

**ORGANIZATIONAL CULTURE AND EMPLOYEE
COMMITMENT: A CASE STUDY**

BY

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DEDICATION

This research dissertation is dedicated to my wife, Prebash, for her unwavering support, love, guidance and encouragement that she had given me throughout my studies. To my daughters Netaanya and Tianca, let this achievement be an example to you both, that with dedication and perseverance anything is possible.

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ABSTRACT

South Africa is fast becoming the powerhouse of the African continent, due to its great technological advances in manufacturing, its rich diverse culture, sound business developments and stable economic policies that have seen the country shed the chains of apartheid that had plagued it for more than half a century.

The need has become even greater in current economic times, for businesses to find new and innovative ways to improve production and their bottom line. Major corporations are investing heavily in upgrading the skills of their workforce in order to have a more productive workforce.

Government legislation has now made it necessary, that all companies acknowledge the previously disadvantaged race groups and make sure that their workforce is fully represented as per the demographics of the country. The term “affirmative action” is being used more regularly in South African businesses and employees who do not comply with current legislation that seek to redress past disparities, are slapped with hefty fines.

This study investigated the preferred as well as the existing culture and employee commitment levels at a South African company. The research reviewed the various types of culture, how culture is created and ways in which culture can be sustained or changed. Ways to cultivate employee commitment and retain skilled employees are also closely explored in this research study.

The key results of the research findings revealed that there is a strong achievement culture prevalent at the company, with a good mix of the other culture types like, role culture, power culture and support culture. The employees at Riverview Paper Mill also strongly prefer an achievement and support type, culture. Employee commitment is very low and employees stay with the company out of necessity.

Recommendations to improving the culture and commitment levels are also presented in this study.

TABLE OF CONTENTS

Chapter 1 – Introduction to the study		PAGE
1.1	INTRODUCTION	1
1.2	PROBLEM STATEMENT	2
1.3	RESEARCH OBJECTIVES	2
1.4	RATIONALE FOR THE STUDY	3
1.5	SCOPE OF THE STUDY AND DELIMITATIONS	3
1.6	OUTLINE OF THE STUDY	3
1.7	CONCLUSION	5
Chapter 2 – Literature Review – Organizational Culture		
2.1	INTRODUCTION	6
2.2	WHAT IS ORGANIZATIONAL CULTURE?	6
2.3	THE CULTURAL WEB	8
2.4	LEVELS OF ORGANIZATIONAL CULTURE	10
2.5	THE IMPORTANCE OF ORGANIZATIONAL CULTURE	12
2.6	THE CREATION OF ORGANIZATIONAL CULTURE	15
2.7	TYPES OF ORGANIZATIONAL CULTURE	19
2.8	SUSTAINING ORGANIZATIONAL CULTURE	22
2.9	CULTURE AS A LIABILITY	25
2.10	RESEARCH INITIATIVES ON CULTURE	25
2.10.1	CULTURE AND EMPLOYEE RETENTION	25
2.10.2	THE RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND ECONOMIC PERFORMANCE	25
2.10.3	ORGANIZATIONAL CULTURE, CUSTOMER ORIENTATION, AND INNOVATIVENESS	26
2.10.4	CHANGING A CULTURE FOR ORGANIZATIONAL BENEFIT	26
2.10.5	CULTURE AND ORGANIZATIONAL PERFORMANCE	27
2.10.6	FIRM SIZE AND ORGANIZATIONAL CULTURE	28
2.10.7	WHY ASSESS CULTURE? CLOSING THE GAP BETWEEN REAL AND IDEAL CULTURE	29
2.11	CONCLUSION	29
Chapter 3 – Literature Review – Employee Commitment		
3.1	INTRODUCTION	30
3.2	WHAT IS ORGANIZATIONAL COMMITMENT?	31
3.3	THE THREE PROCESSES OR STAGES OF COMMITMENT	32
3.4	THE THREE PILLAR MODEL OF COMMITMENT	33

3.5	SOURCES OF COMMITMENT	35
3.6	RELATION TO JOB BEHAVIOUR	36
3.7	STRATEGIES FOR INCREASING EMPLOYEE COMMITMENT	36
3.8	RESEARCH ON ORGANIZATIONAL COMMITMENT	39
3.9	CONCLUSION	41

Chapter 4 – Research Methodology

4.1	INTRODUCTION	43
4.2	RESEARCH DESIGN	43
4.3	POPULATION AND SAMPLE SIZE	44
4.4	DATA COLLECTION	44
4.5	QUESTIONNAIRES	44
	SECTION 1: THE BIOGRAPHICAL INFORMATION QUESTIONNAIRE	44
	SECTION 2: THE ORGANIZATIONAL CULTURE QUESTIONNAIRE	45
	SECTION 3: THE EMPLOYEE COMMITMENT QUESTIONNAIRE	46
4.6	PROCEDURE	46
4.7	DATA ANALYSIS TECHNIQUE	47
4.8	STATISTICAL ANALYSIS OF DATA	47
4.9	FREQUENCY	47
4.10	MEANS AND STANDARD DEVIATION	47
4.11	DESCRIPTIVE STATISTICS	48
4.12	ETHICAL CONSIDERATIONS	48
4.13	CONCLUSION	48

Chapter 5 - Presentation of Results

5.1	INTRODUCTION	49
5.2	OBJECTIVES	49
5.3	BIOGRAPHICAL INFORMATION	49
5.3.1	AGE GROUP	50
5.3.2	HIGHEST QUALIFICATION	51
5.3.3	RACE GROUP	52
5.3.4	LENGTH OF SERVICE	53
	SECTION 2: ORGANIZATIONAL CULTURE	54
	CENTRAL TENDENCY STATISTICS. FOR SECTION 2 - OVERALL STATISTICS.	74
	GRAPHS OF CENTRAL TENDENCY FOR SECTION 2.	75
5.4	INTERPRETATION OF CENTRAL TENDENCY STATISTICS AND GRAPHICAL REPRESENTATIONS	74
	SECTION 3: COMMITMENT QUESTIONNAIRES - CENTRAL TENDENCY STATISTICS	78
	SECTION 3A - AFFECTIVE COMMITMENT QUESTIONNAIRE	78
5.5	INTERPRETATION OF CENTRAL TENDENCY STATISTICS AND GRAPHICAL REPRESENTATIONS	78

	SECTION 3B - CONTINUANCE COMMITMENT QUESTIONNAIRE	
	CENTRAL TENDENCY STATISTICS	82
5.6	INTERPRETATION OF CENTRAL TENDENCY STATISTICS AND GRAPHICAL REPRESENTATIONS	82
5.7	CONCLUSION	89

Chapter 6 - Discussion of Results

6.1	INTRODUCTION	90
6.2	ORGANIZATIONAL CULTURE - EXISTING AND PREFERRED CULTURE	90
6.3	EMPLOYEE COMMITMENT	93
6.3.1	AFFECTIVE COMMITMENT QUESTIONNAIRE	93
6.3.2	CONTINUANCE COMMITMENT QUESTIONNAIRE	93
6.3.3	NORMATIVE COMMITMENT QUESTIONNAIRE	94
6.4	CONCLUSION	94

Chapter 7 - Conclusions and Recommendations

7.1	INTRODUCTION	95
7.2	CONCLUSIONS	95
7.3	RECOMMENDATIONS	98

References		99
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Appendices

A	LETTER TO RESPONDENTS	104
B	BIOGRAPHICAL QUESTIONNAIRE	105
C	INSTRUCTIONS FOR COMPLETING QUESTIONNAIRE	106
D	ORGANIZATIONAL CULTURE QUESTIONNAIRE	107
E	AFFECTIVE COMMITMENT QUESTIONNAIRE	109
F	CONTINUANCE COMMITMENT QUESTIONNAIRE	110
G	NORMATIVE COMMITMENT QUESTIONNAIRE	111

LIST OF TABLES

Table 1a	Central tendency statistics - existing culture	74
Table 1b	Central tendency statistics - preferred culture	74
Table 2	Affective commitment questionnaire	78
Table 3	Continuance commitment questionnaire	82
Table 4	Normative commitment questionnaire	86

LIST OF FIGURES

Figure 2.1	The cultural web of an organization	9
Figure 2.2	Levels of organizational culture	11
Figure 2.3	Factors that influence culture creation	18
Figure 2.4	How organizational cultures form	23
Figure 3.1	The three pillar model of commitment	33
Figure 5.1	Profile as per age group	50
Figure 5.2	Profile as per highest qualification obtained	51
Figure 5.3	Profile as per race group	52
Figure 5.4	Length of service	53
Figure 5.5	Meeting the needs and demands of supervisors - existing culture	54
Figure 5.6	Meeting the needs and demands of supervisors - preferred culture	55
Figure 5.7	Carrying out the duties of their own jobs - existing culture	56
Figure 5.8	Carrying out the duties of their own jobs - preferred culture	57
Figure 5.9	Meeting the challenges of the task - existing culture	58
Figure 5.10	Meeting the challenges of the task - preferred culture	59
Figure 5.11	Co - operating with people - existing culture	60
Figure 5.12	Co - operating with people - preferred culture	61
Figure 5.13	Employees treated as hands whose time and energy - existing culture	62
Figure 5.14	Employees treated as hands whose time and energy - preferred culture	63
Figure 5.15	Employees whose time and energy is purchased - existing culture	64
Figure 5.16	Employees whose time and energy is purchased - preferred culture	65
Figure 5.17	Employees treated as associates - existing culture	66
Figure 5.18	Employees treated as associates - preferred culture	67
Figure 5.19	Employees treated as family or friends - existing culture	68
Figure 5.20	Employees treated as family or friends - preferred culture	69
Figure 5.21	Decisions by directives and orders from higher levels - existing culture	70
Figure 5.22	Decisions by directives and orders from higher levels - preferred culture	71
Figure 5.23	Decisions by adherence through formal channels - existing culture	72
Figure 5.24	Decisions by adherence through formal channels - preferred culture	73
Figure 5.25	Central tendency - existing culture A, B, C, D.	74
Figure 5.26	Central tendency - preferred culture A, B, C, D.	75
Figure 5.27	Affective commitment Q1 to Q5	79
Figure 5.28	Continuance commitment Q1 to Q5	83
Figure 5.29	Normative commitment Q1 to Q5	86

Chapter 1

INTRODUCTION AND OVERVIEW OF THE STUDY

1.1 Introduction

Culture, at the workplace, is a very powerful force, which is consciously and deliberately cultivated and is passed on to the incoming employees. It is the very thread that holds the organization together. The importance of corporate culture is emphasized by Peters and Waterman (1999:808), who state that, "Without exception, the dominance and coherence of culture proved to be an essential quality of the excellent companies. Moreover the stronger the culture, the more it was directed to the marketplace, the less need was there for policy manuals, organization charts, detailed procedures or rules. In these companies, people way down the line know what they are supposed to do in most situations because the handful of guiding values is crystal clear".

Organizational culture is pervasive and powerful. For business, it is either a force for change or a definite barrier to it. For employees, it is either the glue that bonds people to an organization or what drives them away. Managers, today, are increasingly challenged with changing an organization's culture to support new ways of accomplishing work. Therefore, the purpose of this study is to create a better understanding of organizational culture and employee commitment at a selected company. This study attempts to look at a small business enterprise and ascertain the prevailing as well as the expected culture. The study further engages to reveal the level of employee commitment that is prevalent within this particular organization.

1.2 Problem statement

The company, Nampak Tissue – Riverview Paper Mill, has been experiencing high staff turnover in recent times and this study aims to assess the culture and commitment of the employees of the company. The company is highly specialized and individuals with these specialist skills are very hard to find. Therefore, recruitment is a major problem. Consequently, it is important for the company to try and retain these skills for as long as possible.

The company now faces major challenges in preventing the loss of employees to its competitors, as well as changing technology in manufacturing processes. These challenges have, therefore, created the need to change the organization's culture to be more supportive to the newer technology, while, at the same time, finding innovative ways of retaining talent. According to Costly and Todd (1987:13), "people work for money, but they also work for more than money. Most employees want to be proud of their organizations, to have a good relationship with other employees and managers and to believe they have worthwhile jobs. Many factors influence both individuals and groups in organizations, but not all are considered when trying to understand the behaviour of people at work. Among those that are most frequently overlooked are the environment and culture of the organizations with which individuals are associated".

1.3 Research objectives

The aim of this study is to analyse the organizational culture and employee commitment of a selected company.

The objectives of this study are to determine:-

- the current culture of the company;
- the preferred culture of the company; and
- the current level of employee commitment at the company.

1.4 Rationale for the study

The company is a blue chip Fast Moving Consumer Goods (FMCG) company located on the North coast of KwaZulu - Natal. The company manufactures tissue from wood pulp and waste paper and faces major competition from many independently owned tissue manufacturing concerns as well as a large international conglomerate. This study will generate valuable information on the current as well as preferred culture of the organization. It would also provide management with the present level of employee commitment that is prevalent within the company. Necessary interventions can be put in place to redress any shortcomings to create a more sustainable climate for its workforce. Strategic interventions can be put in place to ensure that skilled staff are employed for the longest possible period of time with the minimum amount of cost and effort.

1.5 Scope of the study and delimitations

The study was limited to a single plant of a larger organization and may not necessarily reflect the findings of the organization as a whole.

1.6 Outline of the study

This study which is presented in seven chapters is focused towards assessing the levels of employee commitment as well as the prevailing culture at Nampak Tissue – Riverview Paper Mill.

Chapter 1 – Introduction and overview of the study

This chapter presents an overview of the study, the problem statement, research objectives and limitations to the study.

Chapter 2 – Literature review I: organizational culture

This chapter examines literature about organizational culture. The literature reviewed starts by defining organizational culture, and then goes on to discuss how culture is created and sustained in an organization. This chapter also looks at other research studies on organizational culture.

Chapter 3 – Literature review II: employee commitment

This chapter reviews literature on employee commitment and its importance to an organization. The ways of maintaining and sustaining employee commitment as well as research initiatives on the subject of employee commitment are also discussed.

Chapter 4 – Research Methodology

This chapter shows how the research was conducted. It provides insight into the sampling method used, data collection techniques, and various other techniques that were used to analyze the data.

Chapter 5 – Presentation of Results

All the results gathered from the research questionnaires are presented in this chapter with the aid of graphs and tables.

Chapter 6 - Discussion of results

A detailed discussion, regarding the findings of the research study is presented in this chapter.

Chapter 7 – Conclusions and recommendations

This chapter outlines the findings in relation to the theory and also presents the conclusions and recommendations to the findings of the study.

1.7 Conclusion

This chapter provided an introduction to the study and outlines the rationale for the study as well as the research objectives. The following chapter presents a literature review on organizational commitment.

CHAPTER TWO

LITERATURE REVIEW – ORGANIZATIONAL CULTURE

2.1 Introduction

Organisational culture has assumed considerable importance in the 21st century, because of its impact on employee performance and job satisfaction. It is the imperative of every organisation to understand its own dynamic culture so that managers can capitalise on the insights generated by the cultural perspective to wield greater control over their organisations. The culture of an organisation has an important impact on its performance.

With the ever - changing technology and fast - paced business arena, companies today are grappling to find new and innovative ways of improving performance with the minimal addition of cost. Many companies have now turned to exploring the sociological aspect of the business in order to improve profitability. Culture is one aspect that is not tangible, yet it plays a very important role to the success of any business enterprise.

This chapter will define organizational culture, its nature and influence on an organization as well as ways of creating, transmitting and sustaining organizational culture.

2.2 What is organizational culture?

There is no single definition for organizational culture. The topic has been studied from a variety of perspectives ranging from disciplines such as anthropology and sociology, to the applied disciplines of organizational behaviour, management science, and organizational commitment. The following definitions are views of authors from the applied sciences' disciplines and are more relevant to the scope of this research document.

Robbins (2000:34) postulates that culture, as a concept, has had a long and chequered history. In the last decade, it has been used by some organizational researchers and managers to indicate the climate and practices that organizations develop around their handling of people or to refer to the espoused values and credo of an organization.

Schein (1999:200) defines culture as a pattern of shared basic assumptions that the group learned as it solved problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.

Mullins (1999:53) defines organizational culture as the collection of traditions, values, beliefs, policies, and attitudes that constitute a pervasive context for everything one does and thinks in an organization. Aswathappa (2003:479) refers to culture as a, “complex whole which includes knowledge, belief, art, morals, law, custom, and other capabilities and habits acquired by man in a society”.

Collins and Porras (2000:338) state that organizational culture refers to a system of shared meaning held by members that distinguish one organization from other organizations. They believe that these shared meanings are a set of key characteristics, and that the organization values and the essence of an organization’s culture can be captured in seven primary characteristics. These characteristics are:

- ***Innovation and risk - taking***. The degree to which employees are encouraged to be innovative and take risks;
- ***Attention to detail***. The degree to which employees are expected to exhibit precision analysis and attention to detail;
- ***Outcome orientation***. The degree to which management focuses on results or outcomes rather than on the techniques and processes used to achieve those outcomes;

- **People orientation.** The degree to which management decisions take into consideration the effect of outcomes on people within the organization;
- **Team orientation.** The degree to which work activities are organized around teams rather than individuals;
- **Aggressiveness.** The degree to which people are aggressive and competitive rather than easygoing; and
- **Stability.** The degree to which organizational activities emphasize maintaining the status quo in contrast to growth.

Each of these characteristics exists on a continuum from low to high. Appraising the organization on these seven characteristics, gives a composite picture of the organization's culture.

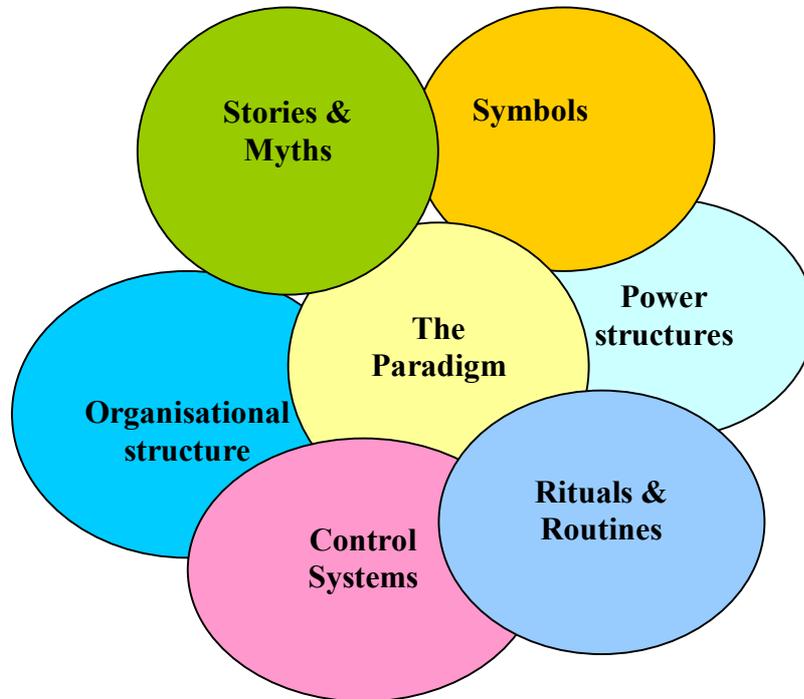
Moorhead and Griffin (1995:628), authors of books on organizational culture, feel compelled to develop their own definitions of culture. These may vary from the very broad definitions to the highly specific. Most definitions refer to some sort of values, beliefs, and attitudes that are held by individuals and the organization.

Upon close examination of the definitions, it can be assumed that there exists a general agreement that organizational culture comprises common beliefs, attitudes, and values. These values according, to Moorhead and Griffin (1995:626), help employees understand how they should act in the organizations.

2.3 The cultural web

Mullins (1999:806) presents a cultural web, as illustrated in figure 2.1, which brings together different aspects for the analysis of organizational culture.

Figure 2.1 The cultural web of an organization



Source : Mullins (1999:806)

The different aspects of the cultural web are as follows:

- **Routines** – the ways that members of the organization behave towards each other and towards those outside the organization and which make up how things are done or how things should happen;
- **Rituals** - the special events through which the organization emphasizes what is particularly important and can include formal organizational processes and informal processes;
- **Stories** – told by members of the organization which embed the present and flag up important events and personalities, and typically have to do with success, failures, heroes, villains, and mavericks;
- **Symbols** – such as logos, offices, cars, titles, type of language or terminology commonly used which becomes a shorthand representation of the nature of the organization;

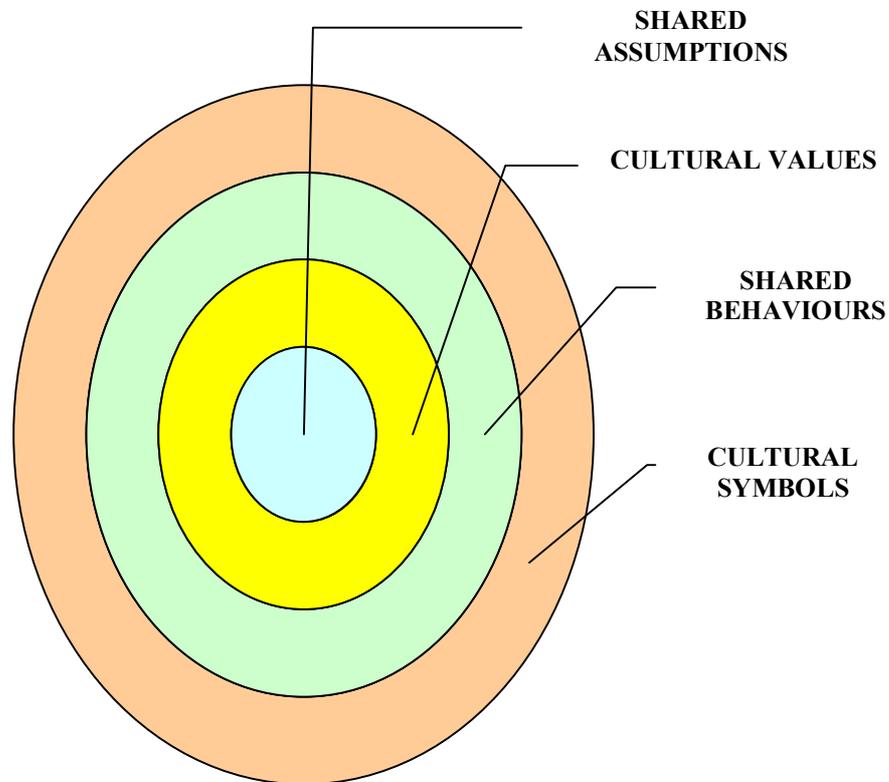
- **Power structures** – the most powerful individuals or groups in the organization which may be based on management position and seniority, but, in some organizations, power can be lodged with other levels or functions;
- **Control Systems** – the measurement and reward systems that emphasize what it is important to monitor, and to focus attention and activity upon – for example, stewardship of funds or quality of service; and
- **Organization structure** – which reflects power structures and delineate important relationships and activities within the organization, and involves both formal structure and control and less formal systems.

