

Elevating Organizational Commitment through Corporate Culture: A Case of Public Service Agencies in Malaysia

*(Meningkatkan Komitmen Organisasi melalui Budaya Korporat:
Satu Kes Agensi-agensi Perkhidmatan Awam di Malaysia)*

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ABSTRACT

Despite various contextual factors being reported to have influenced organizational commitment among employees, more empirical evidences are required. This is important as to reaffirm such assertion in the growing body of literature on organizational commitment. In line with that, this study attempts to examine the influence of corporate culture on organizational commitment. Corporate culture is assessed in terms of communication, teamwork, training and development, and reward and recognition. A survey was conducted among public servants of selected government agencies in the Northern Region of Peninsular Malaysia. Based on the statistical analyses, the findings reported that communication, training and development, and reward and recognition have a significant and positive influence on organizational commitment. In the discussion section, all significant factors in enhancing organizational commitment among public servants are elaborated. Finally, recommendations as well as theoretical and practical ramifications are brought to fore.

Keywords: Corporate culture; organizational commitment; public servants; Malaysia

ABSTRAK

Walaupun pelbagai faktor kontekstual dilaporkan dapat mempengaruhi komitmen organisasi dalam kalangan pekerja, lebih banyak kajian empirikal diperlukan. Ini adalah penting untuk mengesahkan perkara tersebut dalam literatur berkaitan komitmen organisasi yang semakin berkembang. Selaras dengan itu, kajian ini mengkaji pengaruh budaya korporat terhadap komitmen organisasi. Budaya korporat dinilai dari aspek komunikasi, kerja berpasukan, latihan dan pembangunan, dan ganjaran dan pengiktirafan. Satu kaji selidik telah dijalankan ke atas penjawat awam dalam beberapa agensi kerajaan yang terpilih yang terletak di kawasan utara Semenanjung Malaysia. Perbincangan kajian menjelaskan tentang kepentingan faktor-faktor ini dalam meningkatkan komitmen organisasi para pekerja. Akhir sekali, cadangan kajian serta implikasi teoretikal dan praktikal diketengahkan.

Kata kunci: Budaya korporat; komitmen organisasi; penjawat awam; Malaysia

INTRODUCTION

Corporate culture is a form of management philosophy, which refers to the way of managing an organization in the effort to improve the effectiveness and efficiency of its overall performance (Ahiabor 2014; Ghanavati 2014; Kotter & Heskett 1992; Ooi & Arumugam 2006). According to Saeed and Hassan (2000), corporate culture is able to influence the thoughts, feelings, interactions, and performance of employees in an organization. Therefore, a thorough understanding in the importance of corporate culture is essential in managing employees in an organization, particularly in fostering higher level of organizational commitment among employees.

Studies by Flamholtz and Randle (1998), Ahiabor (2014) and Ghanavati (2014) reported that most organizations acknowledged the fact that an organization's well-founded culture could contribute to the achievement

in every aspect of performance; be it in terms of economy, growth, or financial. From the practical perspective, Continental Airlines, Kentucky Fried Chicken as well as Hyundai Car in the United States became leading organizations after they have successfully changed their corporate culture. Importantly, these changes have led to a massive positive impact on their organizational performance (Chiloane-Tsoka 2013; Flamholtz & Randle 1998). Therefore, it is evident that corporate culture is of paramount importance in ensuring the achievement of favorable outcomes in organizations.

In realizing the importance of corporate culture, most organizations have started to re-evaluate their current practices in an attempt to enhance their organizational success. Previous scholars (e.g. Ahiabor 2014; Chiloane-Tsoka 2013; Ghanavati 2014; Kotter & Heskett 1992; Ooi & Arumugam 2006; Porter et al. 1974) have conducted studies in various settings, including private and non-profit

organizations, on the role of corporate culture in promoting positive behavioral outcomes among employees. However, more empirical studies are needed as to add knowledge to the growing body of corporate culture and commitment literature (Ahiabor 2014; Chiloane-Tsoka 2013; Ghanavati 2014; Ooi & Arumugam 2006). Besides that, a review on related literature of corporate culture and organizational commitment shows a paucity of studies in the public sector, particularly in Malaysia. Siddiquee (2006) and Schraeder et al. (2004) strongly suggested that more studies on the work attitude among public servants are crucial because they are the backbones to excellent performance of the public sector. Most importantly, the service-oriented nature of the public sector calls for a high level of commitment among public servants (Siddiquee 2006). In line with that, the main objective of this paper is to examine the influence of corporate culture on organizational commitment among public servants. Corporate culture is assessed in terms of communication, teamwork, training and development, and reward and recognition.

