatibility between the culture of the corporation and the culture of its surrounding society is one of the predominant factors for the sustainable development of the corporate business.

Robbins and Judge (2009), on the other hand, presume that the corporate culture is primarily inherited from the thoughts of its founders when they impose their visions, perceptions and ideologies into the corporation. Moreover, they believe the process of developing the corporate culture undergoes 3 stages, which are the selection, indoctrination, and internalization. In the selection phase, the corporate founders recruit the employees with the thoughts and beliefs that are compatible to the corporate culture which they are looking to develop (Schneider, 1987; Robbins and Judge, 2009). Then, the newcomers gradually indoctrinate the founders' beliefs, strategies and methodologies when the formers are socialized in the corporate environment and involved in the business processes (Ogbonna and Harris, 1988; Robbins and Judge, 2009). In the third stage, the employees are guided to the desired behaviors by monitoring how the founders perform in various situations, absorbing their philosophies and principles, and complying with their thoughts and strategies (Robbins and Judge, 2009).

After creating the desired corporate culture, it becomes necessary to sustain and reinforce its existence in the corporation to ensure that it dominates the behavior of the employees and it is delivered correctly and substantially to the newcomers, as identified by Scholz (1987) and Bloor, and Dawson (1994). To sustain the corporate culture, the firms' leaders ought to consider 3 major factors which play a predominant role in reinforcing the culture of the corporations, which are the selection, top management and socialization.

According to Chatman (1991) and Robbins and Judge (2009), when staffing the organization in the selection stage, the difficulty of appointing employees with the beliefs and abilities that fit the corporate culture is greater than the difficulty of recruiting employees with the knowledge and skills that prerequisite the vacant jobs. Hence, the role of the job interviews is inevitable to judge whether the candidates hold the means and values which enable them to fit smoothly into the corporate culture (Robbins and Judge, 2009). On the other hand, the job interviews expose the applicants to the culture of the firms which enable them to judge whether the corporate culture matches their career expectations and desires (Schneider, 1988).

The top management plays an influential role in the process of sustaining the corporate culture. They configure the dimensions of the corporate culture by identifying the propensity to take risks, the power distribution between the managers and their subordinates, the tendency to establish teams when handling the business issues, and the desired behaviors and actions that are reciprocated with promotions or salary increments (Bloor and Dawson, 1994). Scholz (1987) supports this perception by implying that the newcomers consider the words, behaviors and actions of the senior management as the norms of the corporate culture.

No matter how close the corporate culture is to the behaviors, values and beliefs of the newcomers, they are not fully adapted into the corporations unless they are socialized by the senior management (Robbins and Judge, 2009). According to Sharma (1998), the process of socializing the newcomers diminishes their propensity to disturb the corporate culture through indoctrinating their own beliefs and values into the organizations. Socializing the newcomers is a systematic process which undergoes 3 stages that are sorted according to their occurrences. The 3 stages are the pre-arrival, encounter, and metamorphosis.

The pre-arrival stage occurs prior to the enrollment of the employees into the corporations when they develop set of personal values, beliefs and attitudes by interacting with the social environment and studying in academic institutions (Chatman, 1991). These values are carried by the personnel when they are appointed in the corporations (Robbins and Judge, 2009). In the encounter stage, the newcomers start visualizing the variance between their personal beliefs and the values of the corporate culture (Chatman, 1991). It is the metamorphosis stage in which the employees attempt to diminish the marginal difference between their beliefs and the values of the corporations by changing or amending their own values and assumptions (Sharma, 1998).

According to Daulatram (2003), the metamorphosis stage does not inhibit unless the employees' beliefs and thoughts match the values and norms of the corporate culture. In addition, the more is the closeness between the corporate culture and employees' values and norms, the greater are the productivity of the employees and their commitment to the corporations, and the lower is their turnover intention (Robbins and Judge, 2009).

2.2 Employees commitment

2.2.1 Introduction

The commitment of the employees to their corporations is a topic that has widely been studied in the scientific disciplines so far such as the industrial and corporate psychology (Cohen, 2003). The majority of the scholars who define the employees' commitment imply that it is an intrinsic force which binds the employees to their organizations. Similar to the magnetic force which attracts the metallic objectives, the committed employees are bound with their corporations by adhering to their values, complying with their rules and regulations, and being aligned with their vision and strategic objectives (Newstrom and Davies, 2002; Meyer, Becker and Vandenberghe, 2004; Mowday, Steers and Porter, 1978). According to Newstrom and Davies (2002) and Mowday, Steers and Porter (1978), the commitment stimulates the employees to be attached to their corporations and resists their willingness to turnover due to the marginal difference in the career opportunities. Moreover, the stronger is the commitment of the employees to their corporations, the greater is their willingness to stay in the corporations and comply with their visions and missions (Newstrom and Davies, 2002).

Alluto, Hrebiniak and Alonso (1973) developed the "exchange-based definition" or the "side-bet theory" of the employees' commitment. They presume that the commitment of the employees to their corporations is developed when the organizations empower their staff, develop their knowledge and skills, load them with reasonable amount of tasks, respect their tolerances and capabilities, and support them with sufficient amount of resources to perform their duties. Thereafter, the diligence of the employees to their jobs is fostered and the attachment to their corporations is reinforced (Mowday, Steers and Porter, 1978; Alluto, Hrebiniak and Alonso, 1973)

The linkage between the employees' commitment and loyalty is a topic that has widely been investigated in the literatures so far. Some scholars imply that the commitment of the employees is an effective indicator of their loyalty to the corporation (Chen, Tsui and Farh, 2002; Pritchard, Dennis and Howard, 1999). However, Hellriegel, Slocum and Woodman (2001) believe that the commitment embraces the spirit of loyalty in the sense that every committed employee is loyal to the corporation while not every loyal employee is committed to the corporation. They support their presumption by stating that the loyalty develops the spirit of sincerity and attractiveness to the corporation, while the commitment comprises the principles of loyalty besides encouraging the employees to take the means that would achieve the corporate vision and strategic objectives. In addition, Hellriegel, Slocum and Woodman believe that the commitment embraces the job satisfaction since the latter merely emphasizes a particular job while the former comprises the whole organization.

The importance of attaining the commitment of the employees has significantly inflated in the modern global economy. In contrast to the traditional work-order where the employees used to grant their employers a "life-long loyalty" in return to providing the job security, the scarcity of the talented human resources in the contemporary global economy encourages the employers to take the means that retain the highly qualified employees, "the battle for the workforce share" (Meyer and Allen, 1997).

Moreover, the prosperity of the international trade and the economic openness fosters the employers' desires to optimize the quality of their outcomes and minimize the production costs to improve their market share and the sustainable development of the businesses. Therefore, the economic openness has proven that the employees' commitment is the most effective factor which enables the corporations "to do more with less" as stated by Bolon (1997). Moreover, it has affirmed that the workforce is the "greatest asset" in the modern global economy and, hence, attaining their commitment to the corporations is an indispensable factor (Mowday, 1998).

2.2.2 Types of employees commitment

On 1997, Meyer and Allen developed the tri-dimensional model of employees' commitment. In their classification, they assumed that there are 3 categories of the employees' commitment which are classified according to their process of development in the corporation and their

impact on the behaviors of the corporate personnel (Meyer and Allen, 1997). The tri-dimensional model is reviewed in the following sub-sections.

2.2.2.1 Affective commitment

According to Meyer and Allen (1997), the affective commitment binds the employees to their corporations emotionally in the sense that it stimulates the employees' desires to be attached to their corporations and motivate them adopt the corporate values and rituals. Sung (2007) supports this perception by stating that when the employees are affectively committed, they want to be bound to their corporations. The affective commitment is believed to be the most powerful and desired category of the commitment since it binds the employees to their firms by matching the formers' beliefs, values and goals to the latters' vision and strategic objectives (Bartlett, 2001). The affective commitment is an intrinsic power, as identified by Bartlett (2001), which attracts the employees effectively to their corporations.

The dominance of the affective commitment is highly impacted by the convergence between the values of the employees and the values of the corporate culture in addition to the willingness of the employers to meet the personnel's career expectations and desires (Somers, 1995; Tetrick, 1995; Culpepper, 2000). Moreover, there are several factors which foster the dominance of the affective commitment in the corporations such as the mutual-respect between the leaders and the subordinates, the tendency to consider the subordinates' ideas and involve them in the decision making, the propensity to empower the employees in their areas of specialization, the clarity of the employees' roles and objectives, and the tendency to appraise the employees' performances and allocate the performance rewards fairly (Meyer and Allen, 1997).

2.2.2.2 Continuance commitment

In contrast to the affective commitment where the employees are bound to the corporations emotionally, the need is the primary source which stimulates the employees of the continuance commitment to be attached to their corporations (Sung, 2007, Somers, 1995). According to Meyer and Allen (1997), the employees of the continuance commitment reinforce their attachment to the corporations when they observe that the current careers provide them with marginal benefits that would be lost if they leave the current corporation. The continuance

commitment is an “instrumental attachment” as described by Somers (1995) where the employees’ attachment to their corporations are bolstered by an extrinsic factor, which is the “opportunity cost” as defined by Bartlett (2001).

A wide difference exists between the continuance and affective commitments in their influence on the behavior of the employees. While the former stimulates the employees’ efforts and performances to be aligned to the corporate vision and strategic objectives, the latter merely implies the basic exchange of efforts and returns which can be either be financial and non-financial (Meyer and Allen, 1997). Therefore, the ability of the affective commitment is greater than the ability of the continuance commitment in delivering the business objectives effectively (Meyer and Allen, 1997; Sung, 2007).

In addition, in the dynamic business environment where the economic openness fosters the competitiveness between the corporations and the diversity of industries in the marketplace, it is challenging to retain the highly qualified employees by the means of the continuance commitment due to the battle to staff the firms from the limited pool of human resources (Meyer and Allen, 1997; Bartlett, 2001). Hence, to sustain the corporate survival in the dynamic business environment, the employers are recommended to amend to employees’ commitment profile in their corporations by dominating the affective commitment over the continuance commitment, as indicated by Bartlett (2001).

2.2.2.3 Normative commitment

According to Meyer and Allen (1997), the normative commitment forces the employees to be attached to their corporations by the sense of duty and obligation. This perception is supported by Sung (2007) by stating that the normative commitment motivates the employees to be bound to their organizations because “they should do so or it is the proper thing to do”. The personnel with the normative commitment reciprocate the employers for meeting their interests and dedicating the corporate resources to improve their skills and talents (Culpepper, 2000).

Among the prevailing factors which drive to the existence of the normative commitment are the moral motives. They are capable to attach the employees to their corporations even if their careers, wages or working environments do not satisfy their interests and career aspirations

(Bartlett, 2001; Somers, 1995). When the firms invest on training and developing the employees, the latter are likely to repay the former for improving their skills and broadening their knowledge by fostering their attachment and loyalty to the corporations (Meyer and Allen, 1997). Moreover, the mutual-respect between the employers and employees plays an important role in sustaining the normative commitment. The employees are committed to the superiors who maintain the mutual-esteem, respect the subordinates' perspectives, and consider their needs and ambitions (Bartlett, 2001).