All of these aspects, which make up the cultural web, help define and develop the culture of an organization. An organization's culture can be disseminated by analysing each aspect of the cultural web.

2.4 Levels of organizational culture

Organisational culture exists on several levels, which differ in terms of visibility and resistance to change. When it comes to changing the culture of the organization, it becomes difficult to determine which are the more, and which are the less important elements that help shape an organization's culture. Hofstede (1990) developed a four - layered hierarchical model of culture which helps to identify and categorise the constituent elements of culture, as reflected in figure 2.2.

Figure 2.2 *Levels of organizational culture*



Source: Hellriegel *et al.* (2001:513)

- The least visible or deepest level is that of basic **shared assumptions**, which represents beliefs about reliability and human nature that are taken for granted.
- The next level of culture is that of **cultural values**, which represent collective beliefs, assumptions, and feelings about what things are good, normal, rational, and valuable. Cultural values might be very different in different organizations; in some, employees may care deeply about money, but, in others, they may care more about technological innovation or employee well-being.

- The next level is that of **shared behaviours**, including norms, which are more visible and somewhat easier to change than values. The reason is that people may be unaware of the values that bind them together.
- The most superficial level of organizational culture consists of symbols. **Cultural symbols** are words (jargon or slang), gestures, and pictures or other physical objects that carry a particular meaning within a culture (Hellriegel *et al.*, 2001:512).

Although there are various other hierarchical models of culture, it is important to note that actual organizational cultures are not as neat and tidy as the models seem to imply. Where there are cultures, there are also usually sub – cultures, where there is agreement about cultures, there can also be disagreements and counter cultures; and there can also be significant differences between espoused culture and culture in practice (Burnes 2004: 172).

2.5 The importance of organizational culture

Mullins (1999:807) attests that culture helps to account for variations among organizations and managers, both nationally and internationally. Culture helps to explain why different groups of people perceive things in their own way and perform things differently from other groups. Culture can help reduce complexity and uncertainty. It provides a consistency in outlook and values, and makes possible the process of decision-making, co-ordination and control. “There is nothing accidental about cultural strengths...there is a relationship between an organizations culture and its performance”.

Saiyadin (2003:258) explains that culture performs the following functions:-

- Culture supplements rational management: creation of work culture is a time- consuming process. Therefore, organization culture cannot suddenly change the behaviour of people in an organization. Culture communicates to people through symbols, values, physical settings,

and language, and, thereby supplements the rational management tools such as technology and structure;

- Culture facilitates induction and socialisation: induction is a process through which new entrants to an organization are socialized and indoctrinated in the expectations of the organization; its cultural norms, and undefined conduct. The newcomer imbibes the culture of the organization, which may involve changing his / her attitudes and beliefs to achieving an internalised commitment to the organization;
- Culture promotes a code of conduct: a strong culture in an organization explicitly communicates modes of behaviour so that people are conscious that certain behaviours are expected and others would never be visible. The presence of a strong culture would be evident where members share a set of beliefs, values, and assumptions which would influence their behaviour in an invisible way. Where culture has been fully assimilated by people, they persistently indulge in a typical behaviour in a spontaneous way. Promotion of the culture of quality can help achieve good business results; and
- Sub-cultures contribute to organizational diversity: sub-cultures, and sub-systems of values and assumptions, which may be based on departmentalisation, activity centres, or geographical locations, provide meaning to the interests of localized, specific groups of people within the macro organization. Sub-cultures can affect the organization in many ways: (i) they may perpetuate and strengthen the existing culture; (ii) they may promote something very different from those existing; (iii) they may promote a totally opposite sub-culture (beliefs and values) or counter culture when in a difficult situation.

Schein (1999: 110) suggests that organizational culture is even more important today than it was in the past. Increased competition, globalization, mergers, acquisitions, alliances and various workforce developments have created a greater need for:

- Co – ordination and integration across organizational units in order to improve efficiency, quality, and speed of designing, manufacturing and delivering products and services;
- Product and strategy innovation;
- Process innovation and the ability to successfully introduce new technologies and programmes;
- Effective management of dispersed work units and increase workforce diversity;
- Cross cultural management of global enterprises and multi national partnerships;
- Construction of net or hybrid cultures that merge aspects of culture from what were distinct organizations prior to an acquisition or merger;
- Management of workforce diversity; and
- Facilitation and support of teamwork.

It becomes more important because maximizing the value of employees as intellectual assets requires a culture that promotes their intellectual participation and facilitates both individual and organizational learning, new knowledge creation and application, and willingness to share knowledge with others.

Mullins (1999:808) draws further attention to the importance of culture by attesting to the fact that, without exception, the dominance and coherence of culture proved to be an essential quality of excellent companies. Moreover, the stronger the culture, the more it was directed to the marketplace, the less need was there for policy manuals, organization charts, or detailed procedures and rules. In these companies, people in all parts of the organization know what they are supposed to do in most situations because a handful of guiding values is very clear.

Therefore the importance of an organization's culture cannot be overemphasized. The beliefs, stories and symbols of an organization help shape the culture of that organization and it is important for management to

realise that culture is an integral part of their business and every effort must be made to preserve or improve it.

2.6 The creation of organizational culture

McEwan (2001:324) postulates that as a concept, culture is inseparable from the notion of human society. Cowling and James (1994) support McEwan in the postulation that an organization cannot be separated from the culture of society. To try and change the prevailing culture within an organisation, one has to take cognisance of the relevant societal culture.

Robbins (2001:518), on the other hand, argues that a company's organization culture does not pop out of thin air and, once it is established, it does not fade away. An organization's current customs, traditions, and general way of doing things are largely due to what it has done before and the degree of success it has had with these endeavours. This leads one to its ultimate source of an organization's culture: its founders. Robbins further emphasizes that the founders of an organization have a major impact on that organization's early culture. They have a vision of what the organization should be, and they are unconstrained by previous customs and ideologies. The process of culture creation occurs in three ways:

- First, founders only hire and keep employees who think and feel the way they do;
- Second, they indoctrinate and socialize these employees to their way of thinking and feeling; and
- Finally, the founders own behaviour acts as a role model that encourages employees to identify with them and thereby internalize their beliefs, values, and assumptions.

When the organization succeeds, the founder's vision becomes seen as a primary determinant of that success. At this point, the founder's entire personalities become embedded in the culture of the organization.

Robbins (2001:525) further explains that culture is transmitted to employees in a number of forms, the most potent being, stories, rituals, symbols, and languages.

- **Stories**

Robbins (2001:525) quotes the story of the Ford Motor Company. When Henry Ford II was the chairman, he continuously reminded his executives, when they got too arrogant, that, “it’s my name on that building.” The message was clear: it was Henry Ford II that ran the company. Robbins (2001:525) believes that culture is learned by employees who listen to other employees or managers who relate stories about how earlier managers, or even founders of companies, treated their customers, or how they handled tricky situations that arise in the company. Stories such as these circulate through many organizations, consequently transmitting the culture from year to year.

- **Rituals**

Rituals are repetitive sequences of activities that express and reinforce the key values of the organization, which goals are more important, which people are important, and which are expendable. Certain organizations hold rituals in the form of annual award ceremonies, in recognition of outstanding services or in recognition of success at achieving certain targets set by the organization, e.g. sales targets. These functions act as a motivator, publicly recognizing outstanding performance. One of the best known corporate rituals is Mary Kay Cosmetics’ annual award meeting. Saleswomen are awarded with an array of flashy gifts – e.g. gold and diamond pins. based on success in achieving outstanding sales performance.

- **Material Symbols**

According to Robbins (2001:526), the layout of corporate headquarters, the types of automobiles’ top executives are given, are all examples of material symbols. Others include the size of offices, the elegance of furnishings, executive perks, and dress attire. The material symbols convey to employees

who is important, the degree of egalitarianism desired by top management, and the kinds of behaviour that is appropriate.

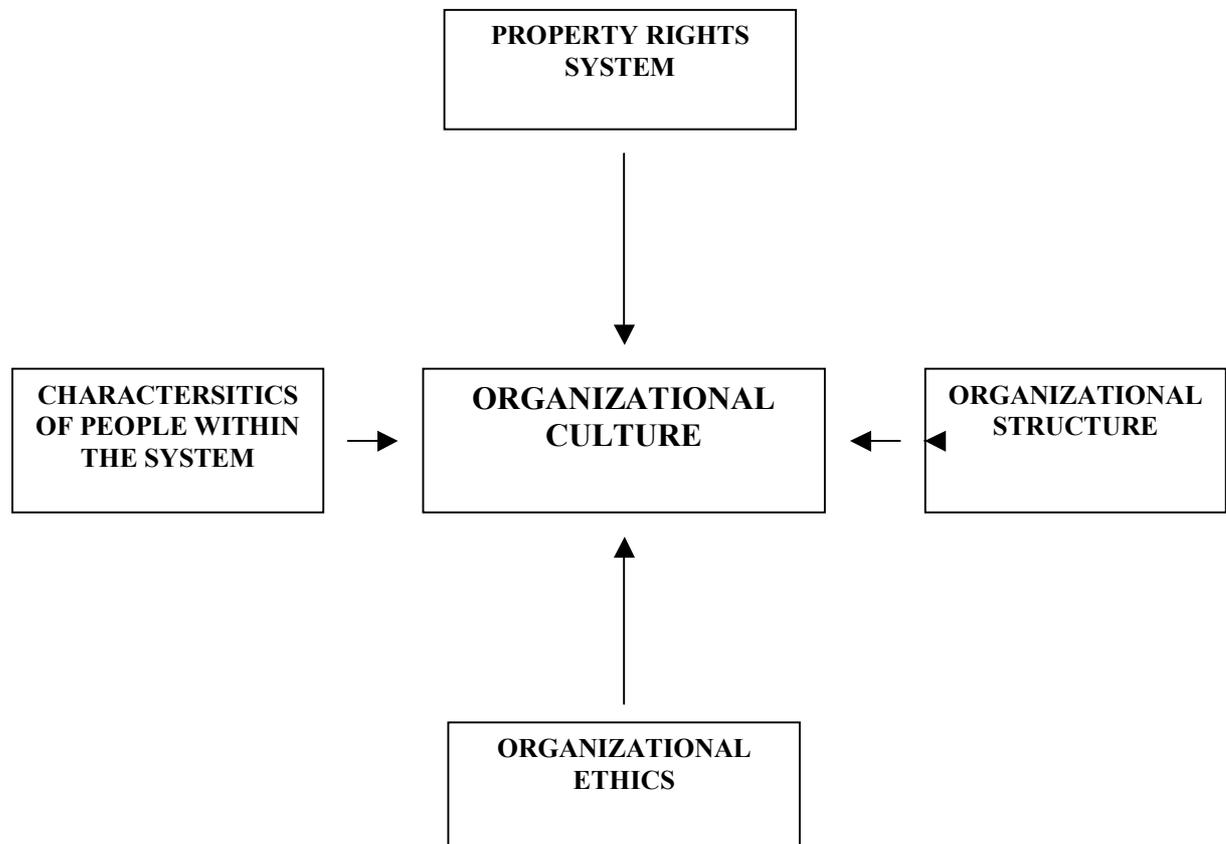
- **Language**

Many organizations and units within organizations use language as a way to identify members of a culture or a sub-culture. By learning this language, members attest to their acceptance of the culture and, in doing so, help to preserve it. Organizations over time often develop unique terms to describe equipment, offices, key personnel, suppliers, customers, or products that relate to their business. New employees are frequently overwhelmed with acronyms and jargon that, after six months on the job, become fully part of their language. Once assimilated, this terminology acts as common denominator that unites members of a given culture or subculture, (Robbins 2001: 526).

Microsoft's Bill Gates is an example of a founder who has had an immeasurable impact on his organization's culture. Other examples include Richard Branson of Virgin Airlines, David Packard at Hewlett-Packard and many more entrepreneurs that have invested their personalities as well as their effort in shaping their largely successful organisations to what it is today.

Aswathappa (2003:481) believes that culture is essentially learnt. She contends that culture is created around critical incidents; where norms and beliefs arise around the way members respond to these critical incidents. Another way of culture creation is the modelling by leader figures that permits group members to identify with them and internalize their values and assumptions. The organisation's culture results from the interaction between the founders' biases and assumptions, and what the original members, who the founders initially employ, learn subsequently from their own experiences.

Figure 2.3 **Factors that influence culture creation**



Source: Jones (2001:139)

According to Jones (2001:138), organizational culture develops from the interaction of four factors as illustrated in figure 2.3:

- The personal and professional characteristics of people within the organization;
- Organizational ethics;
- The property rights the organization gives to employees; and
- The structure of the organization.

The interaction of these factors produces different cultures in different organizations and causes changes in culture over time. The ultimate source of organizational culture is the people who make the organization.

2.7 Types of organizational culture

Hellriegel, Slocum and Woodman (2001:523) describe four types of cultures: bureaucratic culture; clan culture; entrepreneurial culture; and market culture.

- **Bureaucratic culture**

An organization that values formality, rules, standard operating procedures, and hierarchical co-ordination has a bureaucratic culture. Long - term concerns of bureaucracy are predictability, efficiency, and stability. Its members highly value standardized goods and customer service. Behavioural norms support formality over informality. Managers view their roles as being good co-ordinators, organizers, and enforcers of certain rules and standards. Tasks, responsibilities, and authority for all employees are clearly defined. The organization's many rules and processes are spelled out in thick manuals and employees believe that their duty is to "go by the book" and follow legalistic processes.

- **Clan culture**

Tradition, loyalty, personal commitment, extensive socialization, teamwork, self management, and social influences are attributes of clan culture. Its members recognize an obligation beyond the simple exchange of labour for a salary. The members understand that their contributions to the organization may exceed any contractual agreements. The individual's long-term commitment to the organization is exchanged for the organization's long-term commitment to the individual. Individuals believe that the organization will treat them fairly in terms of salary increases, promotions, and other forms of recognition. Consequently, they hold themselves accountable to the organization for their actions.

- **Entrepreneurial culture**

High levels of risk taking, dynamism, and creativity characterize an entrepreneurial culture. There is a commitment to experimentation, innovation, and being on the leading edge. This culture doesn't just quickly

react to changes in the environment – it creates change. Effectiveness means providing new and unique products and rapid growth. Individual initiative, flexibility, and freedom foster growth and are encouraged and well rewarded.

- **Market culture**

The achievements of measurable and demanding goals, especially those that are financial and market-based, characterize a market culture. Hard – driving competitiveness and a profit orientation prevail throughout the organization. In a market culture, the relationship between individual and organization is contractual. The individual is responsible for some levels of rewards in return. A market culture does not exert much informal, social pressure on an organization's members. They don't share a common set of expectations regarding management style or philosophy. The absence of a long-term commitment by both parties results in a weak socializing process.

These four culture types all represent different types of management philosophies or styles. The cultures of these organizations are governed by how these companies are run or the beliefs of the founders of the organization. Essentially, the cultures in these organizations are driven top - down, with emphasis on the type of business or industry that this organization serves.

Harrison and Stokes (1993:13) identify another four culture types. These four culture types are power culture, role culture, achievement culture and support culture.

- **The power culture**

A power – orientated organization is based on inequality of access to resources. In other words, the people in power use resources to either satisfy or frustrate the needs of others, and, by so doing, they control behaviour of others. Leadership resides in the person who is in charge, and rests on the leader's ability and willingness to administer rewards and punishments. At best, the power - orientated leader is firm, fair and generous and has loyal

subordinates. At worst, the power - orientated leader leads by fear, with abuse of power for personal gains.

- **The role culture**

In a role culture orientated organization, structures and systems give protection to sub – ordinates and stability to the organization. The duties and rewards of employees' roles are clearly defined. This is usually defined in writing as a job description. People in these organizations perform specific functions in order to receive defined rewards and, both the individual and the organization, are expected to keep to their parts of the bargain. The main values of a role - orientated organization are order, dependability, rationality, and consistency and, at best, this type of organization provides stability, justice, and efficient performance. People are protected in their jobs and need to spend less time looking out for themselves, and can devote more energy to their work.

- **The achievement culture**

The achievement – orientated organization is known as the “aligned” organization because it “lines people up” behind a common vision or purpose. This type of organization uses the mission to attract and release the personal energy of its employees in the pursuit of common goals. There is an inner commitment within these achievement-orientated individuals. Many people like their work and want to make a contribution to society, thus enjoying an intrinsic reward. A typical type of achievement-orientated organization would be an intensive care unit in a hospital or voluntary community organization.

- **The support culture**

The support culture may be defined as an organization climate that is based on mutual trust between the individual and the organization. In such organizations, people are valued as human beings and are not just “cogs in a machine”. This culture centres on warmth and even love and it makes people want to come to work in the morning, not only because they like their work but also because they care for their colleagues. Quality and service often show in

support-orientated organizations, since successful approaches to quality improvements are often based on small work teams. People contribute towards the organization out of a sense of commitment. Employees feel a sense of belonging and that they have a personal stake in the organization.

These four types of culture all have different implications to the success of a business where the power culture is dependent on a central power source with rays of power and influence spreading out from the central figure. These types of cultures are proud and strong and have the ability to move quickly and can react well to threat and danger, as postulated by Handy (1993:184).

The role culture, according to Harrison (1993:15), gives protection to subordinates and stability to the organization. He also claims that people are protected in their jobs in a role orientation, and need to spend less time looking out for themselves and can devote more energy to their work.

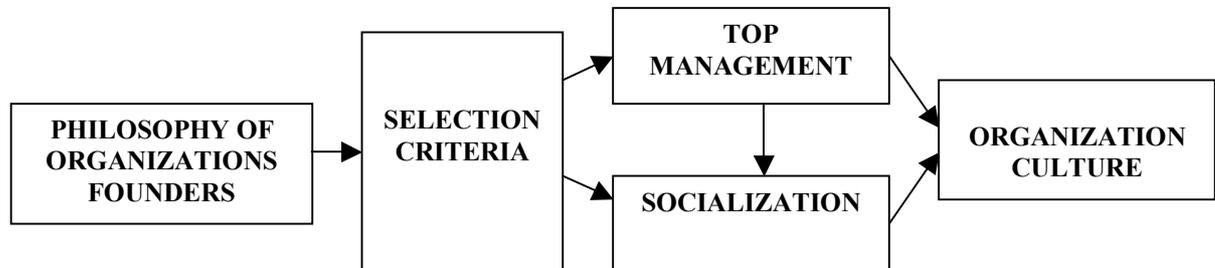
The achievement culture organization expects its employees to contribute their personal energy in return for rewards. This type of organization is known as an “aligned” organization because it, “lines people up”, behind a common vision or purpose (Harrison and Stokes 1993:20).

Harrison and Stokes (1993:21) affirm that quality and service often show in support - orientated organizations, since successful approaches to quality improvements are often based on small work teams.

2.8 Sustaining organizational culture

Robbins (2001:522), in his model, as illustrated in figure 2.4, summarizes how an organization’s culture is established and sustained.

Figure 2.4 **How organizational cultures form**



Source: Robbins (2001:522)

The original culture is derived from the founder's philosophy. This culture, in turn, strongly influences the criteria used in hiring. The actions of the current top management set the general climate of what is acceptable behaviour and what is not. How employees are to be socialized will depend on the degree of success achieved in matching new employees' values to those of the organization's in the selection process and on top management's preference for socialization methods.

In agreement with Robbins, Aswathappa (2003:483) further emphasizes that once a culture is created, there are practices within the organization that help keep it alive. Three such practices are the selection process, actions of top management, and socialization methods.

- **Selection process**

The main purpose of the selection process is to hire the right people for the right jobs. When, for a given job, two or more candidates, with identical skills and abilities, are available, final selection is influenced by how well the candidate fits into the organization. By identifying candidates, who can

culturally match the organizational culture, selection helps sustain culture considerably.

- **Top management**

The actions of top management also have a major impact on the organization's culture. Through what they say and how they behave, senior executives establish norms that filter down through the organization as to whether risk taking is desirable; how much freedom managers should give their sub-ordinates; what is appropriate dress; what actions will pay off in terms of pay raises-promotions, and other rewards.

- **Socialization**

No matter how good the job the organization does in hiring people, new employees are not fully indoctrinated in the organization's culture. The reasons could be that since they are least familiar with the organization's culture, new employees are potentially most likely to disturb beliefs and customs that are in place. The organization will, therefore, want to help new employees adapt to its culture. This adaptation is called socialization.

According to Moorhead and Griffin (2001:519), culture can be sustained by reinforcing the behaviours of employees as they act out the cultural values and implement the organization's strategies. Reinforcement can take many forms like the formal reward system, where the organization rewards desired behaviours in ways that the employee values. Stories must be told throughout the organization about employees who engage in behaviours that epitomize the cultural values of the organization. The organization must engage in ceremonies and rituals that emphasize employees doing the things that are critical to carrying out the organizations vision. In effect, the organization must "make a big deal out of employees doing the right things". Reinforcement practices are the final link between the strategic and cultural values and the creation of the organizational culture.

2.9 Culture as a liability

Robbins (2003:234) argues that culture is a liability when the shared values do not agree with those that will further the organization's effectiveness. This situation is most likely to occur when the organization's environment is dynamic. When the environment is undergoing rapid change, the organization's entrenched culture may no longer be appropriate. Consistency of behaviour is an asset to an organization in a stable environment. It may, however, burden the organization and hinder its ability to respond to changes in the environment.

2.10 Research initiatives on culture

This section focuses on research papers on the subject of organizational culture and on other variables that may have an influence on organizational culture.

2.10.1 Culture and employee retention

In a study of six public accounting firms over a six year period, Sheridan (1992:1036) found organizational culture values varied significantly among these firms and these variations in cultural values had a significant effect on the rates at which newly hired college graduates voluntarily terminated employment. Sheridan (1992:1036) also found that the relationship between the employees' job performance and their retention also varied significantly with the organizational culture values. He also emphasized that the effects of culture were stronger than the combined influence of the labour market, at the time of the study, and the college graduates demographic characteristics.

2.10.2 The relationship between organizational culture and economic performance

Calori and Sarnin (1991:49) conducted a longitudinal study (over three years) of the relationship between corporate culture and economic performance amongst five French companies. The results indicated that a clear cultural

profile was associated with the company's growth. Values like personal fulfilment, listening to others, team spirit, responsibility, trust, quality, and consistency, seemed to be positively related with the firm's relative growth performance. The results, however, found inverse relationships between duty, experience, and authority.

The study also indicated that very few values and corresponding management practices seemed to be associated with profitability. The firm's relative performances on "return on investment", and "return on sales", both seemed to be related to five values, viz. openness to the environment, participation in local activities, societal contribution, solidarity, and flexibility.

According to Calori and Sarnin (1991), strong cultures could be linked with high growth performance. They also found that the intensity of the company's culture is positively correlated with its relative growth. The researchers also affirm that organizational culture seems to have more influence on growth than on profitability.