LITERATURE REVIEW

This section commences with the conceptual background of organizational commitment. This is followed by the conceptual definitions of corporate culture and dimensions under this particular construct. Finally, this section presents the hypotheses development of this study.

ORGANIZATIONAL COMMITMENT

There are quite a number of definitions of organizational commitment coined by various scholars. One of the most popular concepts is provided by Allen and Meyer (1990), who defined organizational commitment as an employee's identity and belief in the organization's goals and values, willing to exert considerable effort on behalf of the organization, loyal to the organization, have strong desire and feel obliged to maintain membership with the organization over the long term (Robbins 2005). This concept has also been defined as the relative strength of an individual's identification with and involvement in a particular organization (Mowday et al. 1979; Allen & Meyer 1990). Another definition was put forward by Bentein et al. (2005) in which organizational commitment refers to psychological stabilizing or obliging force that attaches individuals to courses of action relevant to organizational objectives. This serves as another focus of attachment to the organization. This identification can be enhanced by clear organizational goals and values, sharing of rewards and involvement in processes (Mowday et al. 1982). Such goals and value identification serves as another means of attachment to the organization. This identification can be enhanced by clearly specifying the rationales of organization goals and values, sharing the rewards of organization goal attainment and involvement

in goals' processes. In other words, organizational commitment refers to another form of attitude that employees have at work, which is also of great importance in any organization.

In the same vein, Robbins (2005) provided a similar definition to organizational commitment. He described organizational commitment as a state in which an employee identifies with a particular organization and its goals, and wishes to maintain his membership in the organization. It is also defined as the relative strength of an individual's identification with and involvement in a particular organization (Mowday, Steers & Porter 1979; Allen & Meyer 1990).

The most common forms of organizational commitment studied and reported in most academic literature are affective commitment, continuance commitment, and normative commitment (Meyer & Allen 1991). Affective commitment revolves around employees' positive emotions to the organization, which is related to the intrinsic motivation of volunteers and their feelings about the organization (Meyer & Allen 1991). Kanter (1968) and Mowday et al. (1982) asserted that an employee who possesses affective commitment will strongly identify with organizational goals and they are also more likely to remain with the organization. The second form of commitment is continuance commitment. This means that employees are highly committed to the organization if they perceive that it would be a great loss to them if they are no longer working in the present organization. The loss that they may experience is viewed in two different ways: economic loss i.e. pension accruals or social loss i.e. friendship/ties with present colleagues (Meyer & Allen 1991). Hence, if employees have high level of continuance commitment, they will ensure that they are continuously working for their current employer. Meyer and Allen (1991) described the third component of commitment as normative commitment. This arises when employees remain in the organization due to their strong feelings of obligation. According to Meyer and Allen (1991), this feeling could be derived from many sources, for example employees may feel that it is their moral obligation to put forth more effort at work because they think that the organization had invested certain amount of resources in training. The feeling of indebtedness encourages them to stay with the organization. Besides that, normative commitment could be attributable to social factors, such as families and friends. Families' perception on the importance of 'giving back' to employers encourages employees to remain employed with their present employers. In other words, normative commitment enhances loyalty among employees.

Commitment can also be defined as the perception of oneness with or belongingness to an organization, whereby an individual defines himself or herself in terms of the organization in which he or she is a member (Mael & Ashforth 1992). When employees strongly identify themselves with the organization they are attached to, they would experience greater job satisfaction, lower

intention to quit, and higher level of cooperative behavior (Bartel 2001; Ricketts 2005; Van Dick et al. 2004). In other words, to achieve organizational commitment, first and foremost the employers need to value the employees in the organization. The more the employees feel that they are part of the organization, the more likely they are to remain with the organization on a longer term.