In summary, the affective commitment is the most powerful dimension of employees' commitment since it indicates the employees' desires to adhere to the corporate values, norms, vision and strategic objectives. While the normative commitment is not the mostly preferable dimension of the employees' commitment, it is prevalent in most of today's corporations since it shows a moderate acceptance to the corporate values, vision and objectives besides indicating the desire to be bound to the corporations. The continuance commitment, on the other hand, is the least preferable dimension of employees' commitment since it neither indicates the acceptance to the corporate values and norms nor indicates the personal interest to stay in the corporation. In the continuance commitment, the forces which bind the employees to their corporations are diminished once the opportunity cost of leaving the corporation is overcome (Meyer and Allen, 2007; Sung, 2007).

2.2.3 The continuum of commitment

In contrast to the belief that the employees' commitment is a "binary variable" in the sense that it is either embedded or not in the corporate employees (Somers, 2001), the modern view of the employees commitment develops different stages which classify the commitment level of the corporate employees. This view is described in a model that was developed by O'Reilly (1989) and advanced by Mullins (1999). According to O'Reilly (1989), the commitment of the corporate employees is categorized into 3 stages, or levels, which are the compliance, identification and internalization stages. The continuum model of employees' commitment is reviewed below:

2.2.3.1 Commitment by compliance

It is a stage of commitment in which the employees adhere to the corporate norms, rules and regulations to be rewarded or promoted or to avoid being punished (O'Reilly, 1989). It is based on the principle of the "carrot or stick", as identified by Mullins (1999). Regardless of whether the corporate values and norms are congruent with the employees' personal values, the personnel in the compliance stage align their behaviors to the processes that meet the corporate desires to, eventually, attain their personal interests and benefits (O'Reilly and Chatman, 1986).

The compliance stage is closely related to the continuance commitment, as identified by Beck and Wilson (2000), which enables the employees to examine the marginal benefits of being attached to the corporations and, then, spending the efforts to attain these benefits. Beck and Wilson (2000) support their perception by stating that, similar to the continuance commitment, the employees at the compliance stage "want to stay" in the corporations to attain pre-defined remunerations or promotions. Hence, they dedicate their efforts and behaviors to achieve the corporate desires.

2.2.3.2 Commitment by Identification

It is a stage of commitment in which the employees adhere to the corporate norms, rules and regulations to repay the employers for socializing them, respecting their personalities, and supporting them with social recognition (Mullins, 1999). It is based on the "social exchange theory" as identified by O'Reilly (1989) where the employers' respectfulness, kindness and dedication to meet the subordinates' social interests are exchanged with the latter's loyalty and commitment to the corporations. Allen and Meyer (1990) emphasize the convergence between the identification stage and the normative commitment in the sense that both obligate the employees from the moral perspective to stay in the corporations and commit their behaviors to attain the corporate objectives.

2.2.3.3 Commitment by internalization

It is a stage of commitment in which the employees comply to the corporate values and norms because they match their personal values (O'Reilly, 1989). According to Allen and Meyer

(1990), a major difference between the commitment by internalization and the other stages of employees' commitments is that the former has a "long-lasting effect" since its behaviors are "self-generated" from the personal values rather than being generated to attain some extrinsic benefits or respond to the moral duties.

As stated by Meyer and Allen (1997), the implications of the commitment by internalization are closely related to the implications of the affective commitment since both foster the spirit of "want to stay" due to the congruence between the personal and corporate values. Therefore, the commitment by internalization stage is the greatest and the most desired stage of employees' commitment while the commitment by identification and compliance follow it in terms of their desirability (O'Reilly and Chatman, 1986).

2.3 Fostering the corporate culture through the employees' commitment

The first part of this section reviews previous researches to identify the relationship between the corporate culture and employees' commitment while the second part of this section articulates the processes and methodologies that would enable the corporate culture to foster the commitment of the employees to their corporations

2.3.1 Relationship between the corporate culture and employees' commitment

Despite of the variety of researches which were conducted so far in the areas of corporate culture and employees' commitment, few researches have investigated the relationship between the two subjects. Moreover, these few researches have not supported their findings with sufficient empirical evidences. Therefore, the variance in the conclusions of these researches could not be systematically explained (Mottaz, 1988; Mowday, Steers and Porter, 1978; Allen and Meyer, 1990).

On 1982, the consultants of McKenzie, Peters and Waterman (1982) indicated in their international bestselling book, "In research of Excellence", a considerable relationship between the corporate culture and employees' commitment. They developed their researches from the records of the most profitable corporations in the 20th century. Moreover, Deal and Kennedy (1982), the scholars of the organizational culture, supported Peters and Waterman's

presumptions by identifying a significant dependency between the corporate culture and employees' commitment. No empirical evidences were provided by Deal and Kennedy to support their propositions. However, they have discussed the topic and drawn their conclusions from the philosophical framework (Deal and Kennedy, 1982).

The systematic analysis of the relationship between the corporate culture and employees' commitment has attracted the scholar's interests in 1990s. Lahiry (1994), for instance, established one of the few empirical researches which articulated the relationship between the corporate culture and the employees' commitment. By the use of the quantitative analysis, he observed a weak statistical correlation between the corporate culture and the employees' commitment. However, his research findings were inconclusive and his analysis neglected the types of the corporate cultures and the dimensions of the employee' commitment (Lahiry, 1994).

In 1990s, more detailed researches were conducted to examine the relationship between the corporate culture and the employees' commitment. Lok, Westwood and Crawford (2005) and Brewer (1993), for instance, concluded from their quantitative analyses that the employees' commitment is negatively correlated to the bureaucratic culture and positively correlated to the supportive culture. This conclusion supports the research outcomes of Odom, Box and Dunn (1990) who found that the commitment of the employees to their corporations is reinforced when the employers "break the barriers" which reinforce the principles of the bureaucratic culture in the corporations. Similarly, Martin (2001) observed from surveying multidisciplinary firms that the employees' propensity to commit to their careers improves when they are actively supported by their superiors and enabled to handle the tasks collectively by the principles of the teamwork.

In addition to the bureaucratic and supportive cultures, Lok and Crawford (1999) introduced a third type of corporate culture, which is called the innovative culture. In their research, Lok and Crawford found that the employees' commitment is weakly correlated to the innovative, supportive and bureaucratic cultures. However, the relationship between the innovative culture and the employees' commitment was found to be slightly greater than the relationship between the supportive culture and the employees' commitment. Moreover, the supportive culture was found to be more influential than the bureaucratic culture in stimulating the employees' commitment to their corporations, which matches the findings of the previous studies. A major difference between Lok and Crawford's research conclusion and the findings of the previous

researchers is that in contrast to the previous researches, Lok and Crawford observed a positive statistical correlation between the bureaucratic culture and the employees' commitment (Lok and Crawford, 1999).

2.3.2 Cultural factors that foster the employees' commitment

According to Nelson (1999), by configuring the corporate culture properly, the commitment of the employees to their corporations can effectively be developed with little or no financial costs. He supports his perception by proposing "the power of the five I's" which presumes that to foster the commitment of the employees by the corporate culture, it is necessary to take the means that attract the employees' Interests to their careers, Involve the superiors in the subordinates' tasks, empowers the personnel's with the spirit of the Independence in the decision-making, expose the employees' to the Information that is relevant to their careers, and Increase the visibility of workers' performances and accomplishments (Nelson, 1999).

Madigan (1999), on the other hand, states that when the corporate culture respects the employees' work-life balance, the commitment of the employees to their corporations is improved. He supports his perception by stating that the effective corporate culture assigns to the personnel adequate workloads, enables the "work-from-home" programs, and offers flexible working hours and sufficient vacation programs (Madigan, 1999). While Madigan's assumption has received a wide attention from the scholars, it was greatly criticized due to the complexity of real lifestyle which diversifies the needs of the employees and, hence, varies the factors which foster their commitment to the corporations (Crosbie and Moore, 2004; Greenwald, 1998).

In addition, Suliman and Lies (2000) develops several cultural factors that would foster the commitment of the employees to their corporations. He perceives that the most effective way to retain the commitment of the employees is to foster their sense of belongingness to the corporation. This can be achieved by involving them in the ownership of the corporation through granting shares, remunerating them financially from the generated profits, and involving them in the decision-making (Suliman and Lies, 2000; Hollenbeck, Williams, Klein, 1989). Moreover, it is important to appoint the personnel whose personal beliefs, values and career aspirations are congruent with the corporate culture to retain the satisfaction of these employees and foster their commitment to their corporations (Meyer and Allen, 1997).

According to a study which was conducted by Randall (1990), creating a corporate culture which retains a positive relationship between the employees and shortens the power distance between the superiors and their subordinates can substantially foster the commitment of the employees to their corporations. The commitment of the employees can further be fostered by empowering them to make decisions and involving them in planning the roadmaps and setting the corporate objectives (Randall, 1990; O'Reilly, 1989).

Chapter 3: Conceptual framework and research hypotheses

The conceptual framework of the dissertation is adopted from the literature review of chapter 2. It primarily emphasizes the significance and linearity of the relationship between the types of cultures in ABC's culture profile and the commitment of the employees to their corporation. The schematic diagram of Figure (4) articulates the research conceptual framework and the following statements identify the 4 sets of research hypotheses.

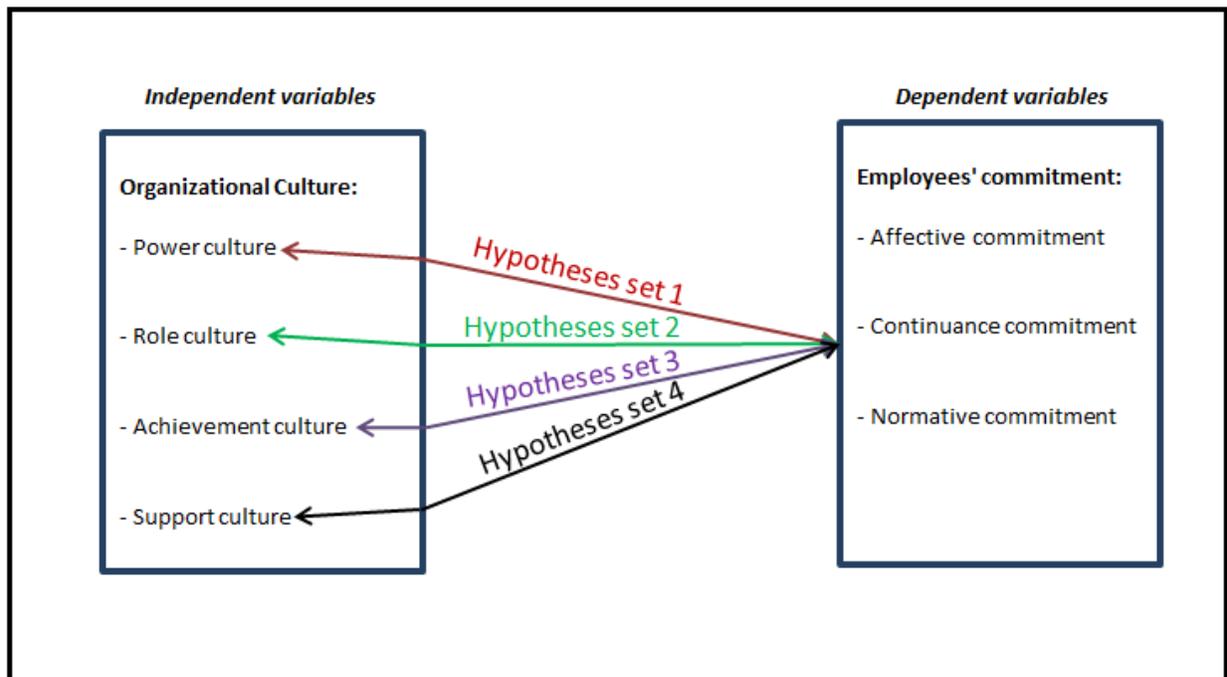


Figure 4: Schematic diagram of the conceptual framework

Research hypotheses:

Hypotheses set 1: Relationship between the power culture of ABC and the commitment of the employees to their corporation.

