

# The Effects of Organizational Culture and Commitment on Job Satisfaction: Cross-Sectorial Comparison of Legal Services Sector in Ghana

Edusei A. S. Dwinfour<sup>1a</sup> Saeed Adam<sup>1b</sup> Dickson Adom<sup>1c\*</sup>

a. Kwame Nkrumah University of Science and Technology Business School, University Post Office, Kumasi, Ghana

b. Department of Planning, Kwame Nkrumah University of Science and Technology, University Post Office, Kumasi, Ghana

c. Department of General Art Studies, Kwame Nkrumah University of Science and Technology, University Post Office, Kumasi, Ghana

## Abstract

Organizational culture and commitment has been deliberated as a key factor in ensuring job satisfaction. The study was undertaken to determine the impact of organisational culture on employees' organisational commitment in ensuring job satisfaction among some staff in the Legal Services sector in Ghana. A quantitative philosophy, utilizing self-controlled reviews in questionnaire was used to collect data from 48 respondents. The data were analysed using SPSS version 21 software. Linear regression analysis was used to test for the impact of the independent variable (organisational culture) and the dependant variable (organizational commitment). The findings of the study revealed that organisational culture has an impact on commitment. The study recommends that the legal services sector of Ghana should take pragmatic steps in creating opportunities for employee development and improvement in the human resource policies. They should ensure effective organisational communication and good leadership practices to attain the ultimate goal of job satisfaction.

**Keywords:** Organisational Culture, Organisational Commitment, Job Satisfaction, Legal Services

## 1. Introduction

Organisational culture, commitment and job satisfaction have been an important topic over the years (Akfopure, Ikhifa, Imide, & Okokoyo, 2006). The connection amongst man and work to these organisational variables has dependably pulled in the consideration of rationalists and philosophers. A noteworthy piece of man's life is spent at work. Work is a social reality and social desire to which men appear to affirm. It gives status to the person as well as ties him to the general public. A worker who is happy with his occupation would play out his obligations well and be focused on his employment, and thusly to his organisation. In this way, it is of most extreme significance for employers to know the organisational components that can influence their workers' occupation satisfaction level since it would influence the execution of the organisation too.

The study of organizational culture has become a prevalent theory in the arena of management and organizational behaviour. This can be supported by the profusion of theoretical notions and viewpoint provided at current time (Martin, 1992) and organizational disciplines which apply the concept (Harris & Ogbonna, 1999). Indeed, there is a revolutionary change in the world of organisations and staff commitment. Withal, Organizational culture has been deliberated in the public, private, and non-profit sector, and in recent times internationally as a key factor in ensuring staff commitment to job satisfaction. Organizational culture and commitment touches not merely the way managers perform within but also the choices they make about the organization's relations with its setting and its stratagem (McCarthy, Minichiello & Curran, 2000). Organizational culture has been branded by many authors as something to do with people and the exceptional excellence and style of the organization (Lincoln, Courchesne, Kilman, Elmasian, & Allen, 1985), and the way things are done in the organization. Regardless of whether the organisational culture is strong or weak, it sways the entire organisation and affects everyone through that organisation (Deal & Kennedy, 1982).

In order to upsurge competitive benefit to organisations, corporate managers continuously seeking ways to boost their employee's commitment for job satisfaction, the concept of organizational commitment is very central for corporate managers, governments and non-governmental organisations. In the works of Hackett, Preuss and Kaas (2001), "Organisational commitment refers to an employee's belief in the organisation's goals and values, desire to remain a member of the organization and loyal to the organisation". In the arena of administrative performance, studies of bonds with the organisation, expressly those of commitment have been given singular consideration due to their role in supporting a wider understanding of the relations established between employees and their organizations. Organizational culture has been branded by many authors as something to do with people and the exceptional excellence and style of the organization (Kilman et al; 1985), and the way things are done in the organizations (Deal & Kennedy, 1982). Occasionally, organization culture is also identified as "corporate culture". "Corporate Culture" is used to mean the more

“ commercialized” meaning of organizational culture (Deal & Kennedy, 1982).

