

**MASTER**  
IN MANAGEMENT

# **Organizational commitment and perceptions of organizational culture in a VUCA world: The case of a local manufacturing company.**

Cristina Maria Norte Gomes

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2022



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Dissertation  
Master in Management

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Supervised by  
**Carlos José Cabral Cardoso**

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2022

## Biographic note

Cristina Maria Norte Gomes is a graduate of the University of Aveiro and holds a Bachelor's Degree in Languages and Business Relations. She is currently attending the Master's program in Management at the University of Porto. Miss Cristina seeks to conclude her studies as a master's degree student to work in an international company. She aspires to work in the area of Human Resources where she has acquired professional experience in a prior professional and curricular internship that serves as the basis of this dissertation.

Born and raised in the United States, Cristina has always been determined in reaching and accomplishing her objectives in life. Her dedication has led to the accomplishment of her first chapter publication titled "A project to substitute the production of paper from Eucalyptus Globulus to the production of paper using Paulownia trees" in the book titled *Visioning a better future - Ideas of social responsibility to improve the community*. The chapter was written and published by her and a group of other authors from the University of Aveiro. As a co-author, she has recently just accomplished her second chapter publication titled "Designing a digital marketing strategy for start-up luxury brands: The case of Vidda Royale" in the book titled *Handbook of research on smart management for digital transformation*. The chapter was also written by her and other co-authors from the University of Porto.

Miss Cristina is ready to take the next step and face the challenges of what it means to enter the business world. She, therefore, is looking forward to putting her previously acquired knowledge to the test in terms of putting it into practice professionally speaking. With her educational background, Cristina has evolved both intercultural and communicative skills that qualify her to work in a national or international business. As a future leader, she hopes to aspire and motivate others to achieve their own goals.

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"Nothing is impossible, the word itself says 'I'm  
possible'!  
– Audrey Hepburn

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## Abstract

**Purpose:** This investigation aims to understand the relationship between the perceptions of Organizational Culture (OC) and the Organizational Commitment (OCOM) of employees with the influence of demographic variables (age, gender, marital status, employee tenure, and job position).

**Methodology:** This investigation has extended previous research on the topic of discussion by using a quantitative (e.g., survey) approach, however, other sources of information (e.g., interviews) were applied as supplementary qualitative information. A survey method approach was used consisting of the Organizational Culture Assessment Instrument (OCAI) and the Organizational Commitment Questionnaire (OCQ). A valid number of 92 questionnaires were obtained by employees from a local manufacturing company in Portugal, which led to a response rate of 98%. Frequency distributions, mean, standard deviation, t-test, analysis of variances (ANOVA), Welch's ANOVA, correlation, and reliability testing (Cronbach's alpha coefficient) were used to analyze the data.

**Findings:** The results suggest a significant relationship between employees' perceptions of OC and the level of OCOM. It also confirmed the influence between the demographic variables and the dimensions of OC and commitment. The contribution of this study provides empirical evidence of the relationship between the two constructs.

**Practical implications:** As a single organizational case analysis of a local manufacturing company in Portugal, the results provided the company with key information on their employees' perceptions of the OC and level of OCOM.

**Originality:** This investigation contributes to the unexplored areas and emerging literature on OC and OCOM by analyzing the relationship between the four types of OC and the three dimensions of OCOM. This study, using a comparison analysis, provided the current literature with a comparative analysis between cross-sectional data and longitudinal data, which was possible given the previously collected data by the company in 2016.

**Keywords:** Organizational culture, Organizational commitment, Demographic variables, Affective commitment, Continuance commitment, Normative commitment

## Resumo

**Objetivo:** Esta investigação tem como objetivo compreender a relação entre as percepções da Cultura Organizacional (OC) e o nível de Compromisso Organizacional (OCOM) dos funcionários com a influência das variáveis demográficas (idade, género, estado civil, antiguidade do trabalhador, e cargo).

**Metodologia:** Esta investigação estendeu a pesquisa anterior no tópico de discussão usando uma abordagem quantitativa (i.e., questionário), no entanto, outras fontes de informação (i.e., entrevistas) foram aplicadas como informação suplementar. Utilizou-se a técnica do questionário como método que foi composto pelos dois instrumentos: the Organizational Culture Assessment Instrument (OCAI) and the Organizational Commitment Questionnaire (OCQ). Um total de 92 questionários foi obtido por colaboradores de uma empresa do sector industrial, em Portugal, o que levou a uma taxa de resposta de 98%. Distribuições de frequência, média, desvio padrão, teste t, análise de variância (ANOVA), ANOVA de Welch, correlação e teste de confiabilidade (coeficiente alfa de Cronbach) foram utilizados para analisar os dados.

**Resultados:** Os resultados indicaram a existência de uma relação significativa entre as percepções dos funcionários sobre a OC e o OCOM. Também foi confirmada a influência entre as variáveis demográficas e as dimensões de OC e compromisso. A contribuição deste estudo inclui evidência empírica sobre a relação entre os dois construtos.

**Implicações práticas:** Como uma análise de caso organizacional único de uma empresa de produção local em Portugal, os resultados forneceram à empresa informações importantes sobre as percepções de seus funcionários sobre a OC e o OCOM.

**Originalidade:** Esta investigação contribui para a literatura sobre OC e o OCOM, explorando a relação entre os quatro tipos de cultura e as três dimensões de compromisso. Este estudo contribui para a literatura com uma análise comparativa entre dados transversais e longitudinais, o que foi possível devido aos dados coletados anteriormente pela empresa em 2016.

**Palavras-Chave:** Cultura organizacional, Compromisso organizacional, Variáveis demográficas, Compromisso afetivo, Compromisso calculativo, Compromisso normativo

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## 1. Introduction

The business environment of companies is changing rapidly in terms of technologies, economics, environmental, and societal changes. These forces have contributed to the definition and evolution of the world's current social-cultural and business environment. Today, the world can be described using the VUCA acronym, which stands for Volatility, Uncertainty, Complexity, and Ambiguity. In other words, the world is constantly changing and companies have been faced with the challenge to respond to these external changes quickly to maintain their competitive advantage. According to Sinha and Sinha (2020), companies that fail to adapt to these changes are sentenced to failure in terms of survival in the long run. These changes and adaptations have led to the ultimate “Digital Transformation” of industries across the world. In this Digital Transformation (DT) era, with the help of the COVID-19 pandemic, companies have been forced to invest in innovations, technologies, efficient processes, etc., to stay in the competitive game. However, the idea of DT has involved more than just the implementation of new technologies. Companies have had to invest more time in strategic thinking, transforming business culture, taking risks, and critical thinking (Kane et al., 2015). The DT of industries has played an important role in understanding the necessary structural changes (e.g., organizational culture, organizational structure, organizational operating system, etc.) that should occur in order to guarantee the overall success of the digital transition (Vial, 2019).

Today, with the pressure of DT, the business workplace culture has become much more relevant. This can be attributed to current studies that have shown its impact on the overall well-being of the economy and society. According to a 2019 survey conducted by The Society for Human Resource Management (SHRM), employers have registered that over the past five years the cost of turnover due to toxic workplace culture has surpassed \$223 Billion. As reported by SHRM (2019), in *The High Cost of a Toxic Workplace Culture*, a total of “1 in 5 Americans have left their jobs due to the workplace culture” (p. 3). Also, SHRM reported that “58% of those who left a job due to culture claim People Managers are the main reason they ultimately left” (p. 3). In terms of the economy and competitive market, high turnover rates due to toxic work environments have been associated with high costs not only for the company but for the economy. These costs translate into higher unemployment levels and financial funding. According to Benstead (2021) and Breathe's report, *The Culture Economy Report 2021*, the UK economy has faced costs of a total of £20.2 billion per year due to toxic workplace cultures. The impact of toxic environments has gone beyond the

economic performance of a company. Its impact on the overall economy can be subject to the risk of a company going into bankruptcy, leading to a loss of jobs, and a decrease in customer spending (Benstead, 2021). Moreover, the relationship between society and companies has changed due to the power shift in terms of employee empowerment. However, toxic cultures have negatively impacted relationships outside of the company. According to the SHRM (2019), a toxic culture has caused “3 out of 10 Americans to say that their work environment has made them irritable at home” (p. 10). The workplace culture has also affected the well-being and health of workers. Globally, this has increased the overall stress levels of employees. As reported by the American Psychological Association (2021), 66% of Americans in 2021 agreed with the idea of work being a source of stress, which was considered slightly higher than the pre-pandemic figures registered in 2020 (64%) and 2019 (64%). In Europe, information on work-related stress and its possible influence on business culture has remained quite scarce in terms of data. The reasons previously mentioned have contributed to the companies’ awareness of the importance and relevance of Organizational Culture (OC) and Organizational Commitment (OCOM). In this competitive business world, companies have realized that employees have become a vital factor when it comes to distinguishing themselves from competitors. Therefore, companies have decided to invest more in Human Resource Management Strategies (HRMS) and monitor the development of OC and OCOM.

Previous research has been conducted on the topics of OC and the three dimensions of OCOM: affective, continuance, and normative commitment. In the literature, however, OC and OCOM have been associated with other variables (normally outcomes) such as productivity, turnover, attendance at work, job performance, well-being, and citizenship behavior, at the individual level, that ultimately contribute to organizational performance. Despite the vast body of literature, there is a lack of empirical evidence on the relationship between these two constructs. Consequently, this study aims to contribute to a better understanding of the relationship, enabling the development of new management practices and initiatives. Furthermore, some areas remain somewhat unexplored such as a deeper understanding of the relationship between OC and OCOM, antecedents, and the evolution of these constructs over time. This has led to the development of the following research question: “What is the relationship between perceptions of Organizational Culture and Organizational Commitment of employees?” To address this gap in the literature, this study aims to examine the relationship between employees’ perceptions of OC and the OCOM in

a company by analyzing the relationship between the four types of OC and the three dimensions of OCOM, and how OC and OCOM evolve over time.

From a managerial perspective, this investigation will provide companies with vital information on the importance of understanding their current OC and OCOM of employees. More specifically, for the Portuguese company that initially proposed this research topic, it will satisfy their need of updating their previously collected data on these topics and make sense of the changes. On an academic level, this study will contribute to the scarce empirical evidence on the topic of OC and OCOM.

The methodology for this study includes a case study approach, descriptive analysis, data of a cross-sectional character, and a quantitative approach. The study has been based on essentially a quantitative approach (e.g., surveys), however other sources of information (e.g., one-to-one interviews) were applied as supplementary qualitative information. The survey method was adopted for this study. The instruments used in the survey include the Organizational Culture Assessment Instrument (OCAI) validated by Quinn & Rohrbaugh's (1983) competing values framework and the Organizational Commitment Questionnaire (OCQ) validated by Meyer & Allen's (1991) three-dimensional theory. The data has been collected, stored, and analyzed using a statistical analysis software program called IBM SPSS Statistics 27.

The following dissertation has been structured using a standard format consisting of the introduction, literature review, methodology, results, discussion, conclusion, and bibliography. Some annexes were added as supplementary material, which should be used in terms of clarification.

## **2. Literature Review**

### **2.1 Characteristics of a Changing Business Environment**

Technological, economic, environmental, and societal changes are putting additional pressure on the management of business organizations. According to Sinha and Sinha (2020), the world can be defined using the VUCA acronym, which describes the type of environment that all living species (or companies) are surrounded by in terms of living conditions and which are currently struggling to survive. This VUCA concept (volatile, uncertain, complex, and ambiguous) was adopted by businesses on a global level after the financial crisis of 2008 and 2009 (Bennett & Lemoine, 2014; Doherty, 2012). The volatility of the world can be defined as constant changes based on predictability, significance, and type of change (e.g., positive or negative) (Sinha & Sinha, 2020). However, the term “volatility” has not just been used to describe the business environment, but also the economic and social environments (Sinha & Sinha, 2020). Faced with these changes, business agility has been adopted to respond quickly to these constant changes and dynamic business contexts (Bennett & Lemoine, 2014). The uncertainty of the world can be used to describe an unstable environment where the future is highly unpredictable and complex in terms of being able to forecast what will happen in the future (Sinha & Sinha, 2020). According to Bennett and Lemoine (2014), the level of uncertainty should be addressed by gathering more information. Businesses should be investing time into obtaining more information, collecting more data, and analyzing the information from various perspectives to reduce uncertainty levels (Bennett & Lemoine, 2014). The complexity component is considered the most important due to the fact of its interdependence on other variables and factors (Sinha & Sinha, 2020). This complexity, in terms of decision-making, has made it very difficult for businesses to make final decisions. This is because it involves many parties with different viewpoints and a lot of information is provided all at one time (Sinha & Sinha, 2020). This specific component has shown great importance in terms of investigation because of its high interdependence, non-linear relationship in terms of defining cause and effect relationships, and interconnectivity to other variables (Schick et al., 2017). The last component called ambiguity has been used to describe the environment as not being clear in terms of information. In today’s constantly changing world, it has become quite difficult to understand cause and effect relationships, understand the information that is provided, and make accurate predictions of the future (Sinha & Sinha, 2020). Due to the vague nature of its reality, the component of ambiguity is considered to be an abstract component because

it can be interpreted in different ways, have different meanings, and lead to various conclusions and assumptions (Schick et al., 2017). Ambiguous situations are much more complicated because there is not much information provided to contribute to feasible future planning (Bennett & Lemoine, 2014). According to Bennett and Lemoine (2014), to reduce this aspect of ambiguity, businesses have invested in experimentation. With experimentation, businesses have been challenged to make intelligent decisions and take risks in terms of developing strategies that work under these unclear circumstances. This increase of unpredictability has forced the world, generally speaking, and the business world to adapt and develop strategies to overcome these challenges or forces (Sinha & Sinha, 2020). In corporate jargon or business lexicon, the VUCA acronym has been adopted to not just simply describe the business environment, but challenge managers in responding quickly to these specific conditions (Bennett & Lemoine, 2014). These constant changes have forced companies to either adapt to these changes or fall back behind competition. According to Sinha and Sinha (2020), companies who fail to adapt and respond to these changes will not survive in the long run.

These changes and adaptations, mentioned using the VUCA acronym, have led to the ultimate “Digital Transformation” of industries across the world. In this Digital Transformation (DT) era, companies have been forced to invest in innovation, technology, and efficient processes to increase their competitive advantage. However, the COVID-19 pandemic has accelerated this digital transformation in society in general and has initiated a sudden digital advancement in everyday practices (Iivari et al., 2020). For the business world, the COVID-19 pandemic has contributed to a new set of guidelines that have forced organizations to change their daily operations, adhere to digital transformation, and use new technologies to maintain operations during a time of so much uncertainty (Dwivedi et al., 2020). The pandemic has contributed to a radical cultural and economic change in terms of pressuring a “new normal” for companies, who have been forced to adopt new business practices in terms of communication and workplace behavior (Dwivedi et al., 2020). Therefore, with such a radical change, organizations are confronted with the challenge of completely reinventing their business models and strategies to adapt to the new COVID-19 reality and build their competitive advantage (Carroll & Conboy, 2020). However, the idea of DT has involved more than just the implementation of new technologies. Companies have had to invest time in reinventing their entire business model in terms of strategic thinking, transforming business culture, taking risks, and critical thinking (Kane et al., 2015).

However, according to Vial (2019) and existing literature on DT, there seem to exist acceptance barriers in terms of cultural, technological, necessary skills, and attitude differences. Therefore, to guarantee the overall success of the digital transition, businesses have had to analyze and change the structural aspects in terms of their organizational culture and structure (Vial, 2019).

## **2.2 Economic and Social Consequences of a Changing Business Environment**

With the overwhelming pressure of DT and Globalization, the business workplace culture has gained much more relevance in terms of its importance and outcomes. According to Prajogo and McDermott (2011), some studies have shown that OC has a significant impact on a company's performance. It has been reported by Peters and Waterman (1982) in an early study that there seemed to exist a relationship between a solid cultivated culture and the company's financial performance. Kotter and Heskett (1992) have also confirmed the existence of this relationship between the culture and the financial performance of the company. Therefore, the study confirmed that the cultural aspect could be used to predict the financial performance of the company as being higher or lower (Kotter & Heskett, 1992). As previously mentioned, the organizational culture can affect, from an internal perspective, the productivity and overall financial performance of a company. Therefore, it is concluded that the financial performance of a company (e.g., positive or negative) will have an impact on the overall economy and society. According to The Guardian newspaper article written by Wookey (2014), over the years companies have been fixated on the maximization of their profits instead of focusing on other important objectives such as the well-being of society or the employees. However, today, companies have come to, unfortunately, realize that this obsession has done more harm than good to society and employees. Therefore, companies have invested time and effort into the new approach called "Blueprint for Better Business." With this approach, companies are investing in a better tomorrow intending to create and regain a sense of social purpose (Wookey, 2014). The changes in the business environment have also led to the idea of a "Circular Economy", which has been developed to resolve problems such as the generation of waste, scarce resources, and maintaining a sustainable economy (Lieder & Rashid, 2016). Environmental influences have slowly affected industries and the overall business performance of companies (Lieder & Rashid, 2016). The changes in the business environment have also increased the importance of Human Resource Management (HRM). Several companies are investing in HRM strategies and creating better

workplace environments.

Taken together, these changes have justified companies to take a new look at these constructs of OC and OCOM of employees. Therefore, the reasons previously mentioned have contributed to the importance and relevance of OC and OCOM. According to Zeinab and Ji-Young (2017), there has also been an increase in the importance of HRM strategies and investment programs for these specific topics of discussion (OC and OCOM).

## **2.3 Organizational Culture**

### ***2.3.1 Defining Organizational Culture***

The definition of Organizational Culture (OC) is still very much fragmented according to previous literature. Over the years, the concept of OC has gained significant importance in terms of research in the area of management. However, since the 1990s, the definition of OC has been controversial in terms of its consensus among researchers leading to little agreement (Hofstede et al., 1990; Palmieri et al., 2010). Despite some lack of consensus on OC, the concept of OC has been defined as a set of values, beliefs, rules, and norms that employees are expected to share in their work environment (Daft, 2005). The term OC has been used to describe the workers' perceptions of what is (not) acceptable behavior in the organization (Manetje & Martins, 2009). According to Schein (1990), OC is "a pattern of basic assumptions invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, is to be taught to new members as the correct way to perceive, think, and feel in relation to those problems"(pg.111). OC has been defined as the employees' shared values, beliefs, characteristics, or overall meaning toward the company distinguishing the organization from other organizations (Harrison & Stokes, 1992).