- Ha 1-A: The relationship between the power culture and the affective commitment is statistically significant.
- Ho 1-A: The relationship between the power culture and the affective commitment is NOT statistically significant.

- Ha 1-B: The relationship between the power culture and the continuance commitment is statistically significant.
- Ho 1-B: The relationship between the power culture and the continuance commitment is NOT statistically significant.

- Ha 1-C: The relationship between the power culture and the normative commitment is statistically significant.
- Ho 1-C: The relationship between the power culture and the normative commitment is NOT statistically significant.

- Ha 1-D: The relationship between the power culture and the employees' commitment is statistically significant.
- Ho 1-D: The relationship between the power culture and the employees' commitment is NOT statistically significant.

Hypotheses set 2: Relationship between the role culture of ABC and the commitment of the employees to their corporation.

- Ha 2-A: The relationship between the role culture and the affective commitment is statistically significant.
- Ho 2-A: The relationship between the role culture and the affective commitment is NOT statistically significant.

- Ha 2-B: The relationship between the role culture and the continuance commitment is statistically significant.
- Ho 2-B: The relationship between the role culture and the continuance commitment is NOT statistically significant.

- Ha 2-C: The relationship between the role culture and the normative commitment is statistically significant.
- Ho 2-C: The relationship between the role culture and the normative commitment is NOT statistically significant.

- Ha 2-D: The relationship between the role culture and the employees' commitment is statistically significant.
- Ho 2-D: The relationship between the role culture and the employees' commitment is NOT statistically significant.

Hypotheses set 3: Relationship between the achievement culture of ABC and the commitment of the employees to their corporation.

- Ha 3-A: The relationship between the achievement culture and the affective commitment is statistically significant.
- Ho 3-A: The relationship between the achievement culture and the affective commitment is NOT statistically significant.

- Ha 3-B: The relationship between the achievement culture and the continuance commitment is statistically significant.
- Ho 3-B: The relationship between the achievement culture and the continuance commitment is NOT statistically significant.

- Ha 3-C: The relationship between the achievement culture and the normative commitment is statistically significant.
- Ho 3-C: The relationship between the achievement culture and the normative commitment is NOT statistically significant.

- Ha 3-D: The relationship between the achievement culture and the employees' commitment is statistically significant.
- Ho 3-D: The relationship between the achievement culture and the employees' commitment is NOT statistically significant.

Hypotheses set 4: Relationship between the support culture of ABC and the commitment of the employees to their corporation.

- Ha 4-A: The relationship between the support culture and the affective commitment is statistically significant.
- Ho 4-A: The relationship between the support culture and the affective commitment is NOT statistically significant.

- Ha 4-B: The relationship between the support culture and the continuance commitment is statistically significant.
- Ho 4-B: The relationship between the support culture and the continuance commitment is NOT statistically significant.

- Ha 4-C: The relationship between the support culture and the normative commitment is statistically significant.
- Ho 4-C: The relationship between the support culture and the normative commitment is NOT statistically significant.

- Ha 4-D: The relationship between the support culture and the employees' commitment is statistically significant.
- Ho 4-D: The relationship between the support culture and the employees' commitment is NOT statistically significant.

Chapter 4: Research methodology

According to Kothari, C. (1990), the research methodology is the art of processing and analyzing the research propositions systematically. It encompasses the steps, tools and models which are used to analyze the research problems scientifically to develop meaningful solutions. Collins and Hussey (2003), however, perceive the research methodology as the path that the research process follows to depict meaningful conclusions from the research propositions. Moreover, they presume that for the research methodology to be comprehensive, it ought to articulate 5 major pillars which are the reason of performing the research, the sources of collecting the data, the data collection methods, the types of collected data, and the process of analyzing the data.

Therefore, to thoroughly articulate the research methodology of this study, Collins and Hussey's approach of underlying the research methodology will be followed in the sense that the upcoming sections will articulate the pillars of research methodology in the context of this research. For pillar 1, which is the reason of conducting the study, it will not be emphasized in the upcoming sections since it was discussed earlier in section 1.1. The major constraints of the research findings will be identified, later on, in section 4.5.

4.1 Collecting the research samples

According to Sullivan (2007), the importance of the research sampling is articulated when the researcher is unable to collect the research data from the whole population that is targeted in the study. Several constraints may inhibit the researchers' ability to collect the research data from the whole population such as the limited timeframe of the study, the hugeness of the population or the constraints of the research budget (Coyna, 1997). Hence, the researchers ought to select the most optimal sampling method, which fits with their research requirements such as the simple random sampling, stratified sampling, systematic sampling, and cluster sampling (Sullivan, 2007; P.16)

In the simple random sampling, all the members of the population are equated in the probability of being nominated to participate in the research questionnaire. The stratified sampling, however, groups or departmentalizes the research population and, then, collects the research data from pre-defined number of participants from each group of the population. The systematic sampling, on

the other hand, is used when the size of the population cannot be defined. Hence, the data is collected by surveying every k^{th} sample of the population. Finally, the cluster sampling is performed by collecting data from all the members of a selected group from the research population (Sullivan, 2007).

In the organization that is surveyed in this study, the size of the population is 8,400 employees which is too hard to be surveyed in an 8 months study. Hence, the study is developed over a sampling size of 350 employees, which is equivalent to 3% of the total population of ABC. Moreover, to attain the diversity of the perceptions and the comprehension of the research findings, the stratified sampling method is used in the research. It is performed by randomly distributing the research questionnaire to 70 employees in each of the 5 departments of ABC, which are the Engineering, Finance, Marketing, Admin and IT. The presumption that the stratified sampling maintains the randomness of its selection is argued by Sullivan (2007) who believes that the human intrusion into the randomness of collecting the research samples is the causal of classifying the stratified sampling as a pseudo-random sampling method.

4.2 Methods of collecting the research samples

As stated earlier, the samples of the study are quantitatively collected by distributing the research questionnaire to ABC's employees through the principles of the stratified sampling. In this study, the mailing system is the mean that is used to deliver the survey questionnaire to the corporate employees. This is due to the desire to maximize the number of collected samples in a short period of time, the remoteness of some of the corporate branches, and the willingness to apply the principles of probability in selecting the research participants in each of the 5 departments of the corporation. Moreover, collecting the research samples electronically speeds up the process of analyzing the raw data and articulating the research conclusions since it saves the time that is required to input the collected data manually into the PC if the samples are collected by a paper-based questionnaire (Andrews, Nonnecke and Preece, 2003).

To attract the research participants to the study and maximize the number of respondents to the research questionnaire, the cover page of the survey sheet is prepared to introduce them to the importance of the study and articulate its role on fostering the commitment of ABC's employees

to their corporations, which would inhibit the propensity to turnover, improve the employees' job satisfaction and enhance the productivity of the human resources.

In addition, the role of the HR department is inevitable in the process of collecting the research samples. Prior to collecting the samples, a formal letter was sent to the HR department of ABC to identify the objectives of the study and get an official permission from the concerned persons to conduct the study. Moreover, the letter requested from the HR department to support the researcher in the process of collecting the research samples by forwarding the research questionnaire to the employees by the principles of the stratified sampling. After getting a written approval from the HR department to carry out the study and presenting its willingness to support the researcher, the stage of collecting the samples commences by distributing the research questionnaire to the corporate staff through the HR department.

4.3 Articulating the research questionnaire

As stated in the schematic diagram of the conceptual framework, this quantitative research consists of 3 research variables, which are the demographic, independent and dependent variables. The samples of the 3 research variables are collected by 3 different research questionnaires which are attached in the research survey sheet. The following 3 sections articulate the 3 research variables and identify the questionnaires that are used to collect their samples.

4.3.1 Demographic variables

According to Collins and Hussey (2003), the demographic variables explore the aspects of the human population or the samples of the human population who participate in the research questionnaire. While meeting the research objectives does not mandate the demographic analysis of the research participants, it is desirable to inspect the demographic distribution of the research participants when interpreting the research findings. Therefore, the first section of the research questionnaire, Section A, collects samples that classify the research participants according to 9 demographic variables which are the gender, marital status, educational level, age, work experience at the current organization, aggregate work experience, managerial level, field of work, and nationality.

4.3.2 Independent variables

In the science of probability and stochastic, the independent variables are presumed to change the status of the observed variables, dependent variables, when the values or the status of the former variables are amended or changed (Sullivan, 2007). The independent variables in this research are the types of the corporate cultures that are classified by Harrison and Stokes (1992), which are the role, power, support and achievement cultures.

The second section of the research questionnaire, Section B, investigates the dominance extents of the power, role, support and achievement cultures in the corporate culture profile of ABC. The samples of the independent variables are collected by distributing a questionnaire, which was developed by Harrison and Stokes (1992) to identify the dominance extents of the 4 types of corporate cultures at ABC. Hence, section B of the research questionnaire comprises of 15 questions and 4 possible answers per question. Each of the 4 answers represents a trait of one of the 4 types of corporate cultures that are identified by Harrison and Stokes. For all the 15 questions, the research participants are requested to rank the 4 possible answers according to their relevance to the corporate culture of ABC.

The research questionnaire which was developed by Harrison and Stokes is intentionally selected in this study due to 2 primary reasons which are outlined below.

- (1) High reliability of the research questionnaire as it was explored in the studies of Grebe (1997) and Hermes (2001)
- (2) Simplicity of its language since English is not the native language for most of the employees at ABC.

4.3.3 Dependent variables

The dependent variables are the variables which are monitored and traced for the potential variances in response to the changes in the independent variables (Collins and Hussey, 2003). Sullivan (2007) adds that in science of probability and stochastic, the existence of the dependent and independent variables is inevitable when carrying out any scientific experiment. The dependent variables in this research are the 3 types of employees' commitment which make up

the employees' commitment profile of ABC. These types of commitment are the affective, continuance and normative commitments as identified by Allen and Meyer (1990).

To collect samples that are related to the commitment of the employees to their corporation, the distributed survey sheet comprises of a research questionnaire that was developed by Allen and Meyer (1990) to articulate the dominance extents of the 3 types of commitments in the employees' commitment profile of ABC. The research questionnaire comprises of 21 statements and the research participants are requested to rank how likely these statements fit their behaviors in the organization. The 21 research questions are divided into 3 groups of questions such that each group comprises of 7 questions and examines the employees' propensity to commit to the corporation by one of the 3 aforementioned types of commitments. Moreover, the 21 research questions are intentionally blended with each other to sustain the accuracy of the responses and mitigate the influence of the psychological and environmental factors on the reliability of the collected samples (Collins and Hussey, 2003)

4.4 Analyzing the research samples

In the quantitative research, analyzing the collected samples to draw meaningful conclusions is a process which undergoes several processing stages and requires statistical tools and scientific methodologies (Sullivan, 2007). In this study, processing the collected samples is performed by two statistical tools which are SPSS and Microsoft Excel. In addition, analyzing the research samples scientifically is performed by 4 primary stages, which are investigating the internal consistency of the research questionnaires, identifying the corporate culture profile of ABC, exploring the employees' commitment profile of ABC and, finally, examining the relationship between the types of corporate culture and employees' commitment.