It is exceptionally fundamental for an organisation to build up an authoritative culture to keep up its position in a market. The authoritative culture must be created which may offer help to an organisation and bring consistent change. The way of life of an organisation is vital for the advance of an organisation since it impacts on employee duty and their relations as well. Sekaran (1989) have it that, Organisational culture helps workers to comprehend the working of the organisations by sharing its standards, values and guidelines and control of organisation. Concurring to (Lok & Crawford, 2004) authoritative culture has a noteworthy impact on worker's dedication and execution. In the event that the employees of the oraganisation have all the more understanding with the hierarchical culture they will have more occupation Satisfaction.

At the further operational level, the higher performing organizations do have a management style that comprises providing more autonomy to their managers to take independent actions rather than simply following instructions, to take even-handed risks and to acquiescently deliberate conflicts and productive criticisms (Hossain, Chung, Pradhan & Johnson, 2013). High humane focused organizations reward people who are just, altruistic , approachable, unstinting, kind (Javidan & Dastmalchian 2009). Managers get acceptable facts and support for decision making (decision-making structure) and they are given recompenses and benefits grounded on performance that liken favorably to similar organizations (compensation).

Organisations are under relentless density to create more, with less. More and more, investors are not enthusiastic to put more money to resources, while they anticipate a high level of performance. Investors are also not steadfast to any one company, and they are often ready to make alternate investment choices when expectations are not met by the company. In this context, organisations need a core of employees who are committed to the standards and objectives of the organisation and execute to their maximum potential (Caudron, 1996; Meyer & Allen, 1997). In the comprehensive setting of organisational commitment, research designated that some authors elevated a concern as to whether or not commitment was a sensible anticipation for employers to hold for their employees in today's work environment where alterations in leadership and organisational emphasis may occur speedily (Hawkins, 1998). Laab (1996) detailed that the old employment agreement of lifetime employment in interchange for loyalty is gone. Inappropriately for many institutions in the public sector, commitment fled with it. Laab (1996) recounted, however, that the philosophies concerning the lack of commitment to organisations today have aided as a reagent for the extra study of organisational commitment.

According to Martin, (1992) this is taking place in a context where anticipations and outlooks have not only changed for employees, but for employers as well . Organisations do not anticipate workforces to stay with them for life long employment, but wish to become employers of high-quality, by offering specialized improvement. This altering psychosomatic pact can be seen as a “new deal” in which high commitment and trust can only be produced through a discussed way of mutuality (Martin, 1992). There are a lot of variations that have arisen in this new course of mutuality. According to Sekaran (1989), as people play variability of roles in life, they make varieties about the comparative prominence of work. The idea of work commitment has established, growing attention from researchers (Laab, 1996) but limited in the context of Ghana.

However, though within the legal services of Ghana, staff proves high altitudes of work commitment, which is commitment not to the organisation or profession, but to the work itself. The circumstances of the new organisational model once again appear to challenge this conservative astuteness by creating work preparations that guarantee work commitment while paying little thoughtfulness to the many extents of culture; leadership, communication, problem solving among others.

The Judicial service sector in Ghana for instance, had in a few months ago gone through a series of strike actions, which led to some offices closing down and complains from the general public about the effects of those strikes. Particularly, the Judicial Service Staff Association of Ghana went on strike on the 20th May 2016 over what they say is government's disappointment to implement the new decided amalgamation of their salaries and allowances. They boarded on a similar strike, but called off after pledges by then the Minister of Employment and Labour Relations at the time, Hon. Haruna Iddrisu, to guarantee the operation of the new salaries. Two months later the judicial service workers indicted the government of showing a half-hearted attitude towards their demands and cannot hold on further for their demands (GNA, 2016). Again, by the end of 2016 for example, the legal services of Ghana further embarked on a sit down strike over failure to meet their demands, which included the provision of vehicles, harmonized salaries, sustainable pension schemes and logistics.

The breadth and depth of organisational culture and commitment to job satisfaction demand that it be analyzed through multiple lenses to reach a clear consensus about how it can be supported most efficiently. The study focuses on the concepts of organizational culture and organisational commitment to objectively determine if there are correlations between organisational culture dimensions and staff commitment. Primarily, this study emphasizes on organisational culture and commitment to job satisfaction in the legal services of Ghana. Thus, the study explored how organisational culture impacts on the commitment of the staff of the Legal services

sector for job satisfaction. Within this context, the study seeks to achieve the following specific objectives: To assess the impact of organisational culture on the Affective commitment of the staff of Legal Service in Ghana. To assess the impact of organisational culture on normative commitment dimension in the Legal Service in Ghana, and to finally assess the impact of organisational culture on the Continuance commitment dimension in the Legal Service in Ghana.