There have been a vast number of definitions used to define the term OC, however, it has been confirmed by Bagraim (2001) that there is no standard universal definition set to explain the definition of OC. However, it is important to note that the term OC should not be used interchangeably or confused with the concept of organizational climate (Cameron & Quinn, 2011). According to Cameron and Quinn (2011), the term OC is used to define the essence of the organization and is described as a slower-changing or more permanent characteristic of the company. Due to its complex and confounding nature, it has been implied that the OC is not understood as being obvious or noticeable. The OC of a company

is often associated with a more stable environment compared to the organizational climate which is considered highly unstable (e.g., temporary attitudes and behaviors) and changeable. The concept of culture includes a more collectivist environment or mindset where core values are shared, whereas the concept of climate is inserted into a more individualistic environment where ideas change more frequently (Cameron & Quinn, 2011). Despite these distinct features, the concepts of OC and Organizational climate have often been used interchangeably.

For this specific research study, the term OC will be defined using Schein's definition (1990): “a pattern of basic assumptions invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, is to be taught to new members as the correct way to perceive, think, and feel in relation to those problems” (p.111).

The OC of a company can be described as being healthy/strong, weak, or toxic. A healthy OC has been defined as an environment where there exists a sense of trust, empowerment, consistency, team building, and mentoring (Kane-Urrabazo, 2006). The term “strong culture” has been used to describe an environment where the culture plays an influential role in the behaviors, actions, and practices of employees (Warrick, 2017). Compared to an environment where there is a clear understanding of the company's values, the term “weak culture” has been used to describe an environment where there is a lack of consistency and understanding. According to Warrick (2017), weak cultures represent a work environment where employees feel lost to what the company defends in terms of its norms, beliefs, and values. Finally, the term “toxic culture” has been used to describe an unfriendly environment where toxic leaders misuse their power and authority to control and take advantage of other people. This type of environment damages everything the company has worked for in terms of its original culture based on values, beliefs, and norms. Toxic environments lead to unethical behaviors that damage an employee's motivation, commitment, self-esteem, performance, etc. (Tiwari & Jha, 2022).

### ***2.3.2 Organizational Culture Assessments***

The OC of a company can be measured using various instruments, variables, and methods. According to Wallach's (1983) scale or the Organizational Culture Index (OCI), OC can be measured using three dimensions: supportive culture, innovative culture, and bureaucratic culture. According to Akhtar et al. (2013), the Organizational Culture Profile

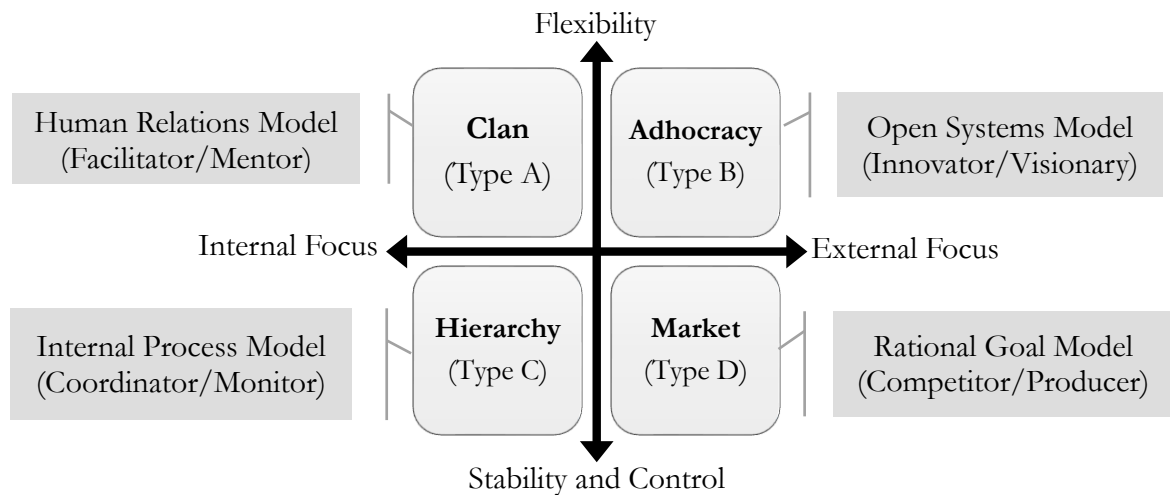
and its four cultural types (e.g., clan, adhocracy, hierarchy, and market) could be used to measure the OC of a company. Harrison's model of OC and its four dimensions (e.g., power, role, task, and existence) was then improved by Pheysey's (1993) extended model. Pheysey's model consisted of four types of culture: power culture, role culture, achievement culture, and support culture. Goffee and Jones (1996) measured the OC of a company based on four types of culture (e.g., communal culture, fragmented culture, networked culture, and mercenary culture) across two other dimensions (e.g., sociability and solidarity). The OC of a company can also be measured using the GLOBE questionnaire consisting of nine dimensions (uncertainty avoidance, future orientation, power distance, collectivism I or institutional collectivism, humane orientation, performance orientation, collectivism II or in-group collectivism, gender egalitarianism, and assertiveness) (House et al., 2004). Daft (2005) has classified the OC through four dimensions (adaptability, achievement, clan, and bureaucratic). Finally, the OC can be measured by the Organizational Culture Assessment Instrument (OCAI) and its six dimensions (dominant characteristics, organizational leadership, management of employees, organizational glue, strategic emphases, and criteria of success) developed by Cameron and Quinn. This assessment then develops the competing values framework, which consists of a total of four competing values that correspond to four types of OC (clan, adhocracy, hierarchy, and market).

In recent studies of OC, Cameron and Quinn's competing values model has gained much importance in terms of its vital role in determining the values of the OC (Akhtar et al., 2013). The Competing Values Framework (CVF) was first developed by Robert Quinn and John Rohrbaugh in 1983 to predict a company's effectiveness. However, in 1999, Cameron and Quinn used this model to define the different types of OC. The CVF is divided into two dimensions: the internal versus external dimension (on the horizontal axis) and the flexibility versus control dimension (on the vertical axis). The internal versus external dimension explains whether the company is focused on its internal business dynamics and people or is focused on its external demands and on the social well-being of the company itself. The flexibility versus control dimension shows whether or not the company is focused on a more formal type of organizational structure with rules, regulations, and policies or if the company is more informal in terms of its flexibility to change. With these two competing factors, the framework then classifies the OC of a company into four types of culture: clan (a high degree of flexibility and internally focused), adhocracy (high emphasis on flexibility and externally focused), market (high controlling structure and externally focused), and

hierarchical (high degree of a controlling structure and internally focused). A clan culture, also described as a family-type of culture or Type A, has been described as an organization focused on the well-being of its employees in terms of encouraging their participation in decision-making and individual development. Teamwork, loyalty, and commitment are described as being fundamental to the success of the organization (Cameron & Quinn, 2011). An adhocracy culture, also described as a Type B culture, has been described as an environment where the organization is focused on constant innovation, creative thinking, and team-building (Cameron & Quinn, 2011). These types of organizations are determined in keeping up with constant market demands with the development of new products and services. This type of culture is based on the idea that innovation is linked to the overall long-term success of the company and profitability. Therefore, innovation is seen as essential to the organization's vision. The hierarchy culture, also described as a Type C culture, is focused on control and fundamentally founded on a rational type of thinking. This type of culture is described as an organization with a clear set of rules and organizational structure. The organization is focused on efficiency and a set way of doing things in terms of procedures and processes (Cameron & Quinn, 2011). A market culture, also described as a Type D culture, has been described as a culture where the organization is focused on results, productivity, and its overall competitive advantage in terms of profits (Cameron & Quinn, 2011)

However, according to Quinn and Rohrbaugh's CVP, the initial dimensions (internal/external and flexibility/control) would develop four main organizational approaches: the human resource model, open systems model, rational goal model, and internal process model. The human relations model is defined as a flexible organizational structure and an internal focus on its people and consistency. The open system model focuses on flexibility and an external focus on the company's wellbeing. The internal process model emphasizes control (e.g., communication, rules, and stability) and an internal focus on the company's people. Finally, the rational goal model shows control and an external focus on the concentration of goal setting, planning, and productivity. The CVP can also have another variant in terms of classifying the types of models into different leadership styles such as the following: Facilitator/Mentor, Innovator/Visionary, Coordinator/Mentor, and Competitor/Producer. The following framework can be seen in Figure 1.

**Figure 1-** The Competing Values Framework  
(Adapted from Cameron & Quinn, 2011; Quinn & Rohrbaugh, 1983)



### ***2.3.3 Antecedents and Outcomes of Organizational Culture***

The term OC is defined as something that is cultivated and developed over time and normally shaped by the organization's leadership values, beliefs, and norms. Therefore, the leadership styles adopted by the company may influence the overall defined type of culture of the company. Other variables that have influenced OC include the leadership styles of top management positions, job satisfaction of workers, and other specific employee characteristics (Lok & Crawford, 2001). Employee characteristics or demographic variables have also been analyzed in terms of influencing employees' perceptions about the culture of the organization. According to Helms and Stern (2001), the demographic variables age and gender showed a significant relation to employee perceptions about organizational culture. According to Sayli et al. (2010), the perception of OC was significantly influenced by gender, age, and educational level. However, there was no significant relationship between OC and employee tenure. According to Lee and Chen (2015), the demographic variable, marital status, has been significantly correlated to the OC in terms of the adhocracy culture. On the other hand, according to Turkkan and Yalcintas (2017), the demographic variables marital status and job experience were found to be statistically insignificant in the employee perception of OC. According to Turkkan and Yalcintas (2017), the demographic variables such as age, gender, education background, job position, and employee tenure were statistically significant in terms of employees' perceptions of OC.

According to Lok and Crawford (2001), the concept of leadership has gained much importance in its role of influencing the OC of a company and the perceptions of its

employees toward the organization they are working for. The term leadership style has been defined by Stogdill (1950) as “the process (act) of influencing the activities of an organized group in its efforts toward goal setting and goal achievement.” Therefore, as concluded by Peters and Waterman (1982), the type of leadership style adopted by the company has shown a significant influence on the OC. This is because leaders have shown the ability to influence employees based on their management strategies, beliefs, and values that impact the overall OC.

According to Glisson and James (2002), the OC of an organization has influenced other factors such as the commitment and satisfaction of employees and has shown a significant increase in the results of these factors. The study of OC has led to the analysis of its influence on an employee’s identification and sense of belonging to the company, loyalty, and potential influence on team building (Turkkan & Yalcintas, 2017). According to Lee and Yu (2004), OC has also been studied in terms of contributing to the company’s overall performance. The OC may also have an impact on the perceptions of the psychological contract between the employee and the organization. This psychological contract is not a physical written contract, but indeed an exchange relationship between the employee and the organization (Subramanian, 2017). The psychological contract is also defined as, “an individual’s beliefs regarding the terms and conditions of a reciprocal exchange agreement between the focal person and another party” (Rousseau, 1989, p. 123). It has been implied, through studies, that the organization’s culture can influence the perception of employees toward their organization in terms of their psychological contract with the company (Richard et al., 2009).

## **2.4 Organizational Commitment**

### ***2.4.1 Defining Organizational Commitment and Types***

The term OCOM has become very popular in the literature due to its powerful impact on the organization’s wellbeing and performance in achieving its goals. However, there seems to be a lack of consensus in the literature on the explanation and definition of what the term means. According to Mowday et al. (1982), the term OCOM is defined as “the relative strength of an individual’s identification with and involvement in a particular organization.” The OCOM of employees has been defined as an individual’s understanding, sense of belief, and agreement toward the organization’s overall vision and mission (Mowday et al., 1982). Therefore, the employee, once committed, will tend to show a higher level of

motivation toward their work and a higher loyalty rate in remaining within the company (Mowday et al., 1982). According to Allen and Meyer (1996), the OCOM is defined as a “psychological link between the employee and his or her organization that makes it less likely that the employee will voluntarily leave the organization” (p. 252). The term OCOM was also defined by Mowday et al. (1982) as “the relative strength of an individual’s identification with and involvement in a particular organization” (p. 27). Other authors, such as Hall et al. (1970), defined commitment as an organizational identification, which is “the process by which the goals of the organization and those of the individual become increasingly integrated or congruent” (p. 177). Hrebiniak and Alutto (1972) defined OCOM as “a result of individual-organizational transactions and alterations in side bets or investments over time” (p. 556). For this specific study, the term OCOM will be defined as “a psychological state that characterizes the employee’s relationship with the organization, and has implications for the decision to continue or discontinue membership in the organization” (Meyer & Allen, 1991, p. 67).

The term “commitment” has been defined, measured, and categorized in many different ways and types. The term commitment, generally speaking, has been defined as “an obliging force which requires that a person honor the commitment, even in the face of fluctuating attitudes and whims” (Brown, 1996, p. 241). In the organizational context, the term has been determined as the following types: organizational commitment, job commitment, occupational/career commitment, goal commitment, commitment to organizational change, and commitment to a strategy. The OCOM, as previously mentioned, has been defined as “a psychological state that characterizes the employee’s relationship with the organization, and has implications for the decision to continue or discontinue membership in the organization” (Meyer & Allen, 1991, p. 67). The term “job commitment” has been defined as “the likelihood that an individual will stick with a job, and feel psychologically attached to it, whether it is satisfying or not (Rusbult & Farrell, 1983, p. 430). The term “occupational/career commitment” has been defined as “one’s attitude toward one’s vocation, including a profession” (Carson & Bedeian, 1994, p. 238, as cited in Blau, 1998). The term “goal commitment” has been defined as “one’s attachment to or determination to reach a goal, regardless of the goal’s origin” (Locke et al., 1988, p. 24). The commitment to organizational change can be defined as “a force (mind-set) that binds an individual to a course of action deemed necessary for the successful implementation of a change initiative” (Herscovitch & Meyer, 2002, p. 475). Finally, the commitment to a strategy

is defined as “a person’s willingness to put forth effort to pursue the strategic direction of the police agency” (Ford et al., 2003, p. 164). However, Meyer and Allen’s three types of commitment (affective, continuance, and normative) continue to be the most commonly used worldwide when defining the term OC.

#### ***2.4.2 Organizational Commitment Dimensions***

The OCOM of employees can be measured using various instruments, variables, and methods. According to Meyer and Allen’s (1991) scale, the OCOM can be measured using three different dimensions: affective commitment, continuance commitment, and normative commitment. The OCOM of employees can be measured using Cook and Wall’s (1980) instrument consisting of three dimensions: organizational identification, organizational involvement, and organizational loyalty.

Meyer and Allen’s three-dimensional organizational commitment model was created as a form of a measurement system to conceptualize the concept of OCOM of employees (Meyer & Allen, 1991). The model is used as a tool to measure the OCOM of employees through three dimensions: affective, continuance, and normative commitment. The affective commitment is defined as “the employees’ emotional attachment to, identification with, and involvement in, the organization” (Allen & Meyer, 1990, p. 1). According to Meyer and Allen (1991), this commitment has to do with the employee’s emotional ties to the company and its values. The continuance commitment is defined as “the commitment based on the costs that employees associate with leaving the organization”(Allen & Meyer, 1990, p. 1). The normative commitment is defined as “the employees’ feelings of obligation to remain with the organization” (Allen & Meyer, 1990, p. 1). According to Meyer and Allen (1991), this commitment has to do with the sense of obligation from the employee’s perception to continue to remain in the organization. In sum, affective commitment reflects the emotional links between the workers and the organization and the workers’ willingness to remain and do their best because they identify themselves with the organization. Continuance commitment reflects the workers’ sense that it is in their best interest to remain and do their best, in a pragmatic assessment of pros and cons of staying or leaving. And normative commitment reflects the workers’ sense of duty and their willingness to remain because they feel they have to; it is their obligation to stay and do their best. The three dimensions lead to the same outcome: to stay and do their best, but they do it for different reasons and expressing their behavior and links with the organization in different ways.

### ***2.4.3 Antecedents and Outcomes of Organizational Commitment***

According to Meyer and Allen (1991), the OC of a company can be seen as an antecedent of the OCOM of employees. In other words, OC favors the development of one type of commitment rather than the others. According to Meyer & Allen's tri-dimensional organizational commitment model (1997), the antecedents of OCOM are defined as the "organizational characteristics (e.g., size, structure, climate), personal characteristics (e.g., demographics, values, expectations), socialization experiences (e.g., cultural, familial, organizational), management practices (e.g., selection, training, and compensation) environmental conditions (e.g., unemployment rate, family responsibility, union status), work experiences (e.g., job scope, relationships, participation, support, justice) role states (e.g., ambiguity, overload, etc.), and the psychological contract (e.g., economic exchange, social exchange, etc.)" (Meyer & Allen, 1997, p. 106). There have also been various studies that have explored the antecedents of OCOM of employees in terms of personal, demographic, and work-related variables (Neelam et al., 2015). Some studies have confirmed a significant relationship between the OCOM of employees with demographic factors in terms of gender, age, and length of service (Sola et al., 2012). These variables may serve as antecedents in the prediction of the level of employee commitment. Other authors analyzed the factor of gender and concluded that this specific demographic variable showed a significant influence on the OCOM of employees. This relationship was explored by Olanrewaju and Kansola (2011) and Irving et al. (1997) who concluded that females, compared to males, showed a much higher level of commitment toward their job. However, in contrast, Akintayo (2010) and other authors, contradicted this statement and stated that indeed males showed a higher level of commitment toward their job. In terms of age, Irving et al. (1997) concluded that age as a variable did not serve as a predictor of commitment. In contrast, Meyer and Allen (1991) concluded that age did play a factor in the prediction of OCOM of employees. More specifically speaking, age showed a significant correlation with affective commitment, but not with continuance commitment (Meyer & Allen, 1984). Lok and Crawford (2001) also concluded that age showed a positive effect on commitment. With different opinions, the variable of age was studied further and was seen as positively correlated with the sense of older in terms of seniority in the company (Sola et al., 2012). Some authors such as Ellemers et al. (1998) studied that employees of older age have shown higher levels of commitment toward the company compared to the younger generation. The OCOM was also studied as a factor influenced by an employee's length of service. Akintayo (2010), however, did not see

a significant relationship between years of service and an employee's commitment level toward the company. In contrast, Ellemers et al. (1998) studied the variable and found out that the length of service did show a significant impact on the level of OCOM of employees. In terms of job position, authors such as Timalisina et al. (2018) have confirmed that there is a significant association between position and commitment. Finally, according to Turkkan and Yalcintas (2017), the demographic variables such as gender, age, marital status, and job experience were found to be statistically insignificant to the OCOM of employees, while educational background, position, and job experience were found to be significant.

