Moderating Effect of Organisational Commitment on the Relationship between Organisational Culture and Job Satisfaction in Higher Education Institutions

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ABSTRACT: Higher Education system plays an important role in the economic and social development of any nation. The third largest education system is India's Higher Education system. This research aims at understanding the relationship among Organisational Culture, Organisational Commitment and Job satisfaction. The study was conducted among 230 teaching faculty members from various Higher Education Institutions. The research analysis reveals that there is a significant positive relationship between Organisational Culture and Job Satisfaction. Organisational Commitment has no influence on Organisational Culture and Job Satisfaction.

Abbreviations: OC, Organizational Culture; OCM, Organisational Commitment; JS, Job Satisfaction; OCDC, Organisational Culture Domain Characteristics; OCME, Organisational Culture Management Employees; OCOL, Organisational Culture Organisational Leadership; OCOG, Organisational Culture Organisational Glue; OCSE, Organisational Culture Strategic Emphases; OCCS, Organisational Culture Criteria for Success; JSEX, Job Satisfaction Extrinsic; JSIN, Job Satisfaction Intrinsic Satisfaction; OCAC, Organisational Commitment Affective; OCCC, Organisational Commitment Continuance; OCNC, Organisational Commitment Normative.

I. INTRODUCTION

The Education System in India has undergone rapid changes in recent years because of the change in higher education policy, growth in Technology, globalization and shift from Teaching to Learning. Higher education includes the education provide at Colleges, Institute of Technology, Vocational Schools, Universities and other institutions award Certification courses. Teacher is the most competent factor to improve the quality rather than policies and infrastructure. The management of higher education institutions focuses on delivering best practices to the students and other stakeholders. It can be implemented through the practice of successful organizational culture [1]. Organisational Culture of a university is a system of traditions, values and customs shared by its employees and students [2]. There is a positive correlation between organizational culture and job satisfaction and thus results in efficiency [3]. Organisational Commitment influences job satisfaction [4]. Organisational Culture is widely studied by several researchers on its impact on job satisfaction. Organisational Culture affects factors in an organization like Organisational Performance, Job Satisfaction and Organisational Commitment [5]. Hence this study investigates the relationship between Organisational Culture, Job Satisfaction and Organisational Commitment among faculty members.

II. REVIEW OF LITERATURE

A. Organizational Culture

The Culture of an institution with clear principles and values which are communicated by management to the employees and students and are shared across the institution [6]. Rosauer refers to Organisational Culture as emergence and complex one, which has a combination of few ingredients [7]. Organisational Culture is viewed as a civilization of human at the workplace by Alan Adler. Further it is also seen as a social control system which promotes thinking setting the attitude and behaving as sanctioned [8, 36]. Cameron and Quinn have framed Organisational Culture Assessment Instrument (OCAI) based on their theoretical model known as Competing Value framework. It is composed of four different types of culture namely Clan, Hierarchy, Adhocracy and Market. Dominant hierarchy culture is characterized by structured rules and regulations. Market Culture is outward and results oriented. Clan culture focuses on inward and flexibility [9]. Organisational Culture is referred to as a compass to show direction for the institution which offers an informal language to understand the issues and events. Further it ensures an orderly behaviour [10].

B. Organizational Commitment

Organisational Commitment is widely studied many researchers in private and public higher education sector [11]. It is glue that bonds employees with the institution which initiates individual to act on behalf of the institution they belong to [12]. It is also referred to as psychological attachment of an employee to the institution and their willingness to dedicate themselves towards an organization's well-being [13]. Organisational Commitment Questionnaire designed by Porter *et al.*, 1974 has 15 items which are used in

different categories of the job to display psycho metric properties [14].