2.10.3 Organizational culture, customer orientation, and innovativeness

In a study conducted by Deshpande, Farley and Webster (1993:23), on a national sample of major Japanese firms and their key customers, to examine the impact of culture on customer orientation, innovativeness and business performance, the authors (1993), found that firms, with cultures that are relatively responsive to the market and flexible, outperform the more internally orientated, bureaucratic (hierarchical) culture.

2.10.4 Changing a culture for organizational benefit

A longitudinal study (over two years) was carried out by Zamanou and Glaser (1994:99) on a United States (Pacific Northwest) governmental organization to test a communication intervention programme which was designed to change the organization's culture from hierarchical and authoritarian to a

participative and involved one. A triangulated research approach was used which involved questionnaires, interviews, and direct observation.

As a result of the communication intervention programme, the organization changed significantly in terms of information flow, involvement, morale, and meetings. According to Zamanou and Glaser (1994), the organization actually shifted its culture towards greater participation and involvement by all its employees. The study's findings suggested that organizational cultures can be managed, and that this change may have a positive impact on employee morale and the quality of service provided to the organization's customers. After the intervention of the programme, the organization shifted its culture towards greater participation and involvement by all its employees.

The study revealed that culture did have an impact on communication and that communication among all work levels improved dramatically as information flow increased to employees at every level and function. The researchers found that the employees felt more involved in the organization, and employee job satisfaction increased. It was revealed that the aspects of the intervention programme that seemed to have had the greatest impact on culture were communication skills training for the entire organization, involvement in decision-making, and the establishment of task teams.

The researchers, Zamanou and Glaser (1994), found that, after the study, employees felt a part of the organization because they received much more information about decisions made, and other events that affected their working lives.

2.10.5 Culture and organizational performance

Denison (1984) found, in his study of organizational culture, that companies with a participative culture reaped a return on investment, which averaged nearly twice that of firms with less efficient cultures. His conclusion was that

cultural and behavioural aspects of organizations were intimately linked to both short-term performance and long-term survival (Petty *et al.*, 1995:483).

Petty *et al.* (1995:485) conducted a study amongst 3977 employees across a United States company to assess whether there was a relationship between organizational culture and organizational performance. The results of this study indicated that organizational performance was linked to organizational culture. The authors affirm that there was a strong link evident in the correlation between teamwork and performance. This correlation indicated that teamwork, being the major aspect of culture, was significantly related to performance. The authors also contend that such behaviours as helping others, sharing of information and resources, and working as a team seemed to enhance performance in the organization studied.

Brightman and Sayeed (1990:226) found, in a study done by Gordon (1995) of an electric utility company, that cultures affect organizational performance. The study revealed four factors that differentiated financially successful companies from less successful companies. These four factors were: successful companies had greater horizontal coordination; they possessed more affective internal communications; they encouraged their employees to air conflicts and criticisms openly; and they showed greater concern for developing people.

2.10.6 Firm size and organizational culture

Research conducted on the influence of firm size on organizational culture and employee morale in six Australian workplaces found that the organization size affected a number of variables. Small firms were found to have a positive culture, high employee morale, consultative management style and organizational effectiveness (Saiyadin, 2003:260).

2.10.7 Why assess culture? Closing the gap between real and ideal culture

Why would it be beneficial to assess culture of any company? If the organization wants to maximize its ability to attain its strategic objectives, it must understand if the prevailing culture supports and drives the actions necessary to achieve its strategic goals. Cultural assessment can enable a company to analyse the gap between the current and desired culture. Developing a picture of the ideal and then taking a realistic look at the gaps is vital information that can be used to design intervention programmes to close gaps and bring specific elements of culture into line. If the competitive environment is changing fast, the organizational culture may also need to change. However, only some of its practices and secondary values might need to be changed, while keeping the few precious and non-negotiable core values intact. Often, an objective tool can be utilized to attain the present picture as objectively as possible (Schein 1990:110).

2.11 Conclusion

In this chapter, a review of literature was undertaken with the intention of highlighting the important aspects of organizational culture to emphasize the importance of organizational culture to any organization, as well as bring out the fact that it is a crucial ingredient for good performance. Culture forms an integral part of any business enterprise and, harnessed properly, it can be the catalyst that propels an organization to greater heights. It is created by various means like stories, customs, symbols, routines, or by the founding fathers of the organization. There are various types of culture in different organizations, like bureaucratic culture, clan culture, entrepreneurial culture and market culture. Culture can be sustained by reinforcing certain practices, rituals or ceremonies. Organizational culture may differ from organization to organization, but it has to be driven by the people of that particular organization. Management creates the boundaries to the organization's culture but the people on the ground make a certain culture thrive or fail.

CHAPTER 3

EMPLOYEE COMMITMENT

3.1 Introduction

The face of the workplace has changed dramatically in the 21st century. Today's workers are better educated, increasingly mobile and are constantly seeking empowerment. The ever-changing technology, increased competition and globalization have created a new workplace that bears little resemblance to the businesses of the past. In the workplace of the future, many employers are realizing that the only constant advantage that they will have is their people – their intellectual capital.

The old work order of inherent job security and life-long loyalty are gone. It has been replaced by an unspoken mutual commitment contract between employer and employee. The new competitive battle and struggle among employers to retain a skilled and committed workforce from an increasingly limited pool of available talent is known as the battle for workforce share.

The need to do more with less is currently the biggest challenge. Businesses need staff to deliver more immediately. As competition and pressure to perform to world class standards grow, companies are forced to find new and innovative ways to differentiate or face closure. The time has come for businesses to walk the talk and acknowledge that employees are its greatest assets.

This chapter defines employee commitment and examines, the nature of organizational commitment and the function and types of commitment, the sources of commitment and how it can be sustained.

3.2 What is Organizational Commitment?

Newstrom and Davies (2002:211) define employee commitment as the degree to which an employee identifies with the organization and wants to continue actively participating in it. Like a strong magnetic force attracting one metallic object to another, it is a measure of the employees' willingness to remain with a firm in the future. It often reflects the employees' belief in the mission and goals of the firm, willingness to expend effort in their accomplishment, and intentions to continue working there. Commitment is usually stronger among longer-term employees, those who have experienced personal success in the organization, and those working with a committed employee group.

Luthans (1995:130) explains that, as an attitude, organizational commitment is most often defined as:

- a strong desire to remain a member of a particular organization;
- a willingness to exert high levels of effort on behalf of the organization;
- and
- a definite belief in and acceptance of the values and goals of the organization.

In other words, this commitment is an attitude about employees' loyalty to their organization and is an ongoing process through which organizational participants express their concern for the organization and its continued success and well-being. The organizational commitment attitude is determined by a number of personal (age, tenure in organization, and dispositions such as positive or negative affectivity, or internal or external control attributions) and organizational (the job design and leadership style of one's supervisor) variables. Even non-organizational factors such as the availability of alternatives, after making the initial choice to join an organization, will affect subsequent commitment. Due to this multidimensional nature of organizational commitment, there is growing support for a three component model proposed by Meyer and Allen (1996:1). The three dimensions are as follows:

- **Affective Commitment** involves the employees' emotional attachment to, identification with, and involvement in the organization;
- **Continuance Commitment** involves commitment based on the costs that the employee associates with leaving the organization; and
- **Normative Commitment** involves the employees' feelings of obligation to stay within the organization.

Pareek (2004:165) defines organizational commitment as a person's feeling with regard to continuing his or her association with the organization, acceptance of the values and goals of the organization, and willingness to help the organization achieve such goals and values.

According to Madigan, Norton and Testa (1999:03), committed employees would work diligently, conscientiously, provide value, promote the organization's services or products and seek continuous improvement. In exchange, they expect a work environment that fosters growth and empowerment, allows for a better balance of personal and work life, provides the necessary resources to satisfy the needs of customers and provides for their education and training as well as that of their co-workers.

Hellriegel (2001:54) emphasizes that organizational commitment goes beyond loyalty to include an active contribution to accomplishing organizational goals. Organizational commitment represents a broader work attitude than job satisfaction because it applies to the entire organization rather than just to the job. Further, commitment typically is more stable than satisfaction because day-to-day events are less likely to change it.

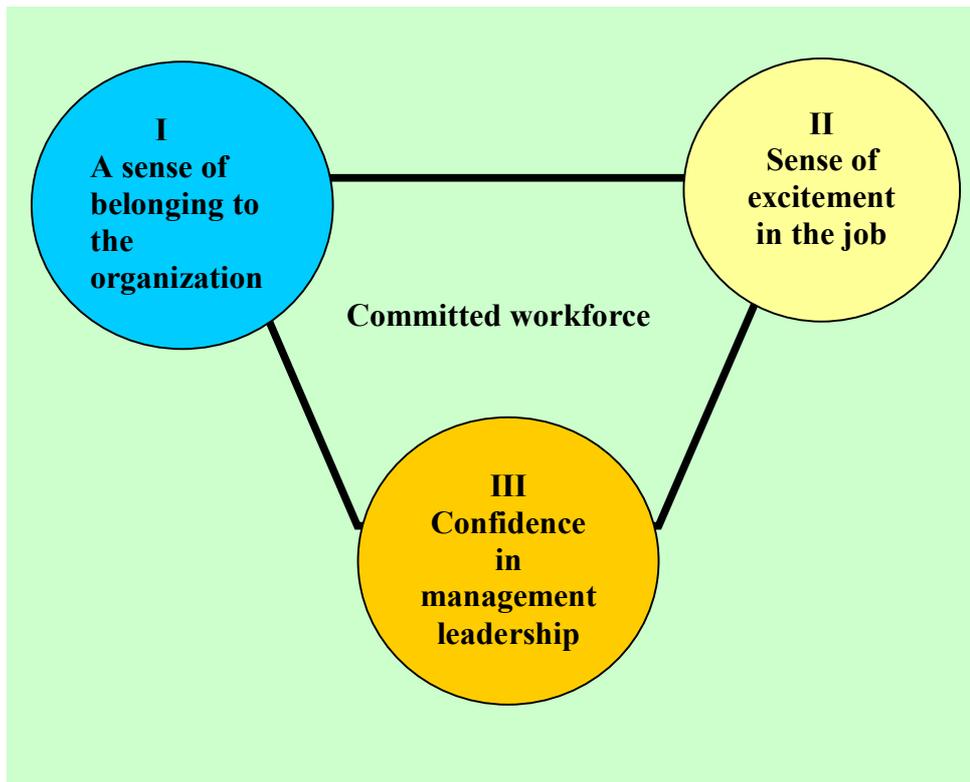
3.3 Three processes or stages of commitment

Mullins (1999:812) suggests three processes or stages of commitment:

- **Compliance**, where a person accepts the influence of others mainly to obtain something from others, such as pay; this is followed by
- **Identification**, in which the individual accepts influence in order to maintain a satisfying relationship and to feel pride in belonging to the organization; which leads to
- **Internalization**, in which the individual finds the values of the organization to be intrinsically rewarding and compatible with the personal values.

3.4 The three pillar model of commitment

Figure 3.1: The Three Pillar model Of Commitment



Source: Mullins (1999:813)

Martins and Nicholls in Mullins (1999:813) view commitment as encapsulating by 'giving all of yourself while at work'. This commitment entails things as using time constructively, attention to detail, making that extra effort,

accepting change, co-operation with others, self development, respecting trust, pride in abilities, seeking improvements and giving loyal support. Based on case studies that focused on employee commitment of 14 British companies, including Jaguar, Royal Bank of Scotland, British Steel, Pilkington's, Rothmans, Raleigh, and Schweppes, Martin and Nicholls formulated a model of commitment based on three major pillars, each with three factors, as shown in figure 3.1. These pillars are:

(I) A sense of belonging to the organization

This builds upon the loyalty essential to successful industrial relations. The sense of belonging is created by managers through ensuring the workforce is informed, involved and sharing in success;

(II) A sense of excitement in the job

Improved results will not be achieved unless workers can also feel a sense of excitement about their work which results in the motivation to perform well. This sense of excitement can be achieved by appealing to the higher-level needs of pride, trust and accountability for results; and

(III) Confidence in management

The senses of belonging and excitement can be frustrated if workers do not have respect for, and confidence in, management leadership. This respect is enhanced through attention to authority, dedication and competence.

A large measure of the success of the companies studied derives from their management of people and from creating a climate for commitment. For example: 'if people feel trusted, they will make extraordinary efforts to show the trust to be warranted'. However, creating commitment is hard. It takes time, the path is not always smooth and it requires dedicated managers (Mullins, 1999:813).

3.5 Sources of Commitment

Hellriegel (2001:54) argues that, as with job satisfaction, the sources of organizational commitment may vary from person to person. Employees' initial commitment to an organization is determined largely by their individual characteristics (e.g. personality and attitudes) and how well their early job experiences match their expectations.

Later, organizational commitment continues to be influenced by job experiences, with many of the same factors that lead to job satisfaction also contributing to organizational commitment or lack of commitment: pay, relationships with supervisors and co-workers, working conditions, and opportunities for advancement. Over time, organizational commitment tends to become stronger because individuals develop deeper ties with the organization and their co-workers as they spend more time with them; seniority often brings advantages that tend to develop more positive attitudes; and opportunities in the job market may decrease with age, causing workers to become more strongly attached to their current job (Hellriegel, 2001:55).

Employees today are increasingly self-assured and cognizant of their value to employers. They would consciously choose to work for those companies that meet their workplace expectations. Organizations that demonstrate their commitment to employees will attract and retain their desired workforce – and will ultimately win the battle for the workforce share (Madigan, *et al.*, 1999:1).

Simpson (2007:1), in an article for the Mansis Development Corporation, emphasizes that employee behaviour on the job is influenced directly - positively or negatively by his or her immediate supervisor. Positive influences are essential to strengthening employee commitment. Therefore, the first step in building commitment is to improve the quality of management. Much has been written recently about the need for improving the education and training of the workforce. As important as this is, at least equal emphasis must be

given to improving the quality of management if business is to succeed in achieving greater employee commitment and thereby its profitability.

Nelson (1999:1) further concurs, in this regard, because he indicates that while money certainly plays a part in building employee loyalty, it's clearly not enough in today's work environment. Compensation is important, but most employees consider it a right – an exchange for the work one does. He further emphasizes that people want to feel that what they do, make a difference and money alone does not do this; personal recognition does.

3.6. Relation to Job Behaviour

Managers are interested in the relationships between organizational commitment and job behaviour because the lack of commitment often leads to low turnover. The stronger an employee's commitment is to the organization, the less likely the person is to quit. Strong commitment is also correlated with low absenteeism and relatively high productivity. Attendance at work (being on time and taking little time off) is usually higher for employees with strong organizational commitment. Moreover, committed individuals tend to be more goal directed and waste less time while at work, which has a positive impact on productivity. Effective management can foster increased commitment and loyalty to the organization (Hellriegel, 2001:54).

3.7 Strategies for Increasing Employee Commitment

There are many ways to build employee commitment and employers often fail to realize that some of the most effective things they can do to develop and sustain motivated, committed employees costs very little or nothing at all. Nelson (1999:01) proposes the power of "the five I's."

- **Interesting work.** No one wants to do the same boring job over and over, day after day. Moreover, while any job will always require some boring, repetitive tasks, everyone should have at least a part of their job be of high interest to them.

- **Information.** Information is power, and employees want to be empowered with the information they need to know to do their jobs better and more effectively. Further, more than ever, employees want to know how they are doing in their jobs and how the company is doing in its business. Open channels of communication in an organization allow employees to be informed, ask questions, and share information.
- **Involvement.** Managers today are faced with an incredible number of opportunities and problems and, as the speed of business continues to increase dramatically, the amount of time that they have to make decisions continues to decrease. Involving employees in decision-making, especially when the decisions affect them directly, is both respectful and practical. Those closest to the problem typically have the best insight as to what to do. As one involve others, one increases their commitment and ease in implementing new ideas or change.
- **Independence.** Few employees want their every action to be closely monitored. Most employees appreciate having the flexibility to do their jobs as they see fit. Giving people latitude increases the chance that they will perform as one desires - and bring additional initiative, ideas, and energy to their jobs.
- **Increased visibility.** Everyone appreciates getting credit when it is due. Occasions to share the successes of employees with others are almost limitless. Giving employees new opportunities to perform, learn, and grow as a form of recognition and thanks is highly motivating for most people.

Madigan *et al.* (1999: 3) provide practical strategies that organizations can use to increase employee commitment. They first propose that, in order for an organization to increase the commitment levels of its employees, it has to recognize the fundamental need of the employee to maintain a work-life balance.

The recognition of personal and family life must be seriously considered. Organizations might want to consider implementing such practices as:

- flexible work schedules;
- personal time-off programmes;
- job-share arrangements;
- reduced work weeks;
- work-from-home arrangements; and
- training programmes that offer practical suggestions on how to better affect the balance between personal life and work life.

The composition of today's workforce is much more complex. Dual income families and single parents with dependents are the norm. The term extended family encompasses not just grandparents or in-laws, but children from previous relationships, step-children or foster children.

Given these new structures, it is not surprising that the workforce is having difficulty balancing work-life activities. Whereas one individual bore the burden in the past, the responsibilities are often shared between two working individuals today. Both feel the pressure to balance work and family life and squeeze in some time for themselves. Establishing work – life programmes will go a long way in alleviating stress and will impact positively on commitment levels.

Mullins (1999:815) concludes that a high level of employee commitment implies willingness to work for the organization's benefit: but that its continuation depends on the reciprocal commitment by the organization to its members. In the current industrial climate, there needs to be concern not only for producing goods or services, but also for the encouragement of innovative, exploratory and creative ideas that go beyond what can be prescribed for the job, and for the application to work of intuitive as well as explicit knowledge. These multiple objectives can only be achieved if managers consider, with care, exactly what kinds of commitment they are aiming for, and design policies and practices accordingly.

3.8 Research on Organizational Commitment

According to a Watson Wyatt Survey, 'Work USA 2000', it was revealed that there were seven key factors which made an impact on an employee's commitment levels. Trust and skills occupy top slots in this survey and were followed by job security and good pay package.

The seven key factors (percent impact of each factor) are:

- Trust in senior leadership (14%);
- Chance to use skills on the job (14%);
- Job security (11%);
- Competitiveness of rewards (11%);
- Quality of company's products/services (10%);
- Absence of work-related stress (7%);
- Honesty and integrity of company's business conduct (7%); and
- All other factors put together accounted for the rest of 26 percent.

This finding clearly demonstrates that 'Trust in leadership' occupies the top slot and lays the strong foundation for other factors. The leadership must first demonstrate their level of commitment to employees and win their trust if it wants their commitment, dedication and hard work in return. What the leadership gives to its employees, it receives in return.

To achieve something, a person must have the requisite skills and knowledge, but more important than that is the willingness and positive attitude to accomplish the assigned job. Employees feel encouraged and motivated when they perceive that their contributions are valued and their organization cares about their material, emotional and intellectual needs. In such a positive work atmosphere, people willingly volunteer themselves to hard work (Vohra 2003:1).

▪ **Types of trust**

Employees will show more commitment to their work if the organizational leadership creates more trust in the working climate. Trust works wonders for people at all levels and empowers them to do extraordinary things. It also helps them to release their blocked energies, intellects, capacities and creativities.

Management gurus, Galford and Drapeue, have identified three types of trust i.e. strategic trust, organizational trust and personal trust.

Strategic trust is the faith people have in the organization's ability to do things right, in terms of its goals and strategies. Organizational trust is people's faith in the firm's processes, including the decision-making process; while personal trust is an employee's faith and confidence in the organizational leadership in the context of their integrity, confidence and vision.

How employees feel make an impact on their productivity levels. The levels of an employee's commitment have a direct bearing on the sustainability and profitability of any business firm.

Pay and perks is just one dimension of the work place. The leadership must ensure that their employees are treated with kindness and fairness. Employers must bring in a lot of flexibility in their policies to ensure employee commitment (Vohra, 2003:1)

Various researches on this subject have shown that a number of factors can influence an employee's feelings:

- Quality of immediate, middle and top leadership;
- Clarity in vision, mission and strategies of a firm;
- People's trust in established systems and structures;
- Conducive and participatory work atmosphere;
- Good compensation package;
- Performance based promotions;

- Efficient communication systems;
- Good training and development facilities;
- A sense of involvement—inviting the suggestions to improve the efficiency levels; and
- A good employee appraisal system.

Employers also need to understand that the level of employee involvement and commitment will not be uniform for all times. There would be phases when a number of employees will feel low and it will impact their productivity, but that is natural. They will also commit silly mistakes, but the leadership has to be considerate towards them if they are honest in acknowledgement and are willing to mend. Even machines do not perform with 100 percent efficiency all the time. This kind of vulnerability has to be accounted for in an organization. Employees need a caring leadership and work atmosphere to perform their best. High achievers are always groomed through a congenial work atmosphere and motivational leadership. The only way to generate the sincere commitment in employees is through an ideal leadership process, which is dependable, reliable, predictable, empathetic, courageous and full of character and integrity (Vohra, 2003:1)

A committed employee is far better than the one who promises but never delivers because there is a huge difference between promise and commitment. A promise is a statement of intent whereas a commitment is a promise to be kept, no matter what. Committed employees always help to build a healthy corporate image. Commitment is a two way process and one must go the extra mile to create and maintain it. Do not forget the fundamental fact that commitment, trust and empowerment go hand-in-hand. It is probably the only way to achieve true corporate excellence (Vohra, 2003:1).

3.9 Conclusion

This chapter reviewed literature on organizational commitment. A general overview of the definitions, stages, sources as well as strategy in creating employee commitment was reviewed from available literature. It is clear, from

the available literature, that trust plays an integral role in building and sustaining employee commitment. It is, therefore, of utmost importance that employees and employers have a solid relationship built on trust for each other. Money or compensation is important to building employee commitment as well, but recognition, accountability and pride are some of the other factors that help cement the employee's commitment to the company. Employees must feel a sense of belonging to the organization, their job must provide a sense of excitement, and they must have confidence in management if they are to remain committed to the organization.

CHAPTER 4

RESEARCH METHODOLOGY

4.1 Introduction

This section explains and justifies the research strategy chosen. Research design issues, which include the sampling technique, questionnaire, procedure and data analysis techniques, are addressed.

4.2 Research Design

The research design selected in this study is a quantitative, cross-sectional design. A cross-sectional design is used for research that collects data on relevant variables one time only from a variety of people, subjects, or phenomena. The data is collected all at the same time (or within a short time frame). A cross-sectional design provides a snapshot of the variables included in the study, at one particular point in time. It may reveal how those variables are represented in a cross-section of a population. The cross – sectional study is the most frequently used descriptive design (Malhotra, 1999:89).

The quantitative study is aimed at ascertaining the levels of employee commitment, the prevailing culture, as well as the preferred culture of the selected company. A quantitative study, consistent with the quantitative paradigm, is an inquiry into a social or human problem, based on testing a theory composed of variables, measured with numbers, and analysed with statistical procedures, in order to determine whether the predictive generalizations of the theory hold true (Babbie and Mouton, 2002:646).

4.3 Population and Sample

In research, the word population is used to mean the total number of people, groups or organizations who could be included in the study.