According to Lok and Crawford (2004), OCOM can have an impact on outcomes such as performance, absenteeism, and turnover. This outcome was also confirmed by Gelade and Young (2005) and Allen and Meyer (1996) who stated that this type of commitment can serve as a key to the prediction of specific employee behaviors such as turnover, absenteeism, and organizational performance of the company. The OCOM of employees can also influence the employee's attitude toward their work and job (Wang et al., 2002). Many researchers have analyzed the positive effects of OCOM on the organization. These outcomes have included an increase in productivity, effectiveness, employee motivation, and a larger impact on the decision of leaving the company and in calling in sick or being absent (Genevičiūtė-Janonienė & Endriulaitienė, 2014). However, there have also been studies that have explained the potential negative effects of OCOM on the employee's behavior in terms of personally and socially toward the organization (Genevičiūtė-Janonienė & Endriulaitienė, 2014). According to Meyer & Allen's tri-dimensional organizational commitment model, the consequences of OCOM are defined as "retention (e.g., withdrawal cognition, turnover intention, turnover), productive behavior (e.g., attendance, performance, citizenship) and employee well-being (e.g., psychological health, physical health, career progress)" (Meyer & Allen, 1997, p. 106). The OCOM of employees may also potentially increase the overall competitive advantage and the life cycle of the organization in terms of profitability (Turkkan & Yalcintas, 2017). The OCOM of employees has also been linked to other organizational outcomes or behaviors such as punctuality at work, organizational citizenship behavior, turnover, absenteeism, satisfaction, and performance.

## **2.5 Relationship between Organizational Culture and Commitment**

Successful organizations have been built upon the idea that there is a relationship between the OC and its employees (Cameron & Quinn, 2011). Previous literature has

suggested that overall and from a general viewpoint, OC does show a potential influence on the OCOM of employees (O'Reilly, 1989). According to Sarhan et al. (2020), the literature on OCOM has concluded that the concept is highly dependable on the behavior of employees. Organizations distinguish themselves based on their talented people and type of OC. Therefore, this distinction between cultures has led to a sense of employee identity, an increase in employee commitment to the organization, an improvement in the organization's social system in terms of the overall business environment, an increase in transparency and less ambiguity, and finally serves as a guide to help shape the organization's environment in terms of employee's attitudes and behavior (Yiing & Ahmad, 2009; Rashid et al., 2003; Silverthorne, 2004). Other authors such as Dwivedi et al. (2014) and Manetje and Martins (2009), have also confirmed a significant positive relationship between OC and OCOM of employees.

Today, the world is considered a dynamic world that has contributed to the increase in importance and study of OC and OCOM of employees in the workplace environment (Sarhan et al., 2020). These constant changes or macro-environment forces can also affect the overall functionality of organizations in terms of their structure, culture, and commitment (Manetje & Martins, 2009). There have been several authors who have assumed the importance of OC and its impact on the employee's perception of the company and their level of commitment. Yiing and Ahmad (2009) have also contributed to this assumption by stating that the impact of OC on OCOM has led to potential factors in predicting the level of effectiveness, competitiveness, and success of an organization (Yiing & Ahmad, 2009). Organizations have realized that the success of new management policies and strategies depends on the type of culture cultivated in the company that in turn influences the OCOM of employees (Rashid et al., 2003). The OCOM of employees, according to Cohen (2003), "as a research topic, commitment is important regardless of its setting because increasing our comprehension of the phenomenon may assist us in better understanding the nature of the psychological process through which people choose to identify with different objects in their environment and how they find purpose in life" (p. 3).

The concept of OCOM has been considered important because it not only affects the employees of a company but has an even larger effect on the organization and society as a whole (Mowday et al., 1982). The OCOM of employees has shown a potential influence on society because employees who are committed to their organization are less likely to leave the organization and therefore decreasing the overall turnover rate (Gelade & Young, 2005;

Hackett et al., 2001; Mowday et al., 1982). It has also shown an increase in the overall productivity of the economy and has contributed to higher standards in terms of quality of work.

In sum, both constructs (OC and OCOM) have been widely studied. The relationship between them has also been explored but mainly considering the whole constructs. The consideration of different types of OC and different dimensions of OCOM has been somewhat neglected. The demographic variables (e.g., gender, age, marital status, educational level, etc.) have also been analyzed in terms of their effect on the perceptions of OC and the level of OCOM of employees. In terms of demographic variables such as age, gender, educational level, and marital status, studies have shown a significant relationship to employees' perceptions of OC. However, other demographic variables such as employee tenure did not. On the other hand, research has also shown a relationship between demographic variables such as age, gender, length of service, job position, and the level of OCOM of employees. As previously mentioned, research has been conducted on these aspects, however, a deeper understanding of this particular relationship between these two constructs and possible evolution over time is deemed as significant. More research and testing are required to gain a better understanding of the relationship between the type of culture (clan, adhocracy, hierarchy, and market) and the dominant dimension of commitment (affective, continuance, normative).

Despite the aforementioned theoretical inferences, there is a lack of empirical evidence (not just in Portugal) of the relationship between the two constructs. Therefore, the current study addresses this lack of empirical support by analyzing a single organization's current and past data regarding their employees' perceptions of OC and commitment over a period of time. Also, more research is needed to understand how the demographic variables influence the relationship between these two constructs (OC and OCOM). Also, according to Dwivedi et al. (2014), a deeper understanding of these issues requires qualitative research. This study aims to fill this gap and contribute to a better understanding of the relationship between OC and OCOM by combining in-depth interviews and a survey method approach.

### **3. Methodology**

The study aims to contribute to a deeper understanding of the relationship between the four types of OC and the three dimensions of OCOM. The investigation aimed to analyze the relationship between the two constructs and their potential evolution over time. Therefore, addressing the following question: What is the relationship between the perceptions of Organizational Culture and Organizational Commitment of employees? The demographic variables have also been analyzed in terms of their influence on the relationship between the employees' perceptions of OC and their level of OCOM.

#### **3.1 Development of hypotheses and conceptual framework**

As previously mentioned in the literature review, several authors have confirmed the relationship between the employees' perceptions of OC and the level of OCOM. However, a deeper understanding of the relationship is necessary to analyze which type of OC (clan, adhocracy, hierarchy, and market) influences which type of OCOM (affective, continuance, and normative). The effects of employees' demographic characteristics have also been shown to influence the perception of OC and the level of OCOM of employees. According to Sayli et al. (2010), each organization is unique and formed by different people. Therefore, demographic characteristics have been shown to influence employees' perceptions of the OC and their level of OCOM. In this context, the study tried to understand the relationship between the perceptions of OC and the OCOM of employees. The demographic variables have also been tested in terms of their influence on these two constructs. Therefore, for this investigation, several research hypotheses have been developed and tested.

There does seem to exist a relationship between the employees' perceptions and their level of OCOM. Many authors have confirmed a significant relationship, in which the employees' perceptions of OC have influenced their level of OCOM to the company. However, to understand which type of culture influences which type of commitment the following main hypothesis was formulated.

Main hypothesis:

Hypothesis 0 ( $H_0$ ): There is a statistically significant relationship between the workers' perceptions of organizational culture and their organizational commitment.

The demographic variables (gender, age, marital status, employee tenure, and job position) have also shown their effect on the perceptions of OC and the level of OCOM of employees. All employees are different and have different demographic characteristics.

Therefore, it is expected that the perceptions of OC and level of OCOM of employees will be affected by the employees' demographic characteristics. Consequently, the secondary hypotheses were formulated as follows:

Secondary hypotheses:

Hypothesis 1 (*H1*): Gender is related to the: a) employees' perceptions of organizational culture and b) level of organizational commitment.

Hypothesis 2 (*H2*): Age is related to the: a) employees' perceptions of organizational culture and b) level of organizational commitment.

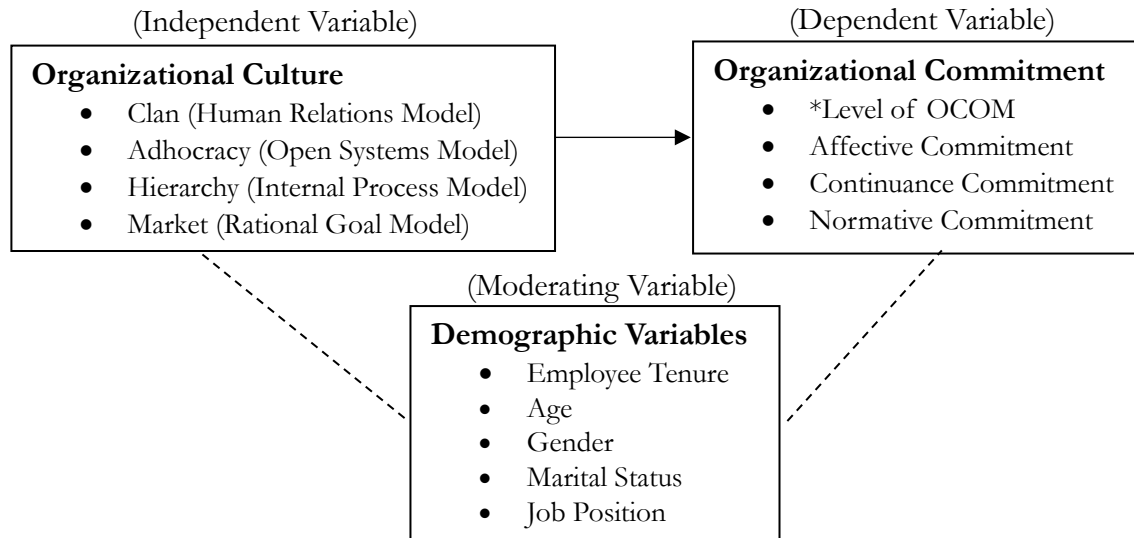
Hypothesis 3 (*H3*): Marital status is related to the: a) employees' perceptions of organizational culture and b) level of organizational commitment.

Hypothesis 4 (*H4*): Employee tenure is related to the a) employees' perceptions of organizational culture and b) level of organizational commitment.

Hypothesis 5 (*H5*): The job position of employees is related to the a) level of organizational commitment of employees and b) perceptions of organizational culture.

Based on the aforementioned research, the following conceptual framework for this study was formulated in Figure 2.

**Figure 2-** Conceptual framework



*Note:* ———> Relationship between Independent and Dependent Variables  
 ----- Affects the relationship between the Independent and Dependent Variables  
 \* The overall level of organizational commitment of employees

### 3.2 Data collection methods

The methodology followed in this study has included a case study approach, descriptive analysis, data of a cross-sectional character, and a quantitative method approach.

A case study approach was adopted for this investigation, which aimed to obtain multiple perspectives of a single organization. This approach combined multiple sources of primary data (e.g., individual surveys and one-to-one interviews) and secondary data (e.g., survey data from 2016). The study has been based on essentially a quantitative approach (e.g., surveys), however other sources of information (e.g., one-to-one interviews) were applied as supplementary qualitative information. The quantitative study is based on the statistical analysis of survey data collected by the questionnaire. The qualitative information was obtained from the conduction of one-to-one (personal) interviews with a pre-selected group. The semi-structured interview consisted of a series of predetermined questions; however unplanned questions were introduced into the conversation when they provided insightful information to the researcher. All primary data was acquired through a curricular internship at a local company, which consisted of a total of 624 hours. It should be mentioned that before the collection of any form of primary data, the author sought informed consent from all respondents that participated in the surveys or interviews. In terms of the interviews, this consent was given through a signed declaration consent form. Also, to protect the privacy of each employee, no names were mentioned. Each interviewee is identified by a letter to preserve anonymity. Demographic details are presented in Table 1.

**Table 1-** List of interview participants

| Interviews | Gender | Pseudonym     | Department or Sector |
|------------|--------|---------------|----------------------|
| 1          | Female | Interviewee A | Production           |
| 2          | Female | Interviewee B | Production           |
| 3          | Female | Interviewee C | Production           |
| 4          | Female | Interviewee D | Production           |
| 5          | Male   | Interviewee E | Logistics            |
| 6          | Male   | Interviewee F | Administrative       |
| 7          | Female | Interviewee G | Quality              |
| 8          | Female | Interviewee H | Production           |
| 9          | Female | Interviewee I | Commercial           |
| 10         | Male   | Interviewee J | Finance              |
| 11         | Male   | Interviewee K | Maintenance          |
| 12         | Female | Interviewee L | Finance              |

*Note.* N= 12. A pseudonym was assigned to protect participants identities.

Convenience sampling, a type of non-probability or non-random sampling method, was used to collect the survey data. According to Dörnyei (2007), a convenience sampling approach may be considered if the potential group of participants meets a series of different criteria such as accessibility, in the same geographical area, availability, and willingness to participate. As the name itself explains, this approach is affordable, easy to use, and always available to be used (Etikan et al., 2016). Therefore, this sampling approach was considered. In terms of data collection, the data was considered cross-sectional because the results

provided by the data were all collected and conducted at one single point in time. The cross-sectional data will then be discussed and compared to data previously collected by the company in 2016. The samples were drawn from a local manufacturing company located in Portugal. The company's activities include designing, manufacturing, and supplying professional workwear and personal protective equipment (PPE gear). The sample was collected from a total of 92 employees from all sectors such as administrative, logistics, and production. A total of 12 interviews were conducted with employees from the following sectors: administrative (e.g., finance, commercial, and quality), production, and logistics.

A deductive approach was used to analyze the survey data. As previously mentioned, a series of hypotheses were predetermined and set from scientific research, frameworks, and theories. The data has been collected, stored, and analyzed using a statistical analysis software program called IBM SPSS Statistics 27.

### **3.3 Measures**

The measures used in this questionnaire include the Organizational Culture Assessment Instrument (OCAI) validated by Quinn & Rohrbaugh's competing values framework in 1983 and the Organizational Commitment Questionnaire (OCQ) validated by Meyer & Allen's three-dimensional theory in 1991. For this particular study, the OCQ section of the assessment used has been adapted and validated to the Portuguese business culture by Nascimento et al. (2008). The OCAI has also been validated for the Portuguese territory and business culture by Rodrigues and Caetano (2013). The survey was handed personally to each participant as a single assessment printed front and back. The assessment was divided into three different parts: (1) The work context, (2) The organizational culture, and (3) The level of organizational commitment. Part 1, consisted of questions relating to the work context and demographic variables, where participants were asked to place an "X" in the box that represented their answers. Part 2, according to the OCAI assessment, asked participants to distribute a total of 100 points throughout the four "competing values" (these four "competing values" correspond with four types of culture) presented in each of the six dimensions. In part 3, according to the OCQ and using a 7-point Likert scale, participants were asked to measure from a scale of 1 (strongly disagree) to 7 (strongly agree) their level of commitment to the company according to the 19 items (see Annex I). A semi-structured interview which consisted of a series of predetermined questions was also used to interview a selected group of employees (see Annex II).

## 4. Results

Since existing studies have mainly adopted a quantitative methodology for analyzing the relationship between the perceptions of OC and the level of OCOM of employees., a quantitative study has also been adopted with the purpose of contributing to a greater knowledge of these two constructs. The quantitative approach has consisted of an analysis of the numerical aspect of the data collected from the instruments used. In terms of analysis, the data was analyzed and verified using other tests such as frequency distributions, mean, standard deviation, t-test, analysis of variance (ANOVA), Welch's ANOVA, correlation, and reliability analysis (Cronbach's alpha coefficient). A series of hypotheses have also been predetermined and tested based on previous scientific authors, theories, and frameworks.

### 4.1 Validity and Reliability of the measures

The Organizational Culture Assessment Instrument (OCAI) was first validated by Quinn & Rohrbaugh's competing values framework in 1983. In 1999, the instrument was officially developed and validated by American professor Robert Quinn and his colleague Kim Cameron. The OCAI has been considered a validated instrument to measure and assess an organization's current and preferred organizational culture. However, for this particular study, only the current dominant culture was assessed. The OCAI has also been scientifically validated for the Portuguese territory and business culture by Rodrigues and Caetano (2013). The Organizational Commitment Questionnaire (OCQ) was validated by Meyer & Allen's three-dimensional theory in 1991. For this particular study, the OCQ section of the assessment used has been adapted and validated to the Portuguese business culture by Nascimento et al. (2008).

In order to guarantee the consistency of the results, a reliability analysis was conducted. For this particular study, Cronbach's alpha coefficient was calculated for the OCAI and OCQ variables of the survey. In terms of analyzing the results, it was determined that the acceptability coefficient alpha was .7, and reliabilities <.4 were considered unacceptable (Houser, 2015). Therefore, the results of this study were considered acceptable. As shown in Table 2, the internal consistency reliability was accessed for each item of the OCAI and OCQ. In terms of the OCAI, the reliability of each culture type was .8 clan, .7 adhocracy, .4 hierarchy, and .7 market. As to the OCQ, the affective commitment had an alpha of .8, continuance commitment had an alpha of .7 and normative commitment had an alpha of .8. The overall level of OCOM had an alpha of .9.

**Table 2-** Cronbach's alpha Internal Consistency of the OCAI and OCQ Responses

| Variable    |                                    | Item                                                                                                                                                       | Cronbach's alpha coefficient<br>$\alpha$ |
|-------------|------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|
| <b>OCAI</b> | Clan (Type A)                      | II.DC.A, II.OL.A, II.OG.A, II.SE.A, II.CS.A, II.ME.A                                                                                                       | .8                                       |
|             | Adhocracy (Type B)                 | II.DC.B, II.OL.B, II.OG.B, II.SE.B, II.CS.B, II.ME.B                                                                                                       | .7                                       |
|             | Hierarchy (Type C)                 | II.DC.C, II.OL.C, II.OG.C, II.SE.C, II.CS.C, II.ME.C                                                                                                       | .4                                       |
|             | Market (Type D)                    | II.DC.D, II.OL.D, II.OG.D, II.SE.D, II.CS.D, II.ME.D                                                                                                       | .7                                       |
| <b>OCQ</b>  | Level of Organizational Commitment | III.02R, III.06, III.07R, III.09, III.11, III.15R, III.01, III.03, III.13, III.14, III.16, III.17, III.19, III.04, III.05R, III.08, III.12, III.10, III.18 | .9                                       |
|             | Affective Commitment               | III.02R, III.06, III.07R, III.09, III.11, III.15R                                                                                                          | .8                                       |
|             | Continuance Commitment             | III.01, III.03, III.13, III.14, III.16, III.17, III.19                                                                                                     | .7                                       |
|             | Normative Commitment               | III.04, III.05R, III.08, III.12, III.10, III.18                                                                                                            | .8                                       |

*Note.* Reverse-scored items are denoted with an (R). Level of Organizational Commitment refers to the overall level of OCOM of the employees toward the company.