C. Job Satisfaction

Job satisfaction is the most widely researched variable in many sectors [15]. Leaders must understand the nature of workers and way to motivate them for higher job satisfaction and performance [16]. Job satisfaction is influenced by many variables which vary over a period of time. The flexibility in workplace, demographic and economic factors contribute to changes [17]. Employees are motivated when the job induces curiosity, interest and self-satisfaction which are intrinsic in nature and they are also motivated towards goal through extrinsic rewards [18]. Organisational Culture influences job satisfaction and helps in prediction also [19]. The validation of Minnesota Job Satisfaction Scale revealed that there are two factors namely intrinsic job satisfaction and extrinsic job satisfaction. Further item 15, 16 and 20 are not significant and hence only 17 items are valid [20]. The modified Minnesota Scale with 17 items is used for this research study. Innovative organizational culture is most positively correlated with personal accomplishment. The staff members who perceive their workplace as more dynamic and entrepreneurial have a greater sense of satisfaction in their roles.

III. NEED FOR THE STUDY

Organisational Culture is studied in many sectors with respect to its impact on performance. Many research studies focus on organizational efficiency and effectiveness [35]. From the reviews it is found that few studies in the education sector are also made to assess the influence of Organisational Culture on the Job satisfaction among Teaching Faculty members. Jalees, & Ghauri suggests that a comparative study can be made on private and public sector institutions for finding out the relationship between Organisational Culture and Job satisfaction [21]. Studies on Organisational culture can be extended to analyse with Demographic factors, Organisational Commitment to measure their moderating effect on job satisfaction [22]. Hence the present study aims in assessing the moderating effect of Organisational commitment on the relationship between Organisational Culture and Job Satisfaction among Teaching Faculty Members.

IV. RESEARCH METHODOLOGY

A. The Conceptual Framework

Based on reviews a conceptual model was built with Organisational Commitment as Moderating variable between Organisational Culture and Job Satisfaction. Theory of Competing value Framework is adopted to measure the organizational Culture. OCAI is widely accepted by many researchers in their studies on higher education in many countries and Denison's model is designed for the business purpose and Hofstede is used for cross-cultural studies [23]. Hence OCAI is adopted here to collect data regarding Organisational Culture. Modified Minnesota Job Satisfaction Scale with 17 items and two dimensions, developed by Buitendach and Rothmann which measures the satisfaction level of participants with their job [20]. The final section has 15 items from the Organisational Commitment Scale framed by Allen [24].

B. Hypotheses Testing

- Hypotheses Testing 01 (H_1): Organisational Culture and Job Satisfaction are positively correlated
- Hypotheses Testing 02 (H_2): Organisational Culture and Organisational Commitment are positively correlated.
- Hypotheses Testing 03 (H_3): Organisational Commitment significantly influences Job Satisfaction.
- Hypotheses Testing 04 (H_4): Organisational Commitment moderates the relationship between Organisational Culture and Job Satisfaction.

A Structured Undisguised questionnaire was administered for primary data collection which was divided into 4 sections. First section consists of Demographic variables. In the second section the Organisational Culture Scale is used to measure the response. The third section contains the Organisational Commitment Scale and the fourth on Job Satisfaction variable. Totally 300 questionnaires were distributed to the Teaching Faculty members in higher education institutions, out of which 230 responses were received in complete form and hence the response rate is 77%. The secondary data were collected from Websites, Journals, Magazines and Thesis submitted to different universities.

C. Statistical Tests used for Analysis

The Primary data collected through the structured questionnaire were fed into SPSS.21 and a variety of statistical tools were applied to test the hypothesis.

The frequencies were calculated for understanding the demographic profile. Mean and Standard Deviations were calculated for preliminary analysis. The Reliability test was conducted to verify the suitability of research instrument. Pearson Correlation was used to find out the relationship among Organisational Culture, Organisational Commitment and Job satisfaction.

The proposed model was tested using Structural Equations in AMOS 23. The factor structure was tested with Confirmatory Factor Analysis of the conformation of variables to the factors. The Structural Equation Model was used to find out the interrelationship among Organisational Culture, Organisational Commitment and Job Satisfaction. The model was further refined for its fitness by eliminating the unimportant variable. Interpretations were made to reveal the research findings based on the analysis.

Table 1: Factor Structure.

