

Organizational Culture and Organizational Commitment of Kedah District Education Officers

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Abstract⁵

The present study examined the relationship between organizational culture and organizational commitment among the officers in every District Education Office (DEO) in Kedah. The School Culture Inventory (SCI) (Maslowski, 2001) and Organizational Commitment (OC) (Meyer & Allen, 1990) were used as instruments to identify relationship between two variables. A total of 325 officers from district education office responded to the survey questionnaires. The Correlation and Analysis of Variance statistical analysis used to identify the relationship. The results found reveal that a significant positive relationship does exist between organizational culture and organizational commitment. Consequently, organizational culture is a significant factor in predicting organizational performance and factors that influent officers' commitment. In conclusion, organizational culture relatively more practiced in high performance district education office compared to low performance district education office and correlates with the officers' commitment.

Keywords: Organizational culture, organizational commitment, District Education Office

1. Introduction

Organizational culture is the basic need of the individual to strike the excellence within the organization. It has always been everyone's commitment for a successful career. Practicing positive organizational culture will allow an individual to be more successful in any field of work. Besides, hardworking individuals are always exposed with a positive cultural organization. The researchers found that there is a gap in identifying the relationship between organizational culture and organizational commitment especially at the District Education Office (DEO) in Malaysia. Most of the masters and PhD theses are focusing on the cultural and educational leadership among school principals or headmasters. This study is the latest effort to add more literature regarding organizational culture and commitment. Therefore, this study is an attempt to identify the relationship of organizational culture and organizational commitment. It too focuses on the relationship between organizational culture and organizational commitment among officers in the education office in the state of Kedah.

Generally, organizational culture is the personality or the image to any organization. Robbins (1996) defines organizational culture as a shared perception professed by members of the organization. Organizational culture encompasses the practice, beliefs, assumptions, principles, legends and norms that influence how a person think, make decisions, and carry out tasks in an organization (Garrison, 2005). Organizational commitment can be defined as psychological attachment of a member to the organization. Organizational commitment plays a very large role in determining whether a member will remain with the

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organization and zealously work towards accomplishing organizational goals. Robbins and Judge (2007) define commitment as an officer of a situation where the individual in favor of the organization, as well as the purposes and desire to defend his membership within the organization. Where as according to Mathis and Jackson in Sopiah (2008) commitment is defined as an officer believes and adapts to the purposes of the organization and will continue to stay or to leave the organization. Mowday (1982) adds by saying that commitment is the relative strength in identifying individuals and involvement in the organization. Mean while, Allen and Meyer (2013) define commitment as an emotional attachment to the organization of work in which an employee will recognize and enjoy membership in an organization. Porter, Steers, and Mowday and Bovlian (1974) have proposed and stated that commitment occurs when an employee has personal goals which are consistent with the goals of the organization. They have discussed three factors that contributed to the formation of commitment, namely acceptance of organizational goals and values, willingness to help towards achieving the goals of the organization and a desire to remain with the organization.

Martins and Martins (2003) describe the global research which shows that the culture of the organization created the high level of commitment and performance. Organizational culture involves standards and norms that determine how employees should behave in any particular organization (Martins & Martins, 2003). According to Cohen (2011), organizational commitment is as important research topic and should not be ignored. It is undeniable that we can understand the psychological processes better when we have better understanding of the phenomenon.

Although there are many studies on organizational commitment (Allen & Meyer, 2013; Mottaz, 1988; Price & Mueller, 1981; Mowday 1979), studies on the influence of organizational culture on commitment are still less of concern. For example, in a major review and analysis by Mathieu and Zajac (1990) they did not include any reference to the culture of the organization. It is actually significant because the organizational culture of influential writers such as Deal and Kennedy (1982) and Peters and Waterman (1982) suggest that organizational culture can influence a number of members of the organization, especially in performance and commitment.

Previous studies found that commitment has some close ties with the organization's culture. Commitment is shaped by the norms and symbols, values and beliefs and basic assumptions about the culture of the organization. Peterson and Martin (2008) quoted from Shaw and Reyes (1992); argue that the elements of the organizational culture have a relationship with the level of commitment. These elements include shared values and system design awards as well as the clarity of the mission of the organization and leadership. Marshand Conley (1999) suggest; "The basis of spirituality based company will focus on quality and service in the future because it will be profit able and very competitive. An organization's overall commitment to a system is the' ethics of reinforcement, the quality of product and service effectiveness will be followed". The researchers found that there is a close relationship between organizational culture and organizational commitment (Lapierre, 2005; Sarros, Gray, & Densten, 2001; Jones, 1998). Jones (1998) studied the relationship between teachers' commitment and organizational culture. The findings of Jones (2010) shows the relationship between cultural variables such as loyalty, conditions of work, fun, and sharing information among members of organizational commitment. In addition Jones (2010) also found that there is a relationship between culture and communication (easy to get information from the top, easy to perform, and clear information) with organizational commitment. Furthermore, Jones (2010) identified that work experience affects the relationship between organizational culture and an organization's commitment. Similar findings by Sarros (2001), shows all of the variables of organizational culture such as goal orientation, competition, trust, reward, and stability, have a relationship with organizational commitment.