The creation of the four types of OC (clan, adhocracy, hierarchy, and market) and the three dimensions of OCOM (affective, continuance, and normative) can be found in Annex III. Also, the creation of the overall level of OCOM dimension can be found in Annex III. It should be mentioned that the following OCOM item questions 2, 5, 7, and 15 were recoded (see Annex III).

#### 4.2 Characteristics of survey respondents

A total of 92 valid questionnaires were obtained and used for further analysis. The response rate was quite high with a percentage rate of 98%. This was due to the strong personal relationship and bond between the organization's employees and the author of this research. The missing 2% was due to the Covid-19 restrictions and employees being on sick leave.

The results of the data sample as indicated in Table 3 showed that 80.7% of the survey respondents were female ( $n=71$ ), which can be justified by the fact that the company consists of more female than male employees ( $n=17$ , 19.3%). In terms of age, the majority of respondents ( $n=38$ , 41.8%) were between 40 and 50 years old. The majority of the respondents were married or in a domestic partnership ( $n=47$ , 58.8%). With respect to employee tenure, the results indicated that the majority had between 10 and 15 years of experience ( $n=27$ , 29.7%). However, employees that worked at the company between 5 and 10 years accounted for 27.5% of the respondent group. In terms of job position or functional area, 62.4% of the respondents ( $n=53$ ) were production workers, while the other half consisted of workers that held administrative jobs ( $n=24$ , 28.2%) and logistic workers ( $n=8$ , 9.4%).

**Table 3-** Demographic Variables for Data Sample

| Demographic Variables<br><i>N</i> =92 | Total                  |                   |
|---------------------------------------|------------------------|-------------------|
|                                       | Number<br>( <i>n</i> ) | Percentage<br>(%) |
| <b>Age</b>                            |                        |                   |
| Between 20 and 30 years old           | 17                     | 18.7%             |
| Between 30 and 40 years old           | 24                     | 26.4%             |
| Between 40 and 50 years old           | 38                     | 41.8%             |
| Between 50 and 60 years old           | 9                      | 9.9%              |
| More than 60 years old                | 3                      | 3.3%              |
| <b>Gender</b>                         |                        |                   |
| Female                                | 71                     | 80.7%             |
| Male                                  | 17                     | 19.3%             |
| <b>Marital Status</b>                 |                        |                   |
| Single                                | 23                     | 28.8%             |
| Married/Domestic Partnership          | 47                     | 58.8%             |
| Divorced                              | 8                      | 10.0%             |
| Widowed                               | 2                      | 2.5%              |
| <b>Employee Tenure</b>                |                        |                   |
| Less than 1 year                      | 14                     | 15.4%             |
| Between 1 and 5 years                 | 13                     | 14.3%             |
| Between 5 and 10 years                | 25                     | 27.5%             |
| Between 10 and 15 years               | 27                     | 29.7%             |
| More than 15 years                    | 12                     | 13.2%             |
| <b>Job Position/Functional Area</b>   |                        |                   |
| Administrative                        | 24                     | 28.2%             |
| Production                            | 53                     | 62.4%             |
| Logistics                             | 8                      | 9.4%              |

### 4.3 Descriptive Statistics of the OCAI

Descriptive statistics were used to describe and summarize the data results concluded from the OCAI. The results focused on reporting the dominant culture type. In terms of the OCAI measurement scale, the six dimensions (dominant characteristics, organizational leadership, management of employees, organizational glue, strategic emphases, and criteria of success) were analyzed into four “competing values” that corresponded to the four types of OC (clan, adhocracy, hierarchy, and market). For this particular study, the current dominant culture was the only assessment applied. The results indicated that the respondents on average ( $M=26.69$ ,  $SD=7.82$ ) perceived the current dominant culture of the organization to be clan (Type A). However, respondents on average ( $M=26.01$ ,  $SD=8.12$ ) also perceived the organization to be market (Type D). Due to the fact that the clan culture (Type A) was different from the nearest market culture (Type D) by only a decimal of 0.68 points, both perceptions should be considered valid. Therefore, the clan and market cultures were perceived as the current dominant culture types (see Annex IV). In the interviews, a production worker (Interviewee A) described the OC as being focused on control, profits

and competitiveness. This was also supported by another production employee (Interviewee B) that mentioned the company's culture was very focused on profits and its overall competitive strategy. Interviewee B also mentioned that the culture was considered an individualist culture instead of a collectivist culture where employees work together as a team. On the other hand, an administrative employee (Interviewee G) described the OC as being focused on its employees, while another administrative worker (Interviewee J) described the culture as a family-oriented culture focused on satisfaction.

In terms of the perception of OC, the demographic variables were individually analyzed. The demographic variables (age, gender, marital status, employee tenure, and job position) were analyzed in terms of their scores from the OCAI instrument (see Annex V and Annex VI).

In terms of age, the average of employees between 20 and 30 years old ( $n=17$ ,  $M=30.00$ ,  $SD=9.64$ ) perceived the current culture as a clan (Type A). The average of employees between 30 and 40 years old ( $n=24$ ,  $M=27.76$ ,  $SD=8.00$ ) also perceived the organization's culture as a clan (Type A). However, the majority of employees have perceived the current dominant culture as market (Type D). Employees between 40 and 50 years old ( $n=38$ ,  $M=27.28$ ,  $SD=7.46$ ) have perceived the company's culture to be a Type D culture, which is considered a more controlling approach that promotes productivity and results. Employees between 50 and 60 years old ( $n=9$ ,  $M=27.13$ ,  $SD=5.02$ ) have also perceived the OC to be a market (Type D) culture. In the category of employees more than 60 years old ( $n=3$ ), employees with an average mean of 31.25 ( $SD=9.55$ ) perceived the current dominant culture as market (Type D).

In terms of gender, females ( $n=71$ ) perceived the OC to be three types. An average mean of 25.65 ( $SD=7.06$ ) perceived the culture to be Type A (clan). However, an average mean of 25.50 ( $SD=5.51$ ) of females perceived the culture to be Type B (adhocracy). Finally, an average of 25.87 ( $SD=7.61$ ) of females perceived the culture to be Type D (market). Since the averages were very close in terms of numbers, it can be said that females perceived the current dominant culture as either Type A, B, or D. However, males ( $n=17$ ) with an average of 31.23 ( $SD=10.10$ ) perceived the OC to be Type A (clan).

With regard to marital status, single employees ( $n=23$ ) with an average of 29.17 ( $SD=8.85$ ) perceived the current dominant culture as a clan (Type A). Employees that were divorced ( $n=8$ ,  $M=25.94$ ,  $SD=2.01$ ) on average also perceived the dominant culture as a clan (Type A). Nevertheless, employees that were married or in a domestic partnership ( $n=47$ ,

$M=27.12$ ,  $SD=8.50$ ) considered their perception of the OC to be a Type D (market). Widowed employees ( $n=2$ ,  $M=41.67$ ,  $SD=11.79$ ) also perceived the OC to be Type D.

As regards employee tenure, employees working less than 1 year ( $n=14$ ,  $M=29.46$ ,  $SD=7.58$ ) evaluated the current dominated culture as a clan (Type A). Employees working between 1 and 5 years ( $n=13$ ) perceived the current dominant culture as adhocracy ( $M=26.28$ ,  $SD=4.97$ ) and market ( $M=26.89$ ,  $SD=3.50$ ). With the averages being so close, it can be assumed that this particular category of employees perceived the current dominant culture as two types of culture (Type B and Type D). Employees working between 5 and 10 years ( $n=25$ ,  $M=27.33$ ,  $SD=9.00$ ) perceived the current culture of the company as market (Type D). Employees between 10 and 15 years ( $n=27$ ,  $M=26.42$ ,  $SD=8.31$ ) perceived the company's culture as also market (Type D). Finally, employees working for more than 15 years ( $n=12$ ,  $M=31.18$ ,  $SD=11.26$ ) considered the current culture of the company as a clan (Type A).

Finally, in terms of job position or functional area, administrative employees ( $n=24$ ,  $M=32.50$ ,  $SD=10.59$ ) perceived the current dominant culture as a clan (Type A). However, production workers ( $n=53$ ) with the majority of 26.99 ( $SD=5.49$ ) perceived the organization's current culture as a market type of culture. Finally, logistic workers ( $n=8$ ) with an average of 28.13 ( $SD=9.12$ ) also perceived the dominant OC to be a market type of culture.

In the results provided by the OCAI, the four types of OC (Type A, Type B, Type C, and Type D) were also analyzed by the strategic apex (top management or administration) versus the organizational structure (all the other employees). According to the strategic apex ( $n=5$ ), respondents with an average of 40.83 ( $SD=4.04$ ) perceived the current culture as a clan (Type A). The respondents corresponding to the organizational structure ( $n=87$ ,  $M=25.97$ ,  $SD=7.33$ ) perceived the current dominant culture as market (Type D). However, it should be mentioned that respondents with an average of 25.88 ( $SD=7.18$ ) also perceived the current culture to be clan (Type A). Since the market culture (Type D) was different from the nearest clan culture (Type A) by only a decimal of 0.09 points, both perceptions should be considered valid. Therefore, the market and clan cultures have been considered the current dominant culture types in this category (see Annex VII).

#### **4.4 Descriptive Statistics of the OCQ**

Descriptive statistics were used to describe and summarize the data results concluded

from the OCQ. In terms of the OCQ, each dimension (affective commitment, continuance commitment, and normative commitment) was analyzed individually. The results indicated that respondents on average ( $M=80.10$ ,  $SD=18.46$ ) presented a more affective type of commitment toward the organization (see Annex VIII). In the interviews, a production worker (Interviewee C) mentioned that on a scale from 1 to 10 she would score 9 or 10 her commitment to the company. This interviewee explained that she loves working at the company and feels emotionally committed to the company. According to a logistics worker (Interviewee E), his level of commitment was described as a solid 10 out of 10. Interviewee E explained that he is fully committed to the company because the company values his hard work and effort as an employee. According to an administrative worker (Interviewee G), a score of 10 out of 10 would be given to describe her level of commitment to the company. Another administrative employee (Interviewee J) would also describe his level of OCOM as a solid 10. This is because he has grown up with this company and the company has grown with him. Interviewee J also mentioned that he is fully committed to the company because he has been working for the company since the company first started. Finally, another employee from the maintenance department (Interviewee K), mentioned that his commitment level to the company was a score of 9 out of 10. Interviewee K also mentioned that as long as he is working for this company, he plans to give the company all of his dedication, stating that he plans to do everything for the company as if it was his.

In terms of the level of OCOM, the demographic variables were individually analyzed. The demographic variables (age, gender, marital status, employee tenure, and job position) were analyzed in terms of their scores from the OCQ instrument (see Annex IX and Annex X)

In terms of age, the average of employees between 20 and 30 years old ( $n=17$ ,  $M=82.49$ ,  $SD=16.88$ ) indicated a more affective type of commitment toward the organization. The results indicated an overall commitment level of an average of 69.04 ( $SD=15.02$ ). The average of employees between 30 and 40 years old ( $n=24$ ,  $M=81.15$ ,  $SD=17.59$ ) have indicated also a more affective type of commitment. The overall level of commitment in this age group was an average of 69.83 ( $SD=14.79$ ). Employees between 40 and 50 years old ( $n=38$ ,  $M=77.38$ ,  $SD=20.62$ ) have shown also a more affective commitment. The level of commitment was an average of 69.88 ( $SD=13.78$ ). Employees between 50 and 60 years old ( $n=9$ ,  $M=78.57$ ,  $SD=16.79$ ) have also shown an affective type of commitment toward the organization. The overall average level of commitment was 68.34 ( $SD=14.40$ ). In

the category of employees more than 60 years old ( $n=3$ ), employees with an average of 97.62 ( $SD=2.38$ ) have an affective type of commitment. The overall level of commitment was on average 90.41 ( $SD=1.79$ ).

In terms of gender, females ( $n=71$ ,  $M=78.03$ ,  $SD=18.73$ ) and males ( $n=17$ ,  $M=86.97$ ,  $SD=16.30$ ) showed a more affective type of commitment. However, in terms of the overall level of OCOM, Males had a higher average of 73.73 ( $SD=15.28$ ) compared to females with an average of 69.24 ( $SD=14.26$ ).

Concerning marital status, single employees ( $n=23$ ) with an average of 85.71 ( $SD=15.28$ ) showed a more affective type of commitment. The level of commitment was an average of 70.81 ( $SD=13.66$ ). Employees that were married or in a domestic partnership ( $n=47$ ,  $M=78.22$ ,  $SD=17.93$ ) also were more affective in terms of commitment. The level of commitment was an average of 69.16 ( $SD=14.36$ ). Employees that were divorced ( $n=8$ ,  $M=84.23$ ,  $SD=16.34$ ) showed an affective type of commitment toward the organization. The level of commitment was an average of 75.18 ( $SD=15.04$ ). Finally, widowed employees ( $n=2$ ,  $M=91.67$ ,  $SD=8.42$ ) also showed an affective type of commitment. The overall level of commitment was on average 87.22 ( $SD=11.70$ ).

As regards employee tenure, employees working less than 1 year ( $n=14$ ,  $M=79.08$ ,  $SD=19.19$ ) showed a more affective type of commitment. The overall level of OCOM was an average of 72.07 ( $SD=14.04$ ). Employees working between 1 and 5 years ( $n=13$ ,  $M=69.23$ ,  $SD=23.07$ ) indicated a more affective commitment. The level of commitment in this category was an average of 63.58 ( $SD=15.93$ ). Employees working between 5 and 10 years ( $n=25$ ,  $M=82.19$ ,  $SD=14.71$ ) showed also a more affective type of commitment toward the organization. The level of commitment was an average of 68.06 ( $SD=14.28$ ). Employees between 10 and 15 years ( $n=27$ ,  $M=80.25$ ,  $SD=18.91$ ) were more affective in terms of commitment. The level of commitment in this category was an average of 71.75 ( $SD=12.30$ ). Finally, employees working for more than 15 years ( $n=12$ ,  $M=87.90$ ,  $SD=16.35$ ) considered their commitment to be affective. The overall level of commitment was on average 77.19 ( $SD=16.43$ ).

Finally, in terms of job position or functional area, administrative employees ( $n=24$ ,  $M=90.38$ ,  $SD=14.24$ ) showed an affective type of commitment. The level of OCOM was an average of 76.16 ( $SD=11.87$ ). Production workers ( $n=53$ ,  $M=75.20$ ,  $SD=18.90$ ) also showed an affective type of commitment toward the organization. The overall level of OCOM was an average of 68.16 ( $SD=14.89$ ). Finally, logistic workers ( $n=8$ ) with an average

of 77.08 ( $SD=16.49$ ) also showed an affective type of commitment. The overall level of OCOM was on average 65.41 ( $SD=15.78$ ).

In the results provided by the OCQ, the three dimensions of OCOM (affective, continuance, and normative) were also analyzed by the strategic apex versus the organizational structure. In terms of the strategic apex ( $n=5$ ), the respondents with an average of 97.62 ( $SD=5.32$ ) showed a more affective type of commitment. The respondents corresponding to the organizational structure also indicated a more affective type of commitment ( $n=87$ ,  $M=79.09$ ,  $SD=18.46$ ). Overall, the level of OCOM of the strategic apex was higher with an average of 81.20 ( $SD=9.70$ ) than the overall level of OCOM of the organizational structure with an average of 69.77 ( $SD=14.39$ ) (see Annex XI).

#### **4.5 Relationship between OCAI and OCQ Scores**

In terms of the OCAI, the four types of culture were analyzed individually as independent variables (X), while the three dimensions of commitment were analyzed as dependent variables (Y). The degree of association between the OCAI and OCQ Scores was measured and analyzed by the Person correlation coefficient, denoted by  $r$ . The correlation coefficient is measured on a scale between -1 and +1. A correlation coefficient of +1 indicated a strong positive relationship between the variables, which means that both variables move in the same direction. A correlation coefficient of -1 indicated a strong negative relationship between the variables, which means that when the value of one variable increases the value of the other variable decreases. A result of zero was also possible which indicated no relationship at all between the variables. For this study, the following scale in Table 4 was used to analyze the results. As shown in Table 5 according to the Pearson correlation test ( $r=.39$ ), there existed a moderate linear relationship between the clan culture (Type A) and the affective commitment dimension. There was also a moderate linear relationship between the clan culture (Type A) and the normative commitment dimension. According to Pearson's correlation test with a small value of  $r=.32$ , the results indicated that the two variables had a moderate correlation. The results also indicated a moderate linear relationship between the clan culture (Type A) and the overall level of OCOM. According to Person's correlation test with a medium value of  $r=.35$ , the results showed a moderate correlation between the two variables in the discussion. However, according to the Pearson correlation test ( $r=-.22$ ), there existed a weak or negative linear relationship between the adhocracy culture (Type B) and the normative commitment dimension.

**Table 4-** Scale used to measure the strength of association

| Strength of Association | Coefficient, <i>r</i> |             |
|-------------------------|-----------------------|-------------|
|                         | Positive              | Negative    |
| Weak                    | .1 to .3              | -.1 to -.3  |
| Moderate                | .3 to .5              | -.3 to -.5  |
| Strong                  | .5 to 1.0             | -.5 to -1.0 |

**Table 5-** Relationship between Organizational Culture and Commitment

| Variable                              | 1.    | 2.    | 3.    | 4.    | 5.     | 6.     | 7.   | 8. |
|---------------------------------------|-------|-------|-------|-------|--------|--------|------|----|
| 1. Level of Organizational Commitment | 1     |       |       |       |        |        |      |    |
| 2. Affective Commitment               | .73** | 1     |       |       |        |        |      |    |
| 3. Continuance Commitment             | .78** | .26*  | 1     |       |        |        |      |    |
| 4. Normative Commitment               | .90** | .62** | .55** | 1     |        |        |      |    |
| 5. Clan (Type A)                      | .35** | .39** | .16   | .32** | 1      |        |      |    |
| 6. Adhocracy (Type B)                 | -.17  | -.14  | -.05  | -.22* | -.23*  | 1      |      |    |
| 7. Hierarchy (Type C)                 | -.11  | -.19  | -.03  | -.06  | -.55** | .20    | 1    |    |
| 8. Market (Type D)                    | -.16  | -.18  | -.10  | -.12  | -.48** | -.59** | -.19 | 1  |

\*\*  $p < .01$  (2-tailed), \*  $p < .05$  (2-tailed),  $N=92$

#### 4.6 Hypotheses testing

Subsequently, the research hypotheses were tested using correlation analysis, independent sample t-tests, ANOVA variances, post hoc tests, and tests of homogeneity of variances. The significance level, also denoted as alpha, was defined as  $\alpha=0.05$ . If the  $p$ -value was less than or equal to the significance level it was considered to be statistically significant to the study. The confidence interval of the difference was set as 95%.