Scale	No. of Factors	Types of variable	No. of items	Source
Organisational Scale	6	Independent	24	Pandya Jayarj 2016 [23]
Minnesota Job Satisfaction Scale	2	Dependent	17	Buitendach and Rothmann 2009 [20]
Organisational Commitment Scale	3	Dependent	15	Allen, (2003) [24]

V. DATA ANALYSIS

This study investigates the influence of Organisational Culture on Job Satisfaction and the influence of Organisational Commitment on Job Satisfaction. The proposed model has been tested by both CFA and Structural Equation Modeling through regression. Hypotheses were framed and tested for interrelationship using path analysis.

A. Descriptive Statistics of Research Variables

The following table shows the descriptive statistics namely mean, standard deviation, minimum and maximum of different variables of this study were computed which are shown in Table 2. Dominant Characteristics of the Organisational Culture has a mean of 3.88 and the value of standard deviation is 0.766 which means the faculty members agree its presence in their institutions. The other variables also show their agreeableness in Organisational Culture. Job Satisfaction variables and Organisational commitment variables also are at agreeable level. Mean age of the respondents falls between 31 years to 40 years. Among the 230 respondents male and female ratio is equal.
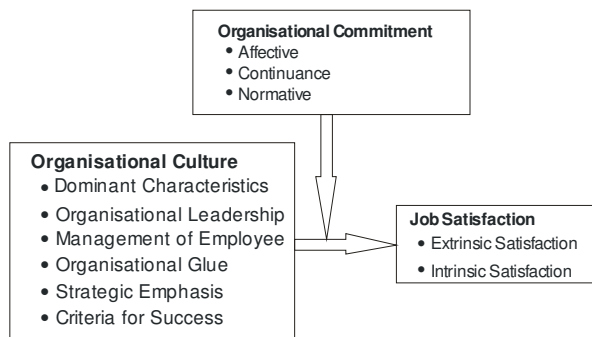
Organisational Commitment
- Affective
- Continuance
- Normative

Organisational Culture
- Dominant Characteristics
- Organisational Leadership
- Management of Employee
- Organisational Glue
- Strategic Emphasis
- Criteria for Success

Job Satisfaction
- Extrinsic Satisfaction
- Intrinsic Satisfaction

Fig. 1. Conceptual Model Proposed.

It is found that majority of the Teaching Faculty members have either completed Ph.D. program are at least they have registered for the same due to the market demand. Majority of the respondents have the experience between 6 to 10 years.

B. Influence of Demographic Variables on Job Satisfaction

Table 3 represents that there is significant difference in Job satisfaction variables, both intrinsic and extrinsic based on gender. Table 4 expresses the variation of perception on organizational Culture based on years of experience. Analysis of Variance was computed and found that there is a significant variation on the factors of organizational Culture based on the years of experience. Dominant Characteristics, Management of Employees, Organisational Glue and Strategic Emphases have significant difference based on the years of experience.

The Organisational Culture Factors namely Organisational Leadership and Criteria for Success do not vary on the respondents' perception towards Organisational Culture based on their years of experience.

C. Scale Reliability

Reliability of the OCAI framework in this study was tested using Cronbach's alpha and found reliable. Here the researcher states [25] that the Cronbach's value goes with the number of items taken for study. Six factors of OCAI Scale were tested for the reliability.

As per Joseph et al., [26], 0.6 to 0.7 is the minimum acceptable value. All the variables have the alpha value more than 0.6. More over the overall reliability value is 0.907 and hence OCAI scale used here has internal consistency.

Organisational Commitment scale using 2 dimensions were tested for its reliability. The scale consisting of 17 variables was used to measure the Organisational commitment of Faculty members. It is found highly reliable with alpha value more than 0.8 for both the items. The overall reliability of the scale is found highly consistent with alpha value 0.884. The Organisational Commitment scale with three dimensions and 15 items were assessed for its reliability and the alpha value is 0.772 and hence accepted.

Table 2: Descriptive Statistics of research variables.