4.4.1 Investigating the internal consistency of the research questionnaire

Before analyzing the collected data and develop the research conclusions, it is necessary to investigate the internal consistency of the research questionnaires to identify the reliability of its constituting items and their ability to measure the research variables accurately (Bryman and Bell, 2007). From a different perspective, Feldt (1980) describes Cronbach Alpha test as a gauge which determines how close the results of the questionnaire are if the study is repetitively

conducted over the same population. Therefore, section 5.4 is prepared to investigate the internal consistency of Harrison and Stokes questionnaire of corporate culture and Allen and Meyer questionnaire of employees' commitment.

Cronbach Alpha test measures the reliability of the research questionnaire by the "reliability coefficient" which is a fractional number that ranges between 0 and 1. According to Field (2000), the interpretation of the reliability coefficient, whether it is High, Moderate or Low depends on the context of the study. For instance, in some Engineering disciplines, a reliability coefficient that is equal to 0.9 can be interpreted with 'Low'. However, in most of the studies in the field of the social science, such a reliability coefficient is considered 'High' (Bryman and Bell, 2007; Field, 2000).

Table (1) provides the interpretations of the reliability coefficients in the studies of social sciences, as identified by Field (2000) and Bryman and Bell (2007).

Range of coefficients		Reliability Interpretation
From	To	
0	0.49	Low
0.5	0.69	Moderate
0.7	1	High

Table 1: Interpretation of reliability coefficients in the studies of the social sciences

4.4.2 Identifying the corporate culture profile

The corporate culture profile is a list which encompasses the 4 types of cultures that were identified by Harrison and Stokes along with their level of significance in the corporation. To articulate the corporate culture profile of ABC, section 5.5 utilizes the collected samples from Section B of the research questionnaire. It sums up the ranks of each type of culture for all the 4 types of cultures. Then, it finds out the percentages of their dominances by weighting every type of culture in reference to the aggregate weights of all the 4 types of cultures.

The following steps and equations explain the process of finding out the corporate culture profile of ABC.

Step 1: Weighting the dominance of the 4 types of cultures in ABC

The following equation describes the process of weighting the dominance extents of the 4 types of cultures in ABC.

$$X_i = \sum_{k=1}^{246} (\sum_{j=1}^{15} Rank(j, k))$$

Equation 1: Weighting the dominance extents of the elementary cultures in ABC

X_i = Weight of one of the 4 type of cultures

j = Question serial number

k = Survey sheet number

Step 2: Calculating the percentage of dominance for each type of culture in ABC

The following equation calculates the percentage of dominance for each type of culture in the cultural profile of ABC.

$$\% \text{ of dominance } (X_i) = \frac{X_i}{\sum_{i=1}^4 (X^i)} \%$$

Equation 2: Calculating the % of dominance of the elementary cultures in ABC

4.4.3 Identifying the employees' commitment profile

The employees' commitment profile is a list which encompasses the 3 types of commitments that were identified by Allen and Meyer along with their level of significance in the corporation. To articulate the employees' commitment profile of ABC, section 5.6 utilizes the collected samples from section C of the research questionnaire. It sums up the weights of each category of

commitment for all the 3 types of commitments. Then, it finds out the percentages of their dominances by weighting every type of commitment in reference to the aggregate weights of all the 3 types of commitments.

The following steps and equations explain the process of finding out the employees' commitment profile of ABC.

Step 1: Weighting the dominance of the 3 types of commitments in ABC

The following equation describes the process of weighting the dominance of the 3 types of commitments in ABC.

$$X_i = \sum_{k=1}^{246} (\sum_{j=1}^7 Rank(j, k))$$

Equation 3: Weighting the dominance extents of the elementary commitments at ABC

X_i = Weight of one of the 3 groups of statements (i = group No.)

j = Question serial number

k = Survey sheet number

Step 2: Calculating the percentage of dominance for each type of commitment in ABC.

The following equation describes the process of weighing each of the 3 types of employees' commitment.

$$\% \text{ of dominance } (X_i) = \frac{X_i}{\sum_{i=1}^3 (X)} \%$$

Equation 4: Calculating the % of dominance for the elementary commitments at ABC

4.4.4 Relationship between the independent and dependent variables

In section 5.7, the research hypotheses are tested by investigating the significance of the relationship between the 4 types of corporate culture at ABC and the 3 types of employees' commitment in addition to the comprehensive commitment profile of ABC. Examining the statistical relationship between the independent and dependent variables is performed by the use of Pearson Product-Moment Correlation Coefficient (PPMCC or Pearson's r) and verified by performing the Multiple Regression Tests (MRT), F-tests, and T-tests between the independent and dependent variables.

One of the main characteristics of Pearson's correlation coefficient is that it quantifies the strength of the relationship between the independent and dependent variables and indicates the direction of this relationship (Bryman and Bell, 2007). In addition, interpreting whether the linear correlation is High, Moderate, or Low depends on the context of the research. However, in most of the researches when the volume of the collected samples is relatively high, the strength of the linear correlation is considered significant if it ranges between -0.3 and 0.3, as stated by Campbell and Machin (1993). Moreover, according to Urdan (2005) and Field (2000), in the social science, the correlation coefficients are interpreted in the scale that is provided in Table (2).

Correlation coefficient	Strength of association	Trend direction
$-1 \leq x < -0.6$	Strong	Negative
$-0.6 \leq x < -0.3$	Medium	Negative
$-0.3 \leq x < -0.1$	Weak	Negative
$-0.1 \leq x < 0$	No	Negative
$0 \leq x < 0.1$	No	Positive
$0.1 \leq x < 0.3$	Weak	Positive
$0.3 \leq x < 0.6$	Medium	Positive
$0.6 \leq x < 1$	Strong	Positive

Table 2: Cut-off points of the correlation coefficients

In this study, the Multiple Regression Test is used to validate the findings of Pearson's correlation tests. Scientifically, the regression analysis investigates the linear relationship between the independent and dependent variables by examining how far the values of the collected samples scatter from the least squares regression line (Campbell and Machin, 1993).

Moreover, the least square regression line is the line that passes through the samples of the scatter diagram to create an aggregate sum of sampling errors that is equal to zero ($\sum \text{residuals} = 0$) and minimizes the value of the aggregate square of residuals ($\sum(\text{residuals})^2 = \text{min}$). Hence, in the regression analysis, the strength of correlation is calculated by quantifying how small the value of the aggregate squares of residuals (SSE), $\sum (\text{residuals})^2$, is in comparison to the Total Sum of Squares (SST) (Campbell and Machin, 1993; Urdan, 2005). A major difference between the regression test and Pearson's coefficient test is that the former does not identify the direction of correlation while the latter identifies (Campbell and Machin, 1993).

The regression equation is articulated below.

$$R^2 = \frac{\text{SST} - \text{SSE}}{\text{SST}} \%$$

Equation 5: Calculating the correlation coefficients by the Multiple Regression Tests

In addition, to test the statistical significance of the research hypotheses, the T-test and F-test are applied to every couple of independent and dependent variables. In this research, the SPSS is used to calculate the T-values and F-values.

In the T-test and F-test, the significances of the research hypotheses are examined by investigating whether the T-values and F-values of the dependent and independent regression analyses are greater or smaller than $t(0.05)$ and $f(0.01)$ in the two-tail tests. However, the main difference between the T-test and F-test is that the former investigates the difference between the means of two distributions while the latter examines the difference between the variances of the two distributions (Sullivan, 2007; Campbell and Machin, 1993).

Moreover, the T-test is widely used when the standard deviation of the samples is unknown and when the size of the samples is less than 30 ($n < 30$) since it properly function under this circumstance (Campbell and Machin, 1993). However, the F-test requires identifying the standard deviation of the samples and cannot be effectively used when the sampling size is small

($n < 30$). On the other hand, the reliability of the F-test becomes greater than the reliability of the T-test as the sampling size increases (Sullivan, 2007).

4.5 Limitations of the research findings

When interpreting the research findings, it is necessary to account the limitations of the research. Therefore, this section is prepared to articulate the constraints of the research findings.

A major constraint in the research is the attempt to generalize the research findings to all corporate employees despite of conducting the research by distributing the questionnaire to just 3% of the total population in ABC. According to Sullivan (2007), to improve the accuracy of the quantitative study, it is recommended to enlarge the percentage of the collected samples in reference to the size of the research population. However, to diminish the negative impact of the small percentage of the research samples, the stratified sampling method is used in the study when collecting the research samples to ensure that the collected samples constitute employees from all the corporate departments, as stated earlier in section 4.1.

Moreover, the research attempts to investigate the profiles of the corporate culture and employees' commitment in the corporation assuming that the results will be consistent in all the corporate departments. On other words, the research ignores the possibility of having unique profiles of corporate cultures and employees' commitment in each department or section in the corporation. Nevertheless, this presumption can confidently be ignored in the scope of the research if the statistical dependencies between the corporate departments in the demographic variables and the research independent and dependent variables are weak. This limitation is considered in section 6.3 when outlining the suggestions for future studies by proposing the future researchers to articulate the role of the corporate subcultures in the employees' commitment.

Chapter 5: Analysis of the research findings

5.1 Introduction

In Chapter 5, the collected data from the research survey is statistically analyzed by the processes and methodologies which were explained in Chapter 4. This is to explore the survey response rate, identify the demographic distribution of the research respondents, examine the internal consistency of the research questionnaire, identify the corporate culture profile and the employees' commitment profile of ABC, and, finally, investigate the validity of the research propositions by identifying the relationship between the research independent and dependent variables.

5.2 Survey response rate

As stated in Chapter 4, a total of 350 survey sheets were distributed electronically to the employees' in the 5 departments of ABC, which are the Engineering, Finance, Marketing, Admin and IT. After collecting the respondents' feedbacks and filtering out the unusable responses, the total usable responses were found to be equal to 246, which make up 70.3% of the total distributed surveys in this study. It is worthwhile to mention that although the total number of collected survey sheets was 262 sheets, 16 survey sheets were filtered out since they were uncompleted. A summary of the response rate to the research questionnaire is provided in Table (3)

Total distributed survey sheets	350
Total responses	262
Junk surveys	16
Usable surveys	246

Table 3: Response rate of the research questionnaire

Hence, the size of the research sample in this study is **N=246**.

5.3 Demographic distribution of the research respondents

As stated earlier in the research methodology, the first section of the research questionnaire comprises of 9 questions which collects samples of 9 demographic variables from the research participants. The 9 demographic variables are the participants' gender, marital status, educational level, work experience at the current organization, aggregate work experience, managerial level, field of work and nationality.

Table (4) summarizes the demographic information of the 246 research participants and the following paragraphs formulate the numerical findings of the demographic information into meaningful statements.

	Gender	Marital status	Educational level	Age	Work experience at the current org.	Aggregate Work experience	Job Level	Field of work	Nationality
Male	151								
Female	95								
Married		133							
Unmarried		113							
Below Bachelor deg.			52						
Bachelor Deg.			123						
Master deg.			60						
Ph.D.			11						
<25				68					
25 - 34				91					
35 - 44				54					
45 - 54				18					
>=55				15					
0 - 4 years					62	54			
5 - 9 years					75	76			
10 - 14 years					56	60			
15 - 19 years					37	40			
Above 20 years					16	16			
Operational							139		
Middle mngm.							76		
Top mngm.							31		
Engineering								52	
Finance								48	
Marketing								47	
Admin								49	
IT								50	
UAE									74
Non-UAE									172

Table 4: Demographic information of the research participants

From statistical perspective, 61% of the research participants are males, which is close to the actual percentage of males in ABC which is 66.5%. Moreover, 70% of the research participants are expatriates, which is greater than the actual percent of expatriates in ABC by 7%. In addition, 54% of the participants are married, 29% hold the master degree or the Ph.D. and 35% of the

participants are older than 34 years. Since the stratified sampling technique is used in this study by distributing the research questionnaires equally to the 5 departments of ABC, the closeness of the response rates among the 5 departments is met with a statistical variance of $\text{var.} = 3.7$.