Indeed, it is against this background, this study examines the effects of organisational culture and commitment to job satisfaction; a cross sectoral study of the staff of the legal services sector in Ghana with the Attorney General's Department, the Legal Aid Scheme and the Copyright Department as the case for study. Since, the review of literature revealed that, in the legal services sector in Ghana, no study was found that had studied the effects of organizational culture and commitment to job satisfaction with particular references to a cross sectional comparison of the legal services sector in Ghana. This study, therefore, proposes to fill this knowledge gap.

In fact, the subject of organizational culture and commitment to job satisfaction has received a big deal of concentration, and numerous schoolwork have been probing the forerunners of organizational culture and commitment, for example Boon and Arumugam (2006), Crawford and Lock (2001), as well as Yiing and Zaman (2009). One promising forerunner of organizational commitment that has stayed relatively free of empirical inquiry is organizational culture and commitment in the legal services sector in Ghana (Crawford & Lok, 2001). Given the prominence of organisational culture and its impact on organisational commitment to job satisfaction, it is precarious that the legal services of Ghana also considers organisational culture's influence on staff commitment to ensure its utmost best.

## **2. Methodology**

This section describes the framework of the research approaches that were used for this study. It embraces: the research approach, the research population, the sampling technique, source of data, mechanisms for data collection and the data analysis. This study embraced the explanatory and the descriptive research designs. The primary drive of explanatory research is to elucidate why phenomena occur and to forecast future occurrences (Kothari, 2002). The population of the study was 19 staff from the legal aid scheme, 22 from the Attorney General's department and 11 from the copyright protection department. From the sample size of 52, 48 responded to the research. Hence the respondent rate of 92.3%. A non-probability sampling methods was used to ascertain a sample size based on the population of the study, research objectives and the scope of the study. Purposive sampling was therefore used to determine the sample size due to the limited size of the population. The sampling frame for this study was a list of all the staff of the legal services sector from which the suitable sample size was determined. Data collection, heralded the analysis of the data, the study mainly used primary data sources. The data collected were analysed with the aid of Statistical Package for Social Sciences (SPSS) to examine the strength of relationships and directions between variables, the study adopted the multiple regression analysis. The reliability and validity was ensured by pilot testing. Throughout the study, the researcher took into attention ethical matters so the study does not bump into any vital ethical predicament.

## **3. Results and Discussions**

This aspect discusses the results obtained from respondents; first to assess the impact of organisational culture on the commitment of the staff of the Legal Services sector in Ghana. Secondly, to assess the impact of organisational culture on affective, normative and continuance commitment dimensions commitment for job satisfaction, considering the cross sectoral comparison of the legal services sector of Ghana.

### **3.1 Impact of Organisational Culture on Commitment for Job Satisfaction**

In analysing the impact of organisational culture on commitment to job satisfaction, the study felt that, sex composition of persons sometimes affects their reaction to certain events or situations in life particularly in the job world. The field results of the study, therefore ascertained male dominance. On the other hand, the essence of age in job performance resulted in the respondents being asked to indicate how old they are in the range provided by the study. The study indicates that only three (3) male staff aged were under twenty (20) years. As such, while twelve (12) have their ages in the range of 21-30, twenty (21) females come under the same age range. Six (6) males and females each respectively appeared to be aged between 41-50 years in the study. The statistics imply that the entity being studied is enjoying youthful staff strength. With a youthful age, the implication of culture is that culture exhibit high flexibility, dynamics and entrepreneurial in an organisation.

Again, a multiple regression was used to assess the impact of culture on the overall organisational commitment of the staff of the legal aid scheme, Attorney General's Department and copyright protection. This test determines whether culture predicts variation in commitment, all other variables held constant. The model assumes that organisational commitment is normally distributed with equal variance across

all values of any independent variable. Thus, the independent variable; organisational culture, must have a linear relationship with organisational commitment. The set, more or less, coherent or articulated, of values, meanings, behaviours and organisational practices representing the main filter in interpreting the organisation's reality plays a role in the commitment of legal services staff. From the results, holding all other variables constant, culture has a statistically significant positive impact on commitment. For a one unit increase in culture, commitment increases by 0.24 units ( $t= 4.511, p=0$ ). Consistent with the findings of Clugston et al (2000) the culture at the selected institutions has a effect on the staffs' commitment. The implication is that the culture of the legal services institutions has positively resulted in staffs being more committed to and supportive of the institution's aims and objectives.