Variables	N (Valid)	M	SD	Min	Max
OCME	230	3.70	0.627	2	5
OCDC	230	3.88	0.766	2	5
OCOL	230	3.88	0.691	2	5
OCOG	230	3.85	0.645	2	5
OCSE	230	3.88	0.645	2	5
OCCS	230	3.85	0.716	2	5
JSIN	230	3.77	0.583	2	5
JSEX	230	3.88	0.619	2	5
OCAC	230	3.18	0.517	2	5
OCCC	230	2.79	0.665	1	5
OCNC	230	2.99	0.943	1	5
Age	230	1.67	0.739	1	4
Gender	230	1.59	0.493	1	2
Education	230	1.23	0.425	1	2
Designation	230	1.24	0.536	1	3
Experience	230	1.83	0.776	1	4

Table 3: Independent Samples Test for Influence of Gender on Job Satisfaction.

		Levene's Test for Equality of Variances		t-test for Equality of Means							
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference		
									Lower	Upper	
JSIN	Equal variances assumed	0.204	0.652	-1.342	228	0.181	-0.105	0.078	-0.258	0.049	
	Equal variances not assumed			-1.303	178.75	0.194	-0.105	0.080	-0.263	0.054	
JSEX	Equal variances assumed	0.011	0.915	-0.458	228	0.647	-0.038	0.083	-0.202	0.126	
	Equal variances not assumed			-0.447	181.506	0.656	-0.038	0.085	-0.206	0.130	

Table 4: ANOVA for Years of Experience with Organisational Culture Factors.

		Sum of Squares	df	Mean Square	F	Sig.
OCDC	Between Groups	1.225	3	0.408	0.693	0.557
	Within Groups	133.237	226	0.590		
	Total	**134.462**	**229**			
OCOL	Between Groups	9.047	3	3.016	6.796	0.000
	Within Groups	100.294	226	0.444		
	Total	**109.341**	**229**			
OCME	Between Groups	1.426	3	0.475	1.214	0.305
	Within Groups	88.509	226	0.392		
	Total	**89.935**	**229**			
OCOG	Between Groups	2.735	3	0.912	2.228	0.086
	Within Groups	92.473	226	0.409		
	Total	**95.208**	**229**			
OCSE	Between Groups	1.695	3	0.565	1.366	0.254
	Within Groups	93.522	226	0.414		
	Total	**95.218**	**229**			
OCCS	Between Groups	4.274	3	1.425	2.845	0.039
	Within Groups	113.178	226	0.501		
	Total	**117.452**	**229**			

Table 5: Reliability of OCAI Scale.

Dimensions	No. of items	Cronbach's Alpha	Mean	St. Deviation
Dominant Characteristics	4	0.637	3.71	0.609
Organizational Leadership	4	0.719	3.88	0.691
Management of Employees	4	0.674	3.70	0.627
Organizational Glue	4	0.640	3.84	0.603
Strategic Emphases	4	0.648	3.88	0.645
Criteria of Success	4	0.713	3.82	0.670
Total	**24**	**0.907**		

Table 6: Job Satisfaction Scale.

Dimensions	No. of items	Cronbach's Alpha Value	Mean	Std. Deviation
Extrinsic Satisfaction	8	0.810	3.77	0.583
Intrinsic Satisfaction	9	0.813	3.89	0.619
Overall Satisfaction	17	0.884		

Table 7: CFA Fit Indices for Organisational Culture Scale.

Model	X2	df	RMSEA	GFI	AGFI	NFI	CFI	CMIN/DF
6 - Factors	493.16	147	0.054	0.902	0.861	0.851	0.933	1.657

D. Model Evaluation – Confirmatory Factor Analysis
The Organisational Culture Scale with 24 items and six dimensions were assessed with Confirmatory Factor Analysis using AMOS 21. The GFI, AGFI and CFI are in the acceptable level.
RMSEA value is 0.054 which is also in acceptable range. The result was achieved after deducting 2 variables from dominant Characteristics, One variable from Criteria for Success and another variable from Organisational Glue.

Since the GFI value is above the threshold limit 0.9 in the Table 7 and the AGFI value is equal to the minimum level. RMSEA value is less than 0.05 and hence acceptable. The CMIN/DF value is also less than the standard value 2. Hence the modified model is accepted and considered for further analysis.
Modified Minnesota Job Satisfaction Scale was used with 17 items and 2 dimensions were assessed. The Confirmatory Factor Analysis with AMOS reveals the following in the Table 8. The model fit indices show that

RMESA within the acceptable limit, GFI value is above the threshold limit of 0.9, AGFI and NFI values are closer to that and in acceptable limit. CFI value is above the standard value of 0.9 and CMIN/DF is 1.698 which is also within the controllable limit of 2.