By analyzing the work experience, 56% of the research participants have been working at ABC for less than 10 years while 37% of the research participants have been working at ABC for the last 10 to 20 years. This indicates that either there is a high propensity to turnover from ABC after completing a decade of work experience in the corporation or the human capital of ABC has widely increased during the last decade. Moreover, the statistics show that the majority of the research participants have an aggregate work experience that is less than 15 years. The closeness of the statistical findings between the aggregate work experience and current work experience at ABC indicates that the corporation is highly intended to appoint fresh graduates and employees with short work experiences.

5.4 Internal consistency of the research questionnaire

As stated earlier in Chapter 4, Cronbach alpha test is used in this research to investigate the internal consistency of the research items that measure the independent and dependent variables. Table (5) provides the internal consistency results of the independent and dependent variables along with their interpretations as identified by Bryman and Bell (2007).

	Research measures	No. of items	Cron. Alpha	Interpretation
Corporate culture	Power culture	15	0.74	High
	Role culture	15	0.71	High
	Achievement culture	15	0.64	Moderate
	Support culture	15	0.68	Moderate
Employees commitment	Affective commitment	7	0.70	High
	Contiuance commitment	7	0.65	Moderate
	Normative commitment	7	0.76	High
	Overall emp. Commitment	21	0.83	High

Table 5: Internal consistency of the research questionnaire

Table (5) shows a high internal consistency of the research items that measure the power and role cultures. This indicates that the responses of the research participants to the items of the power and role cultures are highly converged. Moreover, it indicates, too, that if the survey is conducted again, it is highly predictable that the results of power and role cultures will not significantly vary. On other words, Cronbach alpha test explores a high reliability of the research items that measure the power and role cultures.

On the other hand, Table (5) articulates a moderate internal consistency of the research items that measure the achievement and support cultures. This indicates that the responses of the research participants to the items of the achievement and support cultures are moderately converged. Moreover, it emphasizes, too, that if the survey is conducted again, it is moderately predictable that the results of the achievement and support cultures will not significantly vary. On other words, Cronbach alpha test explores a moderate reliability of the research items that measure the achievement and support cultures.

By investigating the internal consistency of the research items that measure commitment variables, Table (5) articulates a high internal consistency of the research items that measure the affective commitment and normative commitment while exploring a moderate internal consistency of the research items that measure the continuance commitment. Moreover, it indicates, too, that if the survey is conducted again, it is highly predictable that the results of the affective commitment and normative commitment will not widely vary while it is moderately predictable that the results of the continuance commitment will maintain their convergence. On other words, the Cronbach alpha test explores a high reliability of the research items that measure the affective commitment and normative commitment and explains a moderate reliability of the research items that measure the continuance commitment.

In addition, Table (5) explains a high internal consistency of all the research items that measure the employees' commitment to ABC. This indicates that the responses of the research participants to the research items of the employees' commitment are highly converged. Moreover, it emphasizes, too, that if the survey is conducted again, it is highly predictable that the results of the employees' commitment will not significantly vary. On other words, Cronbach

alpha test explores a high reliability of the research items that measure the employees' commitment to ABC.

In summary, the internal consistencies of the research items that identify the types of corporate culture and the categories of employees' commitment at ABC range between the high and moderate levels. This finding is aligned with the findings of the previous studies which identify high internal consistencies of Harrison and Stokes's questionnaire of corporate culture, and Allen and Meyer's questionnaire of employees' commitment (Grebe, 1997; Harmse, 2001; Collins and Hussey, 2003)

5.5 Corporate culture profile

In this section, the dominance extents of the power, role, support and achievement cultures are investigated in the corporate culture profile of ABC. This investigation is performed by processing the research samples which were retrieved from Section B of the research questionnaire in the equations which were provided in section 4.4. The research questionnaire is attached in Appendix B.

Table (6) and Figure (5) identify the dominance extents of the 4 aforementioned types of cultures in the corporate culture profile of ABC. In Table (6), the aggregate score is calculated by summing up the ranks of every type of culture in section B of the research questionnaire. Then, the mean score is calculated by dividing the aggregate score by the number of collected samples for the given type of culture or, on other words, dividing the aggregate score by the number of research items for a given type of culture. Therefore, the mean score is a number that ranges between 1 and 4 since it is the ranking scale, likert-scale, in section B of the research questionnaire. Finally, the dominance percentages of the elementary cultures are calculated by dividing the mean scores of the elementary cultures by the summation of the mean scores of the 4 types of cultures. Therefore, the dominance percentages are used to indicate the dominance extents of the elementary cultures in the corporate culture profile of ABC.

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Type of corporate culture	Agg. scores	Mean scores	Dominance % of the elementary culture
Role culture	10479	2.910	29.1%
Power culture	10271	2.431	24.3%
Achievement culture	8179	2.217	22.2%
Support culture	7971	2.442	24.4%

Table 6: Dominance extents of the 4 elementary cultures in ABC

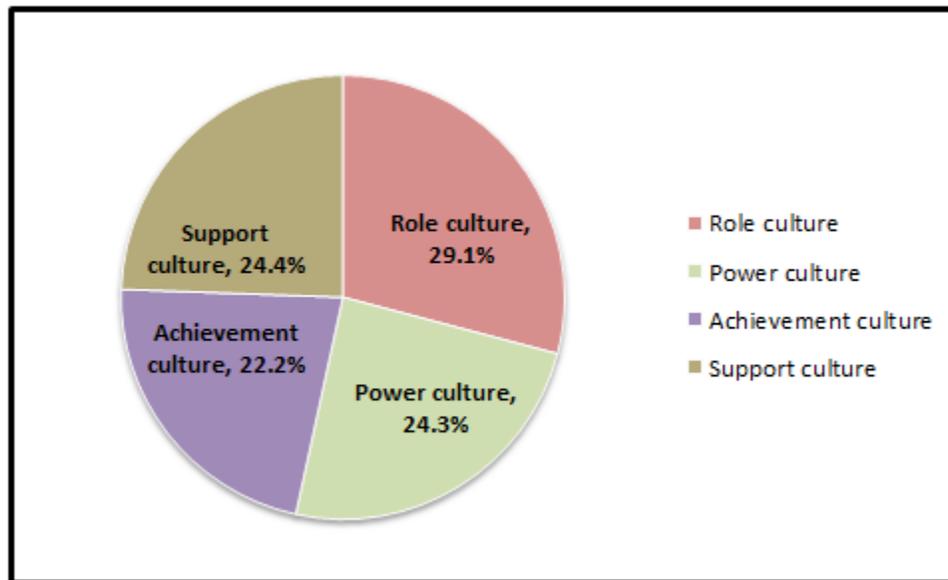


Figure 5: Pie chart – Dominance extents of the 4 elementary cultures in ABC

From Table (6) and Figure (5), the characteristics of the role and power cultures dominate the corporate culture profile of ABC with dominance percentages of 28.4% and 27.8%, respectively. However, the dominance of the achievement and support cultures are less than the dominance of the role and power cultures in the corporate culture profile of ABC.

By referring to the research items in section B of the research questionnaire, the research participants articulate the dominance of the power culture in ABC by indicating that the corporate employees prioritize handling the tasks which fulfill the interests of the superiors, the career professionalism in ABC is defined by the ability to please the superiors and comply with their guidelines, the superiors tend to use their authorities decisively to enforce their beliefs, the conflicts are usually solved by the intrusion of the superiors, and the newcomers are supposed to clearly recognize their superiors and conceptualize the extents of their powers and authorities.

Moreover, the research participants express the dominance of the role culture in ABC by indicating that the corporate employees are directed to the process of performing the tasks by the corporate rules, procedures and manuals, they are treated as hired manpower by spending time and efforts in order to receive the contracted wages, and the decisions are made after passing them through formal lines of approval.

5.6 Employees commitment profile

In this section, the dominance extents of the affective, continuance and normative types of employees' commitment are investigated in the employees' commitment profile of ABC. This investigation is performed by processing the research samples which were retrieved from Section C of the research questionnaire in the equations which were provided in section 4.4.

Table (7) and Figure (6) identify the dominance extents of the affective, continuance and normative types of employees' commitment in the employees' commitment profile of ABC. In Table (7), the process of calculating the aggregate scores, mean scores, and dominance percentages is similar to the process of calculating them in Table (6). Since the dominance percentages of the elementary commitments are calculated by dividing the mean scores of the elementary commitments by the aggregate mean scores of the 3 elementary commitments, the dominance percentages indicate the dominance extents of the elementary commitments in the employees' commitment profile of ABC.

Type of employees commitment	Agg. scores	Mean scores	Dominance % of the elementary commitment
Affective commitment	4907	2.850	28.1%
Continuance commitment	6955	4.039	39.9%
Normative commitment	5583	3.242	32.0%

Table 7: Dominance extents of the 3 elementary commitments in ABC

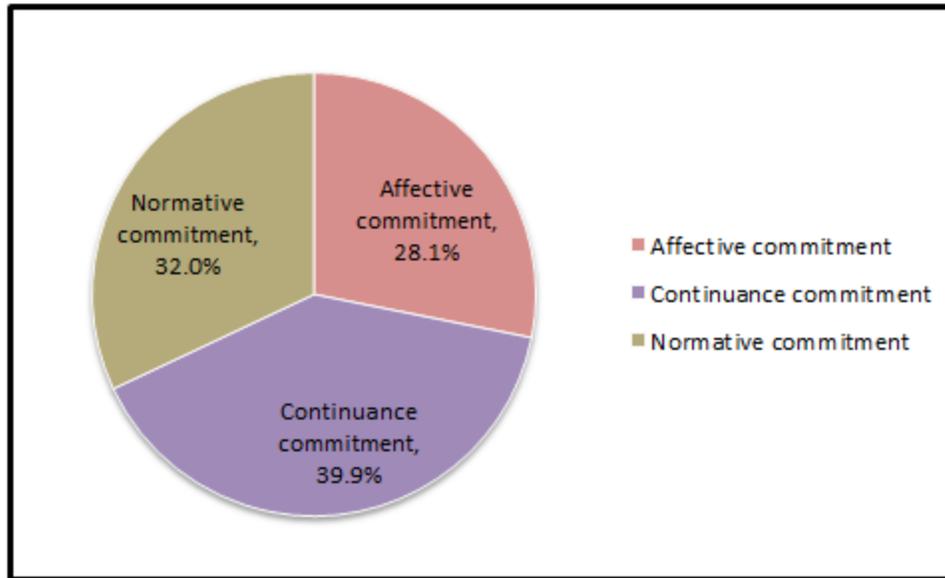


Figure 6: Pie chart – Dominance extents of the 3 elementary commitments in ABC

From Table (7) and Figure (6), the characteristics of the continuance commitment dominate the employees' commitment profile of ABC with dominance percentage of 39.9%. However, the dominances of the affective and normative commitments are less than the dominance of the continuance commitment in the employees' commitment profile of ABC.