Moving forward, the results further suggests that the pattern of values, norms, beliefs, attitudes and assumptions that may not have been articulated but shape the ways in which the staffs of the legal services sector behave and get things done has a positive connection with the staffs strong desire to remain members of the legal service sector; their willingness to exert high levels of effort on behalf of the legal service sector; and a definite belief in, and acceptance of the values and goals of the sector. Statistically, the r-squared value of 0.307 ( adjusted r-squared = 0.292 ) indicates that this model explains about 30.7 percent of the variation in commitment, based on results from the current data. Hence the model is weak. However, to predict organisational commitment based on the regression line, the appropriate regression model takes the form:

$$\text{Commitment} = 2.085 + 0.24 \text{ Culture}$$

### 3.2 The Impact of Organisational Culture on the Affective, Normative Commitments and Continuance

**Table 1: Types of commitment in the legal services sector (Legal aid scheme, Attorney Generals Department and Copyright Protection Department)**

| Commitment  | Mean   | Std. Deviation |
|-------------|--------|----------------|
| Affective   | 2.8270 | .37588         |
| Normative   | 3.0625 | .45106         |
| Continuance | 3.0033 | .41360         |

**Source:** Field Survey (2016)

In all, the normative commitment scored the highest mean of 3.0625 and a std. deviation of .45106. Whiles continuance commitment showed a mean of 3.0033 with a std. deviation of 41360, the affective commitment scored the least mean of 2.8270 assuming a std. deviation of .37588. The implication of the results is that commitment in the legal services sector is characterised by a feeling of obligation to continue employment. It further implies that internalised normative beliefs of duty and obligation make the staff of the legal service sector obliged to sustain membership in the organisation (Allen & Meyer, 1990). Again, the normative commitment situation in the legal services sector implies that staff consider a moral obligation to stay with the legal service sector regardless of how much status enhancement or satisfaction the organisation give them.

### 3.3 Dimensions of Culture

One key ingredient sure for an entity's survival and success is the ability of leaders/managers to build the culture of trust and commitment to its employees for achieving effectiveness and efficiency. It was therefore vital in this academic exercise to know about the culture dimensions of the case study organisations. The dimensions of culture in an organisation are essential for the purpose of ensuring integrity, competence, consistency, loyalty, and openness among staff as well as the entire operations of the organisation. Presented in table 2 is the mean and std. deviation scores of the various dimensions of culture in the organisations being studied. With Leadership, Delivery of service, Communication, Professionalismscoring an arithmetic mean of 4.00 with only slight differences in their respective std. deviations implies that the case study of organisations has the mixed dimensions of culture. That is, the legal aid scheme and the copyright protection departments do not enjoy a stereotyped culture, but multiple or dynamic as a winning corporate team that define them in respect of their mission and vision as an organisation.

**Table 2: Dimensions of Culture**

|                        | Mean | Std. Deviation |
|------------------------|------|----------------|
| Individual performance | 3.25 | 1.211          |
| Leadership             | 4.00 | .625           |
| Delivery of service    | 4.00 | .714           |
| Teamwork               | 3.93 | 1.099          |
| Communication          | 4.00 | .318           |
| Decision making        | 3.56 | 1.183          |
| Innovation             | 2.68 | 1.113          |
| Decision making        | 3.31 | .926           |
| Professionalism        | 4.00 | .3212          |
| Goal Integration       | 3.87 | .936           |

Source: Field Survey (2016)

### 3.4 The Impact of Organisational Culture and Affective Commitment

Affective commitment represents the employee's emotional attachment to, identification with, and involvement in the organisation. Therefore, from the results, Culture has no statistical relationship with the affective commitment ( $\alpha=.05$ ) of the staffs of the legal aid scheme, copyright protection department and the Attorney Generals department. The R-squared value of 0.008 (adjusted R-squared = -0.013) indicates that this formula explains about 0.8 percent of the variation in affective commitment, based on results from the current data.