As described in section 4.5, Table 5, the main hypothesis ( $H0$ ) was confirmed and accepted. The analysis indicated that there is a positive and significant relationship between the employees' perceptions of the OC and the level of OCOM. More specifically, according to the Person correlation test, there is a moderate linear relationship between the clan culture (Type A) and the affective and normative commitment dimensions. The results also indicated a moderate linear relationship between the clan culture (Type A) and the overall level of OCOM. The correlation is significant at the .01 level. However, there is a weak negative linear relationship between the adhocracy culture (Type B) and the normative commitment dimension. The correlation is significant at the .05 level.

The hypothesis ( $H1$ ) was analyzed and only partially accepted. According to the t-test results, the demographic variable (gender) does influence significantly the employees' perceptions of OC. Therefore, hypothesis ( $H1a$ ) was supported. An independent samples test was conducted (see Table 6). According to Levene's test results, the variance in the perception of OC between females and males was considered significantly different. Specifically speaking, the perception of the current dominant culture as a clan (Type A) of females was significantly different than that of males. Therefore, the results indicate that the

row titled “equal variances not assumed” should be considered. The results of the t-test for equality of means indicated that females ( $M=22.65$ ,  $SD=7.06$ ) compared to males ( $M=31.23$ ,  $SD=10.10$ ) perceived significantly lower OC as a clan (Type A),  $t(20)=-2.15$ ,  $p=.04$ . This shows that the means were significantly different at .05. Another independent samples test was conducted to test the demographic variable (gender) and the OCOM of employees. According to Levene’s test results, the variance in the type of OCOM of females was not significantly different from that of males. So, it may be assumed that the variance between the two is equal. The results indicated that gender does not significantly influence the OCOM of employees. Therefore, hypothesis ( $H1b$ ) was rejected.

**Table 6-** Independent Samples Test results of Gender and perceptions of OC

|                             | Levene's Test<br>for Equality of<br>Variances |       |       |    | t-test for Equality of Means |                    |                          |                                              |       |
|-----------------------------|-----------------------------------------------|-------|-------|----|------------------------------|--------------------|--------------------------|----------------------------------------------|-------|
|                             | F                                             | Sig.  | t     | df | Sig.<br>(2-tailed)           | Mean<br>Difference | Std. Error<br>Difference | 95% Confidence Interval<br>of the Difference |       |
|                             |                                               |       |       |    |                              |                    |                          | Lower                                        | Upper |
|                             |                                               |       |       |    |                              |                    |                          |                                              |       |
| <b>Clan (Type A)</b>        |                                               |       |       |    |                              |                    |                          |                                              |       |
| Equal variances assumed     | 4.64                                          | .03*  | -2.67 | 86 | .01                          | -5.57              | 2.08                     | -9.72                                        | -1.43 |
| Equal variances not assumed |                                               |       | -2.15 | 20 | .04*                         | -5.57              | 2.59                     | -10.98                                       | -0.17 |
| <b>Adhocracy (Type B)</b>   |                                               |       |       |    |                              |                    |                          |                                              |       |
| Equal variances assumed     | 0.31                                          | .58   | 2.89  | 86 | .005                         | 4.42               | 1.53                     | 1.37                                         | 7.46  |
| Equal variances not assumed |                                               |       | 2.65  | 22 | .01                          | 4.42               | 1.67                     | 0.96                                         | 7.88  |
| <b>Hierarchy (Type C)</b>   |                                               |       |       |    |                              |                    |                          |                                              |       |
| Equal variances assumed     | 8.82                                          | .004* | 1.64  | 86 | .11                          | 2.09               | 1.28                     | -0.45                                        | 4.63  |
| Equal variances not assumed |                                               |       | 1.12  | 18 | .28                          | 2.09               | 1.87                     | -1.83                                        | 6.02  |
| <b>Market (Type D)</b>      |                                               |       |       |    |                              |                    |                          |                                              |       |
| Equal variances assumed     | 1.73                                          | .19   | -0.35 | 86 | .73                          | -0.79              | 2.25                     | -5.28                                        | 3.69  |
| Equal variances not assumed |                                               |       | -0.28 | 20 | .78                          | -0.79              | 2.82                     | -6.68                                        | 5.09  |

\*  $p < .05$

A correlation analysis was used to test the hypothesis ( $H2$ ). As indicated in Table 7, the results showed that the demographic variable (age) did show a significant correlation to the level of OCOM, however, was not correlated to the employees’ perceptions of OC. Therefore, the hypothesis ( $H2a$ ) should be rejected and the hypothesis ( $H2b$ ) should be accepted. The results did show a significant correlation between the demographic variable (age) and the continuance type of commitment at the .01 level. According to the Pearson correlation test ( $r = .29$ ), there existed a weak positive linear relationship between the demographic variable (age) and the continuance commitment.

**Table 7-** Correlation between Age and the OCOM of employees

| Variable                              | 1.    | 2.    | 3.    | 4.   | 5. |
|---------------------------------------|-------|-------|-------|------|----|
| 1. Level of Organizational Commitment | 1     |       |       |      |    |
| 2. Affective Commitment               | .73** | 1     |       |      |    |
| 3. Continuance Commitment             | .78** | .26*  | 1     |      |    |
| 4. Normative Commitment               | .90** | .62** | .55** | 1    |    |
| 5. Age                                | .12   | -.01  | .29** | -.02 | 1  |

\*\*  $p < .01$  (2-tailed), \*  $p < .05$  (2-tailed),  $N=92$

The hypothesis ( $H3$ ) was partially accepted. The marital status of employees showed a significant impact on the perception of OC. First, the tests of homogeneity of variances were conducted at a significance level of  $p > .05$ . In this particular case, the homogeneity of variances was successfully met to conduct an ANOVA analysis. In terms of the ANOVA analysis (see Table 8), the results indicated a significant difference between the marital status of employees (single, married/domestic partnership, divorced, and widowed) and employees' perceptions of OC as Type D;  $F(3,76)=4.17$ ,  $p=.01$ . In Table 9, the Scheffe post-hoc test revealed that the single employees ( $M=22.64$ ,  $SD=8.31$ ) perceived the current OC (Type D) to be statistically different and significantly lower than widowed employees ( $M=41.67$ ,  $SD=11.79$ ,  $p=.02$ ). The mean difference was significant at the .05 level. Therefore, hypothesis ( $H3a$ ) was supported. Another one-way ANOVA analysis was conducted to test the demographic variable (marital status) and its impact on the employees' level of OCOM. The tests of homogeneity of variances were conducted and successfully met the significance level of  $p > .05$ . However, according to the ANOVA analysis, the results indicated that there was no significant difference between marital status and the level of OCOM of employees. This means that there was no statistically significant difference between the means of marital status. Therefore, hypothesis ( $H3b$ ) was rejected.

**Table 8-** ANOVA related to employees' perceptions of OC by Marital Status

|                           |                | Sum of Squares | <i>df</i> | Mean Square | <i>F</i> | Sig. |
|---------------------------|----------------|----------------|-----------|-------------|----------|------|
| <b>Clan (Type A)</b>      | Between Groups | 191.58         | 3         | 63.86       | 1.02     | .39  |
|                           | Within Groups  | 4748.31        | 76        | 62.48       |          |      |
|                           | Total          | 4939.89        | 79        |             |          |      |
| <b>Adhocracy (Type B)</b> | Between Groups | 118.00         | 3         | 39.33       | 1.15     | .33  |
|                           | Within Groups  | 2588.71        | 76        | 34.06       |          |      |
|                           | Total          | 2706.71        | 79        |             |          |      |
| <b>Hierarchy (Type C)</b> | Between Groups | 57.33          | 3         | 19.11       | 0.79     | .50  |
|                           | Within Groups  | 1838.38        | 76        | 24.19       |          |      |
|                           | Total          | 1895.72        | 79        |             |          |      |
| <b>Market (Type D)</b>    | Between Groups | 821.77         | 3         | 273.92      | 4.17     | .01* |
|                           | Within Groups  | 4988.79        | 76        | 65.64       |          |      |
|                           | Total          | 5810.55        | 79        |             |          |      |

\*  $p < .05$

**Table 9-** Post Hoc Test (Scheffe- Multiple Comparisons)

| Dependent Variable     | (I) Marital Status           | (J) Marital Status           | Mean Difference (I-J) | Std. Error | Sig. |
|------------------------|------------------------------|------------------------------|-----------------------|------------|------|
| <b>Market (Type D)</b> | Single                       | Married/Domestic Partnership | -4.48                 | 2.06       | .20  |
|                        |                              | Divorced                     | -2.09                 | 3.33       | .94  |
|                        |                              | Widowed                      | -19.02*               | 5.97       | .02  |
|                        | Married/Domestic Partnership | Single                       | 4.48                  | 2.06       | .20  |
|                        |                              | Divorced                     | 2.38                  | 3.10       | .90  |
|                        |                              | Widowed                      | -14.54                | 5.85       | .11  |
|                        | Divorced                     | Single                       | 2.09                  | 3.33       | .94  |
|                        |                              | Married/Domestic Partnership | -2.38                 | 3.10       | .90  |
|                        |                              | Widowed                      | -16.93                | 6.41       | .08  |
|                        | Widowed                      | Single                       | 19.02*                | 5.97       | .02  |
|                        |                              | Married/Domestic Partnership | 14.54                 | 5.85       | .11  |
|                        |                              | Divorced                     | 16.93                 | 6.41       | .08  |

\* The mean difference is significant at the .05 level.

The hypothesis (*H4*) was fully rejected. In terms of employee tenure, a correlation analysis was conducted but there was no correlation between the demographic variable (employee tenure) and the four types of OC (Type A, Type B, Type C, or Type D). There was also no correlation between employee tenure and the three types of OCOM (affective, continuance, and normative). Therefore, *H4a* and *H4b* were rejected.

The hypothesis (*H5*) was fully accepted. The job position of employees showed a significant impact on the level and type of commitment. In terms of the job position variable, a one-way ANOVA analysis was conducted. First, the tests of homogeneity of variances were conducted at a significance level of  $p > 0.05$ . In this case, the homogeneity of variances was successfully met to conduct an ANOVA analysis. In terms of the ANOVA analysis (see Table 10), there was a significant result between the job position of employees (administrative, logistics, and production) and the OCOM of employees. More specifically, there was a statistically significant difference in the affective commitment dimension between groups as demonstrated by one-way ANOVA;  $F(2,82)=6.30, p=.003$ . There was also another statistically significant difference in the overall level of commitment between groups as demonstrated by the one-way ANOVA  $F(2,82)=3.12, p=.05$ . This means that there was a statistically significant difference between the means of the job position between employees.

**Table 10-** ANOVA findings related to employees' level of OCOM by Job Position

|                                           |                | Sum of Squares | df | Mean Square | F    | Sig.  |
|-------------------------------------------|----------------|----------------|----|-------------|------|-------|
| <b>Level of Organizational Commitment</b> | Between Groups | 1255.78        | 2  | 627.89      | 3.12 | .05*  |
|                                           | Within Groups  | 16514.90       | 82 | 201.40      |      |       |
|                                           | Total          | 17770.68       | 84 |             |      |       |
| <b>Affective Commitment</b>               | Between Groups | 3862.84        | 2  | 1931.42     | 6.30 | .003* |
|                                           | Within Groups  | 25145.70       | 82 | 306.65      |      |       |
|                                           | Total          | 29008.54       | 84 |             |      |       |
| <b>Continuance Commitment</b>             | Between Groups | 786.31         | 2  | 393.15      | 1.28 | .28   |
|                                           | Within Groups  | 25256.14       | 82 | 308.00      |      |       |
|                                           | Total          | 26042.45       | 84 |             |      |       |
| <b>Normative Commitment</b>               | Between Groups | 1533.47        | 2  | 766.73      | 2.46 | .09   |
|                                           | Within Groups  | 25589.03       | 82 | 312.06      |      |       |
|                                           | Total          | 27122.50       | 84 |             |      |       |

\*  $p \leq .05$

In Table 11, the Scheffe post hoc test results indicated that the administrative employees ( $M=90.38, SD=14.24$ ) showed a more affective type of commitment, which was statistically significantly higher than the production employees ( $M=75.20, SD=18.90, p=.003$ ). This value was significant because it was lower than  $\alpha=0.05$ . Therefore, *H5b* was supported.

**Table 11-** Post Hoc Test (Scheffe- Multiple Comparisons)

| Scheffe                   |                                  |                                  |                       |            |       |
|---------------------------|----------------------------------|----------------------------------|-----------------------|------------|-------|
| Dependent Variable        | (I) Job Position/Functional Area | (J) Job Position/Functional Area | Mean Difference (I-J) | Std. Error | Sig.  |
| <b>Clan (Type A)</b>      | Administrative                   | Production                       | 7.03*                 | 1.73       | <.001 |
|                           |                                  | Logistics                        | 10.63*                | 2.86       | .002  |
|                           | Production                       | Administrative                   | -7.03*                | 1.73       | <.001 |
|                           |                                  | Logistics                        | 3.59                  | 2.66       | .41   |
|                           | Logistics                        | Administrative                   | -10.63*               | 2.86       | .002  |
|                           |                                  | Production                       | -3.59                 | 2.66       | .41   |
| <b>Hierarchy (Type C)</b> | Administrative                   | Production                       | -3.05*                | 1.13       | .03   |
|                           |                                  | Logistics                        | -3.92                 | 1.88       | .12   |
|                           | Production                       | Administrative                   | 3.05*                 | 1.13       | .03   |
|                           |                                  | Logistics                        | -0.88                 | 1.74       | .88   |
|                           | Logistics                        | Administrative                   | 3.92                  | 1.88       | .12   |
|                           |                                  | Production                       | 0.88                  | 1.74       | .88   |

\* The mean difference is significant at the .05 level.

In terms of employees' perceptions of OC, the demographic variable (job position) of employees showed a significant impact on the perceptions of OC. In this particular case, the data results violated the assumption of homogeneity of variances. Therefore, a Welch's ANOVA was conducted. The Welch's ANOVA test results indicated that even though there was a significant difference among the variances of the groups, the groups were still significantly different from each other (see Table 12). More specifically, there was a statistically significant difference in the clan (Type A) culture dimension between groups ( $p=.01$ ). In Table 13, the Scheffe post hoc test results indicated that the administrative employees ( $M=32.50$ ,  $SD=10.59$ ) perceived the OC to be a more clan (Type A) culture, which was statistically significantly higher than the production employees ( $M=25.47$ ,  $SD=4.89$ ,  $p<.001$ ) and logistic workers ( $M=21.88$ ,  $SD=5.54$ ,  $p=.002$ ). Also, the test results indicated that the administrative employees ( $M=20.35$ ,  $SD=7.31$ ) also perceived the OC as a hierarchy (Type C) culture, which was statistically significantly lower than the production employees ( $M=23.39$ ,  $SD=2.73$ ,  $p=.03$ ). This value was significant at .05. Thus, the  $H5a$  was supported.

**Table 12-** Welch's ANOVA findings related to perceptions of OC by Job Position

|                    |       | Statistic <sup>a</sup> | df1 | df2 | Sig. |
|--------------------|-------|------------------------|-----|-----|------|
| Clan (Type A)      | Welch | 6.66                   | 2   | 17  | 0.01 |
| Adhocracy (Type B) | Welch | 0.45                   | 2   | 18  | 0.64 |
| Hierarchy (Type C) | Welch | 2.12                   | 2   | 16  | 0.15 |
| Market (Type D)    | Welch | 1.18                   | 2   | 16  | 0.33 |

a. Asymptotically F distributed.

**Table 13-** Post Hoc Test (Scheffe- Multiple Comparisons)

| Scheffe                     |                                  |                                  |                       |            |      |
|-----------------------------|----------------------------------|----------------------------------|-----------------------|------------|------|
| Dependent Variable          | (I) Job Position/Functional Area | (J) Job Position/Functional Area | Mean Difference (I-J) | Std. Error | Sig. |
| <b>Affective Commitment</b> | Administrative                   | Production                       | 15.17*                | 4.31       | .003 |
|                             |                                  | Logistics                        | 13.29                 | 7.15       | .18  |
|                             | Production                       | Administrative                   | -15.17*               | 4.31       | .003 |
|                             |                                  | Logistics                        | -1.88                 | 6.64       | .96  |
|                             | Logistics                        | Administrative                   | -13.29                | 7.15       | .18  |
|                             |                                  | Production                       | 1.88                  | 6.64       | .96  |

\* The mean difference is significant at the .05 level.

## **5. Discussion**

### **5.1 Interpretation of key findings**

The main aim of this study was to explore the relationship between perceptions of OC (in terms of the four types of OC: clan, adhocracy, hierarchy, and market) and OCOM (affective, continuance, and normative) in a local manufacturing company. Also of interest is the demographic characteristics associated with perceptions of OC and OCOM.

In terms of the research question previously defined “What is the relationship between perceptions of Organizational Culture and Organizational Commitment of employees?”, the study demonstrated a significant statistical relationship between the two constructs. The correlation analysis was done between the four types of OC (clan, adhocracy, hierarchy, and market) and the three dimensions of OCOM (affective, continuance, and normative). Based on the results previously mentioned, it was confirmed that there is a correlation between the perceptions of OC and the OCOM of employees. Consequently, the results support the claims of Cameron and Quinn (2011) that there is a relationship between the OC of a company and the level of commitment of its employees. These findings also support the findings of other authors such as Dwivedi et al. (2014) and Manetje and Martins (2009) who have also confirmed a significant positive relationship between the perceptions of OC and the OCOM of employees. More specifically speaking, in terms of the clan culture (Type A), the results indicated a significant correlation between the clan culture and the affective and normative commitment dimensions. Therefore, the results contradict the findings of Akhtar et al. (2013), which have mentioned that the clan culture has been significantly correlated with all three OCOM dimensions (affective, continuance, and normative). The results also indicated that the market culture (Type D) showed no correlation with the normative commitment. However, contrary to the results, Akhtar et al. (2013) have confirmed that the market culture (Type D) has shown a significant correlation at the 0.01 level with the normative commitment.