By referring to the research items in section C of the research questionnaire, the research participants articulate the dominance of the continuance commitment by indicating the scarcity of the alternative career opportunities that would stimulate them to leave ABC, the inability to maintain the current wages by the alternative career opportunities, and the feeling that they are forcibly bound to the corporation. However, the research participants express the non-dominance of the affective commitment in ABC by indicating that they are not willing to spend the future of their careers at the organization, the corporation does not add a "personal meaning" to them, they do not tend to convey a positive image about the corporation to the outsiders, and they do not feel that they are emotionally bound and belong to the corporation. Moreover, the research participants indicate the non-dominance of the normative commitment by implying that they are not loyal to ABC and responding to the better job opportunities does not break the ethics and the psychological contract which bind them to the corporation.

5.7 Relationship between the types of corporate culture and employees' commitment

As indicated earlier in the research methodology, this section is prepared to examine the validity of the research hypotheses by investigating the significance of the relationship between the types of corporate culture and employees' commitment. In sub-section 5.7.1, Pearson's correlation coefficient test is applied to explore the significance of the relationship between the independent and dependent research variables. Then, the findings of Pearson's correlation test are validated in sub-section 5.7.2 by the use of the Multiple Regression Tests, T-tests and F-tests.

5.7.1 Investigating the relationship between the independent and dependent variables

Table (8) quantifies the significance of the relationship between the independent and dependent research variables by the use of Pearson's correlation tests.

Corporate culture (Independent variables)	Employees commitment (Dependent variables)			
	Affective commitment	Continuance commitment	Normative commitment	Overall commitment
Power culture	-0.471*	-0.181	-0.311*	-0.319*
Role culture	0.269	0.241	0.289	0.193
Achievement culture	0.427*	0.314*	0.322*	0.376*
Support culture	0.478*	0.274	0.320*	0.331*

* Significant relationship

Table 7: Applying Pearson's correlation tests to the independent and dependent variables

Validating set 1 research hypotheses

From Table (8), the power culture, which follows the role culture on its dominance at ABC, is negatively correlated with the 3 types of employees' commitment and the comprehensive commitment profile of ABC. Moreover, the relationship between the power culture and the affective commitment, normative commitment, and comprehensive commitment profile of ABC is significant and moderate, and the relationship between the power culture and the continuance commitment is insignificant and weak. From Pearson's correlation tests, the results of the validity tests of set 1 research hypotheses are deduced below.

- The 3 alternative hypotheses Ha 1-A, Ha 1-C and Ha 1-D are approved.
- The alternative hypothesis Ha 1-B is rejected.

Validating set 2 research hypotheses

From Table (8), the role culture, which dominates the corporate culture profile of ABC, does not exhibit significant relationship with the affective, continuance and normative types of employees' commitment. Moreover, the comprehensive commitment profile of ABC is not significantly dependent on the role culture. Nevertheless, a positive and weak correlation exists between the role culture and the 3 categories of employees' commitment in addition to the comprehensive commitment profile of ABC. From Pearson's correlation tests, the results of the validity tests of set 2 research hypotheses are deduced below.

- The 4 alternative hypotheses Ha 2-A, Ha 2-B, Ha 2-C and Ha 2-D are rejected.

Validating set 3 research hypotheses

The achievement culture, the third dominant type of corporate culture at ABC, is significantly correlated to the comprehensive commitment profile of ABC and the affective, continuance and normative types of employees' commitment. Moreover, all these 4 correlations are positive and moderately rated. From Pearson's correlation tests, the results of the validity tests of set 3 research hypotheses are deduced below.

- The 4 alternative hypotheses Ha 3-A, Ha 3-B, Ha 3-C and Ha 3-D are approved.

Validating set 4 research hypotheses

The support culture, the least dominant type of corporate culture at ABC, exhibits significant, positive, and moderate correlation to the affective commitment, normative commitment and the comprehensive commitment profile of ABC. Moreover, the support culture exhibits insignificant, positive and weak correlation to the continuance commitment. From Pearson's correlation tests, the results of the validity tests of set 4 research hypotheses are deduced below.

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- The 3 alternative hypotheses Ha 4-A, Ha 4-C and Ha 4-D are approved.
- The alternative hypothesis Ha 1-B is rejected.

5.7.2 Validating the results of Pearson's correlation test

This sub-section validates the findings of Pearson's correlation tests by examining the research hypotheses through alternative statistical approaches, which are the Multiple Regression Tests (MRT), T-tests and F-tests. The results of these 3 tests are provided in Table (9).

Hypotheses	Independent variables	Dependent variables	F-test	Sig.	T-test	Sig.	R (MRT)	R ²	Adj.R ²
H1-A	Power culture	Affective commitment	9.53	0	3.09	0	0.47	0.2209	0.216
H1-B	Power culture	Continuance commitment	1.40	0	1.18	0	0.18	0.0324	0.031
H1-C	Power culture	Normative commitment	4.14	0	2.04	0	0.31	0.0961	0.087
H1-D	Power culture	Overall emp. Commitment	4.42	0	2.10	0	0.32	0.1024	0.100
H2-A	Role culture	Affective commitment	3.14	0	1.77	0	0.27	0.0729	0.062
H2-B	Role culture	Continuance commitment	2.48	0	1.58	0	0.24	0.0576	0.060
H2-C	Role culture	Normative commitment	3.63	0	1.90	0	0.29	0.0841	0.079
H2-D	Role culture	Overall emp. Commitment	1.56	0	1.25	0	0.19	0.0361	0.037
H3-A	Achievement culture	Affective commitment	7.97	0	2.82	0	0.43	0.1849	0.183
H3-B	Achievement culture	Continuance commitment	4.14	0	2.04	0	0.31	0.0961	0.092
H3-C	Achievement culture	Normative commitment	4.42	0	2.10	0	0.32	0.1024	0.095
H3-D	Achievement culture	Overall emp. Commitment	6.23	0	2.50	0	0.38	0.1444	0.140
H4-A	Support culture	Affective commitment	9.94	0	3.15	0	0.48	0.2304	0.228
H4-B	Support culture	Continuance commitment	3.14	0	1.77	0	0.27	0.0729	0.067
H4-C	Support culture	Normative commitment	4.42	0	2.10	0	0.32	0.1024	0.094
H4-D	Support culture	Overall emp. Commitment	4.70	0	2.17	0	0.33	0.1089	0.102

Table 8: MRT, T-tests and F-tests of the independent and dependent variables

To validate the results of Pearson's correlation test by using the Multiple Regression Tests, Table (10) compares Pearson's correlation coefficients of the research hypotheses in Table (8) with the percentage of samples' variances from the least-squares regression lines in Table (9) after sorting the research hypotheses in descending order according to the absolute values of their linear correlation coefficients.

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Hypotheses	Independent variables	Dependent variables	Pearson's r	% of adj. R ²
H4-A	Support culture	Affective commitment	0.48	23%
H1-A	Power culture	Affective commitment	0.47	22%
H3-A	Achievement culture	Affective commitment	0.43	18%
H3-D	Achievement culture	Overall emp. Commitment	0.38	14%
H4-D	Support culture	Overall emp. Commitment	0.33	10%
H1-D	Power culture	Overall emp. Commitment	0.32	10%
H3-C	Achievement culture	Normative commitment	0.32	10%
H4-C	Support culture	Normative commitment	0.32	9%
H3-B	Achievement culture	Continuance commitment	0.31	9%
H1-C	Power culture	Normative commitment	0.31	9%
H2-C	Role culture	Normative commitment	0.29	8%
H4-B	Support culture	Continuance commitment	0.27	7%
H2-A	Role culture	Affective commitment	0.27	6%
H2-B	Role culture	Continuance commitment	0.24	6%
H2-D	Role culture	Overall emp. Commitment	0.19	4%
H1-B	Power culture	Continuance commitment	0.18	3%

Table 9: Pearson's r and the percentage of samples' variances from the regression lines

Table (10) indicates that the percentage of samples that are explained by the regression line increases as Pearson's correlation coefficient between the independent and dependent variables increases. When the regression line explains greater percentage of samples, the aggregate residual, which is the percentage of samples that is not explained by the regression line decreases. This interprets that the correlation between the independent and dependent variable increases as stated earlier in the research methodology. Therefore, the multiple regression tests validate the outcomes of Pearson's correlation tests.

Moreover, to validate the findings of Pearson's correlation tests by using the F-tests, Table (11) compares the results of Pearson's correlation tests in Table (8) with the significance of the relationship between the independent and dependent variables that is calculated by the F-tests after sorting the research hypotheses in descending order according to the absolute coefficients of the Pearson correlation tests.

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Hypotheses	Independent variables	Dependent variables	F-test	Sig.	Correlation
H4-A	Support culture	Affective commitment	9.94	0	0.478
H1-A	Power culture	Affective commitment	9.53	0	0.471
H3-A	Achievement culture	Affective commitment	7.97	0	0.427
H3-D	Achievement culture	Overall emp. Commitment	6.23	0	0.376
H4-D	Support culture	Overall emp. Commitment	4.70	0	0.331
H1-D	Power culture	Overall emp. Commitment	4.42	0	0.319
H3-C	Achievement culture	Normative commitment	4.42	0	0.322
H4-C	Support culture	Normative commitment	4.42	0	0.32
H1-C	Achievement culture	Continuance commitment	4.14	0	0.311
H3-B	Power culture	Normative commitment	4.14	0	0.314
H2-C	Role culture	Normative commitment	3.63	0	0.289
H2-A	Support culture	Continuance commitment	3.14	0	0.269
H4-B	Role culture	Affective commitment	3.14	0	0.274
H2-B	Role culture	Continuance commitment	2.48	0	0.241
H2-D	Role culture	Overall emp. Commitment	1.56	0	0.193
H1-B	Power culture	Continuance commitment	1.40	0	0.181

Table 10: Comparison between the F-values and Pearson's r

Table (11) depicts that the F-values increase when the absolute value of Pearson's correlation coefficient between the independent and dependent variables increases. Since the greater F-value indicates a stronger relationship between the independent and dependent variables, the validity of Pearson's correlation coefficient is verified.

In addition, Table (12) examines the validity of Pearson's correlation test by using the T-test. The T-distribution table is used to retrieve the significance cut-off point of the two-tailed distribution at significance level of 0.05 and a sampling size of $N = 246$, which is the number of usable responses to the research questionnaire as identified in section 5.2. From the T-distribution table, the retrieved significance cut-off point is 1.97. Therefore, the statistical significances of the research hypotheses are validated by comparing their T-values with significance cut-off point.