Building upon previous findings, it is evident that organizational commitment serves as a source of employee's identification and attachment to the organization as well as other good behavioral and attitudinal outcomes. Employees, who are greatly committed to their organizations, are willing to exert considerable effort at work, be loyal to the organization that they are currently being employed, and have strong interests to be in their present employment on a long term basis.

THE CONCEPTUAL BACKGROUND OF CORPORATE CULTURE AND ITS IMPACT ON ORGANIZATIONAL COMMITMENT

Corporate culture has been defined in many ways by various authors and researchers in organizational behavior literature. Majority of them (e.g. Schein 1992; Pool 2000; Rashid et al. 2003; Lund 2003) concluded that corporate culture can be referred to as a set of values, beliefs, and behavior patterns that form the core identity of organizations that can help to shape their employees' behavior. The definition of corporate culture is further extended by Hellriegel et al. (2004); whereby he refers corporate culture as a norm, attitude, symbol, belief, ritual, socialization, and expectation of the people in the organization. According to these definitions, the base of culture is formed by shared assumptions, values and norms that cannot be observed. A more visible and observable element, for example socialization activities, symbols, language, practices and narratives, are the only way in which culture can be inferred (Hellriegel et al. 2004).

The significant role of corporate culture in predicting various workplace outcomes is evident in the literature. For instance, Ruben and Stewart (1998) noted that corporate culture is the central aspect of an organization and it serves as an important communication function for the people who create and participate in them. The function includes giving employees a sense of individual and collective identities, contributing to the establishment of structure and control within the organization, aiding the socialization of employees through learning about the customs and traditions of the organization, and fostering cohesiveness among employees. Importantly, corporate culture can also help in generating commitment and enhancing performance (Lok & Crawford 2001). Other studies (e.g. Lok & Crawford 2001; Rashid et al. 2003; Trice & Beyer 1993) reported that innovative and supportive cultures had a strong and positive impact on commitment and job satisfaction, in comparison to bureaucratic culture. Earlier studies by Deal and Kennedy (1982) and Ouchi (1981) concurred that culture influences various outcomes, including productivity, performance,

commitment, self confidence, and ethical behavior among employees.

Based on the findings highlighted, it can be concluded that corporate culture affects the way in which people consciously and subconsciously thinks, make decisions, and ultimately the way in which they perceive, feel, and act towards a certain situation. Hence, the impact of corporate culture is substantial especially in terms of behavioral and attitudinal outcomes among employees.

COMMUNICATION

Communication is the process whereby individuals and groups transact in a variety of ways and within different areas with the aim of achieving organizational goals (Smidts et al. 2001; Brunetto & Farr-Wharton 2004). Earlier study by Price (1997) noted that organizational communication as the degree to which information regarding jobs is transmitted by an organization to its members and among members in an organization.

Studies on the communication and organizational commitment relationship have received limited attention in past researches (e.g. Kramer 1999; Rodwell et al. 1998). Nevertheless, Robbins (2001), in his study found that poor organizational communication has a detrimental impact on organizational commitment, resulting in lower level of identification, involvement, and loyalty among employees. Robbins (2001) further reported that there is a relationship between the quality of management-employee communication, which impacted the level of employee motivation and commitment. In a larger context, studies by Neher (1997) and Myers and Myers (1982) also corroborated on the importance of communication in predicting organizational performance. Therefore, it is hypothesized that:

- H₁ Communication exerts a significant and positive influence on organizational commitment.

TEAMWORK

Teamwork refers to the willingness of team members to engage in social interaction and cooperation, which are often expected in completing interdependent tasks (Lankau 1996), maintaining membership on a team (Mathieu et al. 2008) and building commitment to work with others, as well as enhancing commitment to team goals and interpersonal relations (Watson et al. 1998). According to Adebajo and Kehoe (2001), the concepts of team and teamwork are becoming more important, especially in enhancing employees' productivity and organizational commitment in workplace. They also concluded that there is evidence that teamwork facilitates the fulfilment of members' needs within a workplace. It is also empirically proven from various studies that teamwork is directly associated with organizational commitment (e.g. Karia & Ahmad 2000; Karia & Asaari 2006). Karia and Ahmad (2000) studied the impact of empowerment and teamwork on 104 employees in five

private organizations in Malaysia. The findings reported that organizations that practiced certain level of teamwork would experience improved level of organizational commitment among employees.