E. Structural Equation Model – Proposed Research
The proposed model was tested for the significance for the intervariable relationship. The Critical Ratios and probability to Regressions weights were compared for this purpose. The interrelationship between Organisational Culture and its variables were assessed. The relationship between Job Satisfaction Variables with Job Satisfaction and the variables of Organisational Commitment on Organisational Commitment were tested. The theory of this model i.e., Organisational Culture influences the Organisational Commitment and Job satisfaction was assessed.

The following indices were obtained: The Chi square value is 49.58 with probability of 0.007. CMIN/DF is 1.771 which is inacceptable level. The Goodness of Fit Indices namely GFI is 0.959 and AGFI is 0.920 and TFI is 0.966 which are above the threshold limit. The RMSEA is 0.058 which is the standard level 0.08.
Based on the above parameters it can be concluded that the model portrays casual relationship among all the variables represented in the model and hence this model may be accepted.

F. Hypothesis Testing Result Analysis
In this research t- test and Critical ratios were compared to by significance level of alpha 5%. If the Probability value is >0.05 the Null Hypothesis is accepted which represents the significant influence of one variable on the other. The test results are given below in Table 10.

Table 8: CFA Fit Indices for Job Satisfaction Scale.

Model	X2	df	RMSEA	GFI	AGFI	NFI	CFI	CMIN/DF
2 - Factors	183.436	108	0.055	0.914	0.878	0.863	0.937	1.698
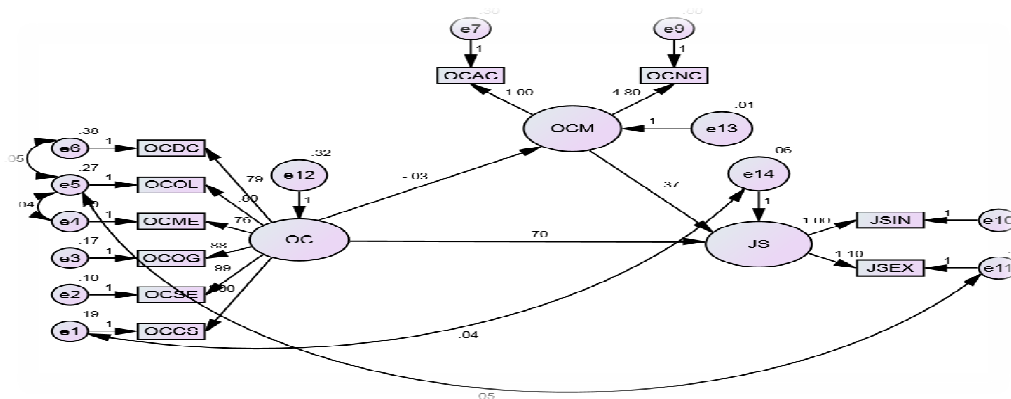
Fig. 2. Structural Equation Model.

Table 9: Structural Equation Model Fit Indices.

Model	X2	df	RMSEA	GFI	AGFI	NFI	CFI	CMIN/DF
3	49.582	28	0.058	0.959	0.920	0.954	0.979	1.771

Table 10: Hypothesis Test results on research variables.

Hypothesis	Independent variable	Dependent variable	C.R. value	P. value	Information
01	Organisational Culture (OC)	Organisational Commitment (OCM)	− 0.595	0.552	Insignificant
02	Organisational Culture (OC)	Job Satisfaction (JS)	11.450	***	Significant
03	Organisational Commitment (OCM)	Job Satisfaction (JS)	−0.906	0.365	Insignificant
04	Organisational Culture Strategic Emphases (OCSE)	Organisational Culture (OC)	14.014	***	Significant
05	Organisational Culture Organisational Glue (OCOG)	Organisational Culture (OC)	12.283	***	Significant
06	Organisational Culture Management Of Employee (OCME)	Organisational Culture (OC)	10.726	***	Significant
07	Organisational Culture Organ. Leadership (OCOL)	Organisational Culture (OC)	10.141	***	Significant
08	Organisational Culture Dominant Characteristics (OCDC)	Organisational Culture (OC)	8.891	***	Significant
09	Organisational Culture Normative (OCNC)	Organisational Commitment (OCM)	0.607	0.544	Insignificant
10	Job Satisfaction Extrinsic (JSEX)	Job Satisfaction (JS)	13.685	***	Significant