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Hypotheses	Independent variables	Dependent variables	T-test	Signif. cut-off	Difference	Interpretation of the correlation
H1-A	Support culture	Affective commitment	3.09	1.97	1.12	Significant
H1-B	Power culture	Affective commitment	1.18	1.97	-0.79	Insignificant
H1-C	Achievement culture	Affective commitment	2.04	1.97	0.07	Significant
H1-D	Achievement culture	Overall emp. Commitment	2.10	1.97	0.13	Significant
H2-A	Support culture	Overall emp. Commitment	1.77	1.97	-0.20	Insignificant
H2-B	Power culture	Overall emp. Commitment	1.58	1.97	-0.39	Insignificant
H2-C	Achievement culture	Normative commitment	1.90	1.97	-0.07	Insignificant
H2-D	Support culture	Normative commitment	1.25	1.97	-0.72	Insignificant
H3-A	Achievement culture	Continuance commitment	2.82	1.97	0.85	Significant
H3-B	Power culture	Normative commitment	2.04	1.97	0.07	Significant
H3-C	Role culture	Normative commitment	2.10	1.97	0.13	Significant
H3-D	Support culture	Continuance commitment	2.50	1.97	0.53	Significant
H4-A	Role culture	Affective commitment	3.15	1.97	1.18	Significant
H4-B	Role culture	Continuance commitment	1.77	1.97	-0.20	Insignificant
H4-C	Role culture	Overall emp. Commitment	2.10	1.97	0.13	Significant
H4-D	Power culture	Continuance commitment	2.17	1.97	0.20	Significant

Table 11: T-test for the significance of the relationships

Table (12) articulates the statistical significance of H1-A, H1-C, H1-D, H3-A, H3-B, H3-C, H3-D, H4-A, H4-C, and H4-D and the statistical insignificance of H1-B, H2-A, H2-B, H2-C, H2-D, and H4-B. Since the interpretation of the statistical significance by the Pearson's correlation tests match the interpretation of the statistical significance by the T-test for all the research hypotheses, the results of Pearson's correlation tests are validated.

Chapter 6: Conclusion and recommendations

6.1 Research conclusion

In conclusion, by emphasizing a case study of a telecom corporation, the research has investigated the process of fostering the commitment of the employees to their corporation through the corporate culture. As identified in a preliminary stage of the research, the telecom corporation suffered from the consequences of the lack of employees' commitment after breaking the monopoly of the national telecom market. The conceptual framework of the research was derived from the literature review. It aimed on investigating the ability of the power, role, achievement and support cultures to foster the commitment of the employees to their corporation.

By statistically analyzing the collected samples from the distributed research questionnaire, the research has articulated the negative impact of the existing corporate culture on the commitment of the employees to their corporation at ABC. This is due to the dominance of the power culture in the corporate culture profile, which significantly deteriorates the employees' commitment to their corporation, and the dominance of the role culture, which does not significantly influence on the employees' commitment to their corporation.

By examining the statistical relationships between the elementary cultures of the corporate culture profile and elementary commitments of the employees' commitment profile, the research has identified the importance of taking the means that foster the dominances of the achievement and support cultures in the corporate culture profile of ABC. This is due to their significant relationships with the affective and normative types of employees' commitment and the comprehensive commitment profile of the corporation.

6.2 Research recommendations

The research recommendations are derived from the analysis of the research findings in chapter 5 and the theories which were presented in the literature review of chapter 2 to identify the processes and methodologies that would foster the commitment of the employees to their

corporation through the corporate culture. Thereafter, this section proposes the methodologies that would sustain the existence of desired profile of employees' commitment at ABC.

In the research recommendations, the desirability of the employees' commitment profile is identified by the ability to compose a commitment profile in which the affective and normative types of employees' commitment dominate the existence of the continuance commitment in the corporation. This is due to the ability of the former types to bind the employees emotionally and ethically into the corporation in contrast to the continuance commitment which binds them forcibly due to the lack of alternative opportunities, as aforementioned in section 2.2 of the literature review.

6.2.1 Attaining the desired profile of employees' commitment at ABC

As identified earlier in chapter 5, while the achievement and support cultures are the least dominant types of cultures in the corporate culture profile of ABC, they can significantly foster the affective and normative types of employees' commitment and the comprehensive commitment profile of the corporation. However, the power culture, the second dominant corporate culture at ABC, significantly degrades all the 3 categories of employees' commitment and the comprehensive commitment profile of the corporation. On the other hand, the role culture does not significantly impact on the commitment of the employees to their corporation despite of being the highest dominant type of culture in the corporate culture profile of ABC.

Therefore, to attain the desired employees' commitment profile at ABC, it is recommended to take the means that strengthen the dominances of the support culture and achievement culture and diminish the dominance of the power culture in the corporate culture profile. Since the role culture is not significantly correlated to the commitment of the employees to their corporation, proposing to mitigate its dominance in the culture profile is not widely discussed in the research recommendations even though its dominance percentage in the culture profile of ABC will statistically degrade when fostering the dominance extents of the achievement and support cultures.

6.2.1.1 Fostering the dominance of the support culture

To foster the dominance extent of the support culture in the corporate culture profile of ABC, it is recommended to strengthen the relationship between the fellows, consolidate the spirits of loveliness, respectfulness, friendliness, cooperation and togetherness in the community of the corporation, respect the employees as human being rather than just “cogs in the machines” (Harrison and Stokes, 1992; Farley and Webster, 1993; Cartwright and Cooper, 1993). Moreover, it is recommended to process the work packages in a team-centered approach, empower the teams to make decisions and foster their spirit of creativity and innovation (Deshpande, Farley and Webster, 1993).

In addition, by emphasizing the knowledge management, it is recommended to encourage the employees to share their knowledge with the teammates, disseminate the knowledge transparently to the stakeholders, and, then, manage the work packages collectively and systematically (Deshpande, Farley and Webster, 1993; Cartwright and Cooper, 1993). On the other hand, to dominate the support culture effectively in the corporation, it is recommended to manage the potential conflicts between the employees to reinforce the decisions by criticizing them from different perspectives rather than disturbing the relationship between the teammates (Campbell, Brownas, Peterson and Dunnette, 1974; Gregory, 1983).

6.2.1.2 Fostering the dominance of the achievement culture

To foster the dominance of the achievement culture in the corporate culture profile of ABC, it is recommended to involve the employees as “associates” in the process of achieving the corporate objectives rather than involving them as tools which are hired to perform specific tasks (Allen and Meyer, 1990). In addition, it is recommended to empower the employees to take responsibilities when handling the assigned duties and foster the spirit of challenge to attain powerful and outstanding objectives (Hellriegel, Slocum and Woodman, 2001; Cartwright and Cooper, 1993).

On the other hand, to reinforce the principles of the achievement culture in the corporation, it is recommended to constraint the intrusion of the corporate rules and regulations when they hinder the employees’ desires to innovate and solve the functional issues from different approaches as

long as these desires do not contradict the social beliefs and the public laws and regulations (Harrison and Stokes, 1992; Kavanagh and Ashkanasy, 2006; Cartwright and Cooper, 1993). Moreover, it is recommended to reward the employees based on the effectiveness of their performances, the desirability of their outcomes and their alignment to the corporate strategic objectives (Cameron and Quinn, 1999).

6.2.1.3 Mitigating the dominance of the power culture

To diminish the dominance of the power culture in the corporate culture profile of ABC, it is recommended to empower the employees to make decisions in their areas of responsibility rather than centralizing the authority of making decisions to the figures of power (Harrison and Stokes, 1992; Cartwright and Cooper, 1993). Moreover, the empowerment to make decisions should be granted to the employees based on their performances, competencies and qualifications rather than their abilities to surround the figures of power and stay close to them (Cartwright and Cooper, 1995).

In addition, to mitigate the dominance of the power culture in the organization, it is recommended to encourage the employees to sacrifice their efforts to meet their job objectives that would ultimately align the organization to the corporate vision and strategic objectives rather than meeting the personal interests of the powerful employees (Robbins and Judge, 2009). Moreover, to diminish the dominance of the power culture, it is recommended to change the sources of the work motivation from the fear of punishment and the attainment of the superiors' interests to the desire to achieve the job objectives that would sustain the development of the corporation and enlarge its profit and market share (Kavanagh and Ashkanasy, 2006).

In general, the factors that foster the dominance extents of the achievement and support cultures in the organization are presumed to diminish the dominance of the power culture. Hence, by the time the corporate stakeholders take the means that bolster the dominance of the achievement and support cultures, the dominance percentage of the power culture in the corporate culture profile deteriorates.

6.2.2 Sustaining the desired commitment profile at ABC

After inserting the desired culture profile into the corporation, it is recommended to sustain the existence of this profile in the firm and hinder the attempts to change or amend it by the newcomers or the veterans. Therefore, this sub-section proposes the processes that would sustain the corporate culture profile which fosters the dominances of the achievement and support cultures and diminishes the dominance of the power culture in the corporation. This sub-section centralizes its discussion on how to appoint the employees who fit smoothly into the corporate culture of ABC and explains the role of the job interviews in sustaining the corporate culture. Moreover, it articulates the role of the cultural symbols, artifacts, espoused values and the top management in sustaining the desired behaviors and values of the corporate culture.

6.2.2.1 Selecting the appropriate employees

To sustain the corporate culture profile of the organization, it is recommended to appoint the employees whose thoughts, beliefs, and willingness match the desired culture profile of the corporation. As stated earlier in the literature review, the difficulty of appointing employees whose thoughts and beliefs fit the corporate culture is greater than the difficulty of recruiting employees whose competencies, knowledge and skills match the vacant jobs (Chatman, 1991; Robbins and Judge, 2009).

Hence, to sustain dominance of the achievement culture in the corporation, it is recommended to appoint the employees who are looking forward to be empowered with the decision making, capable to handle challenging tasks, willing to develop new processes and methodologies to achieve the job objectives effectively, interested in managing the work packages independently, competent enough to be empowered with the decision making, self-motivated by the authority that is granted to them, and looking forward to be appraised based on the effectiveness and desirability of their performances.

Moreover, to sustain the dominance of the support culture in the corporation, it is recommended to appoint the employees who are collaborative, competent enough to handle the work collectively and capable to attain the advantages of performing the work in a team-centered approach. Moreover, it is recommended to appoint the employees who are competent enough to

manage the potential conflicts between teammates to study and criticize the business issues from different perspectives while avoid disturbing the relationship between the fellows. In addition, the appointed employees in the support culture are supposed to be skilled in the art of sharing the concepts and disseminating the knowledge clearly to the teammates and the stakeholders.

Therefore, to sustain the corporate culture, it is recommended to conduct job interviews to investigate whether the candidates hold the means and values which enable them to fit smoothly into the culture of the corporation (Robbins and Judge, 2009). Conducting a questionnaire would also be helpful to examine the dominance of the 4 types of corporate cultures in the personality of the candidates. In most of the cases, it is difficult to match the thoughts, beliefs and values of the candidates with the requirements of the corporate culture. Therefore, it is recommended to investigate the adaptability of the candidates to fit smoothly into the corporate culture in the metamorphosis stage, as explained earlier in sub-section 2.1.5 of the literature review.

6.2.2.2 Sustaining the desired behaviors and values

As stated earlier in the literature review, the cultural symbols and artifacts are the most superficial elements of the corporate culture and, hence, they can easily be modified or changed (Homburg and Pflesser, 2000; Schein, 1990). Therefore, it is recommended to sustain the dominance of the support culture by rounding the employees' desks, providing meeting rooms and gathering areas, allocating a lunch break, and conducting ceremonies frequently to foster the spirit of loveliness and togetherness among the corporate employees and bolster the feeling that they work in a tiny community. Moreover, it is recommended to sustain the support and achievement cultures by the "espoused values", as aforementioned in the literature review, through encouraging the employees to think, innovate, challenge and practice to achieve the targets effectively besides collaborating with the teammates in studying the business issues and criticizing them from different perspectives and several mindsets.