Sampling involves making decisions about which people, settings, events or behaviours to observe. According to Cooper and Emory (1995:196), a population is the total collection of elements about which one wishes to make inferences. An element is the individual on whom the measurement is being taken and is the unit of study. For the purposes of this study the population is defined as all full-time employees, employed at the Riverview Paper Mill. The study was a census of the entire workforce of Nampak Tissue - Riverview Paper Mill, which totalled fifty two (52) permanent employees (N=52).

4.4 Data Collection

Data collection involved the administering of two types of questionnaires to the employees of the selected company (appendix d, e, f and g). In order to have a fully representative and reliable sample, the entire workforce (N=52) of the selected company was canvassed to complete the questionnaires.

4.5 Questionnaires

The questionnaires used in this research study consist of three (3) sections:

- The biographical information section;
- The organizational culture section; and
- The employee commitment section.

Section 1: The Biographical Information Questionnaire.

The respondent's, biographical information was collected to establish a profile of the sample group in relation to age, race, years of service, and educational qualifications.

Section 2: The Organizational culture Questionnaire

The organizational culture questionnaire was used to determine the existing and preferred culture of the selected company. The questionnaire was initially developed by Harrison (1992) in an effort to help participants in management training courses understand their own organizational cultures.

The questionnaire consists of 7 “beginnings” of sentences that describe some aspects of the organizational functioning and design. Following each beginning are four (4) possible “endings”. Combined with the beginning, each ending will form a complete sentence describing one of four different patterns of organizational behaviour, beliefs and values.

At the end of each “ending” sentence are two columns, one marked “E” for existing culture and the other marked “P” for the preferred culture. In the case of the existing culture, respondents will be required to rank order the phrases following each sentence beginning by placing a “4” next to the ending phrase that came the closest to describing the way things are in the organization, a “3” next to the one that came next closest, and so through “2” and, finally a “1” – the one that least described the way things are in the organization.

Next the respondents are required to go back to the spaces below the “P” (preferred culture) heading. This time, the respondents are required to rank order the sentence endings by placing a “4” next to the ending phrase that comes closest to describing the way they would prefer things to be in the organization, a “3” next to the one that came next closest, and so through “2” and finally a “1” – the sentence that represents the least preferred alternative.

All the (a) alternatives of the questionnaire refer to an organizational culture called the **Power - oriented Culture**; the (b) alternatives assess the **Role – Culture**; the (c) alternatives describe the culture based on **Achievement**; and the (d) alternatives describe a **Support – Oriented Culture** (Harrison and Stoke, 1992:52).

Section 3: The Employee Commitment Questionnaire

Section 3 comprises of a questionnaire based on the three – component model proposed by Meyer and Allen (1996:1). The three dimensions are as follows:

1. **Affective Commitment:** involves the employee's emotional attachment to, identification with, and involvement in the organization;
2. **Continuance Commitment:** involves commitment based on the costs that the employee associated with leaving the organization; and
3. **Normative Commitment:** involves the employee's feelings of obligation to stay with the organization.

The questionnaire is presented in a Likert – type scale with Strongly Disagree forming the one end of the continuum and Strongly Agree the other end. Respondents are required to tick either 1, 2,3,4,5, for Strongly Disagree, Slightly Disagree, Neutral, Slightly Agree, and Strongly Agree respectively, for the 5 different alternatives presented in the three components.

According to Struwig and Stead (2001:94), a Likert – type scale is usually linked to a number of statements to measure attitudes or perceptions and 5-point or 7-point scales are often used.

4.6 Procedure

The questionnaire was handed out to each respondent personally by the researcher. A covering letter was attached to each questionnaire that served to introduce the researcher to the respondent and to explain the purpose of the study, as well as the intentions of the researcher, i.e. to assess the corporate culture, and levels of employee commitment that is prevalent in the organization

4.7 Data analysis Technique

According to Cooper and Emory (1995:67), data analysis usually involves reducing accumulated data to a manageable size, developing summaries, looking for patterns, and applying statistical techniques. This section explains how the data is to be captured and analyzed, and would also define the statistical terms of Frequency, Means, Standard Deviation, which were used to analyze the data.

4.8 Statistical Analysis Of Data

The data that was obtained from the completed questionnaires was captured onto diskettes using Microsoft Excel Spreadsheets. The data was processed using the SPSS, (Statistical Package for the Social Sciences) software. The analysis was based on inferential statistics. The descriptive and inferential statistics that were used, included measures of central tendency and dispersion. The results have been presented in tabular format.

4.9 Frequency

According to Aaker *et al.* (2004:772), a frequency is a report of the number of responses that a question has received.

4.10 Means and Standard Deviation

The arithmetic mean (the mean) is defined as the sum of the values in the data group divided by the number of values (Kaizmier, 1988:30). According to Silver (1992:198), the arithmetic mean is what is commonly called average. The mean was used to establish the subject's perceptions of the existing and preferred culture.

The square root of the variance is called the standard deviation, the variance being similar to the average deviation in that it is based on the difference between each value in the data set and the mean of the group (Kazmier,

1988:47). The standard deviation records the extent to which scores deviate from the mean. The standard deviation determined the extent to which the subjects' perceptions of the current and preferred culture deviate from the mean.

4.11 Descriptive statistics

Descriptive statistics describe data in terms of measures of central tendency. Descriptive statistics are the most efficient means of summarising the characteristics of large sets of data. In a statistical analysis, the analyst calculates one number or a few numbers that reveal something about characteristics of large sets of data (McDaniel and Gates, 2002:488).

4.12 Ethical Considerations

The goal of ethics in research is to ensure that no one is harmed or suffers adverse consequences from the research activities (Cooper and Schindler, 2001:112). The researcher has undertaken to protect the rights of the respondents by:

- Ensuring that none of the respondents was named during the research or subsequent thesis;
- Respondents were selected to participate without compulsion;
- All respondents were informed of the reason and purpose of the research; and
- Informed consent was sought from the management of the selected company before the commencement of this research initiative.

4.13 Conclusion

This chapter outlined the research methodology applied in the study. The discussion of the methodology allows for an easier understanding of the following chapter, which focuses on the presentation of results.

CHAPTER 5

PRESENTATION OF RESULTS

5.1 Introduction

The statistical techniques that were outlined in chapter four were applied to the data, and the results obtained will be presented in this chapter. Descriptive statistics have been used in the presentation of the data.

5.2 Objectives

The main aim of the study was to assess the levels of organizational culture and employee commitment at, Nampak Tissue – Riverview Paper Mill.

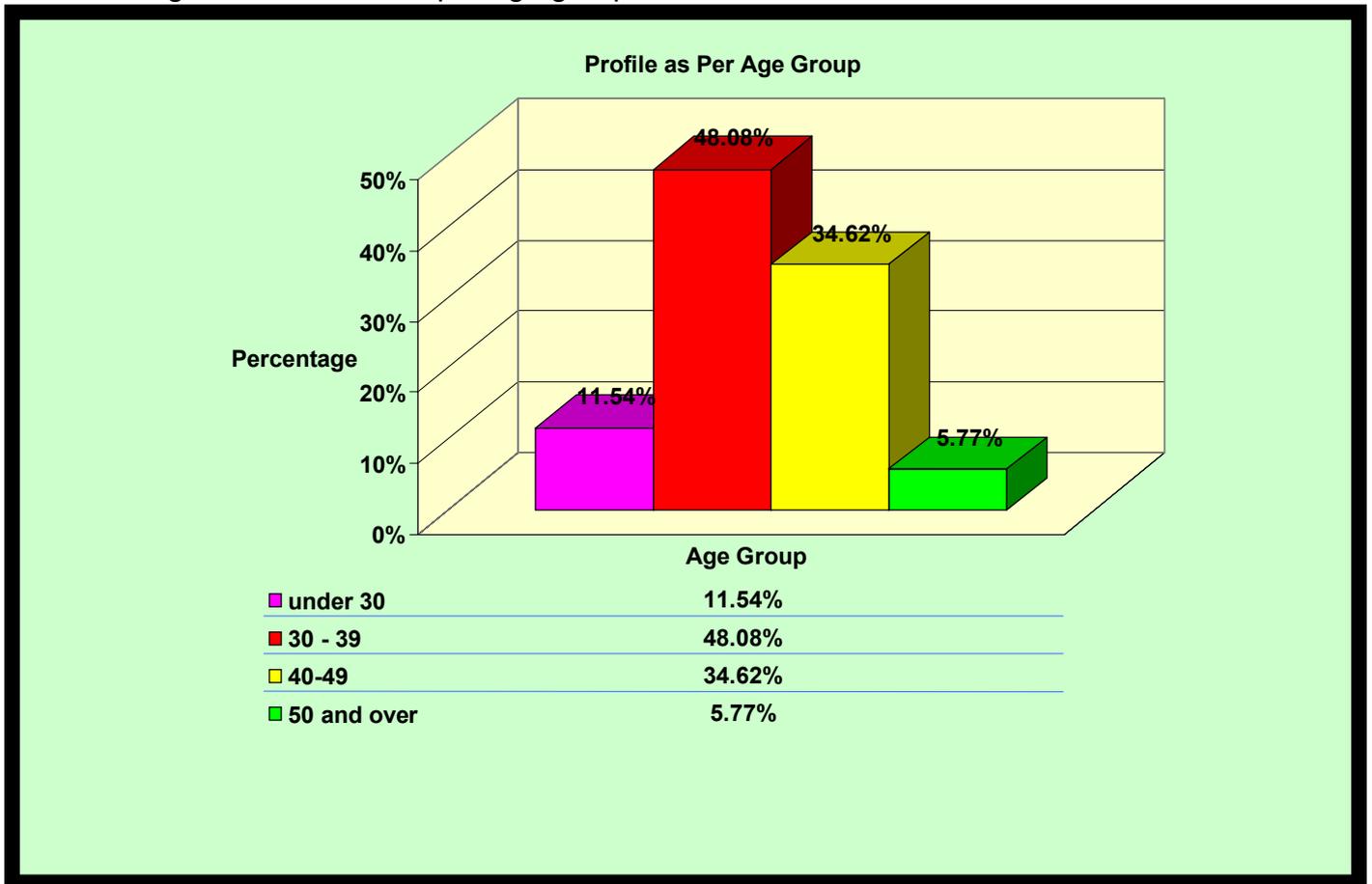
The analysis begins with a description of the respondents biographical profiles, which will enable the reader to understand the workforce of the selected company in more detail. Thereafter, the questions on culture and employee commitment are analysed graphically.

5.3 Biographical Information

The first part of the questionnaire deals with the biographical information of the respondents and the following graphical representations illustrate the responses for each question.

5.3.1 Age Group

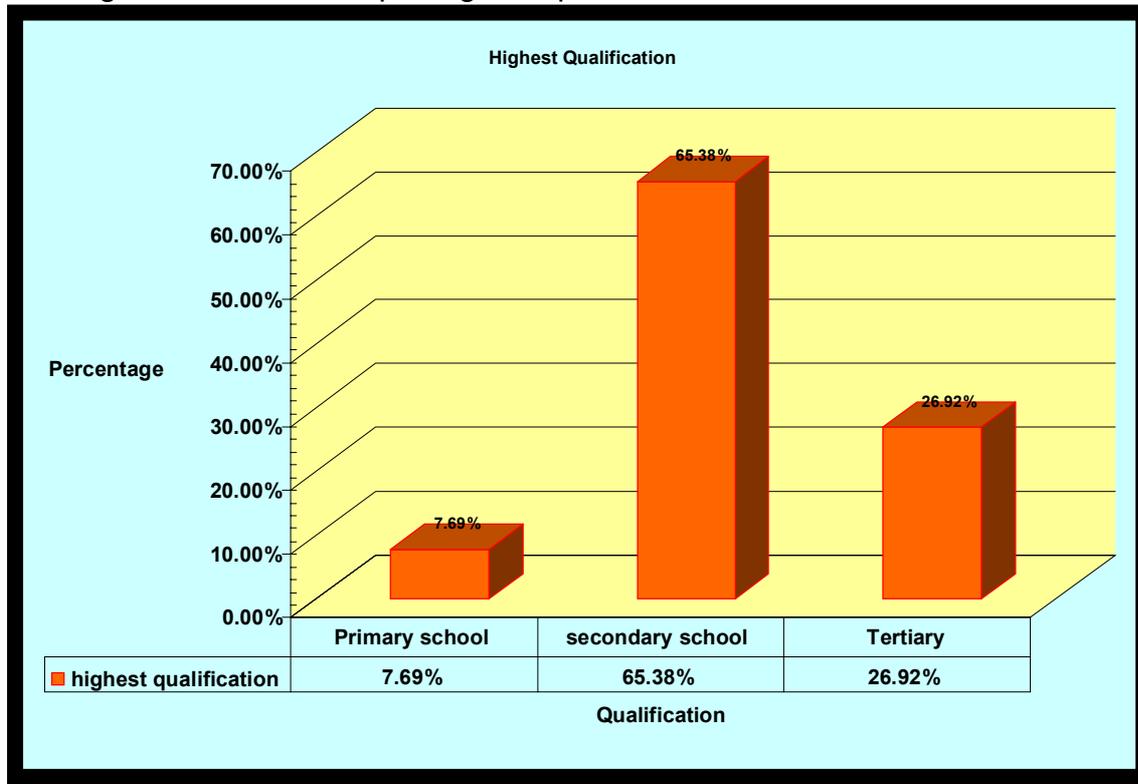
Figure 5.1: Profile as per age group.



The company has a fairly young workforce, with the majority of respondents being between the ages of 30 – 39 (48.08%). 34.62% were between 40 – 49. 11.54% were under 30 years of age and 5.77% were above 50 years old.

5.3.2 Highest Qualification

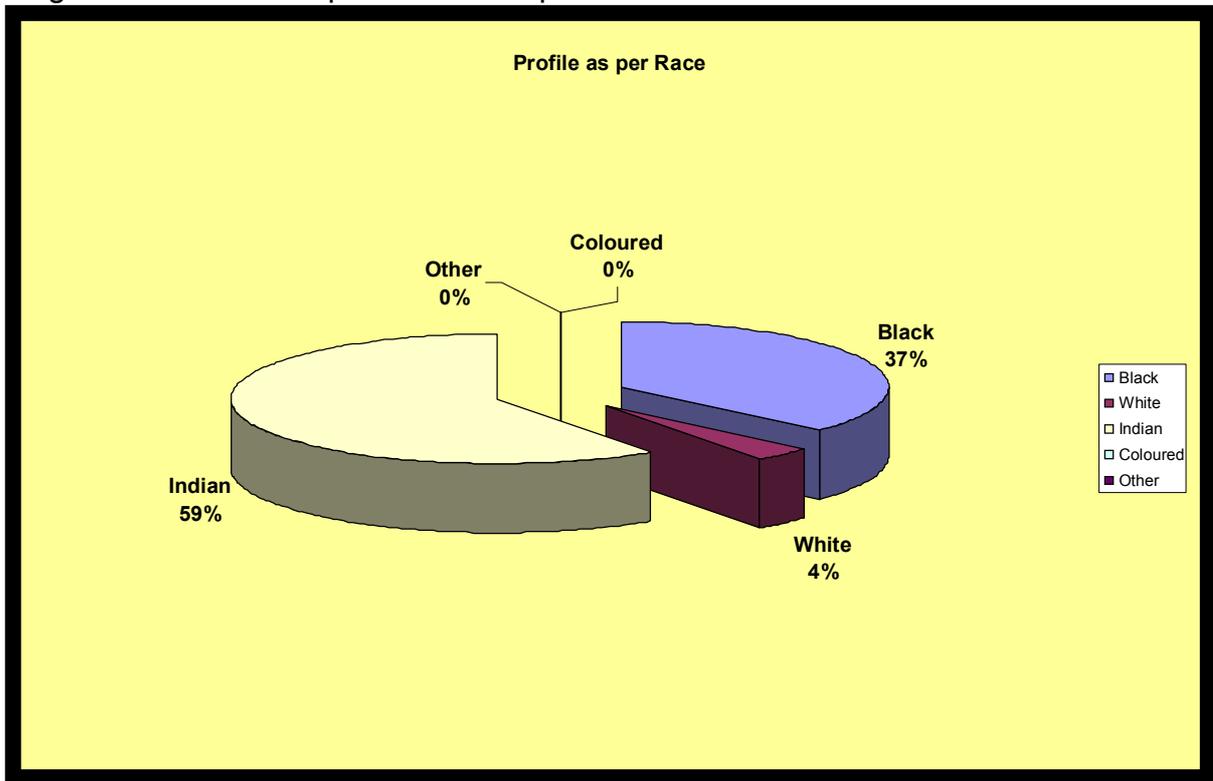
Figure 5.2: Profile as per highest qualification obtained



A large majority of the workforce (65.38%) have a secondary school education, while 26.92% have studied further than secondary school and 7.69% have only studied as far as primary school. The graph also indicates that the current workforce is literate, because the entire workforce had received at least some kind of basic education. This finding may facilitate easier communication.

5.3.3 Race Group

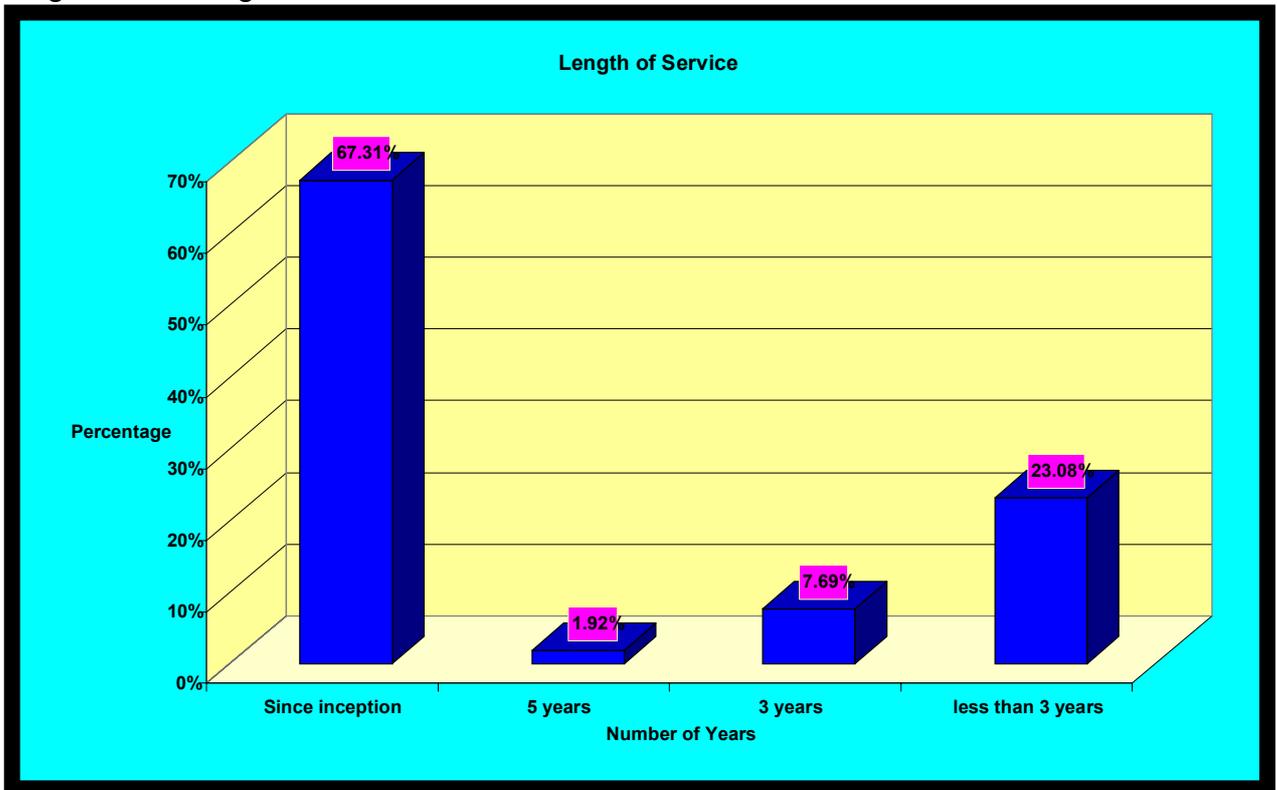
Figure 5.3: Profile as per Race Group



Whites (4%) are the smallest representative race group in this company, with Indians (59%) being the majority race group and Blacks (37%) making up the balance of the workforce.

5.3.4 Length of Service

Figure 5.4: Length of Service



A large percentage of the current workforce (67.31%) has been with the company since it started. 23.08% of the workforce are with the company for less than 3 years, whilst 7.69% and 1.92% have been with the company for 3 and 5 years, respectively.

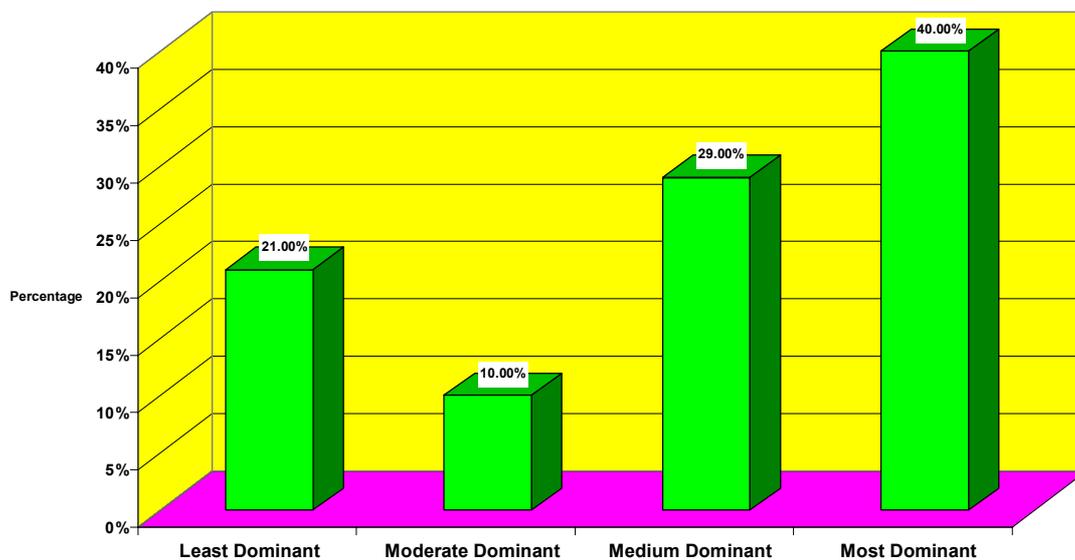
Section 2 - Organizational Culture

The following is a graphical representation of the responses to the organizational culture questionnaire.