A study by Tschannen-Moran and Hoy (2000) reported that work relationships that are characterized by teamwork may strengthen cooperation among employees, reduce conflicts, increase organizational commitment, and diminish employees' tendency to leave the organization. In another context, a study conducted by Sungmin et al. (2005) found that teamwork is a significant predictor of commitment among teachers, in which those who demonstrated higher level of teamwork were found to be strongly committed. Likewise, effective teamwork often lead to positive outcomes in employee attitudes, such as morale and job satisfaction (Cordery et al. 1991; Stewart et al. 2000), as well as commitment to the organization (Mitchell et al. 2001; Osburn et al. 1990; Wellins et al. 1991). On similar ground, Costa (2003) concurred that a team's trust and cooperation are positively related to commitment. It was also empirically tested that perceptions of social support or co-worker solidarity in the workplace have shown positive linkage with organizational commitment and job satisfaction (Belanger et al. 2003). Importantly, Silos (1999) asserted that the key to Japanese efficiency is teamwork, which may elicit higher level of involvement and commitment among employees. Hence, it is hypothesized that:

- H₂ Teamwork exerts a significant and positive impact on organizational commitment.

TRAINING AND DEVELOPMENT

Training and development is the process of providing employees with specific skills and helping employees to correct deficiencies in their performance (Poh 2001). This ultimately increases employees' satisfaction with their jobs and working conditions (Karia & Ahmad 2000). Previous empirical studies (Lee et al. 1997; Lee et al. 1999) have presented extensive evidences that training and development facilitate skills improvement, which may lead to a better commitment level, well-being, and sense of belonging. This would directly strengthen organizational competitiveness (Acton & Golden 2002; Karia 1999).

According to Lang (1992), training should be specifically designed to elevate organizational commitment. In a similar vein, Meyer and Allen (1991) found that employees who are given more training opportunities are likely to exhibit higher level of affective commitment. In a different setting, Lee et al. (2009) conducted a study on training and its outcomes in service industry. It was found that service training and service reward are positively related to job satisfaction. Harel and Tzafrir's (1999) study also showed support to the fact that training program positively influenced service providers' jobs and job environment satisfaction as well as organizational commitment. Accordingly, Owen (2006) also reported on

the significant impact of commitment and turnover among employees.

Based on Farrell and Rusbult (1981), training can be viewed as an investment in the relationship between an organization and its employees, which can positively contribute to organizational commitment. The more training opportunities are provided, the greater the commitment employees have toward their organization. In other words, training also serves as a strategic tool in building a highly committed as well as productive workforce (Barrett & O'Connell 2001; Green et al. 2000). As such, it is posited that:

- H₃ Training and development exert a significant and positive influence on organizational commitment.

REWARD AND RECOGNITION

Reward and recognition are the benefits or incentives, such as salary increased, bonuses, and promotion, as well as acknowledgement of employees' superior performance with respect to organizational goals (Juran & Gryna 1993). In addition, Frey (1997) stated that rewards can be extrinsic or intrinsic in nature. Extrinsic rewards are tangible, which are external to the job or task performed by the employee (e.g. salary or pay, incentives, bonuses, promotions, job security, etc). On the other hand, intrinsic rewards are intangible rewards or psychological rewards including appreciation, satisfaction, meeting new challenges, and positive and caring attitude from employer.

Past studies (e.g. Zhang 2000; Lee et al. 1997; Lee et al. 1999) have explored various factors that may heighten organizational commitment. Among the factors are reward and recognition. Competitive reward and recognition package, to a certain degree, would secure employees' commitment to their jobs. Feeling engaged and committed with their jobs will create higher level of commitment among employees (Zhang 2000). Furthermore, a well-designed reward system has been found to influence employees' attitudes, in terms of job satisfaction and organizational commitment (Hartline & Ferrell 1996). Accordingly, studies by Lee et al. (1999) and MacKenzie et al. (1998) indicated that employees who received rewards based on excellent job performance are more likely to have high levels of job satisfaction and organizational commitment, and vice versa. Other studies (e.g. O'Driscoll & Randall 1999; Zhang 2000; Karia & Ashari 2006) reported similar findings that rewards and recognition have consistently influenced employees' commitment in a positive manner, and this would ultimately bring about organizational success. Based on the literature review above, it is hypothesized that:

- H₄ Reward and recognition have significant and positive influence on organizational commitment.