Moreover, the role of the top management is inevitable in the process of sustaining the dominance extents of the support and achievement cultures in the corporation. The top management is recommended to encourage the employees to initiate new processes and methodologies to achieve the job objectives effectively, collaborate with their teammates, share their knowledge and experiences, capture the market opportunities, defying the odds to achieve

the targets, and align their performances with the corporate vision and strategic objectives. Moreover, the top management is recommended to appraise the performances of their subordinates based on the aforementioned factors and appoint the superiors and head of sections who convey these principles in their decisions and directives.

In addition, the top management is recommended to amend the corporate rules and regulations in order to accommodate the employees' attempts to adhere to the principles of the support and achievement cultures. Moreover, the top management is recommended to hinder the superiors' attempts to grant privileges to the employees who surround them unless these privileges are granted due to outstanding performances and achievements. This is to hinder the superiors' attempts to inject the principles of the power culture into the corporation which would negatively impact on the commitment of the employees to their corporation.

6.3 Suggestions for further studies

As stated earlier in the limitations of the research findings in section 4.5, the research ignores the possibility of having unique profiles of corporate cultures and employees' commitment in each department or section of the corporation. Therefore, to foster the accuracy of the research interpretation, the upcoming studies are suggested to investigate the relationship between the subcultures of the corporation, which are the cultures in each of the corporate departments, and the employees' commitment to their corporations. Elaborating the scope of this research to accommodate the subcultures is presumed to be desired in the large and medium organizations where it is expected to have different profiles of corporate cultures and employees' commitment in the corporate departments.

Moreover, it is suggested to enlarge the scope of this research by conducting it in various organizations at different business sectors. This is to depict the most optimal profile of corporate culture in each of the business sectors, which will guide the newly emerging corporations to the process of fostering the commitment of their employees by referring to the findings of the research.

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Appendix A: Weighting the dominance extents of the 4 elementary cultures

In each of the research items in the corporate culture questionnaire, the frequency of response is calculated to, ultimately, determine the dominance extents of the 4 elementary cultures in the corporate culture profile of ABC

Weighting the 15 items for the 4 types of elementary cultures													
Corporate culture - items	Power	%	Rank	Role	%	Rank	Achievement	%	Rank	Support	%	Rank	Rank
Item 1	737	30.0%	3	662	26.9%	10	495	20.1%	13	566	23.0%	5	5
Item 2	748	30.4%	1	643	26.1%	14	504	20.5%	12	565	23.0%	7	7
Item 3	633	25.7%	13	734	29.8%	4	599	24.3%	3	494	20.1%	10	10
Item 4	642	26.1%	11	733	29.8%	5	610	24.8%	1	475	19.3%	14	14
Item 5	650	26.4%	9	699	28.4%	7	587	23.9%	4	524	21.3%	8	8
Item 6	677	27.5%	8	699	28.4%	7	512	20.8%	9	572	23.3%	4	4
Item 7	725	29.5%	4	699	28.4%	7	539	21.9%	8	497	20.2%	9	9
Item 8	718	29.2%	6	763	31.0%	1	490	19.9%	15	489	19.9%	12	12
Item 9	642	26.1%	11	733	29.8%	5	610	24.8%	1	475	19.3%	14	14
Item 10	628	25.5%	14	657	26.7%	11	580	23.6%	6	595	24.2%	2	2
Item 11	647	26.3%	10	647	26.3%	13	581	23.6%	5	585	23.8%	3	3
Item 12	719	29.2%	5	751	30.5%	3	509	20.7%	10	481	19.6%	13	13
Item 13	628	25.5%	14	656	26.7%	12	580	23.6%	6	596	24.2%	1	1
Item 14	717	29.1%	7	762	31.0%	2	491	20.0%	14	490	19.9%	11	11
Item 15	747	30.4%	2	642	26.1%	15	505	20.5%	11	566	23.0%	5	5
Total	10258.0	27.8%		10480.0	28.4%		8192.0	22.2%		7970.0	21.6%		21.6%

Appendix B: Research questionnaire

- (1) The following table outlines the questionnaire which is developed to retrieve the demographic samples from the research participants

Sq. No.	Demographic variables	Select
1	Gender:	
	Male	
	Female	
2	Marital Status:	
	Married	
	Single	
3	Education Level:	
	High School Certificate/Diploma	
	High Diploma	
	Bachelors Degree	
4	Age:	
	Less than 25 years	
	25 - 34 years	
	35 - 44 years	
	45 - 54 years	
5	No. of years worked in current organisation:	
	Less than 5 years	
	5 - 9 years	
	10 - 14 years	
	15 - 19 years	
	20 years or above	
6	No. of years of total work experience:	
	Less than 5 years	
	6 - 9 years	
	10 - 14 years	
	15 - 19 years	
	20 years or above	

6	No. of years of total work experience:	
	Less than 5 years	
	6 - 9 years	
	10 - 14 years	
	15 - 19 years	
	20 years or above	
7	Managerial Level:	
	Executive manager (CXO, Vice President, GM)	
	Middle manager (Director, Senior Manager & Manager)	
	Operational Level	
8	Field of work	
	Engineering	
	Finance	
	Marketing	
	IT	
9	Nationality:	
	UAE National	
	Non-UAE National	

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(2) The following table outlines the questionnaire of Harrison and Stoke (1992) which is developed to identify the dominance extents of the elementary cultures in the corporate culture profile of ABC

Sq. No.	Independent variables	Rank
1	Employees of the Municipality are expected to give first priority to	
	- meeting the needs and demands of their supervisors and other high-level people in the organization	
	- carrying out the duties of their own jobs; staying within the policies and procedures related to their job	
	- meeting the challenges of the task, finding a better way to do things	
2	People who do well in the Municipality tend to be those who	
	- know how to please their supervisors and are able and willing to use power and politics to get ahead	
	- play by the rules, work within the system, and strive to do things correctly	
	- are technically competent and effective, with a strong commitment to getting the job done	
3	The Municipality treats individuals	
	- as "hands" whose time and energy are at the disposal of persons at higher levels in the organization	
	- as "employees" whose time and energy are purchased through a contract, with rights and obligations for both sides	
	- as "associates" or peers who are mutually committed to the achievement of a common purpose	
4	Employees in the Municipality are managed, directed or influenced by	
	- officials in positions of authority, who exercise their power through the use of rewards and punishment	
	- the system, rules, and procedures that outline what employees should do and the right ways of doing it	
	- their own commitment to achieving the goals of the organization	
5	Decision - making processes in the Municipality are characterized by	
	- directives, orders, and instructions that come down from higher levels	
	- the adherence to formal channels and reliance on policies and procedures for making decisions	
	- decision making made close to the point of action, by the employees on the ground	
6	Assignments of tasks or jobs to individuals in the Municipality are based on	
	- the personal judgments, values, and wishes of those in position of power	
	- the needs and plans of the organization and the rules of the system (seniority, qualifications, matching the requirements of the job with the interests and abilities of the individuals	
	- the personal preference of the individuals and their needs for growth and development	

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7	Employees in the Municipality are expected to be	
	· hard working, compliant, obedient, and loyal to the interests of those to whom they report	
	· responsible and reliable, carrying out the duties and responsibilities of their jobs and avoiding actions that could surprise or embarrass their supervisors	
	· self motivated and competent, willing to take the initiative to get things done; willing to challenge those to whom they report if that is necessary to obtain good results	
	· good team workers, supportive and co-operative, who get along well with others	
8	Those in authority and supervisors are expected to be	
	· strong and decisive; firm but fair	
	· impersonal and proper, avoiding the exercise of authority for their own advantage	
	· democratic and willing to accept subordinates ideas about the task	
	· supportive, responsive and concerned about the personal concerns and needs of those who they supervise	
9	It is considered legitimate for one employee to tell another what to do when	
	· he or she has more power, authority, or "clout" in the organization	
	· it is part of the responsibilities included in his or her job description	
	· he or she has greater knowledge and expertise and uses it to guide the other person or to teach him or her to do the work	
	· the other person asks for his or her help, guidance, or advice	
10	In the Municipality work motivation is primarily the result of	
	· hope for reward, fear of punishment, or personal loyalty to the supervisor	
	· acceptance of the norm of providing a "fair day's work for a fair day's pay"	
	· strong desires to achieve, to create, and to innovate and peer pressure to contribute to the success of the organization	
	· people wanting to help others and develop and maintain satisfying working relationships	
11	In the Municipality relationships between departments are generally	
	· competitive, with both looking out for their own interests and helping each other only when they can see some advantage for themselves by doing so	
	· characterized by indifference towards each other, helping each other only when it is convenient or when they are directed by higher levels	
	· Co-operative when they need to achieve common goals. Employees are normally willing to cut red tape and cross organizational boundaries in order to get the job done	
	· friendly, with a high level of responsiveness to requests for help from other departments	
12	In the Municipality intergroup and personal conflicts are usually	
	· dealt with by the personal intervention of people at higher level of authority	
	· avoided by reference to rules, procedures and formal definitions	
	· resolved through discussions aimed at getting the best outcomes possible for the work issues involved	
	· dealt with in a manner that maintains good working relationships and minimizes the chances of people being hurt	
13	The external environment of the Municipality is responded to as though it were	
	· a jungle, where the organization is in competition for survival with others	
	· an orderly system in which relationships are determined by structures and procedures and where everyone is expected to abide by the rules	
	· a competition for excellence in which productivity, quality and innovation bring success	
	· a community of interdependent parts in which the common interests are the most important	

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14	If rules, systems or procedures get in the way, employees	
	· break them if they have enough " clout" to get by with or if they think they can get away with it without being caught	
	· generally abide by them or go through proper channels to get permission to deviate from them or have them changed	
	· tend to ignore or by-pass them to accomplish their task or perform their jobs better	
	· support to ignore or by-pass them to accomplish their tasks or perform their jobs better	
15	New employees in the Municipality need to learn	
	· who really runs things; who can help or hurt them; whom to avoid offending; the norms (unwritten rules) that have to be observed if they are to stay out of trouble	
	· the formal rules and procedures and to abide by them; to stay within the formal boundaries of their jobs	
	· what resources are available the help them do their jobs; to take the initiative to apply their skills and knowledge to their jobs	
	· how to co-operate; how to be good team members; how to develop good working relationships with others	

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(3) The following table outlines the questionnaire of Harrison and Stoke (1992) which is prepared to identify the dominance extents of the elementary cultures in the corporate culture profile of ABC

No.		Strongly disagree	Disagree	Undecided	Agree	Strongly agree
	Dependent variable: Employees' commitment					
1	I would be very happy to spend the balance of my career with my current organization.					
2	It would be very difficult for me to leave my organization right now - even if I wanted to.					
3	I think that people these days move from organization to organization to often					
4	This corporation has a great deal of personal meaning for me					
5	One of the few serious consequences of leaving this corporation would be the scarcity of available alternatives					
6	I was taught to believe in the value of remaining loyal to one					
7	I enjoy discussing my corporation with people outside it					
8	Too much in my life would be disrupted in I decided I wanted to leave my organization now					
9	Jumping from organization to organization seems unethical to me					
10	I really feel as if this organization's problems are my own					
11	It would be costly for me to leave my organization now					
12	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					
13	I feel like "part of the family" at my organization					
14	Right now, staying with my organization is a matter of necessity as much as desire					
15	If I got another offer for a better job elsewhere, I would feel it was right to leave my organization					
16	I feel emotionally attached to this organization					
17	Things were better in the days when people stayed with one organization most of their careers					
18	I feel that I have too few options to consider leaving this					
19	I feel a strong sense of Belonging to my organization					
20	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					
21	I think that wanting to be a "company man/woman" is sensible					