2.1 Employees of the organization are expected to give first priority to:

Q1.E (a): Meeting the needs and demands of their supervisors and other high level people in the organization – Existing Culture

Figure 5.5: Meeting the needs and demands of their supervisors – existing culture

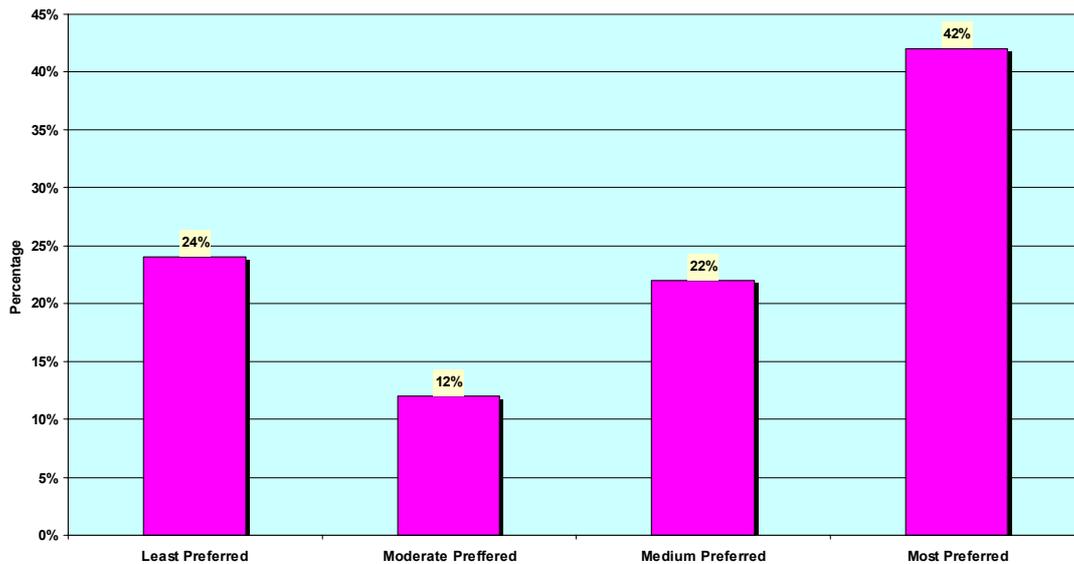


40 percent of the respondents (most dominant) identified the existing culture as power culture because they believe that employees are expected to meet the demands of their supervisors and other high level people in the organization. 21% of the respondents (least dominant) do not believe that the existing culture is power culture. 29% of the respondents adopted a moderate dominant view to this question, which indicates that there is a very strong leaning towards the belief that power culture is the prevailing culture at

Riverview Paper Mill. 10% of the respondents adopted a moderate dominant view to this question.

Q1.P (a): Meeting the needs and demands of their supervisors and other high level people in the organization - Preferred Culture

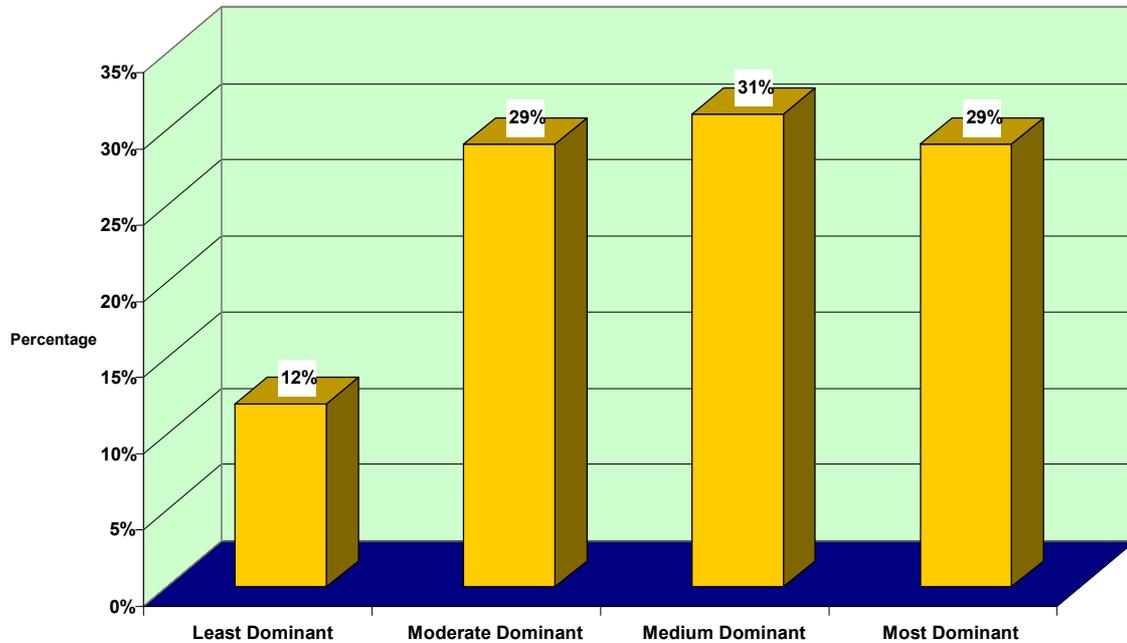
Figure 5.6: Meeting the needs and demands of their supervisors – preferred culture



42 percent of the respondents indicated that they most preferred power culture whilst 24 percent indicated power culture as the least preferred alternative. The combined medium and most preferred responses, 22% and 42%, respectively, represent a majority (64%) of the employees, who prefer power culture. It can be assessed, with a great amount of certainty, that 42% of the workforce would prefer to be driven by somebody of higher authority like a supervisor or other senior members within the organization. 12% of the respondents moderately preferred power culture.

Q1. E (b): Carrying out the duties of their own jobs, staying within policies and procedures related to their jobs – Existing Culture

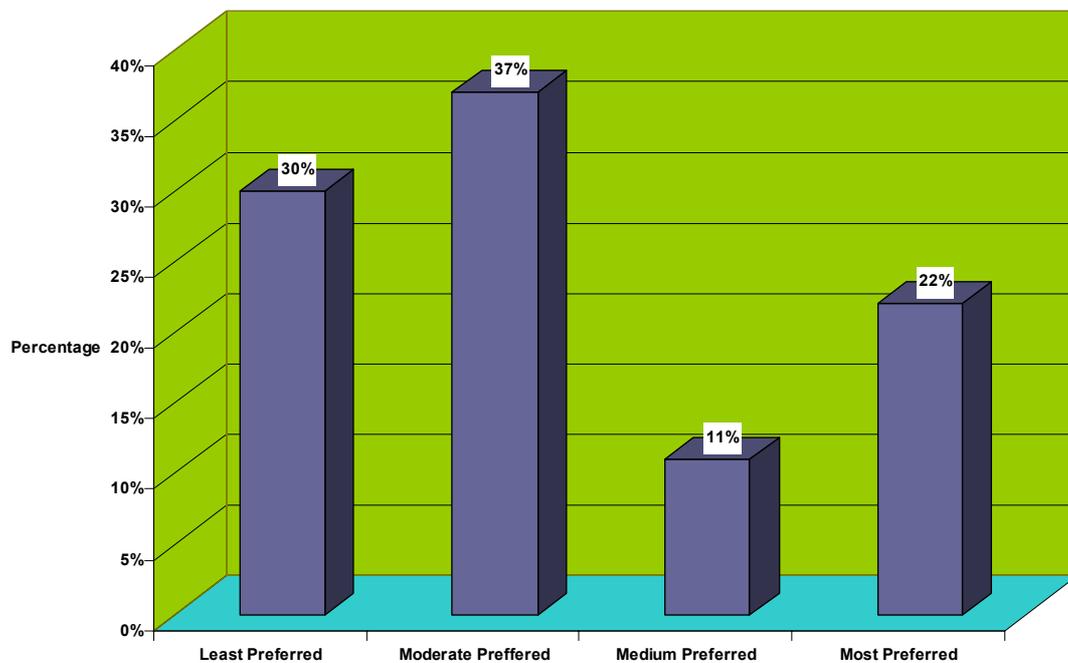
Figure 5.7: Carrying out the duties of their own jobs – existing culture



31 percent of the respondents indicated the existing culture to be that of role culture whilst 29 percent concurred and disagreed. 12 percent indicated this question to be their least dominant view. The uncertainty to this question is evidenced by the large number of responses to the moderate and medium dominant views, 29% and 31%, respectively. This finding therefore suggests that role culture is prevalent but it is by no means the dominant culture at Riverview Paper Mill.

Q1. P (b): carrying out the duties of their own jobs, staying within the policies and procedures related to their jobs – Preferred Culture

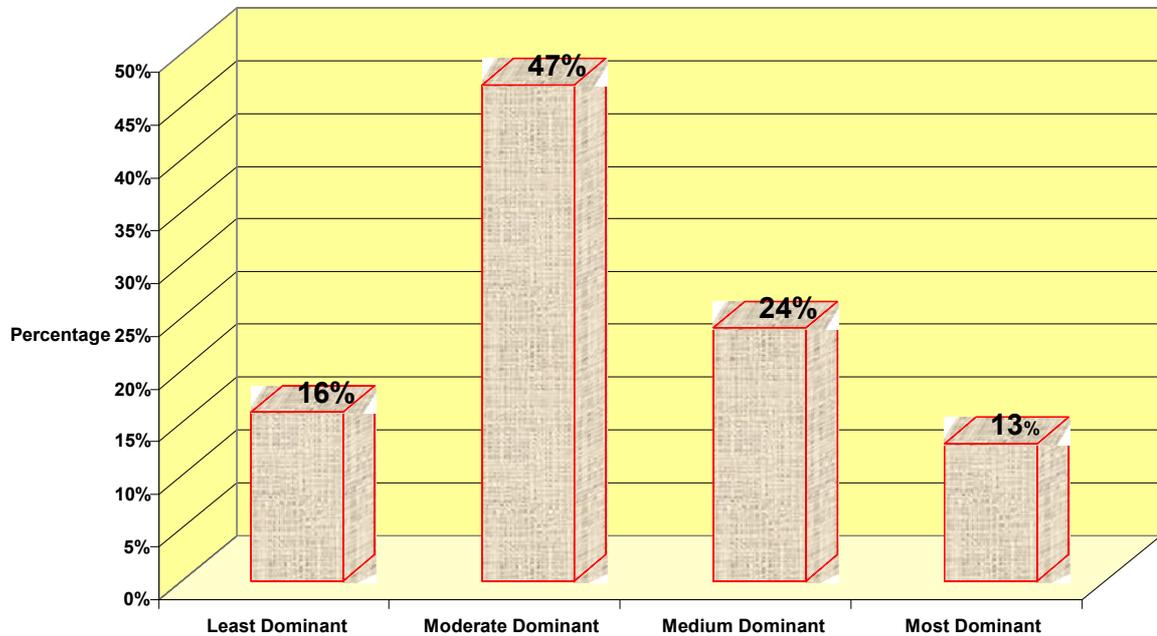
Figure 5.8: Carrying out the duties of their own jobs – preferred culture



37 percent of the respondents indicated a moderate preference to role culture whilst 30 percent of the respondents indicated role culture as the least preferred culture. The above graph clearly illustrates that the role culture is not a preferred culture because the combined least and moderate dominant views (30% and 37%, respectively) represent the majority of the workforce that do not prefer or show a leaning to not preferring this type of culture. The vast majority of the employees (67%) do not like to be confined to the routines of the job or by policies and procedures. 11% indicated a medium preference and 22 % indicated most preferred, to carry out the duties of their own jobs and to staying within policies and procedures related to their job.

Q1. E(c): meeting the challenges of the task, finding a better way to do things – Existing Culture

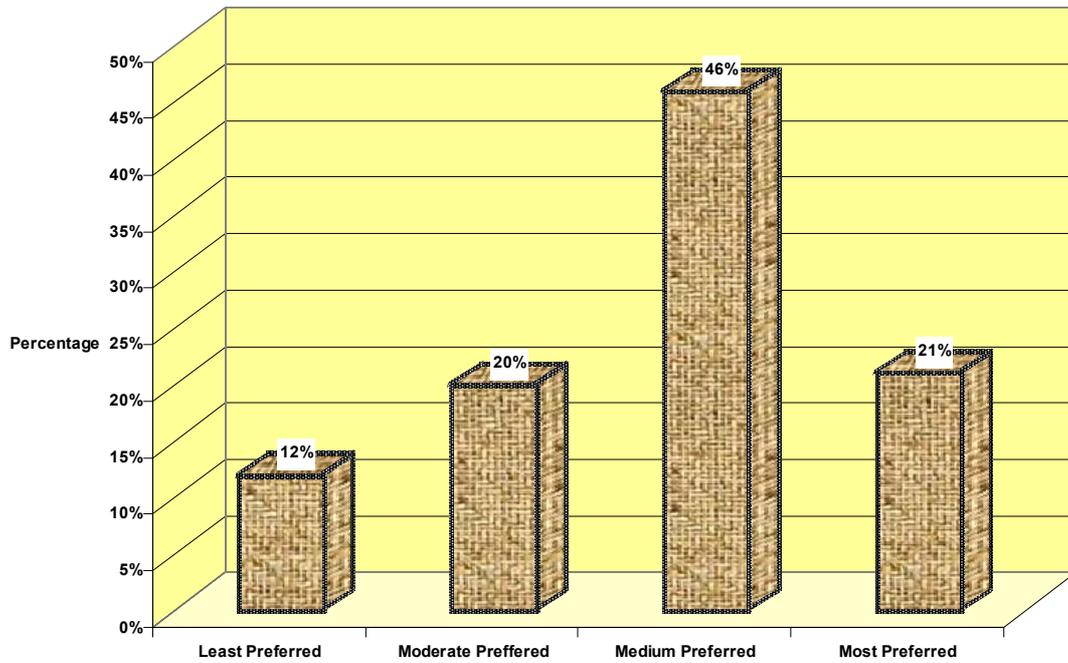
Figure 5.9: Meeting the challenges of the task – existing culture



The existing culture of Riverview Paper Mill does possess some traits of achievement culture, as evidenced by 13% of the respondents believing that this is the most dominant view. 47% of the respondents indicated that they moderately believe the existing culture to be that of achievement culture, which further supports this analysis. 24% of the respondents shared a medium dominant view that the existing culture was that of achievement culture and 16% of the respondents showed a least dominant view.

Q1. P(c): meeting the challenges of the task, finding a better way to do things – Preferred Culture

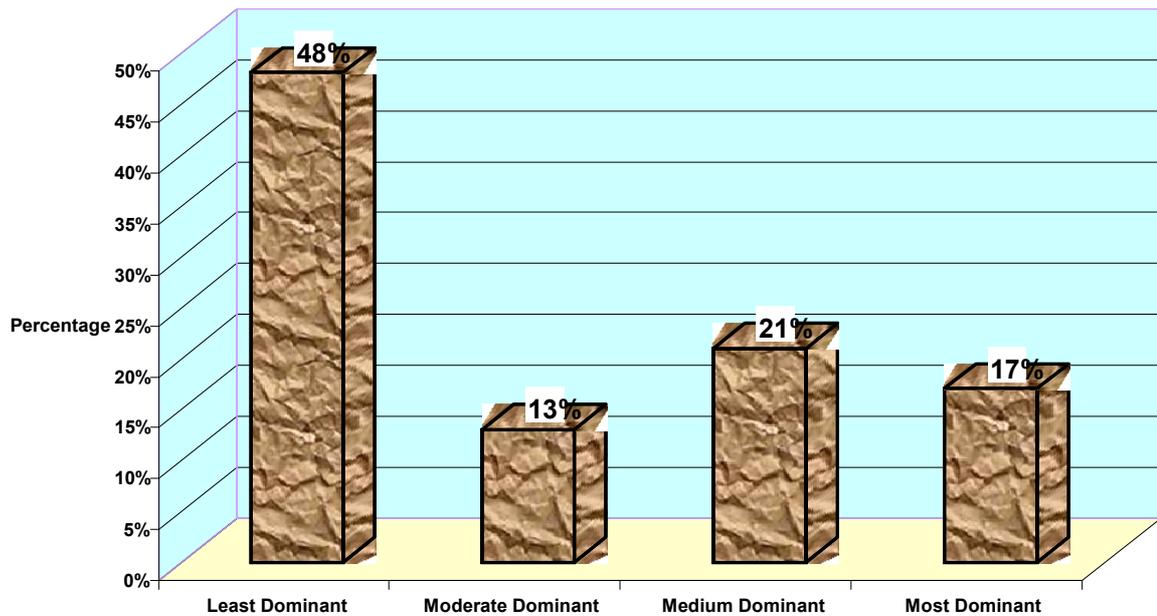
Figure 5.10: Meeting the challenges of the task – preferred culture



46 percent of the workforce most preferred the culture to be achievement culture, a further 21 percent (medium preferred) agreed with this view, whilst 20 percent moderately preferred achievement culture and 12 percent least preferred achievement culture.

Q1. E (d): Co-operating with the people with whom they work to solve work and personal problems – Existing Culture

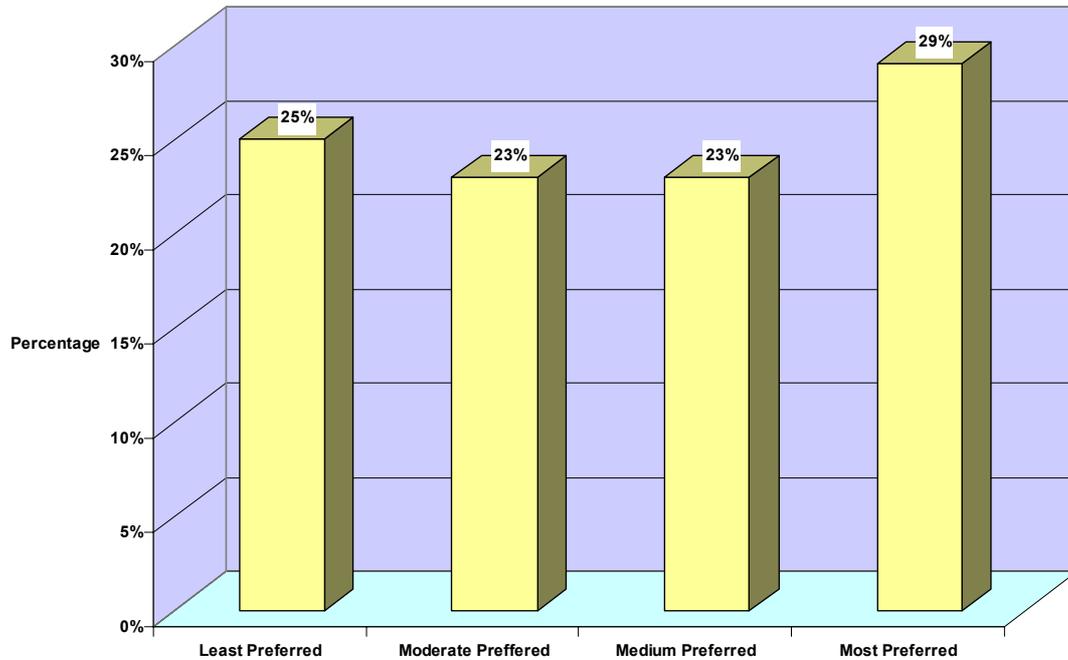
Figure 5.11: Co-operating with the people with whom they work to solve problems – existing culture



A large percentage of the respondents (48 percent) indicated that the existing culture was not one of support culture. 13 % shared a moderate dominant view to co – operating with the people with whom they work to solve work and personal problems, whilst 21% shared a medium dominant view to support culture and 17% of the respondents believed that the existing culture was support culture.

Q1. P (d): Co-operating with the people with whom they work to solve work and personal problems – Preferred Culture

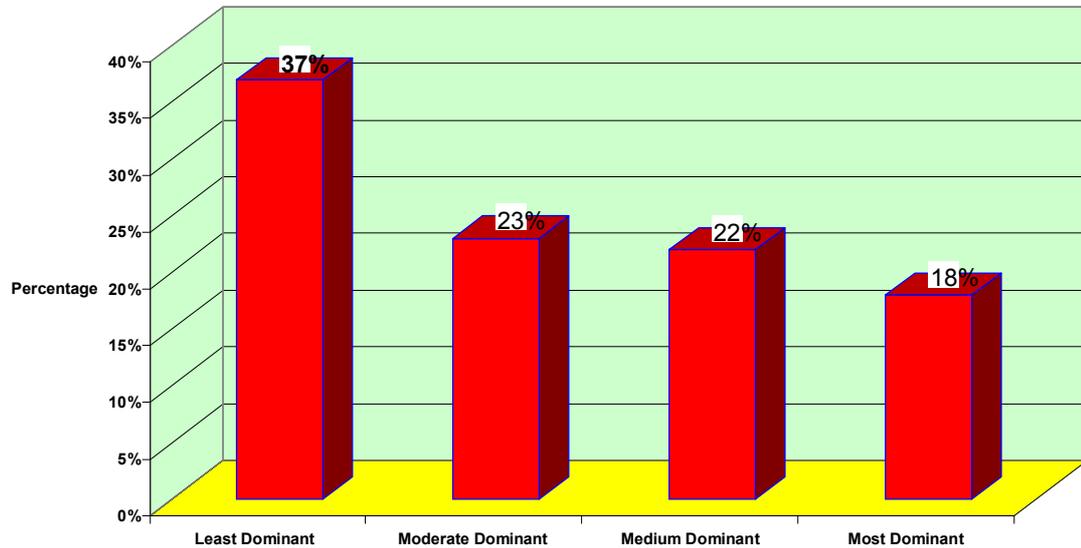
Figure 5.12: Co-operating with the people with whom they work to solve problems – preferred culture



A small percentage of the respondents showed a leaning towards support culture as the most preferred culture 29% showed a leaning towards, most preferred and 23%, indicated medium preference. There is a fair number of employees (25%) preferred to work on their own, rather than co-operating with others to solve personal and work related problems. 23% moderately preferred co – operating with people with whom they work to solve work and personal problems.