PROPOSED CONCEPTUAL FRAMEWORK

Building upon the findings documented in the literature, this study postulates that corporate culture has a significant

and positive impact on organizational commitment. Specifically, corporate culture is consisted of four dimensions, namely communication, teamwork, training and development, and reward and recognition. All these dimensions are hypothesized to exert a positive and significant influence on organizational commitment. Figure 1 depicts the proposed conceptual framework developed from the literature review.

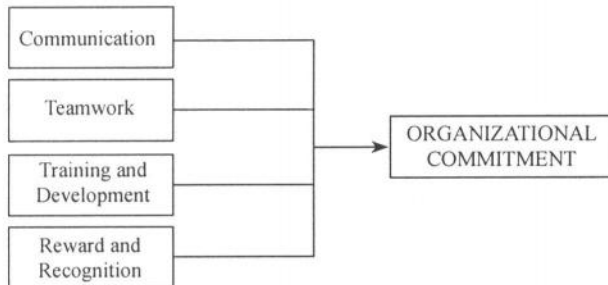


FIGURE 1. Proposed conceptual framework

METHODOLOGY

RESEARCH DESIGN AND SAMPLING

In the data collection process, letters asking for permission to conduct a survey were sent to each Human Resource Department of the public service departments and agencies in the Northern Peninsular Malaysia. In the letter, the research's objectives and methodology of this study were briefly explained. Only two departments responded and indicated their willingness to participate in the survey. Based on the number of departments and agencies responded, this study employed a stratified sampling method.

As noted earlier, respondents in the study were public servants employed in Malaysian Public Service Departments and Agencies in the Northern Region of Peninsular Malaysia. Stratified sampling method was chosen because stratification could ensure homogeneity within a group, i.e. public servants in a particular department or agency and heterogeneity across groups, i.e. different departments and agencies under the public service (Cavana et al. 2001; Hair et al. 2007). In the sampling process, respondents were first divided into mutually exclusive group or stratum, i.e. department or agency. On this basis, it was assumed that there is heterogeneity across groups (i.e. departments and agencies) but there was homogeneity within each group (i.e. public servants). Stratified sampling method was used because this sampling method provides richness and accuracy of data from respondents of different strata. This sampling method is considered practical when the research aims at obtaining differentiated information from various strata but with certain limitations, such as time and cost (Cavana et al. 2001; Hair et al. 2007; Sekaran 2003).

INSTRUMENTATION AND SAMPLE ITEMS

A total of 34 items with five-point Likert scale of 1-strongly disagree to 5-strongly agree were used to measure all variables in the study. All items in the questionnaire were adapted from Meyer and Allen (1997) for organizational commitment, Ricardo and Jolly (1997) and Karia (1999) for teamwork, Saeed and Hassan (2000) and Karia and Ahmad (2000) for training and development, Lau and Idris (2001) and Ooi and Arumugam (2006) for reward and recognition. All of the items measure the core dimensions of the independent variable, namely communication, teamwork, training and development, and rewards and recognition as well as the dependent variable, which is organizational commitment.

Sample items in the communication dimension include, "This organization keeps employees well informed on matters important to them", and "Continuously improve communications between management and staffs are stated as an important company objective". There are six questions on teamwork, and sample items are "Team working is valued in this organization", and "I am more comfortable working in a team rather than individually". There are six questions to measure training and development, and sample items are "Employees are encouraged to accept education and training within the company", and "Most employees in this company are trained on how to use quality management methods (tools)". There are also six questions on reward and recognition, and sample items are "This organization pays well", and "Employees are given positive recognition when they produce high quality work". As for the dependent variable, a total of ten items were used to gauge organizational commitment, and sample items are "I feel a strong sense of belonging to this organization", and "I would accept almost any type of job assignment in order to keep working for this organization".