Research Questions

The purpose of this study is to investigate the relationship between organizational culture and organizational commitment among officers in every district education office (DEO) in Kedah.

I. Question One: Does the practicing of the culture organization is different according to the grade among the DEO's officers?

II. Question Two: Does the practice of organizational culture is different according to KPI's achievement among DEO's officers?

III. Question Three: Is there a relationship between organizational culture and commitment organizational at every DEO in Kedah?

IV. Question Four: Is there a relationship between the dimension of organizational culture and organizational commitment at every DEO in Kedah?

2. Method

Research Design

The survey method is used because the process of getting data from officials through this way is easier compared to other methods. The questionnaire can be a useful tool to analyze or diagnose organizational culture (Maslowski, 2006). Since the main purpose of this study is to provide a description of the characteristics of a phenomenon related to the practice of organizational culture among DEO's officers and their relationship with the commitment, this study is classified as descriptive-correlative study (Johnson & Christensen, 2012). Many researchers have used quantitative instruments to examine organizational culture, school culture, and the culture of the classroom (Ybema, Yanow, Sabelis, 2011; Gordon, 2004; Cavanagh, 2003; Cavanagh & Dellar, 2000; Cameron & Quinn, 1999; Gruenert & Valentine, 1998; Snyder, 1988; Saphier & King, 1985). Reputable researchers (Schein, 1999; O'Reilly, 1999; Chatman & Jehn, 1994; Cameron & Quinn, 1999) used quantitative instruments for analyzing organizational culture (Hoy & Miskel, 2001). Therefore, in this study the survey method of using questionnaires and semi-structured interviews are selected to collect data. Researchers also compared the attributes of the respondents in terms of gender, age, work experience and professional qualifications of the characteristics of DEO's organization and organizational culture are also discussed for demographic factors have an influence on the formation of organizational culture and organizational DEO's. In this study, there are two independent variables which are organizational culture and organizational commitment. Independent variable in this study is the organizational culture of DEO's. Culture of the organization is divided into four types: human relations, open systems, rational goal and internal process. This study uses a model framework that suggested by Quinn (2006), the Competing Values Framework (CVF) which consists of four types that reflect the culture of the organization namely types of human relations, open systems, rational goal and internal process.

Sampling Procedure

In this study, the population consists of all the District Education Offices (DEO) in the State of Kedah Darul Aman. DEO's are selected because the researchers want to study the practice of organizational culture officials in all DEO's in Kedah that have various behavior organizational culture, and organizational commitment. Rationale, there are only two grades for DEO's such as grade A and grade B in different locations which are the city and rural areas. In Kedah there are 8 DEO's that are composed to 4's DEO's grade A and 4's DEO's grade B. The number of the officers for Kota Setar is 76 people, DEO's Kuala Muda Yan (81), DEO's Kulim Bandar Baharu (79), DEO's Balingsik (64), DEO's Kubang Pasu (65), DEO's Padang Terap (44), DEO's Pendang (36) and DEO's Langkawi (53) (JPNKedah, 2013).

For the purpose of this study sampling with stratified random sampling method by grade of DEO's and achievement of KPI's DEO's. The sampling frame is necessary when doing a sampling (Ali & Raza, 2015; Creswell, 2014; Raza & Hanif, 2013; Johnson & Christensen, 2012; Gorard, 2001). Thus, the researchers used a list of all DEO's as a frame work in the state of samples graded DEO's and Achievement DEO's. Stratified random sampling can be used for populations that are not uniform because this method can reduce the sampling error, reduce the variance, and provide more accurate estimates (Konting, 2005; Gorard, 2000, 2001) and less number of samples and almost perfectly representative of the population (Creswell, 2014; Johnson and Christensen, 2012). There are two steps that must be followed in as stratified random sampling (Mohd Majid Konting, 2005; Cohen, 2000; Mohd. Majid Konting, 2000). The first step in this is to determine the sampling strata to be studied. DEO's divided by grade, location and KPIs for DEO's. Then in each

DEO's samples randomly selected to represent the population distribution of staff and the sample size between the strata is done on a proportionate basis (Creswell, 2014; Johson and Christensen, 2012; Gorard, 2001). Out of DEO's in Kedah [8: DEO Grade A(4) and DEO's grade B(4)], all chosen because only 8 DEO's are available in the state of Kedah. This coincided with the use of Cochran formula in determining the sample for categorical variables and continuous. Officers who are selected for the DEO's officer are not many when compared to the teachers in schools.

3. Results

Question One: Does the practicing of the culture organization is different according to the grade among of the DEO'S's officers?

The result in Table 1 shows that organizational culture was predominant among Officers in District Education Offices in Kedah, with mean score 4.35(SD.32) in DEO's A and 4.28(SD.36) in DEO's B.