Q2. E (a): As ‘hands’ whose time and energy are at the disposal of persons at higher levels in the hierarchy – Existing Culture

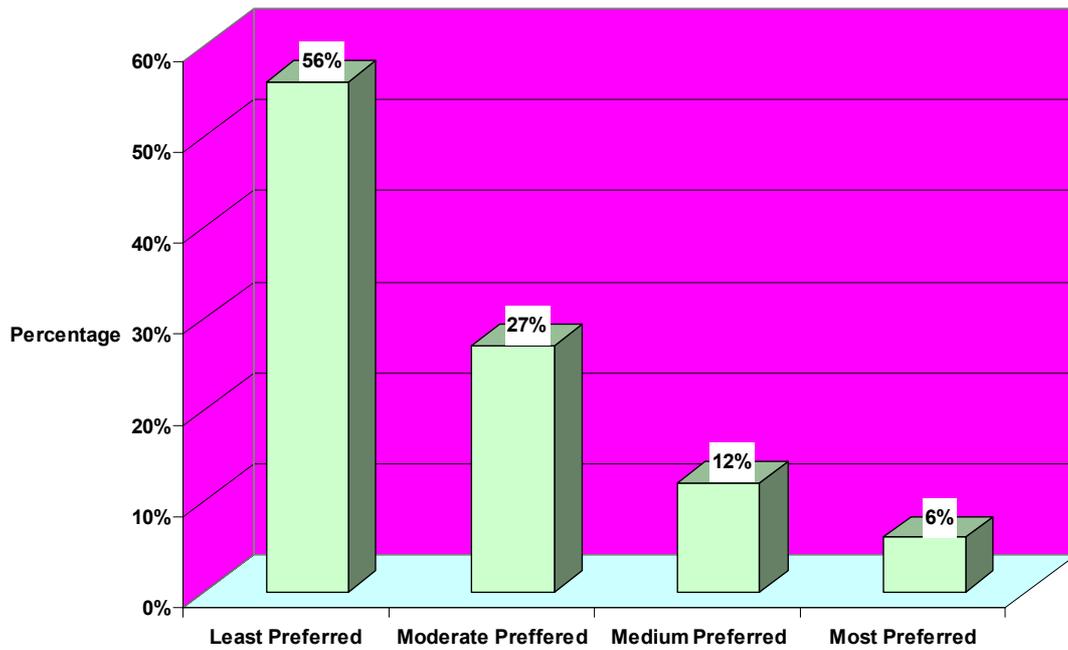
Figure 5.13: Employees, treated as ‘hands’ whose time and energy are at the disposal of persons at higher levels in the hierarchy – existing culture



For this question, 37% of the respondents did not believe that they are just “hands” that are at the disposal of persons at higher levels. 23% of the workforce shared a moderate dominant view to power culture. There was also a fair amount of individuals who agreed with this statement, as illustrated by the medium dominant (22%) to most dominant (18%) bars on the graph, which represent these employees (40%). It can, therefore, be assumed that there are traits of the power culture prevalent in Riverview Paper Mill.

Q2. P (a): As 'hands' whose time and energy are at the disposal of persons at higher levels in the hierarchy – Preferred Culture

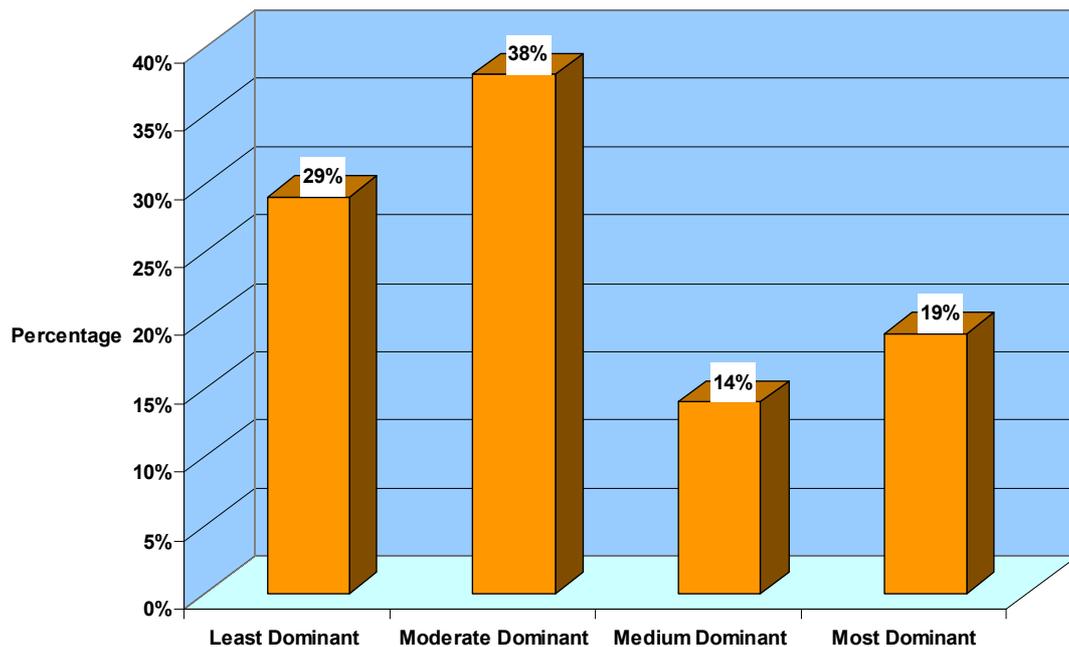
Figure 5.14: Employees, treated as 'hands' whose time and energy are at the disposal of persons at higher levels in the hierarchy – preferred culture



56% of the respondents preferred not to be treated as just “hands” that are at the disposal of persons at higher levels within the organization. 27% moderately preferred this power type of culture, which further supports the view that employees prefer to be valued in their organization. 12% medium preferred and 6% most preferred power culture.

Q2. E (b): As “employees” whose time and energy are purchased through a contract, with rights and obligations for both sides – Existing Culture

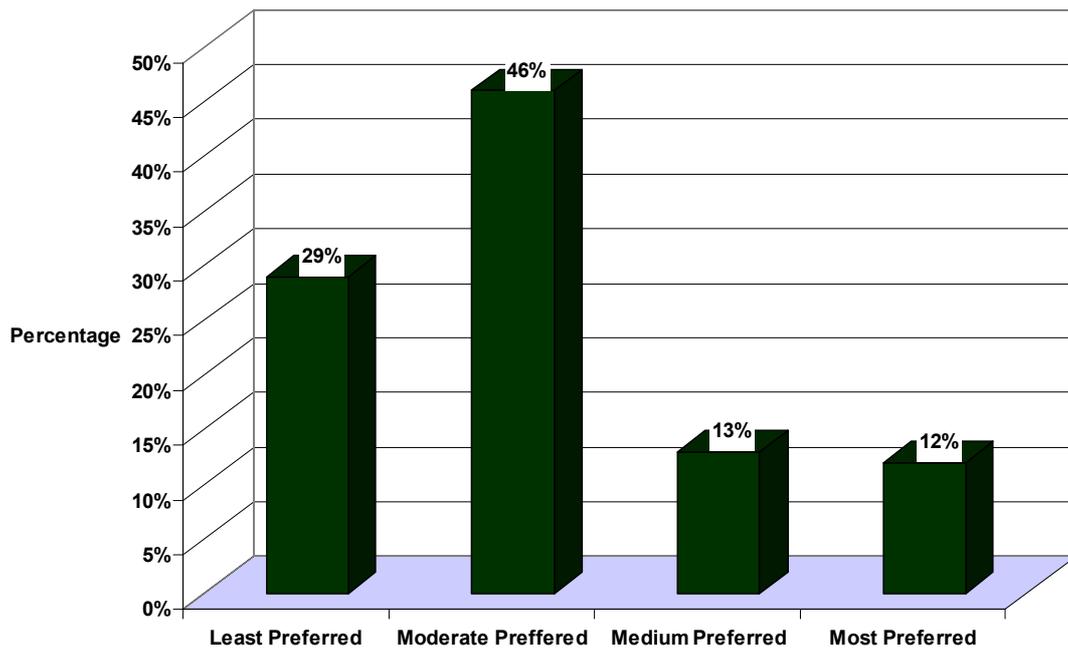
Figure 5.15: Employees, whose time and energy are purchased through a contract – existing culture



29% of the respondents shared a least dominant view to this question, whilst 38% moderately believed that they are not treated as “employees” whose time and energy are purchased through a contract, with rights and obligations for both sides. 14% of the workforce shared a medium dominant view to this question and 19% believed that they are treated as employees, whose time and energy are purchased through a contract, with rights and obligations for both sides.

Q2. P (b): As “employees” whose time and energy are purchased through a contract, with rights and obligations for both sides – Preferred Culture

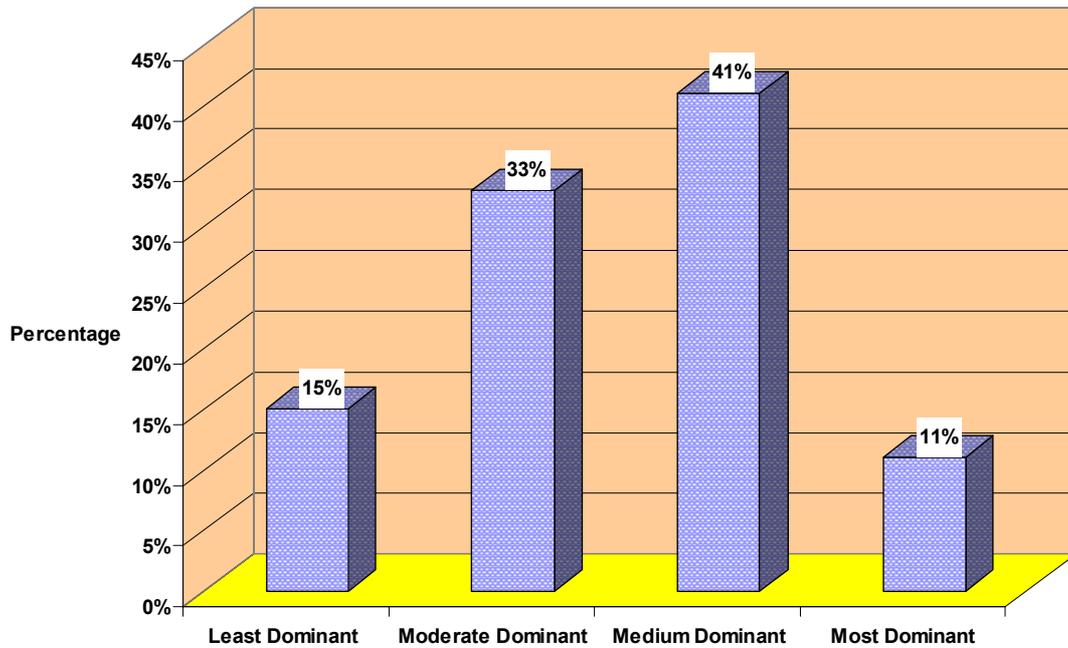
Figure 5.16: Employees, whose time and energy are purchased through a contract – preferred culture



29% least preferred and 46% moderately preferred role culture. 13% medium preferred and 12% most preferred to be treated as ‘employees’ whose time and energy are purchased through a contract, with rights and obligations for both sides.

Q2. E(c): As “associates” who are mutually committed to the achievement of a common purpose – Existing Culture

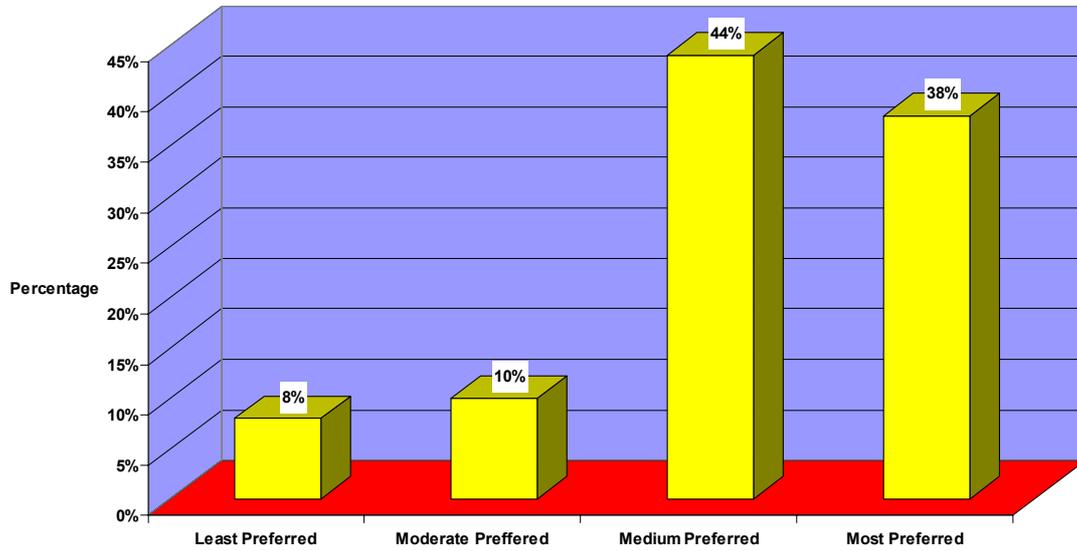
Figure 5.17: Employees treated as associates who are mutually committed – existing culture



52% of the respondents (41% medium dominant and 11% most dominant), believed that they are treated as “associates” who are mutually committed to a common purpose. 47% (15% least dominant and 33% moderate dominant) did not agree that achievement culture is the existing culture at this plant. The close difference between the two categories of respondents also indicates a divided workforce. This is also an indication that achievement culture is prevalent, but not dominant within the organization.

Q2. P(c): As “associates” who are mutually committed to the achievement of a common purpose – Preferred Culture

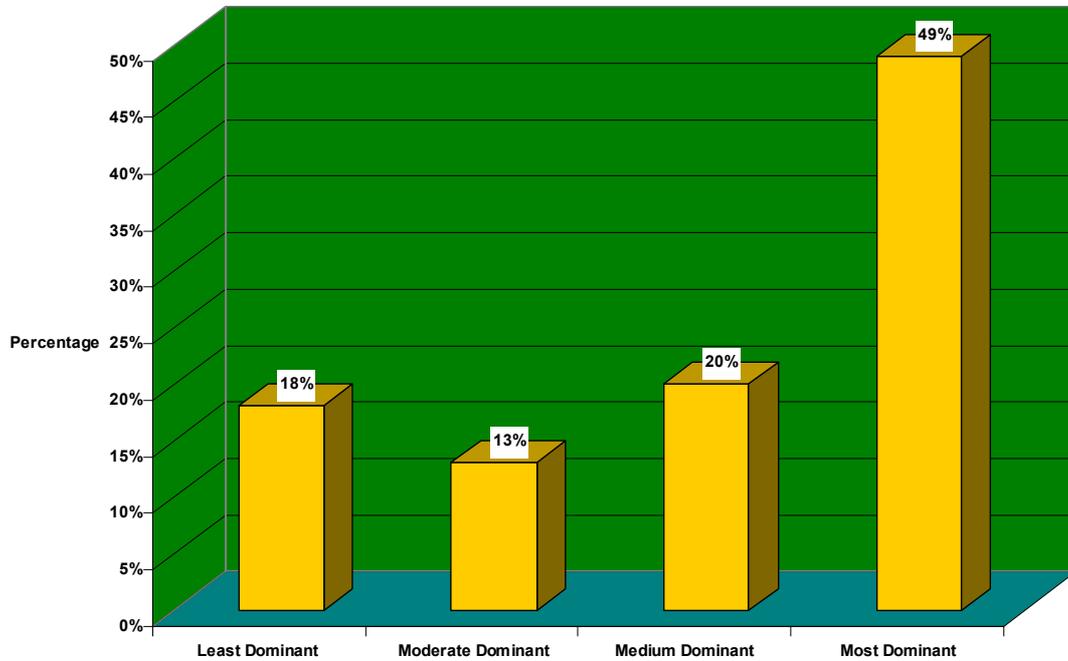
Figure 5.18: Employees treated as associates who are mutually committed – preferred culture



44% medium preferred and 38% most preferred to be treated as “associates” who are mutually committed to the achievement of a common purpose. This finding indicates a preference to an achievement type of culture. 10% moderately preferred and 8% least preferred achievement culture type.

Q2. E (d): As “family or friends” who like being together and who care about and support one another – Existing Culture

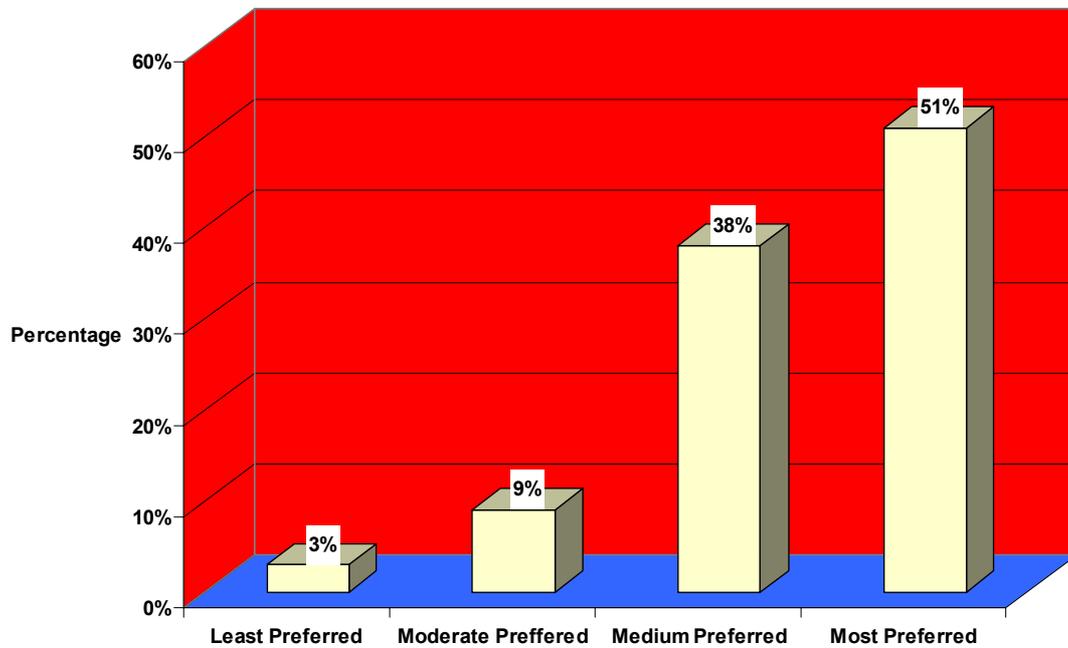
Figure 5.19: employees treated as family and friends – existing culture



There is a very strong indication (49%) that the organization treats individuals as “family” or “friends” who care and support one another. This belief is emphasized by the fact that a further 20% of the respondents agreed with this view (medium dominant). 18% did not agree with the belief that a support culture exists at the plant, whilst 13% shared a moderate dominant view to this question.

Q2. P (d): As “family or friends” who like being together and who care about and support one another – Preferred Culture

Figure 5.20: employees treated as family and friends – preferred culture

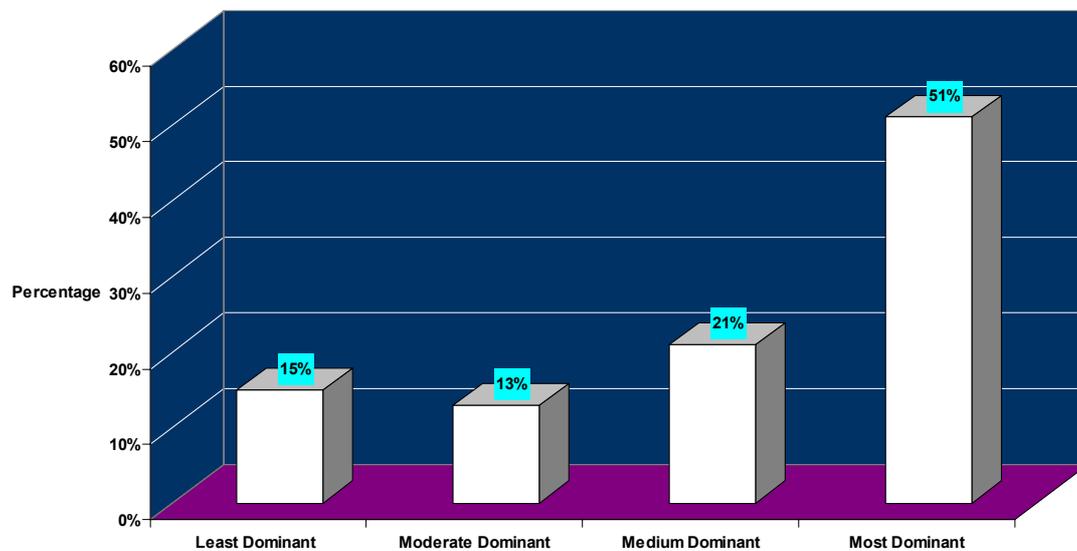


The graph above shows that 51% most preferred the support type culture to be the existing culture. 38% medium preferred to work for an organization that treats individuals as “family” and “friends” who like being together and who care about and support one another. 9% moderately preferred and 3% least preferred the support type culture.

2.3 Decision – making processes are characterized:

Q3. E (a): Directives, orders and instructions that come down from higher levels – Existing Culture

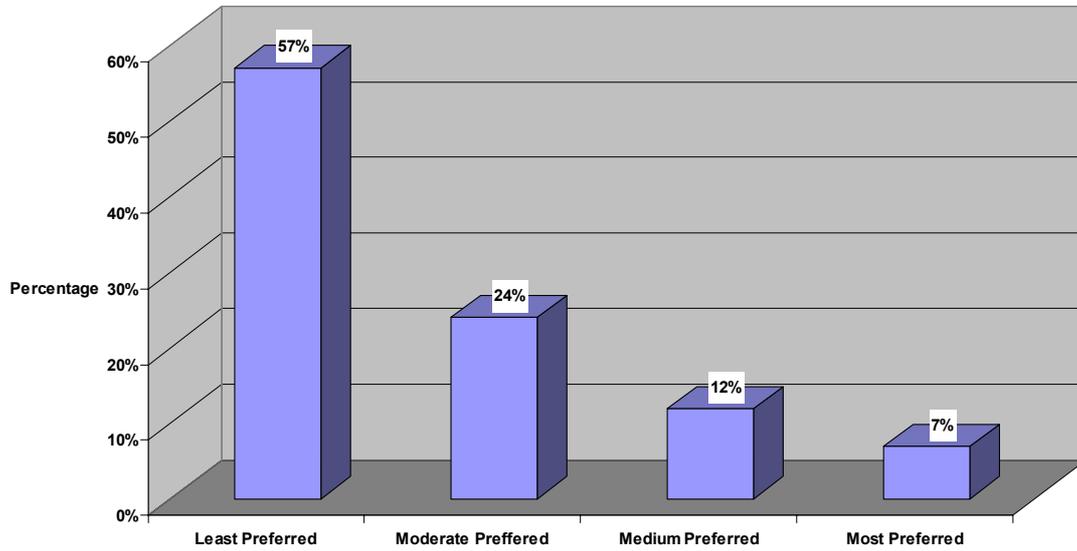
Figure 5.21: Decision making is characterized by orders and instructions from higher levels – existing culture



The above graph shows that the majority of the employees 51% believe that decision – making processes are characterized by directives, orders and instructions that come down from higher levels. This finding, therefore suggests that a power type culture exists. 21% shared a medium dominant view and 13% shared a moderate dominant view. 15% do not believe that decisions are characterized by directives, orders and instructions that come down from higher levels.