DATA ANALYSIS TECHNIQUE

Statistical Package for Social Science (SPSS) Software version 19.0 was used for data analysis. A reliability test was conducted by observing the Cronbach's Alpha value with the cut-off point of 0.60, which is consistent to Nunnally and Bernstein's (1994); as well as Hair et al.'s (2006) suggestion that 0.60 to 0.70 to be in the lower limit of acceptability. A regression analysis was then conducted to examine the influence of corporate culture, namely communication, teamwork, training and development, and reward and recognition, on organizational commitment among respondents in this study.

FINDINGS

DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS

Based on the findings, 71.20 per cent of the respondents were males while 28.80 percent were females. The highest

percentage of participants or 28.5 per cent were above 50 years old, followed by the age range of 45 to 49, at 25.6 percent while the rest of the respondents were below 45 years old. Further, 71 per cent of the respondents were in the category of non-executive while 23.5 per cent were of the executive level in their respective companies. A total of 87 or 5.8 per cent of the respondents held managerial positions in their present employment. Meanwhile, 38.8 per cent of the total participants had served their organization for more than 25 years.

RELIABILITY AND VALIDITY ANALYSES

Cronbach's coefficient alpha was computed for each dimension to determine the internal consistency reliability of the instruments used in the study. Table 1 illustrates the Cronbach's Alpha values for the variables. According to Nunnally and Bernstein (1994) and Hair et al. (2006), the value of 0.60 is considered as in the lower limit of acceptability for Cronbach's alpha. As depicted in Table 2, the alpha values of all the variables in this study are within the range of 0.789 to 0.887.

Exploratory factor analysis (EFA) with principal component analysis method of extraction and varimax rotation was carried out to provide the initial evidence of validity of all measures in this study. All factor loadings were between 0.405 and 0.850, and the total variance explained for the constructs was 67.799. The value of KMO was 0.927, which is above the cut-off point of 0.60 (Hair et al. 2006). The Eigen values for all factors were 7.128, 3.868, 2.021, and 1.374, respectively.

The results of EFA for organizational commitment yielded a single factor measurement model with factor loadings for each items ranging from 0.704 to 0.855. The value of Kaiser Meyer Olkin (KMO) was 0.854, which is above the cut-off point of 0.60 (Hair et al. 2006). The Eigen value for this uni-dimensional construct was 8.154.

TABLE 1. Summary of reliability analysis

Variable	Items	Cronbach's alpha
Communication	6	0.887
Teamwork	6	0.789
Training and Development	6	0.870
Reward and Recognition	6	0.878
Organizational Commitment	10	0.863

DESCRIPTIVE ANALYSIS

Descriptive statistics of means and standard deviations were reported for the independent and dependent variables. The summary of the descriptive statistics is shown in Table 2. All variables were measured on a 5-point Likert scale (1= strongly disagree to 5= strongly agree). The mean

values for communication, teamwork, and training and development were 3.833, 3.837, and 3.754 respectively. Organizational commitment demonstrated a mean value of 3.793. Finally, reward and recognition showed a relatively high mean value (i.e. 3.872) compared to other variables. Table 2 illustrates the mean and standard deviation values for all variables.

TABLE 2. Overall descriptive statistics of the variables

Variable	Mean	Std Deviation
Communication	3.833	0.667
Teamwork	3.837	0.575
Training and Development	3.754	0.679
Reward and Recognition	3.872	0.663
Organizational Commitment	3.793	0.573

REGRESSION ANALYSIS

As shown in Table 3, the four dimensions of corporate culture managed to explain significantly and collectively 58.3% of the variance in organizational commitment; thus, confirming the fitness of the model. The results also indicate that the three dimensions of corporate culture, namely, communication ($\beta = 0.323$, $p < 0.01$), training and development ($\beta = 0.270$, $p < 0.05$), and reward and recognition ($\beta = 0.409$, $p < 0.01$) are positively associated with employees' organizational commitment, while teamwork does not associate with organizational commitment ($\beta = 0.185$, $p > 0.01$). Therefore, it is evident that three dimensions of corporate culture, i.e. communication, training and development and reward and recognition have a direct influence in improving employees' organizational commitment. Meanwhile, teamwork is found not to have impact on promoting high commitment level among employees in government organizations. Thus, hypotheses H_1 , H_3 , and H_4 are supported, while H_2 is not supported. The findings also suggest that reward and recognition may have greater

TABLE 3. Regression results of corporate culture on organizational commitment

Variable	Standardized β	Sig.
(Constant)		
Communication	0.323	0.007**
Teamwork	0.185	0.118
Training and Development	0.270	0.018*
Reward and Recognition	0.490	0.000**
F-value	58.292	
R ²	0.523	
Adjusted R ²	0.514	

* $p < 0.05$, ** $p < 0.01$

influence on employee's organizational commitment was ($\beta = 0.409$, $p < 0.01$).