In terms of gender, male workers showed a higher level of OCOM. Therefore, the results contradict the claims of Olanrewaju and Kansola (2011) and Irving et al. (1997) who concluded that females, compared to males, showed a much higher level of commitment toward their organization. However, the results do support the claims of Akintayo (2010), which stated that males (compared to females) showed a higher level of OCOM. In regards to OC, the results showed that the variance in the perception of OC according to gender was considered significantly different. The results indicated a significant difference in the

clan culture (Type A) between females and males. However, the results contradict the claims of Vlaicu et al. (2019), who tested the variance and confirmed that differences were significant on the level of gender representation for the clan and hierarchy cultures. The results also indicated no significant difference in the level of OCOM of females and males according to gender. The results support the claims of Rabindarang et al. (2014), who also stated that there was no significant difference in the level of OCOM between female and male employees.

Concerning age, the results indicated a significant correlation between the demographic variable and OCOM. More specifically, a correlation between age and continuance commitment. The results contradict the findings of Irving et al. (1997), which concluded that the demographic variable did not serve as a predictor of commitment. However, the results have supported the findings of Lok and Crawford (2001) who have stated that age has shown a positive effect on commitment. More specifically speaking, according to Meyer and Allen (1984), age had a significant correlation with affective commitment but did not show a positive correlation with continuance commitment. Therefore, the results contradict the claims of Meyer and Allen (1984).

The demographic variable, marital status, showed a significant impact on the perception of OC. The results support the claims of Lee and Chen (2015) that have stated that the demographic variable, marital status, has been significantly correlated to the OC. However, the results contradict the findings of Lee and Chen (2015) who stated that marital status was more specifically associated with the adhocracy culture. According to the study, marital status was significantly associated with the market culture and not the adhocracy culture. Contrary to the hypothesized association between employee tenure and OC, the results support the findings of Helms and Stern (2001) that stated no significant correlation between the two variables.

The demographic variable, job position, showed a significant impact on the level and type of commitment. Therefore, in line with the hypothesis, the results support the findings of Timalisina et al. (2018) that confirmed a significant correlation between job position and commitment. The demographic variable, job position, also showed a significant impact on the employees' perceptions of OC. Therefore, the results support the findings of Turkkan and Yalcintas (2017), which stated that job position was statistically significant in terms of the perceptions of OC.

Overall, this study shows that there is a relationship between the employees'

perceptions of OC and their level of OCOM. So, the stronger a company's culture, the more committed employees are to the company. More specifically, there was a correlation between the clan culture and the affective and normative commitment dimensions. This may be because a clan-oriented culture is driven by teamwork, collaboration, and a family-like environment. In a culture where there exists a shared understanding and sense of commitment, employees may show a higher emotional type of commitment (affective commitment) towards the company. Also, a family-like OC may cause employees to feel a sense of an obligation to stay (normative commitment) in the organization because they have created a personal bond with the company. Therefore, they would feel bad for leaving.

In terms of the demographic variables (gender, marital status, and job position), there was a relationship between these variables and employees' perceptions of OC. More specifically, females compared to males perceived significantly lower OC as a clan culture (Type A). This can be related to job satisfaction and a stronger perception of the company's emphasis on teamwork and collaboration according to male employees. Single employees perceived the current OC (Type D) to be significantly lower than widowed employees. The reason may be because single employees are not married nor do they have a family that depends on them. Therefore, their perceptions of the OC may be influenced by their own personal driven nature of being competitive and results-oriented. In other words, single employees in their current stage of life may find themselves being more focused on the company and on their own personal achievement in terms of the results and compensation (e.g., salary). So, they may perceive the company as being results-oriented as well. On the other hand, widowed employees have lost their spouses and may have more time to analyze and reflect on the OC of the company. Therefore, their perception of the OC as a market culture may be based on the external factors (e.g., the loss of a loved one) that interfere with these particular employees' perceptions of the company. Administrative employees perceived the OC to be a clan (Type A) culture, which in terms of perception was higher compared to the production and logistic employees. Also, administrative employees perceived the OC as a hierarchy (Type C) culture, which was lower than the perception of production employees. This may be explained by the fact that administrative employees may feel an emphasis on long-term stability, a reliable structure with clear direction, and a well-defined set of shared values and objectives.

In terms of the demographic variables (age and job position), there was a relationship between these variables and employees' levels of OCOM toward the company. More

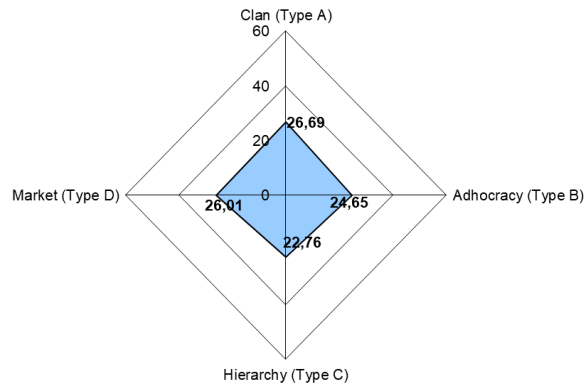
specifically, age showed a correlation with the continuance commitment. In other words, as the age of an employee increases, so does the level of continuance commitment (the costs associated with leaving the organization). In terms of job position, employees' perceptions and level of OCOM were related to their job position or function (e.g., production, logistics, and administrative). This may be because employees that are satisfied with their job will show a higher level of commitment to the company.

## **5.2 Comparing Current Data vs. Prior Period**

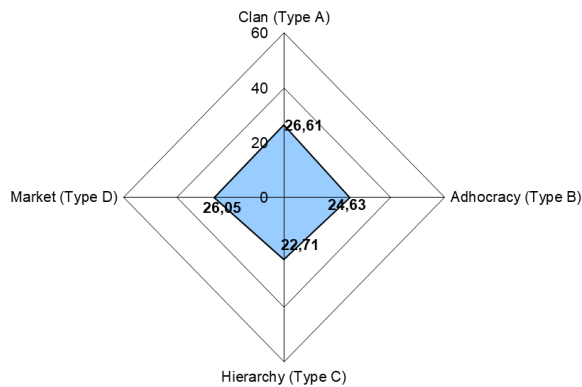
With reference to the data presented in the study, a comparison analysis was conducted to compare the current year-to-data (CYTD) with the prior year-to-data (PYTD) collected by the local manufacturing company in 2016. However, in terms of comparison, only the data presented from the OCAI section of the survey was able to be used. This was because the OCAI assessment was used in both periods. In terms of assessing the OCOM, two different instruments were used. In 2016, the company used the OCQ by Mowday et al. (1979) which has been adapted and validated for the Portuguese business culture and population by Carochinho et al. (1998). However, since the OCQ assessment most formally used is by Meyer and Allen, the company opted for this new measurement tool. Therefore, because the instruments were different a direct comparison could not be made, but only a general overall analysis.

In terms of the OCAI assessment tool, the results were compared to the current dominant culture. The data results, in the radar chart presented in Figure 3, showed that the employees currently perceived the current culture to be clan (Type A) and market (Type D). The mean of employees that considered the current culture to be clan was an average of 26.69, whereas an average of 26.01 considered the dominant culture to be market. In 2016, the results, in Figure 4, concluded that employees also perceived the current dominant culture to be clan (Type A) and market (Type D). An average of 26.61 employees perceived the culture as a clan, while an average of 26.05 employees considered the OC to be a market. In terms of OC, the results indicated a very low change over time confirming the stable nature of OC. In terms of the OCOM, the current overall level of OCOM was an average of 70.39%. In 2016, the overall level of OCOM was 85.15%, however, only half of the company was assessed. In terms of the overall level of commitment, there was a decline in the level of OCOM over time, however, the entire organization was measured compared to 2016 when only half of the company was assessed.

**Figure 3-** Current Dominant Culture in 2022



**Figure 4-** Dominant Culture in 2016



According to the comparative analysis, the effect of time on the employee's perception of the OC and commitment levels was addressed. The comparative analysis was conducted to study the underlying relationship between employees' perceptions of OC and the level of OCOM of employees. More specifically, the comparative analysis was used to have a better understanding of the possible effect of time on the interaction between these two constructs. It was, therefore, concluded that time had a very small effect on employees' perceptions of the OC in this period, confirming the stable nature of perceptions of OC. In terms of the OCOM, generally speaking, there was an overall general decline in employees' commitment levels over time, which might be explained by the harder working conditions and labor relations during the pandemic.

## 6. Conclusion

The following study aimed to answer the following research question “What is the relationship between perceptions of Organizational Culture and Organizational Commitment of employees?” And what is the influence of demographic variables (age, gender, marital status, employee tenure, and job position) on each one of these constructs? The study explored the relationship between these two constructs in a local manufacturing company, mainly based on a survey of 92 valid questionnaires and a response rate of 98%.

Based on the analysis of these two constructs, a significant relationship was found between employees’ perceptions of OC and the level of OCOM. According to the survey, the results indicated a moderate linear relationship between the clan culture (Type A) and the affective and normative commitment dimensions. There was also a correlation between the clan culture (Type A) and the overall level of OCOM. Finally, there is a weak linear relationship between the adhocracy culture (Type B) and the normative commitment dimension. In simple words, an employee’s perception of the OC of the company will influence his or her level of commitment. Also, employees that perceive the OC as being a clan culture (a family-type of culture) show a more affective (an emotional attachment to the company) and normative (a moral obligation to remain within the company) type of commitment toward the company. Therefore, hypothesis *H0* was confirmed. Furthermore, several hypotheses were tested, supported (in some cases), and confirmed the influence of the demographic variables on the dimensions of OC and OCOM.

The demographic variables (age, gender, marital status, employee tenure, and job position), also affected the perceptions of OC and the level of OCOM. The results did show a significant correlation between the demographic variable (age) and the continuance type of commitment so that older workers seem likely to show a stronger continuance commitment than the younger ones. In terms of OC, the results showed that the variance in the perception of OC between females and males was considered significantly different. The marital status of employees showed a significant impact on the perception of OC, however, employee tenure did not. In terms of job position, employees showed a significant impact on the level and type of commitment. The administrative employees showed a more affective type of commitment, which was statistically significantly higher than the production employees. Therefore, the following hypotheses were supported: *H1a*, *H2b*, *H3a*, and *H5* (a and b).

In conclusion, this investigation has not only measured the organizational structure’s (employees) perceptions of OC and OCOM but rather has also measured the strategic apex’s

(administration) perceptions of OC and their level of OCOM toward the company. Therefore, the results have great significance in terms of understanding how the administration side perceives the current dominant culture to be versus what their employees perceive. In other words, the results help the administration determine whether or not the company's culture is aligned with their employees' perception in terms of making them feel more supported, committed, and valued. Therefore, it is important for the administration to define the desired culture and cultivate it through the proper leadership actions necessary to provide their employees with a strong and healthy OC.

### **6.1 Implications, Limitations, and Further Research**

As to managerial implications, this investigation has provided the company with vital information in terms of identifying the company's current dominant culture and the overall level of OCOM of employees. Also, in terms of the demographic variables, the results obtained have been described in terms of their influence on the perceptions of OC and employees' level of OCOM. In terms of leadership, this investigation has provided the strategic apex (administration) with the information needed to continue to strive for a nurturing and strong positive organization where employees are affectively committed to the company. The results provide the administration with the following benefits: an insight into the dominant current culture of the organization, an idea of the dominant culture from the employees' perspective, and a form of awareness of culture as a crucial factor for the success of the organization. Most importantly, the results indicate change-readiness by accessing the possible gap between the perceptions of OC of employees and administration. On an academic level, this study has contributed to the scarce empirical evidence on the topic of discussion in terms of actual data. This investigation has also provided a comparative analysis between cross-sectional data and longitudinal data, which has been suggested by previous authors in terms of an area of further research.

This study had three limitations. The first limitation was related to the very specific context in which the study was conducted, therefore preventing the generalization of the findings to a wider population. All respondents belonged to a single local manufacturing organization in Portugal, therefore, the conclusions are limited to this particular company and cannot be generalized to other organizations. The second limitation was in terms of the survey method used, which consisted of three parts. The respondents may have considered the wording of some of the questions, especially in the OCAI and OCQ parts of the survey,

to be unclear and confusing. Therefore, leaving the possibility of the results being biased. There also exists the potential that respondents simply did not wish to disclose their true perceptions or opinions due to the fear of the possibility of losing their job. Finally, the third limitation was that the OCAI part of the survey did not measure the preferred culture type, which is how employees wish their OC was. The difference between the current and preferred OC normally shows the desire for and direction of change in terms of the company's next step forward in relation to its OC.

For future studies, the first recommendation would be for the study to be applied to more than just one single organization for better results in terms of analysis and comparison. The second recommendation would be for additional variables to be introduced and explored such as role ambiguity, job control, and job insecurity. Finally, the third recommendation would be the integration of other research methods in studying the relationship between employees' perceptions of OC and their level of OCOM. For example, a deeper focus on the qualitative approach would be interesting to better understand employees' perceptions of culture and commitment levels and what other individual and contextual factors can explain them.

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## 8. Annexes

### Annex I- Survey



Este inquérito tem como propósito uma investigação académica, inserida num estudo para a realização de uma dissertação com o fim de obter o grau de Mestre em Gestão na FEP- Faculdade de Economia da Universidade do Porto. Este inquérito pretende avaliar algumas questões associadas à perceção da **CULTURA DA EMPRESA** e do **NÍVEL DE COMPROMISSO ORGANIZACIONAL**.

Os dados fornecidos são absolutamente confidenciais e anónimos e serão exclusivamente utilizados para os fins de investigação científica. Apenas é pedido, para além do ato voluntário na resposta, o preenchimento de todas as perguntas com o máximo de sinceridade. Não haverá respostas incorretas... todas serão adequadas, em virtude de cada pessoa estar, apenas, a expressar o seu ponto de vista.

Agradece-se, desde já, o seu contributo!

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### I. CONTEXTO LABORAL (assinale com um “X” no que corresponder à sua resposta)

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#### 1. Qual é a sua faixa etária?

- Entre 20 a 30 anos ☐<sub>(1)</sub>      Entre 30 a 40 anos ☐<sub>(2)</sub>      Entre 40 a 50 anos ☐<sub>(3)</sub>  
Entre 50 a 60 anos ☐<sub>(4)</sub>      Mais de 60 anos ☐<sub>(5)</sub>

#### 2. Género:

- Feminino ☐<sub>(1)</sub>      Masculino ☐<sub>(2)</sub>

#### 3. Estado Civil:

- Solteiro(a) ☐<sub>(1)</sub>      Casado(a)/União de Facto ☐<sub>(2)</sub>      Divorciado(a) ☐<sub>(3)</sub>      Viúvo(a) ☐<sub>(4)</sub>

#### 4. Há quanto tempo trabalha na empresa?

- Menos de 1 ano ☐<sub>(1)</sub>      Entre 1 a 5 anos ☐<sub>(2)</sub>      Entre 5 a 10 anos ☐<sub>(3)</sub>  
Entre 10 a 15 anos ☐<sub>(4)</sub>      Mais de 15 anos ☐<sub>(5)</sub>

#### 5. Qual é sua área funcional?

- Administrativo ☐<sub>(1)</sub>      Produção ☐<sub>(2)</sub>      Logística ☐<sub>(3)</sub>

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### II. A CULTURA DA EMPRESA

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Tendo em vista a caracterização da cultura organizacional da empresa, distribua 100 pontos pelas quatro descrições abaixo apresentadas, para cada uma das seis dimensões, de acordo com o que lhe parece ser a situação que atualmente caracteriza a empresa.

Note que nenhuma das descrições é melhor que a outra, são apenas diferentes opções de resposta.

**Atenção:** Pode pontuar com zero (0) uma ou mais descrições, mas cada dimensão deve totalizar sempre 100 pontos, isto é,  $(a + b + c + d = 100)$ .

#### 1. Características Dominantes

A empresa:

- a. \_\_\_\_\_ É uma família alargada.  
b. \_\_\_\_\_ É muito dinâmica e empreendedora.  
c. \_\_\_\_\_ É muito estruturada e formal.  
d. \_\_\_\_\_ Tem uma orientação competitiva, sendo a sua principal preocupação a obtenção de resultados.

TOTAL: 100  $(a + b + c + d)$

## 2. O Líder Organizacional

O líder organizacional da empresa é considerado, de um modo geral, como:

- a. \_\_\_\_\_ Um mentor, um facilitador, um “parente”.
- b. \_\_\_\_\_ Um criativo, um inovador, um indivíduo que corre riscos.
- c. \_\_\_\_\_ Um coordenador, um organizador.
- d. \_\_\_\_\_ Um indivíduo muito exigente, produtivo e competitivo.

TOTAL: 100 (a + b + c + d)

## 3. A Inclusão/Integração Organizacional

Aquilo que contribui para a inclusão/integração organizacional na empresa:

- a. \_\_\_\_\_ É a lealdade, o empenhamento e o espírito de equipa.
- b. \_\_\_\_\_ É a inovação e o desenvolvimento.
- c. \_\_\_\_\_ São os procedimentos formais e as regras.
- d. \_\_\_\_\_ É a ênfase na produção e na obtenção de objetivos.

TOTAL: 100 (a + b + c + d)

## 4. O Clima Organizacional

O clima interno da empresa:

- a. \_\_\_\_\_ É participativo, de confiança e abertura.
- b. \_\_\_\_\_ Realça o dinamismo e a capacidade para enfrentar novos desafios.
- c. \_\_\_\_\_ Realça a permanência e a estabilidade.
- d. \_\_\_\_\_ É competitivo e de confronto.

TOTAL: 100 (a + b + c + d)

## 5. Critérios de Sucesso

A empresa define o sucesso em termos de:

- a. \_\_\_\_\_ Desenvolvimento dos recursos humanos, espírito de equipa e respeito pelas pessoas.
- b. \_\_\_\_\_ Possuir produtos únicos no mercado ou os mais inovadores.
- c. \_\_\_\_\_ Ter produção a baixo custo mas cumprindo prazos.
- d. \_\_\_\_\_ Conquista de mercado.