Q3. P (a): Directives, orders and instructions that come down from higher levels – Preferred Culture

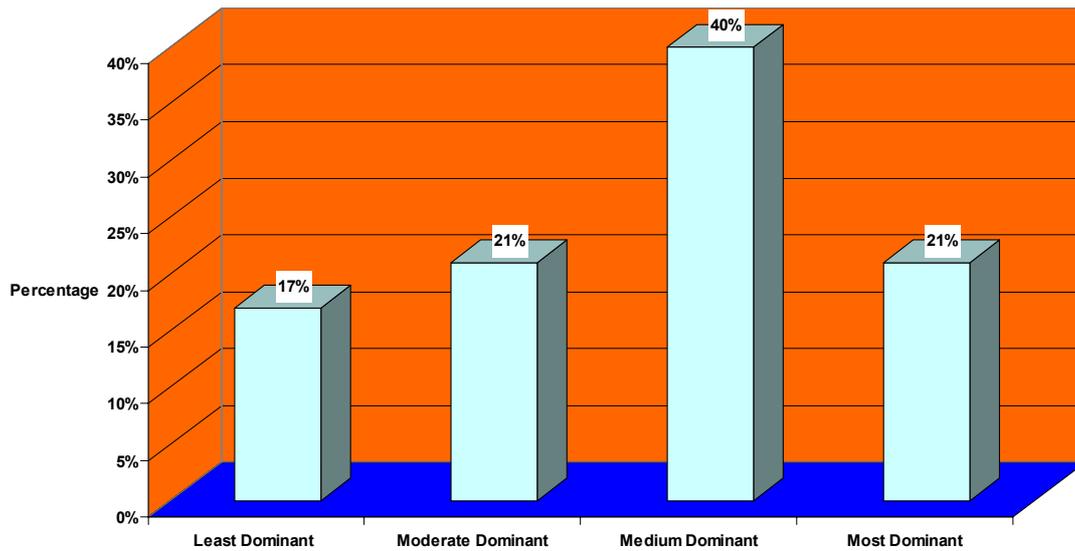
Figure 5.22: Decision making is characterized by orders and instructions from higher levels – preferred culture



57 % of the respondents do not prefer power culture. 24% moderately prefer power culture. 12% medium preferred and 7% most preferred the decision-making processes to be controlled at higher levels.

Q3. E (b): The adherence to formal channels and reliance on policies and procedures for making decisions – Existing Culture

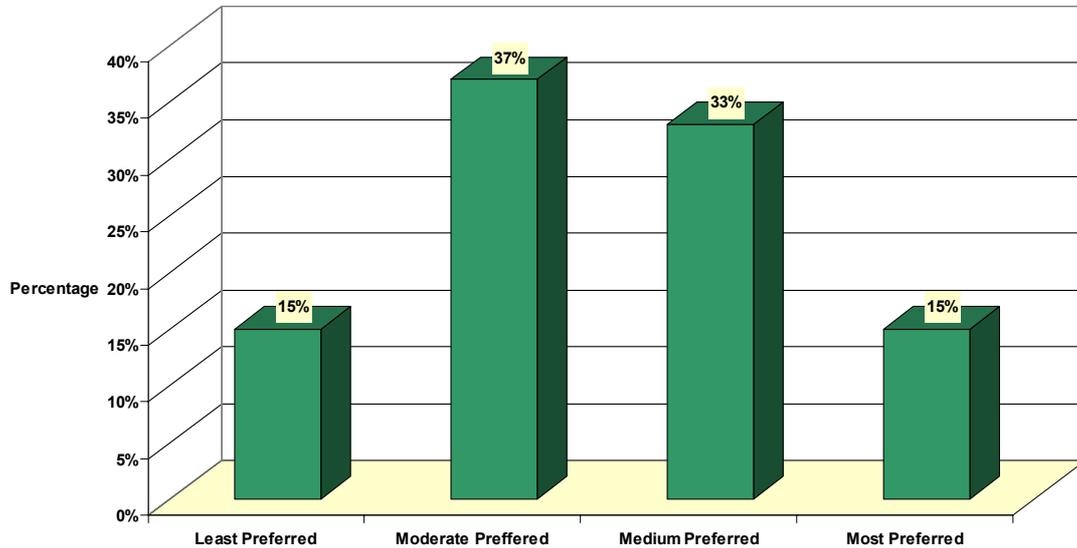
Figure 5.23: Decision making is characterized by reliance on policies and procedures – existing culture



There is a strong inclination that role culture exists, with 61% of the respondents (40% medium dominant and 21% most dominant) indicating that decision-making processes are characterized by formal channels or policies and procedures. 21% had a moderate view to this belief and 17% did not agree at all to this statement.

Q3. P (b): The adherence to formal channels and reliance on policies and procedures for making decisions

Figure 5.24: Decision making is characterized by reliance on policies and procedures – preferred culture



The graph illustrates that the respondents had mixed feelings to the above question because the most preferred and least preferred alternatives drew the same number of responses (15%). 37% moderately preferred and 33% medium preferred to rely on formal policies and procedures to make decisions.

Central Tendency Statistics for section 2 – Overall statistics

5.4 Interpretation of Central Tendency Statistics and Graphical representations as illustrated in, Table1a; Table 1b; figure 5.25 and figure 5.26

Table 1a - Central tendency statistics - existing culture

		2AE:			
		Overall	2BE: Overall	2CE: Overall	2DE: Overall
N	Valid	52	52	52	52
	Missing	0	0	0	0
Mean		2.00	2.00	3.00	2.00
Median		3.00	2.00	2.00	2.00
Mode		3	2	2	2
Std. Deviation		0.896	0.534	0.542	0.731
Variance		0.804	0.285	0.294	0.505
Range		3	2	2	2
Minimum		1	2	2	1
Maximum		4	4	4	3

Table 1b - Central tendency statistics - preferred culture

		2AP:			
		Overall	2BP: Overall	2CP: Overall	2DP: Overall
N	Valid	52	52	52	52
	Missing	0	0	0	0
Mean		2.00	2.00	3.00	3.00
Median		2.00	2.00	3.00	3.00
Mode		2	2	3	3
Std. Deviation		0.671	0.457	0.444	0.550
Variance		0.451	0.209	0.197	0.303
Range		3	2	2	3
Minimum		1	1	2	1
Maximum		4	3	4	4

- Graphical Representation of Central Tendency

Graphs of Central Tendency for Section - 2

Figure 5.25: Central tendency - Existing Culture: A, B, C, D.

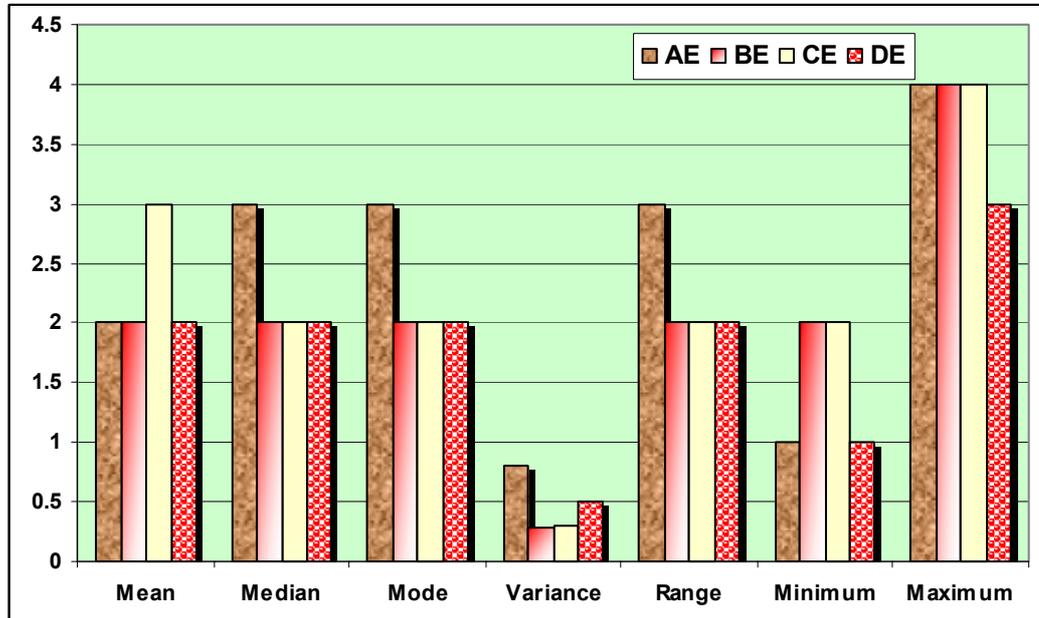
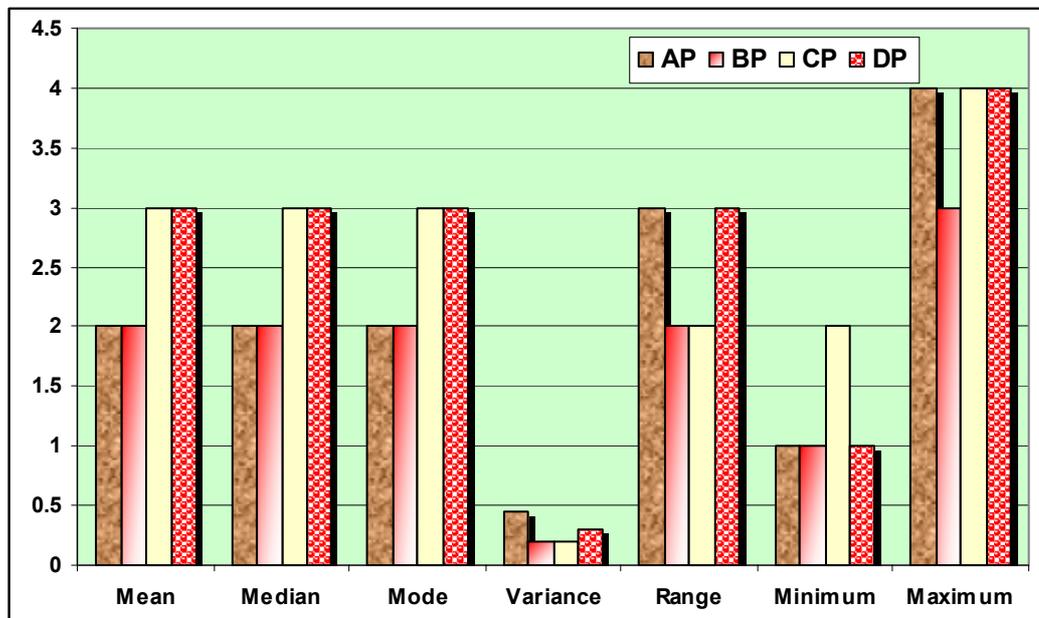


Figure 5.26: Central tendency - Preferred Culture: A, B, C, D



The coded values as per the questionnaire are:

- 1 = least preferred alternative
- 2 = Moderate preferred alternative
- 3 = Medium preferred alternative
- 4 = Most preferred alternative

The results presented are for the following question, as per the questionnaire.

The organization treats individuals:

	E	P
a) as " hands " whose time and energy are at the disposal of persons at higher levels in the hierarchy.		
b) as " employees " whose time and energy are purchased through a contract, with rights and obligations on both sides		
c) as " associates " who are mutually committed to the achievement of a common purpose.		
d) as " family " or " friends " who like being together and who care about and support one another.		

1. Mean:

The mean results are as follows:

Q2AE, Q2BE, Q2DE, Q2AP and Q2BP have a mean value of 2.00, which reveals that respondents who participated in this project have articulated their average perception as **moderately preferred**, for these questions.

Q2CE, Q2CP and Q2DP have mean value 3.00, which reveals that the respondents who participated in this project have articulated their average perception as **medium preferred** for these study questions.

2. Median

Q2BE, Q2CE, Q2DE, Q2AP and Q2BP have a median value of 2.00 which indicates **moderate preferred alternative** perception of respondents for these study questions.

Q2AE, Q2CP and Q2DP have a median value of 3.00, which indicates **medium preferred alternative** perception of respondents for these study questions.

3. Mode

Q2BE, Q2CE, Q2DE, Q2AP and Q2BP have a mode value 2.00, which indicates **moderate preferred alternative** perception of respondents for these study questions.

Q2AE, Q2CP and Q2DP have a mode value 3.00, which indicates **medium preferred alternative** perception of respondents for these study questions.

4. Standard Deviation

Q2AE to Q2DP have standard deviations of between 0.4 to 0.9, which reveal that these variables have **variation** in respondents, perceptions for these study questions.

5. Variance

Q2AE to Q2DP have variance between 0.19 to 0.85, which reveal that all these variables have **differences** in respondents' perception for these study questions.

6. Range

Q2AE to Q2DP have range values of 2 and 3. These values indicate that all these variables have differences in respondents' perception and respondents have expressed differing opinions towards study questions.

7. Minimum

Q2AE, Q2DE, Q2AP, Q2BP and Q2DP have a minimum value of 1, which indicates that the respondents' perception was, **least preferred for** these study questions.

Q2BE, Q2CE and Q2CP have a minimum value of 2, which indicates that the respondents' perception was **moderately preferred** for these study questions.

8. Maximum

Q2AE, Q2BE, Q2CE, Q2CP and Q2DP, have a maximum value of 4, which indicates that the respondents' perception was **most preferred** for these study questions.

Q2DE and Q2BP have maximum value of 3, which indicates that the respondents' perception was **medium preferred** for these study questions.

Section 3. Commitment Questionnaires - Central Tendency Statistics

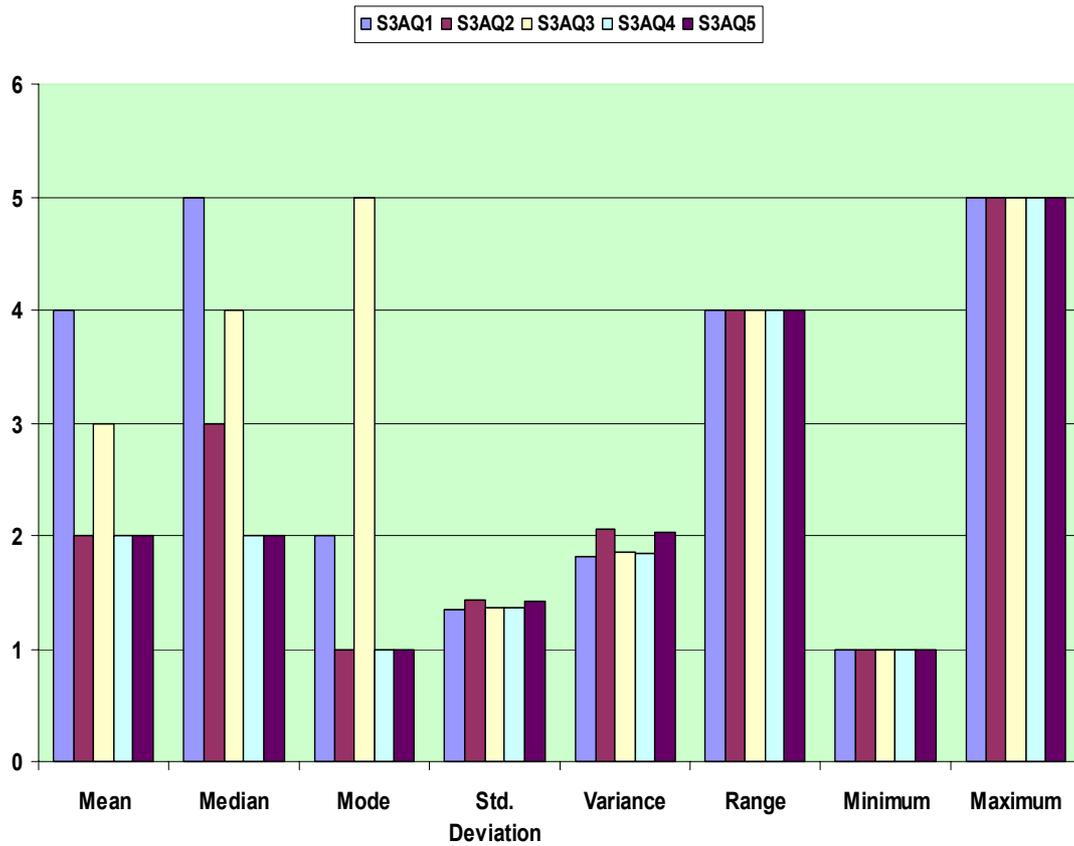
5.5 Interpretation of Central Tendency Statistics and Graphical representations as illustrated in table 3; and figure 5.27

Section 3A – Affective Commitment Questionnaire

Table 3: Affective Commitment Questionnaire Statistics

		S3AQ1	S3AQ2	S3AQ3	S3AQ4	S3AQ5
N	Valid	52	52	52	52	52
	Missing	0	0	0	0	0
Mean		4.00	2.00	3.00	2.00	2.00
Median		5.00	3.00	4.00	2.00	2.00
Mode		2	1	5	1	1
Std. Deviation		1.349	1.435	1.365	1.355	1.423
Variance		1.82	2.059	1.863	1.837	2.024
Range		4	4	4	4	4
Minimum		1	1	1	1	1
Maximum		5	5	5	5	5

Figure 5.27: Affective Commitment Q1 to Q5.



The coded values as per the questionnaire are:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly Agree

The results presented, are for the following questions as per the affective commitment questionnaire.

A. AFFECTIVE COMMITMENT SCALE

1. I would be very happy to spend the balance of my career with my current organization.
2. I enjoy discussing my organization with outsiders.
3. I do not feel like "part of the family" at my organization.
4. I do not feel a strong sense of belonging to my organization.
5. I do not feel emotionally attached to my organization.

1. Mean

The mean results are as follows:

Q2, Q4 and Q5, have mean value of 2.00, which reveals that the respondents who participated in this project have articulated an average perception of **Disagree** for these study questions.

Q3 has a mean value of 3.00, which reveals that the respondents who participated in this project have articulated an average perception of **Neutral** for this study question.

Q1 has a mean value of 4.00, which reveals that the respondents who participated in this project have articulated an average perception of **Agree** for this study question.

2. Median

Q4 and Q5, have a median value of 2.00, which indicates a **Disagree** perception for these study questions.

Q2 has a median value of 3.00, which indicates a **Neutral** perception for this study question.

Q3 has a median value of 4.00, which indicates an **Agree** perception for this study question.

Q1 has a median value of 5.00, which indicates a **Strongly Agree** perception for this study question.

3. Mode

Q2, Q4 and Q5, have mode value of 1.00, which indicates a **Strongly Disagree** perception of respondents for these study questions.

Q1 and Q3, have a mode value of 5.00, which indicates a **Strongly Agree** perception of respondents for these study questions.

4. The Standard Deviation

Q1 to Q5 have standard deviations of between 1.0 to 1.5, which reveal that these variables have **variation** in respondents' perception for these study questions.

5. Variance

Q1 to Q5 have variance between 1.4 to 2.2, which reveal that all these variables have **differences** in respondents' perception for these study questions.

6. Range

Q1 to Q5, have a range value of 4.00, which indicates that these variables have differences in respondents' perception and respondents have expressed all types of opinions towards the study questions.

7. Minimum

Q1 to Q5 have a minimum value of 1, which indicates that respondents have articulated minimum or least perception of **Strongly Disagree** towards the study questions.

8. Maximum

Q1 to Q5 have a maximum value of 5.00, which indicates that respondents have articulated a maximum or highest perception of **Strongly Agree** towards the study questions.

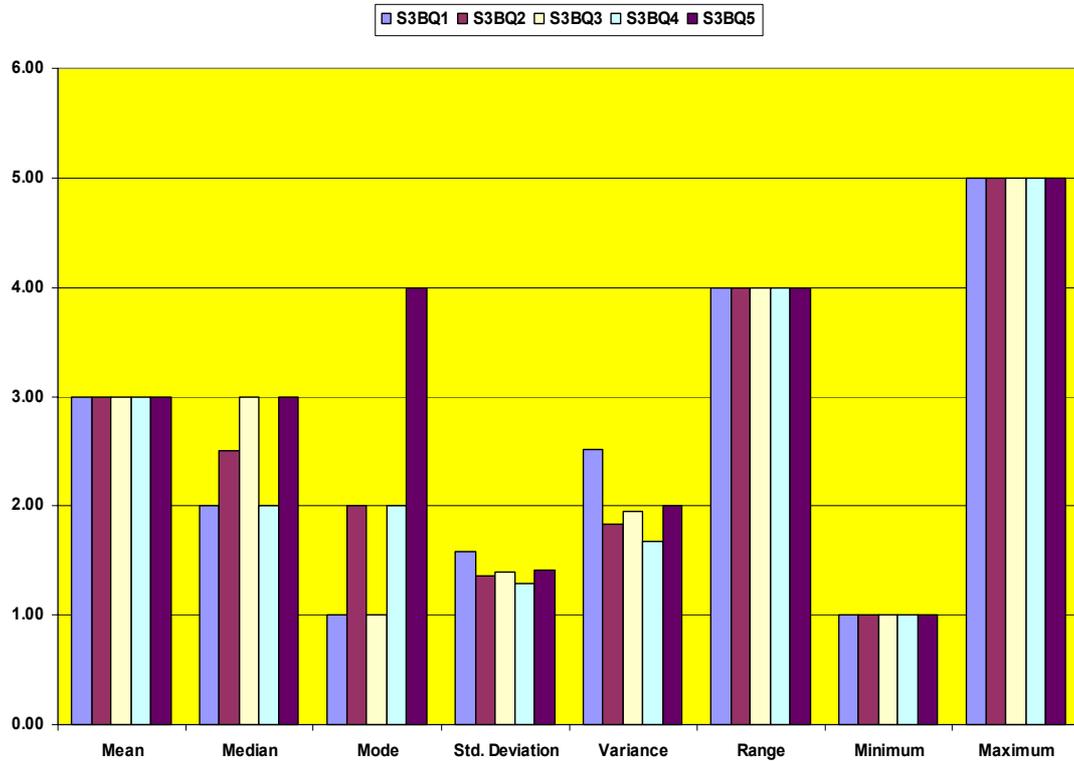
Section 3B: Continuance Commitment Questionnaire - Central Tendency Statistics

5.6 Interpretation of Central Tendency Statistics and Graphical representations as illustrated in table 4 and figure 5.28

Table 4: Continuance Commitment Questionnaire Statistics.

	S3BQ1	S3BQ2	S3BQ3	S3BQ4	S3BQ5
N	Valid	52	52	52	52
	Missing	0	0	0	0
Mean	3.00	3.00	3.00	3.00	3.00
Median	2.00	2.50	3.00	2.00	3.00
Mode	1	2	1	2	4
Std. Deviation	1.589	1.355	1.395	1.297	1.414
Variance	2.525	1.837	1.946	1.681	1.998
Range	4	4	4	4	4
Minimum	1	1	1	1	1
Maximum	5	5	5	5	5

Figure 5.28: Continuance Commitment Q1 to Q5



The coded values as per the questionnaire are:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly Agree

The results presented are for the following questions as per the continuance commitment questionnaire.

B. CONTINUANCE COMMITMENT SCALE

1. It would be very difficult for me to leave my organization right now - even if I wanted to.
2. One of the major reasons that I continue to work for my current organization is that leaving would require considerable personal sacrifice - another organization may not match the overall benefits that I have here.
3. One of the few serious consequences of leaving my organization is the scarcity of available alternatives.
4. I am not afraid what might happen if I quit my job without having another one lined up.
5. At this point, remaining with my organization is a matter of necessity as much as desire.