DISCUSSION

The primary objective of this study is to investigate the influence of corporate culture dimensions on organizational commitment among public servants in the Northern Region of Peninsular Malaysia. The results showed that communication, training and development, as well as reward and recognition had significant and positive influence on organizational commitment among respondents. However, the findings indicate that teamwork was not significantly associated to commitment among the respondents of this study.

The non-significant relationship between teamwork and commitment indicates that teamwork may not play a substantial role in predicting organizational commitment among employees in this study. One plausible explanation to this is the nature of work among the majority of respondents in this study. It is worthy to note that 71 percent of the public servants in this study are non-executive staff. The type of tasks performed in this particular level is more of a routine which can be done individually. In other words, this type of job requires minimal teamwork and this plausibly explains the fact that teamwork has no bearing on commitment among respondents in this study.

The results also indicated that communication has a significant and positive impact on organizational commitment among respondents. This finding is similar to previous results documented in the literature (e.g. Myers & Myers 1982; Ooi & Arumugam 2006; Varona 1996). As noted earlier, communication is crucial in any organization. According to Daft (2002), Taylor and Van Every (2000) and Keyton (2005), organizations cannot exist without communication because communication is the organization itself. If all information pertaining to practices in the organizations is well disseminated among the employees, they would have a clear picture on what is expected of them at work. This may reduce job anxiety and job ambiguity. Importantly, communication can also motivate and stimulate workers to meet organizational goals and heighten their identification level with the organization. Hence, they are more likely to be committed in performing tasks in line with the organizational objectives.

The results of this study also showed that training and development had a positive and substantial impact on organizational commitment. This finding is consistent to empirical studies reported by Karia and Asaari (2006) and Kalleberg and Moody (1994) in which training and development had been found to yield increased job satisfaction and commitment among employees. In a broader context, other similar researches had also reported that training and development positively affect business performance (e.g. Jarventausta 2007; Delaney & Huselid

1996; Kalleberg & Moody 1994). One plausible reason is that training is one of human resource management practices that employees view as a crucial aspect in their employment because this function provides opportunities for them to learn and acquire knowledge, skills, and capabilities. With improved knowledge and skills in performing tasks, employees are more likely to exert more effort at work, become more productive, and develop a greater sense of identification with their jobs as well as organizations they are attached to. In other words, training and development also served as a strategic tool to heighten commitment and loyalty among organizational members.

Reward and recognition were also found to have significant influence on organizational commitment. This result is consistent with the findings of a study by O'Driscoll and Randall (1999), who found that the rewards offered by an organization have a positive effect on employees' commitment toward their jobs as well as organization. This result may be attributable to the fact that if employees are satisfactorily rewarded, they would think that the company acknowledges their roles in the organization; and therefore they are more likely to make important contributions to work. As such, employees would perceive their job as worthwhile and they would also be more committed to their works as well as organization. Further, employees are more committed to their jobs if they are given rewards and incentives. This would reinforce positive behaviours in tandem with organizational missions and objectives.

IMPLICATIONS AND CONCLUSION

The findings of this study can offer some theoretical and practical implications. In terms of the theoretical contribution, this study provides additional empirical evidence to the organizational commitment's domain by supporting the notion that corporate culture, namely, communication, training and development, and reward and recognition influence organizational commitment. In similar vein, the study has made a significant contribution by enhancing the understanding on the corporate culture and commitment linkage, particularly in the public sector. As for practical implication, the management should be cognizant on the importance of communication, training and development, and reward and recognition in promoting a high level of commitment among respondents.

As a conclusion, the research results have provided support for the key theoretical propositions. Most importantly, this study has succeeded in answering all the research objectives, which aimed at analyzing the empirical relationship between corporate culture, in terms of communication, training and development, teamwork, and reward and recognition, and organizational commitment among public servants.

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