Table 1: Organizational Culture of District Education Officers in Kedah

Gred DEO'S Statement	DEO's A		DEO's B	
	Mean	SD	Mean	SD
Organizational Culture	4.35	.323	4.28	.355
Human Relationship	4.25	.351	4.20	.396
Open System	4.33	.388	4.25	.420
Rational Goal	4.46*	.360	4.38*	.377
Internal Process	4.40	.480	4.31	.460

Question Two: Does the practice of organizational culture is different according to KPI's achievement among DEO's?

The result in Table 2 shows that organizational culture performance among District Education Officers' in Kedah, with mean score 4.35(SD.32) in DEO's A and 4.22(SD.36) in DEO's B

Table 2: Shows that Organizational Culture Performance in District Education office in Kedah

Organizational Performance Statement	High		Low	
	Mean	SD	Mean	SD
Organizational Culture	4.35	.324	4.22	.358
Open System	4.33	.382	4.21	.450
Rational Goal	4.46*	.360	4.35*	.387
Human Relationship	4.26	.356	4.15	.397
Internal Process	4.42	.468	4.17	.446

Question Three: Is there a relationship between organizational culture and commitment in DEO'S's Kedah?

The result in Table 3 shows that the results of the Spearman Rho for the relationship between each of the organizational culture and organizational culture.

Table 3: Results of the Spearman Rho for the Relationship between each of the Organizational Culture and Organizational Culture.

Variable	1	2
1. Organizational Culture		.371**
2. Organizational Commitment	.371**	

* $p < .05$. ** $p < .01$.

Based on the results in Table 3, the relationship between organizational culture and organizational commitment variable is positive and significant at $p < .05$. The Spearman correlation coefficient of $r = .37$. In other words, the value of this coefficient indicates moderate relationship strength.

Question Four: Is there a relationship between the different dimensions of organizational culture and organizational commitment in DEO’s Kedah?

The result in Table 4 shows that the results of the Spearman Rho for the relationship between each of the organizational culture dimension and organizational culture.

Table 4: Results of the Spearman Rho for the Relationship between Each of the Organizational Culture Dimensions and Organizational Culture

Variable	1	2	3	4	5	6
Organizational Commitment	---					
Internal Process	.329**	---				
Open System	.352**	.753**	.---			
Human Relationship	.270**	.665**	.551**	.---		
Rational Goal	.341**	.742**	.714**	.754**	.---	

* $p < .05$. ** $p < .01$.

Based on the correlation analysis in Table4 above, the relationship between organizational commitment dimensions of organizational culture has a positive and significant relationship. However, the analysis shows the strength of the relationship is low, lower than $r = .27$ to $.35$. The relationship between the most powerful organizational commitment is on open systems organizational culture dimension ($r = .35$, $p < .01$) and the weakest relationship with the dimension of human relationship ($r = .27$, $p < .01$).

4. Discussion

Summary and Findings

Organizational culture is significantly different according to the grade of DEO’s and DEO’s KPI achievement. In this study, the organizational culture consisted of dimensional human relations, open systems, rational goal and internal process. Organizational culture and organizational culture dimensions have a higher mean score on the DEO’s that achieving KPI compared to DEO’s with lower achieve of KPI. The same situation occurred a mean score of organizational culture and organizational culture dimensions are higher than DEO’s B and DEO’s A.

The results showed that there are significant differences of organizational culture and organizational culture dimensions between DEO’s A and DEO’s B. The findings also showed that there are significant differences of organizational culture and organizational culture dimensions between high achiever DEO’s and low achiever DEO’s.

In addition, this study has also found significant relationship between organizational culture and performance grade DEO’s and KPI’s DEO’S. Moreover, the results also showed a significant relationship between organizational culture and organizational commitment and leadership behavior. The study also showed that there is a significant relationship between organizational commitments to the leadership behavior among District Education Officers. The results of this study show that there is a significant and positive relationship statistically between organizational culture and organizational commitment. The results too indicate that organizational culture has a significant and positive relationship with affective commitment, normative, and lasting. The results show that all the dimensions of organizational culture correlate with affective commitment, normative, and lasting. This means that the four cultural dimensions of human

relations, rational goal, open systems, and internal processes related to the commitment of the organization of DEO's officers. In short, the higher the positive organizational culture increasingly high level of commitment to the organization DEO's officers. This study was consistent with studies (Westwood & Crawford, 2005; Lapierre, 2005; Simons, 2005; McKinnon, Harrison, & Wu, 2003; Wu, 2003; Chow et al., 2001; Ritchie, 2000; Jones, 1998; Deal & Kennedy, 1982; Ouchi, 1981), which found that organizational culture has a positive and significant impact on organizational commitment. This study too consistent with studies carried out by Boon and Arumugam (2006), Ellit & Cresswell (2001), Cresswell (2013), Wu (2003), McKinnon, Harrison, Chor, and Wu, (2003), Sarrosetal. (2001), Chow et al. (2001), Jones (1998), and Ouchi (1981) that human relationships have a relationship with organizational commitment. However, the findings of this study have conflict with Lok, Westwood, and Crawford (2005) who found no significant relationship between the cultural dimensions of internal processes and organizational commitment. Nevertheless, the study is in line with studies Lok, Westwood, and Crawford (2005) who found that there is a significant relationship between human relations and open systems with organizational commitment.

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