1. Mean

The mean results are as follows:

Q1, Q2, Q3, Q4 and Q5, have a mean value of 3.00, which reveal that the respondents who participated in this project have articulated an average perception of Neutral to these study questions.

2. Median

Q1, Q2 and Q4, have a median value of 2.00, which indicates a **Disagree** perception of respondents to these study questions.

Q3 and Q5, have a median value of 3.00, which indicates a **Neutral** perception of respondents to these study questions.

3. Mode

Q1 and Q3, have a mode value of 1.00, which indicates a **Strongly Disagree** perception of respondents to these study questions.

Q2 and Q4, have a mode value of 2.00, which indicates a **Disagree** perception of respondents to these study questions.

Q5 has a mode value of 4.00, which indicates an **Agree** perception of respondents to this study question.

4. The Standard Deviation

Q1 to Q5 have a standard deviation of between 1.0 to 1.6, which reveal that these variables have **variation** in the respondents' perception to these study questions.

5. Variance.

Q1 to Q5 have a variance between 1.1 to 2.6, which reveal that all these variables have **differences** in respondents' perception to these study questions.

6. Range

Q1 to Q5, have a range value of 4.00, which indicates that these variables have differences in respondents' perception and respondents have expressed all types of opinions towards the study questions.

7. Minimum

Q1 to Q5 have a minimum value of 1, which indicates that respondents have articulated a minimum or least perception of **Strongly Disagree** towards the study questions.

8. Maximum

Q1 to Q5 have a maximum value of 5.00, which indicates that respondents have articulated a maximum or highest perception of **Strongly Agree** towards these study questions.

Section 3C: Normative Commitment Questionnaire - Central Tendency Statistics

5.6 Interpretation of Central Tendency Statistics and Graphical representations as illustrated in, table 5; and figure 5.29

Table 5: Normative Commitment Questionnaire Statistics

		S3CQ1	S3CQ2	S3CQ3	S3CQ4	S3CQ5
N	Valid	52	52	52	52	52
	Missing	0	0	0	0	0
Mean		3.00	3.00	4.00	4.00	3.00
Median		3.00	3.50	4.00	5.00	4.00
Mode		4	4	5	5	5
Std. Deviation		1.335	1.292	1.305	1.226	1.590
Variance		1.781	1.668	1.702	1.503	2.529
Range		4	4	4	4	4
Minimum		1	1	1	1	1
Maximum		5	5	5	5	5

Figure 29: Normative Commitment Q1 to Q5



The coded values as per the questionnaire are:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly Agree

The results presented are for the following questions as per the normative commitment questionnaire.

C. NORMATIVE COMMITMENT SCALE

1. I believe that these days, people move from one company to another too frequently.
2. One of the major reasons that I continue working for this organization is that I believe that loyalty is important and thus I feel a sense of moral obligation to remain here.
3. If I got another offer for a better job elsewhere I would not feel it was right to leave my organization.
4. I do not believe that a person must always be loyal to his / her organization.
5. Things were better in the old days when people stayed with one organization for most of their careers.

1. Mean

The mean results are as follows:

Q1, Q2 and Q5, have a mean value of 3.00, which reveals that the respondents who participated in this project have articulated an average perception of **Neutral** towards these study questions.

Q3 and Q4 have a mean value of 4.00, which reveals that the respondents who participated in this project have articulated an average perception of **Agree** towards these study questions.

2. Median

Q1 and Q2, have a median value of 3.00, which indicates a **Neutral** perception of the respondents towards these study questions.

Q3 and Q5, have a median value of 4.00, which indicates an **Agree** perception of the respondents towards these study questions.

Q4 has a median value of 5.00, which indicates a **Strongly Agree** perception of respondents towards these study questions.

3. Mode

Q1 and Q2, have a mode value of 4.00, which indicates an **Agree** perception of respondents towards these study questions.

Q3, Q4 and Q5 have a mode value of 5.00, which indicates a **Strongly Agree** perception of respondents towards these study questions.

4. The Standard Deviation

Q1 to Q5 have standard deviations between 1.2 to 1.6, which reveals that these variables have **variation** in respondents' perception towards the study questions.

5. Variance

Q1 to Q5 have a variance of between 1.5 to 2.6, which reveals that, all these variables have **differences** in respondents' perception towards the study questions.

6. Range

Q1 to Q5 have a range value of 4.00, which indicates that these variables have differences in respondent's perception and respondents have expressed all types of opinions towards the study questions.

7. Minimum

Q1 to Q5 have minimum value of 1, which indicates that respondents have articulated a minimum or least perception of **Strongly Disagree** towards the study questions.

8. Maximum

Q1 to Q5 have a maximum value of 5.00, which indicates that respondents have articulated a maximum or highest perception of **Strongly Agree** towards the study questions.

5.7 Conclusion

This chapter presented the results of the research questionnaires graphically. This chapter also presented the central tendency statistics of the questionnaires. The following chapter discusses the results of the findings that were presented in this chapter.

Chapter 6

DISCUSSION OF RESULTS

6.1 Introduction

This section focuses on a discussion of the results that were presented in chapter 5. The main objective of this study was to assess the levels of organizational culture and employee commitment at Nampak Tissue – Riverview Paper Mill.

6.2 Organizational Culture – Existing and Preferred Culture

The respondents of the study expressed varied opinions towards the existence of / and preference to power, role, achievement and support culture. However, it was evident that, in most cases, the existence of achievement culture was rated the highest and the preference to achievement culture was rated high as well. Achievement culture had the highest mean of 3.00, which is attributed to the fact that the respondents of the study perceive that there is a strong presence of achievement culture currently in this organization. This type of culture, according to Harrison and Stokes (1992:23), is characterized by people who like their work and always want to make a contribution to society. It is possible that the subjects of the study see their organization as one that has a clearly understood mission and where, as Harrison and Stokes (1992:24) point out, failure is viewed as something to learn from, rather than as a sign of personal inadequacy.

There also seems to be an existence of role, support and power culture as indicated by a mean of 2.00 (all have a mean of 2). These respondents, whose average mean for existing power culture is 2, see their managers as people who spread, “rays” of power over them, as articulated by Handy (1993:184). They see their managers as central figures that exert an

enormous amount of influence or power over their subordinates. This type of culture depends on trust and empathy for its effectiveness and personal conversation for its communication.

Role culture also shares an average mean of 2. The respondents, who perceive role culture to be the prevailing culture, see the organization as one that has a firm set of rules that are co-ordinated by a group of senior managers. The role organization, as seen by Handy (1993:185), 'rests its strengths" in its pillars, its function or specialties'. The pillars represent various functional departments, e.g. finance, operations and purchasing.

The culture that also shares a mean of 2 is support culture. This finding could mean that the respondents perceive the existence of mutual trust and a very supportive culture in the organization. The major characteristic of organizations with these types of culture is that the climate in these organizations is based on mutual trust between the individual and the organization (Harrison and Stokes, 1992:20).

The average mean for preferred achievement culture and preferred support culture is 3, which is indicative of the preferred culture being achievement and support culture types. The power and role culture types are least preferred by the respondents, as indicated by an average mean of 2 for both these types of cultures.

Achievement culture is characterized by people who want to make a meaningful contribution to their organization. It appears, from the response of the target population that most of them want to make a meaningful contribution to this organization, as indicated by the highest average mean for existing culture (3) and a mean of 3 for preferred culture as well. The preference to have an achievement culture also indicates that there is a clearly understood mission, the employees would prefer to work as a team, and they would also prefer that communication channels are open both laterally and vertically.

The support culture type is also widely preferred, as is indicative by the average mean of 3. This finding indicates that the respondents would prefer a culture where there is mutual trust between themselves and the organization. The preference to this type of culture means that the employees would prefer to be valued within their organization and not be just treated as “cogs in a machine”. This type of culture also supports employee commitment, because employees feel a sense of belonging to the organization.

The average perception towards role and power culture (mean of 2), indicates that the respondents would moderately prefer some kind of rules that would govern them within the organization like job descriptions, communication procedures, and dispute resolution procedures, as is characterized by a role culture type organization. The employees of Riverview Paper Mill would also prefer some sort of leadership, in moderation, that would guide or govern them. The low mean average would also suggest that the respondents to the study are partial to an autocratic leadership, or influence and leadership that are spread from a central figure.

The culture of an organization can be manipulated to the benefit of that organization, as investigated by Zamanou and Glaser (1994:99), in which a communication intervention programme, changed the highly hierarchical and authoritative culture of a specific organization to a more supportive and participative one. The involvement of employees at all levels, and the establishment of communication competencies would assist in increasing information flow, which would eventually move the culture towards greater participation and involvement.

6.3 Employee commitment

6.3.1 Affective commitment Questionnaire

The mean values for QA 2, 4, and 5 [2] (disagree), and the mean values for QA 3 [3] (neutral), as well as the mean values for QA 1 [4] (agree), possibly indicate the following:

- Employees do not feel a sense of ownership towards the organization;
- The emotional attachment of the employees to the organization is fairly low;
- The organization is not very important to them;
- Employees stay with this organization because they have no other choice; and
- Employees are not bound by the principles of the organization.

To this end it can be inferred that the scale according to the respondents' perceptions rates low on affective commitment.

6.3.2 Continuance Commitment Questionnaire

The mean average for all questions on this questionnaire averaged 3, which indicates a neutral perception to the questions posed. This could be caused by the fact that the respondents were not comfortable with revealing their true perceptions. A neutral average may also infer that the employees are unsure or undecided as to whether they want to remain with the selected company. Continuance commitment is based on the costs the employees associate with leaving the organization. In other words, people stay with the organization because they need to and because it is simply comfortable to do so. The possibility that there are not many other opportunities outside of the selected company may also be a reason as to why the respondents are unsure as to their commitment to Riverview Paper Mill.

6.3.3 Normative Commitment Questionnaire

QC1, 2 and 5 acquired a mean average of 3, which indicates a neutral perception for these questions, whilst QC3 and 4, had a mean average of 4, which indicates an agree perception to these questions. The mean average of 3, on this questionnaire, also indicates that the respondents were reluctant to commit themselves to indicating whether they stay with the organization out of obligation or loyalty. The mean average of 4 for QC3 and QC4 emphasizes that there is a perception amongst the respondents that they are staying with the organization out of obligation. A further assessment of this mean indicates that the employees are not emotionally attached to the organization and there is not a strong sense of loyalty to the selected company.

6.4 Conclusion

This chapter discussed the findings of the research study. The existing and preferred cultures of Riverview Paper Mill, as per the research findings, were also articulated in this chapter. The respondents' commitment levels to the organization were also discussed.

Chapter 7

CONCLUSIONS AND RECOMMENDATIONS

7.1 Introduction

This chapter outlines the findings of this study and their relationship to the relevant theory. Based on the results obtained from the study, a discussion of the theoretical and practical implications is presented. Recommendations to the management of the selected company, with regards to improving the culture and employee commitment are also presented.

7.2 Conclusions

This research initiative has revealed that the perceived, present culture of Nampak Tissue – Riverview Paper Mill is that of achievement culture. The preferred culture as indicated by the respondents is also achievement culture. There is also a strong preference for support culture. This finding infers that the employees of this company value trust and open communication. The present culture can be attributed to the company's strong vision and values programme that has helped to articulate the vision and mission of the company. This programme was also aimed at instilling values that are likened to the perceived achievement culture. It is encouraging to say that the vision and values initiative have maintained to achieve its purpose for this organization.

The analysis of the employee commitment scales / questionnaires have revealed that employees do not have a strong emotional attachment to Riverview Paper Mill and they are unsure as to whether they prefer to continue working for this company. It is also apparent, from the research findings, that the employees work for the company out of obligation and not because they want to. These commitment levels indicate a workforce that would leave the company at the, "drop of a hat", if the opportunity presents itself.

According to Parker and Wright (2002:29), creating an environment in which employees are truly engaged in their work and by their companies is imperative today. Research clearly shows that there is a strong link between employee commitment and compensation. More precisely, it is the quality of the compensation that counts. As the co-authors point out, a company that enhances compensation conditions and practices will likely see an improvement in employee commitment. Moreover, stronger commitment leads to increased employee retention, increased turnover, and stronger employee morale.

Simpson (2006:04) reiterates that, in many organizations there is a growing commitment gap – a widening split between the expectations of employers and what workers are prepared to do. There are a number of reasons for this erosion of employee commitment; the most common one being a failure of management in some way or the other. To succeed in the face of increasing competition, a business needs improved productivity at all levels. This need requires the enthusiastic commitment of all employees that can only be achieved through better management practices. To be effective, the skill of good people is essential. Businesses need good people to succeed. Failure on the part of the owners or senior leaders to ensure their managers and supervisors are trained and function effectively, can lead to the loss of valued employees, because the best employees are attracted to employers who place premium on good people management.

The current culture type of achievement culture characteristics belies the commitment levels found amongst the employees of Riverview Paper Mill because employees are only working at this company out of obligation and need. It seems that there are serious undercurrents as to why this may be happening. Compensation, working conditions, management, procedures and policies or a myriad of other reasons could be attributed to the lack of commitment that is prevalent in the selected organization.

The fact that the perceived culture is achievement culture, and both achievement and support culture are preferred, indicates that the employees would, according to Harrison and Stokes (1993:24), like to have a culture where people help one another beyond the formal demands of their jobs, they communicate a lot and like spending time together.

Owing to the fact that employees were very reluctant to divulge their opinions regarding the continuance commitment questionnaire, where a neutral mean was found, it is important for the management of Riverview Paper Mill to ascertain the true opinions of the respondents. Management needs to find out if external or internal factors are currently hindering their commitment to the organization. Every effort must be taken to understand the dynamics behind why a large number of employees cannot commit to a continued relationship with the selected company.

The benefits of having committed employees is articulated by Simpson (2006:10), who states that commitment rather than compliance should be engendered, for when people operate from true commitment; they feel a profound personal ownership and responsibility for the success of the organization and for accomplishing its strategic direction. They recognize the significant link between their personal needs and aspirations and those of the organization. Their willingness to perform doesn't depend on specific directives or favourable circumstances. They know that giving their best will serve and benefit everyone involved, so they spontaneously offer their best aligned behaviour. In true collaboration, peoples' actions are consistently focused and purposeful. They demonstrate high levels of commitment and teamwork for long- term, sustainable success. They communicate candidly, coordinate seamlessly, and respond collaboratively in pursuit of shared goals. Individual initiative is not lost in competing agendas. Individual perceptions, beliefs, and relationships are confronted and leveraged throughout the organization, within the context of a clear and compelling vision; true alignment can take place around any given change.

7.3 Recommendations

Arising out of the research study, the following recommendations are presented:

The management of Riverview Paper Mill must try and increase the commitment levels of the company's workforce by:

- Improving compensation benefits;
- Introducing a performance bonus would help improve commitment levels as well as improve output;
- Motivating its employees more. Low commitment levels are a direct result of low morale. Innovative schemes to improve employee morale would help increase commitment levels. A simple way of improving morale is to organize team building exercises for each team or shift;
- Training all persons in leadership positions to function effectively. Good people management skills would help improve employee commitment levels;
- Fast – tracking, training programmes for existing employees so that current employees can be promoted easily;
- Creating and building trust through open communication and dialogue;
- The current vision and values initiative is working well and this programme should continue indefinitely to maintain the current culture of this organization. Management must ensure that the workforce is fully represented in this committee;
- Management must engage each employee individually and map a clear and concise succession path for each individual; and
- Management should create mentoring programmes for skilled employees to pass on knowledge and skills to new and existing employees.

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Appendix - A

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25 February 2008

To whom it may concern

Dear Respondent

Research Questionnaire

I am in the process of completing my studies towards a Masters Degree in Business Administration (MBA), and this research study forms part of the requirements of the qualification.

My research undertaking is to assess the corporate culture, and levels of employee commitment that is prevalent in your organization.

I would much appreciate it, if you could kindly take a little of your time to complete the attached questionnaires.

Any information provided by yourselves is for academic purposes only and all responses would be treated with the strictest of confidence.

I apologise for the length of the questionnaire, however the nature of the study does not allow me to shorten it in any way.

Your co-operation is most valued and appreciated and I take this opportunity of thanking you in advance for your kind participation and timeous return of your completed questionnaire.

Yours in Appreciation

Mr N. Naicker

Appendix – B

Biographical Information

This section consists of four (4) questions. For each question in this section, draw a cross (x) in the box next to the answer you choose.

Please answer all questions.

1. Please indicate your age group.

1	<input type="checkbox"/>	Under 30
2	<input type="checkbox"/>	30 - 39
3	<input type="checkbox"/>	40 - 49
4	<input type="checkbox"/>	50 and over

2. Please indicate your highest qualification obtained.

1	<input type="checkbox"/>	Primary School qualification and below
2	<input type="checkbox"/>	Secondary School qualification
3	<input type="checkbox"/>	Tertiary Qualification

3. Please indicate your race group.

1	<input type="checkbox"/>	Black
2	<input type="checkbox"/>	White
3	<input type="checkbox"/>	Indian
4	<input type="checkbox"/>	Coloured
5	<input type="checkbox"/>	Other

Please specify if

Other.....

4. Please tell us how long you have worked for this company.

1	<input type="checkbox"/>	Since inception
2	<input type="checkbox"/>	5 years
3	<input type="checkbox"/>	3 years
4	<input type="checkbox"/>	less than 3 years

Organizational Culture Questionnaire

Instructions for completing the Questionnaire

This questionnaire consists of 7 “**beginnings**” of sentences that describe some aspects of the organizational functioning and design. Following each beginning are 4 possible “**endings.**”

Combined with the beginning, each ending will form a complete sentence describing one of four different patterns of organizational behaviour, beliefs and values.

In the spaces provided under “**E**” (**EXISTING CULTURE**), rank order the phrases following each sentence beginning. Do this by placing a “**4**” next to the ending phrase that you think comes closest to describing **the way things are in your organization**, a “**3**” next to the one that comes next closest, and so through “**2**” and “**1**” – the one that least describes the way things are in your organization.

Next go back to the spaces below the “**P**” (**PREFERRED CULTURE**) heading. This time rank them according to **the way you would like things to be in your organization**. Give a “**4**” to the most preferred option, a “**3**” to your next most preferred option, and so on through “**2**” and “**1**” – the option you least prefer.

Complete all fifteen (15) items in the same way.

Please ensure that you assign only one “4,” one “3,” one “2,” and one “1” for each phrase in the “**EXISTING CULTURE**” (**E**) column and one “4,” one “3,” one “2,” and one “1” for each phrase in the “**PREFERRED CULTURE**” (**P**) column.

Appendix D.

RANKING KEY

E: EXISTING CULTURE

- 4 = The most dominant view
- 3 = The next most dominant view
- 2 = The next most dominant view
- 1 = The least dominant view

P: PREFERRED CULTURE

- 4 = Your most preferred alternative
- 3 = Your next most preferred alternative
- 2 = Your next most preferred alternative
- 1 = Your least preferred alternative

Question 1.

Employees of the organization are expected to give first priority to:

E	P
---	---

a) meeting the needs and demands of their supervisors and other high level people in the organization.		
b) carrying out the duties of their own jobs, staying within policies and procedures related to their jobs		
c) meeting the challenges of the task, finding a better way to do things.		
d) co-operating with the people with whom they work to solve work and personal problems.		

Question 2.

The organization treats individuals:

E	P
---	---

a) as "hands" whose time and energy are at the disposal of persons at higher levels in the hierarchy.		
b) as "employees" whose time and energy are purchased through a contract, with rights and obligations on both sides		
c) as "associates" who are mutually committed to the achievement of a common purpose.		
d) as "family" or "friends" who like being together and who care about and support one another.		

Question 3.

Decision - making processes are characterized by:

E	P
---	---

a) directives, orders and instructions that come down from higher levels.		
b) the adherence to formal channels and reliance on policies and procedures for making decisions		
c) decisions being made close to the point of action, by the people on the spot.		
d) the use of consensus decision - making methods to gain acceptance and support for decisions		

Question 4.

Work motivation is primarily the result of:

E	P
----------	----------

a) hope for rewards, fear of punishment, or personal loyalty to the supervisor.		
b) acceptance of the norm of providing a 'fair' days work for a 'fair' days pay.		
c) strong desires to achieve, to create, and to innovate and peer pressure to contribute to the success of the organization.		
d) people wanting to help others and maintain satisfying working relationships.		

Question 5.

Employees are expected to be:

E	P
----------	----------

a) Hard working, compliant, obedient, and loyal to the interests of those to whom they report.		
b) Responsible and reliable, carrying out the duties and responsibilities of the jobs and avoiding actions that could surprise or embarrass their supervisors.		
c) 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.		
d) good team workers, supportive, and co-operative, who get along well with others.		

Question 6.

Relationships between work groups or departments are generally:

E	P
----------	----------

a) 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.		
b) characterized by indifference toward each other, helping each other only when it is convenient or when they are directed by higher levels to do so.		
c) co-operative when they need to achieve common goals. People are normally willing to cut red tape and cross organizational boundaries in order to get the job done.		
d) friendly, with a high level of responsiveness to requests for help from other groups.		

Question 7.

Assignments of tasks or jobs to individuals are based on:

E	P
----------	----------

a) the personal judgments, values and wishes of those in positions of power.		
b) the need and plans of the organization and the rules of the system (seniority, qualification, etc.)		
c) matching the requirements of the job with the interests and abilities of the individuals.		
d) the personal preferences of the individuals and their needs for growth and development.		

Appendix E

A. AFFECTIVE COMMITMENT SCALE	1	2	3	4	5
	Strongly Disagree	Slightly Disagree	Neutral	Slightly Agree	Strongly Agree
1. I would be very happy to spend the balance of my career with my current organization.					
2. I enjoy discussing my organization with outsiders.					
3. I do not feel like "part of the family" at my organization.					
4. I do not feel a strong sense of belonging to my organization.					
5. I do not feel emotionally attached to my organization.					

Appendix F

B. CONTINUANCE COMMITMENT SCALE	1	2	3	4	5
	Strongly Disagree	Slightly Disagree	Neutral	Slightly Agree	Strongly Agree
1. It would be very difficult for me to leave my organization right now - even if I wanted to.					
2. One of the major reasons that I continue to work for my current organization is that leaving would require considerable personal sacrifice - another organization may not match the overall benefits that I have here.					
3. One of the few serious consequences of leaving my organization is the scarcity of available alternatives.					
4. I am not afraid what might happen if I quit my job without having another one lined up.					
5. At this point, remaining with my organization is a matter of necessity as much as desire.					

Appendix G

C. NORMATIVE COMMITMENT SCALE	1	2	3	4	5
	Strongly Disagree	Slightly Disagree	Neutral	Slightly Agree	Strongly Agree
1. I believe that these days, people move from one company to another too frequently.					
2. One of the major reasons that I continue working for this organization is that I believe that loyalty is important and thus I feel a sense of moral obligation to remain here.					
3. If I got another offer for a better job elsewhere I would not feel it was right to leave my organization.					
4. I do not believe that a person must always be loyal to his / her organization.					
5. Things were better in the old days when people stayed with one organization for most of their careers.					