TOTAL: 100 (a + b + c + d)

## 6. Estilo de Gestão

O estilo de gestão da empresa é caracterizado:

- a. \_\_\_\_\_ Pelo espírito de equipa, consenso e participação.
- b. \_\_\_\_\_ Pela iniciativa individual, inovação, liberdade e criatividade.
- c. \_\_\_\_\_ Pela segurança de emprego, tempo na função e estabilidade.
- d. \_\_\_\_\_ Pela grande exigência e rigor.

TOTAL: 100 (a + b + c + d)

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## III. NÍVEL DE COMPROMISSO ORGANIZACIONAL

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Finalmente, as 19 afirmações que se seguem pretendem representar possíveis sentimentos que os diferentes indivíduos possuem relativamente à Organização onde trabalham, traduzindo o **Nível de Compromisso Organizacional**. Nesta perspetiva, indique, por favor, o seu grau de concordância ou discordância relativo a cada uma das 19 afirmações que se seguem, assinalando com uma cruz uma das 7 alternativas possíveis de resposta, tendo em conta a Organização onde trabalha.

| Itens do inquérito                                                                                                                    | Discordo totalmente<br>(1) | Discordo moderadamente<br>(2) | Discordo ligeiramente<br>(3) | Não concordo nem discordo<br>(4) | Concordo ligeiramente<br>(5) | Concordo moderadamente<br>(6) | Concordo totalmente<br>(7) |
|---------------------------------------------------------------------------------------------------------------------------------------|----------------------------|-------------------------------|------------------------------|----------------------------------|------------------------------|-------------------------------|----------------------------|
| 01. Acredito que há muito poucas alternativas para poder pensar em sair desta empresa                                                 | <input type="checkbox"/>   | <input type="checkbox"/>      | <input type="checkbox"/>     | <input type="checkbox"/>         | <input type="checkbox"/>     | <input type="checkbox"/>      | <input type="checkbox"/>   |
| 02. Não me sinto “emocionalmente ligado” a esta empresa                                                                               | <input type="checkbox"/>   | <input type="checkbox"/>      | <input type="checkbox"/>     | <input type="checkbox"/>         | <input type="checkbox"/>     | <input type="checkbox"/>      | <input type="checkbox"/>   |
| 03. Seria materialmente muito penalizador para mim, neste momento, sair desta empresa, mesmo que o pudesse fazer                      | <input type="checkbox"/>   | <input type="checkbox"/>      | <input type="checkbox"/>     | <input type="checkbox"/>         | <input type="checkbox"/>     | <input type="checkbox"/>      | <input type="checkbox"/>   |
| 04. Eu não iria deixar esta empresa neste momento porque sinto que tenho uma obrigação pessoal para com as pessoas que trabalham aqui | <input type="checkbox"/>   | <input type="checkbox"/>      | <input type="checkbox"/>     | <input type="checkbox"/>         | <input type="checkbox"/>     | <input type="checkbox"/>      | <input type="checkbox"/>   |
| 05. Sinto que não tenho qualquer dever moral em permanecer na empresa onde estou atualmente                                           | <input type="checkbox"/>   | <input type="checkbox"/>      | <input type="checkbox"/>     | <input type="checkbox"/>         | <input type="checkbox"/>     | <input type="checkbox"/>      | <input type="checkbox"/>   |
| 06. Esta empresa tem um grande significado pessoal para mim                                                                           | <input type="checkbox"/>   | <input type="checkbox"/>      | <input type="checkbox"/>     | <input type="checkbox"/>         | <input type="checkbox"/>     | <input type="checkbox"/>      | <input type="checkbox"/>   |
| 07. Não me sinto como “fazendo parte da família” nesta empresa                                                                        | <input type="checkbox"/>   | <input type="checkbox"/>      | <input type="checkbox"/>     | <input type="checkbox"/>         | <input type="checkbox"/>     | <input type="checkbox"/>      | <input type="checkbox"/>   |
| 08. Mesmo que fosse uma vantagem para mim, sinto que não seria correto deixar esta empresa no presente momento                        | <input type="checkbox"/>   | <input type="checkbox"/>      | <input type="checkbox"/>     | <input type="checkbox"/>         | <input type="checkbox"/>     | <input type="checkbox"/>      | <input type="checkbox"/>   |
| 09. Na realidade sinto os problemas desta empresa como se fossem meus                                                                 | <input type="checkbox"/>   | <input type="checkbox"/>      | <input type="checkbox"/>     | <input type="checkbox"/>         | <input type="checkbox"/>     | <input type="checkbox"/>      | <input type="checkbox"/>   |
| 10. Esta empresa merece a minha lealdade                                                                                              | <input type="checkbox"/>   | <input type="checkbox"/>      | <input type="checkbox"/>     | <input type="checkbox"/>         | <input type="checkbox"/>     | <input type="checkbox"/>      | <input type="checkbox"/>   |
| 11. Ficaria muito feliz em passar o resto da minha carreira nesta empresa                                                             | <input type="checkbox"/>   | <input type="checkbox"/>      | <input type="checkbox"/>     | <input type="checkbox"/>         | <input type="checkbox"/>     | <input type="checkbox"/>      | <input type="checkbox"/>   |

| Itens do inquérito                                                                                                                                                                                                                 | Discordo totalmente<br>(1) | Discordo moderada-mente<br>(2) | Discordo ligeira-mente<br>(3) | Não concordo nem discordo<br>(4) | Concordo ligeira-mente<br>(5) | Concordo moderada-mente<br>(6) | Concordo totalmente<br>(7) |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|--------------------------------|-------------------------------|----------------------------------|-------------------------------|--------------------------------|----------------------------|
| 12. Sentir-me-ia culpado se deixasse esta empresa agora                                                                                                                                                                            | <input type="checkbox"/>   | <input type="checkbox"/>       | <input type="checkbox"/>      | <input type="checkbox"/>         | <input type="checkbox"/>      | <input type="checkbox"/>       | <input type="checkbox"/>   |
| 13. Uma das principais razões para eu continuar a trabalhar para esta empresa é que a saída iria requerer um considerável sacrifício pessoal, porque uma outra empresa poderá não cobrir a totalidade de benefícios que tenho aqui | <input type="checkbox"/>   | <input type="checkbox"/>       | <input type="checkbox"/>      | <input type="checkbox"/>         | <input type="checkbox"/>      | <input type="checkbox"/>       | <input type="checkbox"/>   |
| 14. Neste momento, manter-me nesta empresa é tanto uma questão de necessidade material quanto de vontade pessoal                                                                                                                   | <input type="checkbox"/>   | <input type="checkbox"/>       | <input type="checkbox"/>      | <input type="checkbox"/>         | <input type="checkbox"/>      | <input type="checkbox"/>       | <input type="checkbox"/>   |
| 15. Não me sinto como fazendo parte desta empresa                                                                                                                                                                                  | <input type="checkbox"/>   | <input type="checkbox"/>       | <input type="checkbox"/>      | <input type="checkbox"/>         | <input type="checkbox"/>      | <input type="checkbox"/>       | <input type="checkbox"/>   |
| 16. Uma das consequências negativas para mim se saísse desta empresa resulta da escassez de alternativas de emprego que teria disponíveis                                                                                          | <input type="checkbox"/>   | <input type="checkbox"/>       | <input type="checkbox"/>      | <input type="checkbox"/>         | <input type="checkbox"/>      | <input type="checkbox"/>       | <input type="checkbox"/>   |
| 17. Muito da minha vida iria ser afetada se decidisse querer sair desta empresa neste momento                                                                                                                                      | <input type="checkbox"/>   | <input type="checkbox"/>       | <input type="checkbox"/>      | <input type="checkbox"/>         | <input type="checkbox"/>      | <input type="checkbox"/>       | <input type="checkbox"/>   |
| 18. Sinto que tenho um grande dever para com esta empresa                                                                                                                                                                          | <input type="checkbox"/>   | <input type="checkbox"/>       | <input type="checkbox"/>      | <input type="checkbox"/>         | <input type="checkbox"/>      | <input type="checkbox"/>       | <input type="checkbox"/>   |
| 19. Como já dei tanto a esta empresa, não considero atualmente a possibilidade de trabalhar numa outra                                                                                                                             | <input type="checkbox"/>   | <input type="checkbox"/>       | <input type="checkbox"/>      | <input type="checkbox"/>         | <input type="checkbox"/>      | <input type="checkbox"/>       | <input type="checkbox"/>   |

***OBRIGADA PELA SUA COLABORAÇÃO!***

## Annex II- Interview Questions



Entrevistador(a):

Entrevistado(a):

Local:

Data/Hora:

Tema:

### Entrevista

1. Se tivesse de descrever a cultura desta empresa em três palavras, quais seriam?
  
  
  
  
  
  
  
  
  
  
2. Se pudesse alterar/ou manter três coisas relativamente à cultura desta empresa o que alterava?
  
  
  
  
  
  
  
  
  
  
3. Enquanto colaborador desta empresa, como avalia de uma escala de 0 a 10 o seu nível de compromisso a esta empresa? Porquê?
  
  
  
  
  
  
  
  
  
  
4. Se pudesse mudar alguma coisa nesta empresa o que seria?
  
  
  
  
  
  
  
  
  
  
5. Recomendaria esta empresa a um amigo(a) ou familiar? Porquê?

### **Annex III- Recoding of variables on SPSS**

#### **Recoding of the commitment variables 2R, 5R, 7R, 15R**

```
RECODE III.02 (1=7) (2=6) (3=5) (4=4) (5=3) (6=2) (7=1) INTO III.02R.
VARIABLE LABELS III.02R 'I do not feel "emotionally attached" to
this organization'.
EXECUTE.
RECODE III.05 (1=7) (2=6) (3=5) (4=4) (5=3) (6=2) (7=1) INTO III.05R.
VARIABLE LABELS III.05R 'I do not feel any obligation to remain with
my organization'.
EXECUTE.
RECODE III.07 (1=7) (2=6) (3=5) (4=4) (5=3) (6=2) (7=1) INTO III.07R.
VARIABLE LABELS III.07R 'I do not feel like "part of my family" at
this organization'.
EXECUTE.
RECODE III.15 (1=7) (2=6) (3=5) (4=4) (5=3) (6=2) (7=1) INTO III.15R.
VARIABLE LABELS III.15R 'I do not feel a strong sense of belonging
to this organization'.
EXECUTE.
```

#### **Creation of the 3 organizational commitment dimensions**

```
COMPUTE AC=MEAN(III.02R,III.06,III.07R,III.09,III.11,III.15R)/7*100.
VARIABLE LABELS AC 'Affective Commitment'.
EXECUTE.
COMPUTE CC=MEAN(III.01,III.03,III.13,III.14,III.16,III.17,III.19)/7*100.
VARIABLE LABELS CC 'Continuance Commitment'.
EXECUTE.
COMPUTE NC=MEAN(III.04,III.05R,III.08,III.12,III.10,III.18)/7*100.
VARIABLE LABELS NC 'Normative Commitment'.
EXECUTE.
```

#### **Creation of the 4 organizational culture dimensions**

```
COMPUTE
Type.A_Clan=MEAN(II.DC.A,II.OL.A,II.OG.A,II.SE.A,II.CS.A,II.ME.A).
VARIABLE LABELS Type.A_Clan 'Type A - Clan'.
EXECUTE.
COMPUTE
Type.B_Adhocracy=MEAN(II.DC.B,II.OL.B,II.OG.B,II.SE.B,II.CS.B,II.ME.B).
VARIABLE LABELS Type.B_Adhocracy 'Type B - Adhocracy'.
EXECUTE.
COMPUTE
Type.C_Hierarchy=MEAN(II.DC.C,II.OL.C,II.OG.C,II.SE.C,II.CS.C,II.ME.C).
VARIABLE LABELS Type.C_Hierarchy 'Type C - Hierarchy'.
EXECUTE.
COMPUTE
Type.D_Market=MEAN(II.DC.D,II.OL.D,II.OG.D,II.SE.D,II.CS.D,II.ME.D).
VARIABLE LABELS Type.D_Market 'Type D - Market'.
EXECUTE.
```

#### **Creation of the level of organizational commitment variable**

```
COMPUTE
LVL_OCOM=MEAN(III.02R,III.06,III.07R,III.09,III.11,III.15R,III.01,III.03
,III.13,III.14,III.16,III.17,III.19,III.04,III.5R,III.08,III.12,III.10,I
II.18)/7 * 100.
VARIABLE LABELS LVL_OCOM 'Level of Organizational Commitment'.
EXECUTE.
```

#### Annex IV- Mean and Standard Deviation of OCAI Scores by Culture Type

| Variable Dimentions       | <i>N</i> | Min  | Max   | <i>M</i> | <i>SD</i> |
|---------------------------|----------|------|-------|----------|-----------|
| <b>Clan (Type A)</b>      | 92       | 8.33 | 55    | 26.69    | 7.82      |
| <b>Adhocracy (Type B)</b> | 92       | 0    | 41.67 | 24.65    | 5.77      |
| <b>Hierarchy (Type C)</b> | 92       | 0    | 31.67 | 22.76    | 4.7       |
| <b>Market (Type D)</b>    | 92       | 5.83 | 58.33 | 26.01    | 8.12      |

#### Annex V- OCAI Scores by Age, Gender and Marital Status

| Demographic Variables ( <i>N</i> =92) |                                     | <i>n</i> | Min   | Max   | <i>M</i> | <i>SD</i> |
|---------------------------------------|-------------------------------------|----------|-------|-------|----------|-----------|
| <b>Age</b>                            | <b>Between 20 and 30 years old</b>  |          |       |       |          |           |
|                                       | Clan (Type A)                       | 17       | 12.5  | 45.83 | 30.00    | 9.64      |
|                                       | Adhocracy (Type B)                  | 17       | 15.83 | 33.33 | 24.50    | 4.21      |
|                                       | Hierarchy (Type C)                  | 17       | 8.33  | 28.33 | 21.68    | 5.42      |
|                                       | Market (Type D)                     | 17       | 10.00 | 50.00 | 23.82    | 8.50      |
|                                       | <b>Between 30 and 40 years old</b>  |          |       |       |          |           |
|                                       | Clan (Type A)                       | 24       | 10.00 | 40.83 | 27.76    | 8.00      |
|                                       | Adhocracy (Type B)                  | 24       | 11.67 | 40.83 | 25.00    | 6.66      |
|                                       | Hierarchy (Type C)                  | 24       | 12.50 | 28.33 | 22.56    | 4.16      |
|                                       | Market (Type D)                     | 24       | 5.83  | 51.67 | 24.68    | 9.56      |
|                                       | <b>Between 40 and 50 years old</b>  |          |       |       |          |           |
|                                       | Clan (Type A)                       | 38       | 12.50 | 55.00 | 24.96    | 6.71      |
|                                       | Adhocracy (Type B)                  | 38       | 0     | 41.67 | 24.69    | 5.50      |
|                                       | Hierarchy (Type C)                  | 38       | 0     | 31.67 | 23.33    | 5.12      |
|                                       | Market (Type D)                     | 38       | 10.00 | 58.33 | 27.28    | 7.46      |
|                                       | <b>Between 50 and 60 years old</b>  |          |       |       |          |           |
|                                       | Clan (Type A)                       | 9        | 8.33  | 38.33 | 24.35    | 7.88      |
|                                       | Adhocracy (Type B)                  | 9        | 20.00 | 41.67 | 25.69    | 6.40      |
|                                       | Hierarchy (Type C)                  | 9        | 16.67 | 25.00 | 22.83    | 2.79      |
|                                       | Market (Type D)                     | 9        | 18.33 | 35.00 | 27.13    | 5.02      |
|                                       | <b>More than 60 years old</b>       |          |       |       |          |           |
|                                       | Clan (Type A)                       | 3        | 24.17 | 33.33 | 28.89    | 4.59      |
|                                       | Adhocracy (Type B)                  | 3        | 8.33  | 25.00 | 18.89    | 9.18      |
|                                       | Hierarchy (Type C)                  | 3        | 16.67 | 23.33 | 20.97    | 3.73      |
|                                       | Market (Type D)                     | 3        | 22.92 | 41.67 | 31.25    | 9.55      |
| <b>Gender</b>                         | <b>Female</b>                       |          |       |       |          |           |
|                                       | Clan (Type A)                       | 71       | 8.33  | 45.83 | 25.65    | 7.06      |
|                                       | Adhocracy (Type B)                  | 71       | 8.33  | 41.67 | 25.50    | 5.51      |
|                                       | Hierarchy (Type C)                  | 71       | 8.33  | 31.67 | 23.12    | 3.84      |
|                                       | Market (Type D)                     | 71       | 5.83  | 51.67 | 25.87    | 7.61      |
|                                       | <b>Male</b>                         |          |       |       |          |           |
|                                       | Clan (Type A)                       | 17       | 12.50 | 55.00 | 31.23    | 10.10     |
|                                       | Adhocracy (Type B)                  | 17       | 0     | 27.50 | 21.08    | 6.33      |
|                                       | Hierarchy (Type C)                  | 17       | 0     | 29.17 | 21.03    | 7.47      |
|                                       | Market (Type D)                     | 17       | 15.83 | 58.33 | 26.67    | 11.02     |
| <b>Marital Status</b>                 | <b>Single</b>                       |          |       |       |          |           |
|                                       | Clan (Type A)                       | 23       | 12.5  | 45.83 | 29.17    | 8.85      |
|                                       | Adhocracy (Type B)                  | 23       | 15.83 | 40.83 | 25.69    | 5.57      |
|                                       | Hierarchy (Type C)                  | 23       | 8.33  | 29.17 | 22.50    | 5.38      |
|                                       | Market (Type D)                     | 23       | 5.83  | 50.00 | 22.64    | 8.31      |
|                                       | <b>Married/Domestic Partnership</b> |          |       |       |          |           |
|                                       | Clan (Type A)                       | 47       | 10.00 | 55.00 | 26.77    | 8.02      |
|                                       | Adhocracy (Type B)                  | 47       | 0     | 41.67 | 23.85    | 6.42      |
|                                       | Hierarchy (Type C)                  | 47       | 0     | 31.67 | 22.47    | 5.08      |
|                                       | Market (Type D)                     | 47       | 10.00 | 58.33 | 27.12    | 8.50      |
|                                       | <b>Divorced</b>                     |          |       |       |          |           |
|                                       | Clan (Type A)                       | 8        | 24.17 | 29.17 | 25.94    | 2.01      |
|                                       | Adhocracy (Type B)                  | 8        | 24.17 | 25.00 | 24.90    | 0.29      |
|                                       | Hierarchy (Type C)                  | 8        | 22.50 | 25.00 | 24.43    | 1.07      |
|                                       | Market (Type D)                     | 8        | 22.92 | 25.83 | 24.74    | 0.86      |
|                                       | <b>Widowed</b>                      |          |       |       |          |           |
|                                       | Clan (Type A)                       | 2        | 16.67 | 25.00 | 20.83    | 5.89      |
|                                       | Adhocracy (Type B)                  | 2        | 16.67 | 20.83 | 18.75    | 2.95      |
|                                       | Hierarchy (Type C)                  | 2        | 16.67 | 20.83 | 18.75    | 2.95      |
|                                       | Market (Type D)                     | 2        | 33.33 | 50.00 | 41.67    | 11.79     |