Table 11: Pearson's Correlation between Organisational Culture and Job Satisfaction.

Major Components	Intrinsic Factors	Extrinsic Factors
Dominant characteristics	0.460	0.419
Organizational leadership	0.439	0.595
Management of employees	0.476	0.597
Organizational glue	0.508	0.526
Strategic emphases	0.611	0.615
Criteria of success	0.642	0.658

VI. MAJOR FINDINGS AND DISCUSSION

A. Influence of Organisational Culture on Organisational Commitment

From the analysis it is found that the relationship between Organisational Commitment and the six dimensions of organisational culture is insignificant. Innovative work culture does not affect the organizational commitment of the employees [27, 34]. The study on reviews of Organisational Culture and Organisational Commitment conducted by Al-Shurafat and Abdul Halim (2018) reveals that most of the studies show little disparities in Organisational Culture explained by Organisational Commitment [28]. The correlation analysis conducted among the employees in South Africa revealed that there is no relationship between Affective Commitment and Organisational Culture [29].

B. Influence of Organisational commitment on Job Satisfaction

The findings show that the relationship between Organisational Commitment and Job satisfaction is insignificant. A study conducted among the employees in Serbia reveals a weak connection between Organisational Commitment and job satisfaction, when both extrinsic and intrinsic dimensions of Job Satisfactions are considered [30]. The study among the employees in Lucknow shows that there is no significant between affective commitment and job satisfaction [31]. The results of a research on Organisational Commitment and Job Satisfaction among staff of Higher Learning Education Institution in Kelantan shows that affective, normative and continuance commitment do not have positive relationship with job satisfaction [32].

C. Influence of Organisational Culture on Job Satisfaction

Further Pearson's Correlation was used to investigate the relationship between Organisational Culture and Job Satisfaction. It revealed that all the six dimensions of Organisational Culture are positively correlated with job satisfaction. Criteria for success which is observed through the Organisational Culture has the high degree of positive correlation with both intrinsic and extrinsic factors of job satisfaction. Another factor, Strategic emphases also has high influence on job satisfaction. Organisational Culture not only influences Job Satisfaction but also act as predictor of job satisfaction [33, 35]. The research conducted among the university faculty members in Saudi Arabia reveals that there is positive correlation between Organisational Culture and Job Satisfaction which means when the perception of Orgnaisational Culture goes up, the Job Satisfaction also goes up.

Further the proposed model was further refined for its model fit. The Continuance Commitment Factor was removed for its insignificant contribution and found the model is fit for this population and for this purpose.

VII. FUTURE SCOPE

Research on Organisational Culture is made sufficiently to find out its impact on performance. This research can be further referred to construct and test the models for Schools and other educational institutions. Moreover similar study can be carried out on students to know how the culture of the institutions influences the commitment of the students.

VIII. CONCLUSION

Organisational Culture, Organisational Commitment and Job Satisfactions are mostly studies worldwide in different segments. Literature review shows that Organisational Culture has a serious impact on the job satisfaction. Moreover job satisfaction is not only be influenced also can be predicted by Organisational Culture. The research results reveal that there is a significant difference in level of job satisfaction based on the gender. Organisational Culture affects job satisfaction positively and significantly and it also acts as the predictor.

The relationship between Organisational Culture and Organisational Commitment are insignificant and negative among the faculty members in higher education sector. Moreover there is insignificant relationship between Organisational Commitment and job satisfaction. Based on the research results it can be concluded that providing a better culture increases job satisfaction and the Organisational Commitment does play the moderating role between them.

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