## Annex VI- OCAI Scores by Employee Tenure and Job position

| Demographic Variables (N=92)           |                                | <i>n</i> | Min   | Max   | <i>M</i> | <i>SD</i> |
|----------------------------------------|--------------------------------|----------|-------|-------|----------|-----------|
| <b>Employee Tenure</b>                 | <b>Less than 1 year</b>        |          |       |       |          |           |
|                                        | Clan (Type A)                  | 14       | 21.67 | 45.00 | 29.46    | 7.58      |
|                                        | Adhocracy (Type B)             | 14       | 15.83 | 30.00 | 24.81    | 3.73      |
|                                        | Hierarchy (Type C)             | 14       | 16.00 | 29.17 | 23.46    | 3.98      |
|                                        | Market (Type D)                | 14       | 10.00 | 30.00 | 22.98    | 5.48      |
|                                        | <b>Between 1 and 5 years</b>   |          |       |       |          |           |
|                                        | Clan (Type A)                  | 13       | 8.33  | 29.17 | 23.01    | 5.99      |
|                                        | Adhocracy (Type B)             | 13       | 20.83 | 41.67 | 26.28    | 4.97      |
|                                        | Hierarchy (Type C)             | 13       | 16.67 | 26.67 | 23.81    | 2.57      |
|                                        | Market (Type D)                | 13       | 22.92 | 34.17 | 26.89    | 3.50      |
|                                        | <b>Between 5 and 10 years</b>  |          |       |       |          |           |
|                                        | Clan (Type A)                  | 25       | 12.50 | 45.83 | 26.52    | 7.96      |
|                                        | Adhocracy (Type B)             | 25       | 0     | 35.00 | 24.40    | 6.72      |
|                                        | Hierarchy (Type C)             | 25       | 0     | 27.50 | 21.75    | 6.36      |
|                                        | Market (Type D)                | 25       | 12.50 | 58.33 | 27.33    | 9.00      |
|                                        | <b>Between 10 and 15 years</b> |          |       |       |          |           |
|                                        | Clan (Type A)                  | 27       | 10.00 | 38.33 | 25.52    | 5.63      |
|                                        | Adhocracy (Type B)             | 27       | 8.33  | 41.67 | 24.12    | 6.01      |
|                                        | Hierarchy (Type C)             | 27       | 16.67 | 31.67 | 23.94    | 3.15      |
|                                        | Market (Type D)                | 27       | 10.00 | 51.67 | 26.42    | 8.31      |
|                                        | <b>More than 15 years</b>      |          |       |       |          |           |
|                                        | Clan (Type A)                  | 12       | 16.67 | 55.00 | 31.18    | 11.26     |
|                                        | Adhocracy (Type B)             | 12       | 14.17 | 40.83 | 24.51    | 6.65      |
|                                        | Hierarchy (Type C)             | 12       | 8.33  | 25.83 | 20.35    | 5.59      |
|                                        | Market (Type D)                | 12       | 5.83  | 50.00 | 23.96    | 11.11     |
| <b>Job position or Functional area</b> | <b>Administrative</b>          |          |       |       |          |           |
|                                        | Clan (Type A)                  | 24       | 10.00 | 55.00 | 32.50    | 10.59     |
|                                        | Adhocracy (Type B)             | 24       | 0     | 41.67 | 24.10    | 8.87      |
|                                        | Hierarchy (Type C)             | 24       | 0     | 31.67 | 20.35    | 7.31      |
|                                        | Market (Type D)                | 24       | 5.83  | 58.33 | 23.06    | 12.28     |
|                                        | <b>Production</b>              |          |       |       |          |           |
|                                        | Clan (Type A)                  | 53       | 12.50 | 45.00 | 25.47    | 4.89      |
|                                        | Adhocracy (Type B)             | 53       | 8.33  | 35.00 | 24.34    | 3.90      |
|                                        | Hierarchy (Type C)             | 53       | 16.00 | 28.33 | 23.39    | 2.73      |
|                                        | Market (Type D)                | 53       | 15.00 | 50.00 | 26.99    | 5.49      |
|                                        | <b>Logistics</b>               |          |       |       |          |           |
|                                        | Clan (Type A)                  | 8        | 12.50 | 25.00 | 21.88    | 5.54      |
|                                        | Adhocracy (Type B)             | 8        | 22.50 | 35.00 | 25.73    | 3.87      |
|                                        | Hierarchy (Type C)             | 8        | 15.00 | 29.17 | 24.27    | 4.12      |
|                                        | Market (Type D)                | 8        | 20.83 | 50.00 | 28.13    | 9.12      |

## Annex VII- OCAI Scores by Strategic Apex versus Organizational Structure

| Variable Dimensions |                    | <i>n</i> | Min   | Max   | <i>M</i> | <i>SD</i> |
|---------------------|--------------------|----------|-------|-------|----------|-----------|
| <b>Yes</b>          | Clan (Type A)      | 5        | 35.00 | 45.83 | 40.83    | 4.04      |
|                     | Adhocracy (Type B) | 5        | 0     | 35.00 | 20.00    | 14.52     |
|                     | Hierarchy (Type C) | 5        | 0     | 21.67 | 12.50    | 8.46      |
|                     | Market (Type D)    | 5        | 12.50 | 58.33 | 26.67    | 18.64     |
| <b>No</b>           | Clan (Type A)      | 87       | 8.33  | 55.00 | 25.88    | 7.18      |
|                     | Adhocracy (Type B) | 87       | 8.33  | 41.67 | 24.92    | 4.91      |
|                     | Hierarchy (Type C) | 87       | 8.33  | 31.67 | 23.35    | 3.69      |
|                     | Market (Type D)    | 87       | 5.83  | 51.67 | 25.97    | 7.33      |

*Note.* N = 92. Yes, represents the strategic apex (Administration); No, represents the organizational structure (Employees).

### Annex VIII- Mean and Standard deviation of OCQ Scores

| Variable Dimentions           | <i>N</i> | Min   | Max | <i>M</i> | <i>SD</i> |
|-------------------------------|----------|-------|-----|----------|-----------|
| <b>Affective Commitment</b>   | 92       | 14.29 | 100 | 80.10    | 18.46     |
| <b>Continuance Commitment</b> | 92       | 20.41 | 100 | 60.80    | 17.1      |
| <b>Normative Commitment</b>   | 92       | 28.57 | 100 | 71.28    | 18.16     |

### Annex IX- OCQ Scores by Age, Gender, and Marital Status

| Demographic Variables ( <i>N</i> =92) |                                     | <i>n</i> | Min   | Max    | <i>M</i> | <i>SD</i> |
|---------------------------------------|-------------------------------------|----------|-------|--------|----------|-----------|
| <b>Age</b>                            | <b>Between 20 and 30 years old</b>  |          |       |        |          |           |
|                                       | Level of Organizational Commitment  | 17       | 42.11 | 90.23  | 69.04    | 15.02     |
|                                       | Affective Commitment                | 17       | 40.48 | 100.00 | 82.49    | 16.88     |
|                                       | Continuance Commitment              | 17       | 20.41 | 85.71  | 54.74    | 19.40     |
|                                       | Normative Commitment                | 17       | 35.71 | 92.86  | 72.27    | 16.52     |
|                                       | <b>Between 30 and 40 years old</b>  |          |       |        |          |           |
|                                       | Level of Organizational Commitment  | 24       | 39.85 | 95.49  | 69.83    | 14.79     |
|                                       | Affective Commitment                | 24       | 45.24 | 100.00 | 81.15    | 17.59     |
|                                       | Continuance Commitment              | 24       | 24.49 | 100.00 | 57.91    | 16.44     |
|                                       | Normative Commitment                | 24       | 35.71 | 100.00 | 72.40    | 19.24     |
|                                       | <b>Between 40 and 50 years old</b>  |          |       |        |          |           |
|                                       | Level of Organizational Commitment  | 38       | 34.59 | 96.99  | 69.88    | 13.78     |
|                                       | Affective Commitment                | 38       | 14.29 | 100.00 | 77.38    | 20.62     |
|                                       | Continuance Commitment              | 38       | 28.57 | 100.00 | 62.12    | 14.63     |
|                                       | Normative Commitment                | 38       | 28.57 | 100.00 | 70.08    | 17.51     |
|                                       | <b>Between 50 and 60 years old</b>  |          |       |        |          |           |
|                                       | Level of Organizational Commitment  | 9        | 49.62 | 93.23  | 68.34    | 14.40     |
|                                       | Affective Commitment                | 9        | 52.38 | 100.00 | 78.57    | 16.79     |
|                                       | Continuance Commitment              | 9        | 28.57 | 93.88  | 63.04    | 18.77     |
|                                       | Normative Commitment                | 9        | 30.95 | 100.00 | 64.29    | 21.89     |
|                                       | <b>More than 60 years old</b>       |          |       |        |          |           |
|                                       | Level of Organizational Commitment  | 3        | 89.29 | 92.48  | 90.41    | 1.79      |
|                                       | Affective Commitment                | 3        | 95.24 | 100.00 | 97.62    | 2.38      |
|                                       | Continuance Commitment              | 3        | 83.67 | 94.29  | 87.21    | 6.13      |
|                                       | Normative Commitment                | 3        | 71.43 | 97.62  | 86.51    | 13.54     |
| <b>Gender</b>                         | <b>Female</b>                       |          |       |        |          |           |
|                                       | Level of Organizational Commitment  | 71       | 34.59 | 96.99  | 69.24    | 14.26     |
|                                       | Affective Commitment                | 71       | 14.29 | 100.00 | 78.03    | 18.73     |
|                                       | Continuance Commitment              | 71       | 24.49 | 100.00 | 61.56    | 17.38     |
|                                       | Normative Commitment                | 71       | 28.57 | 100.00 | 68.66    | 17.47     |
|                                       | <b>Male</b>                         |          |       |        |          |           |
|                                       | Level of Organizational Commitment  | 17       | 42.11 | 92.48  | 73.73    | 15.28     |
|                                       | Affective Commitment                | 17       | 40.48 | 100.00 | 86.97    | 16.30     |
|                                       | Continuance Commitment              | 17       | 20.41 | 83.67  | 57.50    | 17.90     |
|                                       | Normative Commitment                | 17       | 35.71 | 100.00 | 79.41    | 18.21     |
| <b>Marital Status</b>                 | <b>Single</b>                       |          |       |        |          |           |
|                                       | Level of Organizational Commitment  | 23       | 42.11 | 90.23  | 70.81    | 13.66     |
|                                       | Affective Commitment                | 23       | 40.48 | 100.00 | 85.71    | 15.28     |
|                                       | Continuance Commitment              | 23       | 20.41 | 85.71  | 57.05    | 17.44     |
|                                       | Normative Commitment                | 23       | 35.71 | 92.86  | 71.95    | 16.99     |
|                                       | <b>Married/Domestic Partnership</b> |          |       |        |          |           |
|                                       | Level of Organizational Commitment  | 47       | 34.59 | 93.23  | 69.16    | 14.36     |
|                                       | Affective Commitment                | 47       | 40.48 | 100.00 | 78.22    | 17.93     |
|                                       | Continuance Commitment              | 47       | 24.49 | 100.00 | 59.99    | 16.90     |
|                                       | Normative Commitment                | 47       | 28.57 | 100.00 | 70.59    | 17.70     |
|                                       | <b>Divorced</b>                     |          |       |        |          |           |
|                                       | Level of Organizational Commitment  | 8        | 55.56 | 96.99  | 75.18    | 15.04     |
|                                       | Affective Commitment                | 8        | 59.52 | 100.00 | 84.23    | 16.34     |
|                                       | Continuance Commitment              | 8        | 51.02 | 93.88  | 67.52    | 14.67     |
|                                       | Normative Commitment                | 8        | 54.76 | 97.62  | 74.94    | 18.11     |
|                                       | <b>Widowed</b>                      |          |       |        |          |           |
|                                       | Level of Organizational Commitment  | 2        | 78.95 | 95.49  | 87.22    | 11.70     |
|                                       | Affective Commitment                | 2        | 85.71 | 97.62  | 91.67    | 8.42      |
|                                       | Continuance Commitment              | 2        | 71.43 | 100.00 | 85.71    | 20.20     |
|                                       | Normative Commitment                | 2        | 69.05 | 100.00 | 84.52    | 21.89     |

## Annex X- OCQ Scores by Employee Tenure and Job Position

| Demographic Variables (N=92)           |                                    | <i>n</i> | Min   | Max    | <i>M</i> | <i>SD</i> |
|----------------------------------------|------------------------------------|----------|-------|--------|----------|-----------|
| <b>Employee Tenure</b>                 | <b>Less than 1 year</b>            |          |       |        |          |           |
|                                        | Level of Organizational Commitment | 14       | 42.11 | 90.23  | 72.07    | 14.04     |
|                                        | Affective Commitment               | 14       | 40.48 | 100.00 | 79.08    | 19.19     |
|                                        | Continuance Commitment             | 14       | 32.65 | 85.71  | 61.08    | 17.56     |
|                                        | Normative Commitment               | 14       | 47.62 | 97.62  | 77.89    | 14.51     |
|                                        | <b>Between 1 and 5 years</b>       |          |       |        |          |           |
|                                        | Level of Organizational Commitment | 13       | 34.59 | 92.48  | 63.58    | 15.93     |
|                                        | Affective Commitment               | 13       | 14.29 | 97.62  | 69.23    | 23.07     |
|                                        | Continuance Commitment             | 13       | 28.57 | 83.67  | 54.25    | 20.01     |
|                                        | Normative Commitment               | 13       | 28.57 | 97.62  | 65.57    | 21.51     |
|                                        | <b>Between 5 and 10 years</b>      |          |       |        |          |           |
|                                        | Level of Organizational Commitment | 25       | 39.85 | 93.23  | 68.06    | 14.28     |
|                                        | Affective Commitment               | 25       | 57.14 | 100.00 | 82.19    | 14.71     |
|                                        | Continuance Commitment             | 25       | 20.41 | 100.00 | 56.71    | 18.81     |
|                                        | Normative Commitment               | 25       | 35.71 | 100.00 | 67.14    | 17.35     |
|                                        | <b>Between 10 and 15 years</b>     |          |       |        |          |           |
|                                        | Level of Organizational Commitment | 27       | 43.61 | 90.23  | 71.75    | 12.30     |
|                                        | Affective Commitment               | 27       | 45.24 | 100.00 | 80.25    | 18.91     |
|                                        | Continuance Commitment             | 27       | 38.78 | 94.29  | 64.89    | 12.28     |
|                                        | Normative Commitment               | 27       | 42.86 | 100.00 | 70.84    | 14.48     |
|                                        | <b>More than 15 years</b>          |          |       |        |          |           |
|                                        | Level of Organizational Commitment | 12       | 41.35 | 96.99  | 77.19    | 16.43     |
|                                        | Affective Commitment               | 12       | 45.24 | 100.00 | 87.90    | 16.35     |
|                                        | Continuance Commitment             | 12       | 46.94 | 100.00 | 67.01    | 17.79     |
|                                        | Normative Commitment               | 12       | 30.95 | 100.00 | 78.37    | 24.94     |
| <b>Job position or Functional area</b> | <b>Administrative</b>              |          |       |        |          |           |
|                                        | Level of Organizational Commitment | 24       | 43.61 | 96.99  | 76.16    | 11.87     |
|                                        | Affective Commitment               | 24       | 45.24 | 100.00 | 90.38    | 14.24     |
|                                        | Continuance Commitment             | 24       | 32.65 | 93.88  | 62.67    | 13.80     |
|                                        | Normative Commitment               | 24       | 45.24 | 100.00 | 77.68    | 16.99     |
|                                        | <b>Production</b>                  |          |       |        |          |           |
|                                        | Level of Organizational Commitment | 53       | 34.59 | 95.49  | 68.16    | 14.89     |
|                                        | Affective Commitment               | 53       | 14.29 | 100.00 | 75.20    | 18.90     |
|                                        | Continuance Commitment             | 53       | 24.49 | 100.00 | 61.33    | 18.87     |
|                                        | Normative Commitment               | 53       | 28.57 | 100.00 | 68.07    | 17.54     |
|                                        | <b>Logistics</b>                   |          |       |        |          |           |
|                                        | Level of Organizational Commitment | 8        | 42.11 | 84.21  | 65.41    | 15.78     |
|                                        | Affective Commitment               | 8        | 40.48 | 95.24  | 77.08    | 16.49     |
|                                        | Continuance Commitment             | 8        | 20.41 | 83.67  | 51.53    | 18.38     |
|                                        | Normative Commitment               | 8        | 35.71 | 92.86  | 69.94    | 20.52     |

## Annex XI- The Strategic Apex Versus Organizational Structure

| Variable Dimensions |                                    | <i>n</i> | Min   | Max   | <i>M</i> | <i>SD</i> |
|---------------------|------------------------------------|----------|-------|-------|----------|-----------|
| <b>Yes</b>          | Level of Organizational Commitment | 5        | 69.92 | 90.23 | 81.20    | 9.70      |
|                     | Affective Commitment               | 5        | 88.10 | 100   | 97.62    | 5.32      |
|                     | Continuance Commitment             | 5        | 53.06 | 79.59 | 63.67    | 12.02     |
|                     | Normative Commitment               | 5        | 54.76 | 100   | 85.24    | 19.15     |
| <b>No</b>           | Level of Organizational Commitment | 87       | 34.59 | 96.99 | 69.77    | 14.39     |
|                     | Affective Commitment               | 87       | 14.29 | 100   | 79.09    | 18.46     |
|                     | Continuance Commitment             | 87       | 20.41 | 100   | 60.63    | 17.38     |
|                     | Normative Commitment               | 87       | 28.57 | 100   | 70.48    | 17.89     |

*Note.* N = 92. Yes, represents the strategic apex (Administration); No, represents the organizational structure (Employees).

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