**Table 3: Impact of Culture on affective commitment**

| R                 | R Square                    | Adjusted R Square | Std. Error of the Estimate |       |      |  |
|-------------------|-----------------------------|-------------------|----------------------------|-------|------|--|
| .091 <sup>a</sup> | .008                        | -.013             | .37838                     |       |      |  |
| Model             | Unstandardized Coefficients |                   | Standardized Coefficients  | t     | Sig. |  |
|                   | B                           | Std. Error        | Beta                       |       |      |  |
| (Constant)        | 3.056                       | .375              |                            | 8.155 | .000 |  |
| CULTURE           | -.063                       | .101              | -.091                      | -.618 | .540 |  |

Source: Regression results, (2016)

The implication is that the leadership style, individual performance, communication, innovation and the rest do not have any relationship with how the staffs are committed on an affective, that is, stay with the institution because they view their personal employment relationship as congruent to the goals and values of the institutions they are working. It also implies that the culture at the judicial service do not define the attachment of the staff affectivity and emotion to their respective institutions. To predict individual values of affective commitment based on the regression line, the regression model takes the form:

$$\text{Affective commitment} = 3.056 - 0.063\text{Culture.}$$

### 3.5 The Impact of Organisational culture and Normative commitment

On the other hand, normative component is viewed as the commitment employees consider morally right to stay in the organisation, regardless of how much status enhancement or satisfaction the organisation gives him or her over the years. Holding all other variables constant, culture has a statistically significant positive relationship with normative commitment. For a one unit increase in culture, normative increases by 0.59 units ( $t=6.911$ ,  $p=0$ ). The R-squared value of 0.509 (adjusted R-squared = 0.499) indicates that this model explains about 50.9 percent of the variation in normative commitment, based on results from the current data.

**Table 4: The Impact of Organisational Culture on Normative Commitment**

| R                 | R Square                    | Adjusted R Square | Std. Error of the Estimate |       |      |  |
|-------------------|-----------------------------|-------------------|----------------------------|-------|------|--|
| .714 <sup>a</sup> | .509                        | .499              | .31935                     |       |      |  |
| Model             | Unstandardized Coefficients |                   | Standardized Coefficients  | t     | Sig. |  |
|                   | B                           | Std. Error        | Beta                       |       |      |  |
| (Constant)        | .900                        | .316              |                            | 2.846 | .007 |  |
| CULTURE           | .590                        | .085              | .714                       | 6.911 | .000 |  |

Source: Regression results, (2016)

The implication is that the staffs of the legal aid scheme, copyright protection department and the



Attorney General’s Department believe that culture; communication, leadership and decision making has a positive impact on the staff belief in the values of the organisation. Further, the culture of the three institutions also has a good influence on how the staff members are loyal to the institution and also believe that loyalty is important and therefore feel a sense of moral obligation to remain. Also, the implication is that the culture of the legal service sector has a link with the socially accepted behaviours of the staff that exceed their formal and/or normative expectations. To predict individual values of normative based on the regression line, enter the appropriate values for each independent variable into the formula below:

$$\text{Normative commitment} = 0.9 + 0.59 \text{ culture}$$

### 3.6 The Impact of Organisational Culture on Continuance Commitment

From the work of Martin (1992), continuance commitment as is the awareness of the costs associated with leaving an organisation. From the results of the study, organisational culture has no statistical relationship with continuance (alpha=.05). This implies that culture which is defined as a set, more or less coherent or articulated, of values, meanings, behaviours and organisational practices representing the main filter in interpreting the organisation’s reality do not have any significant effect on the instrumental attachment of the staffs to the legal service sector, where the individual’s association with the organisation is based on assessment of economic benefits gained.

To predict individual values of continuance based on the regression line, the regression model takes the form:

$$\text{Continuance commitment} = 2.281 + 0.197 \text{ culture.}$$

**Table 5: The Impact of Organisational Culture on Continuance Commitment**

| R                 | R Square   | Adjusted R Square           |            | Std. Error of the Estimate |       |      |
|-------------------|------------|-----------------------------|------------|----------------------------|-------|------|
| .260 <sup>a</sup> | .068       | .047                        |            | .40371                     |       |      |
| Model             |            | Unstandardized Coefficients |            | Standardized Coefficients  | t     | Sig. |
|                   |            | B                           | Std. Error | Beta                       |       |      |
| 1                 | (Constant) | 2.281                       | .400       |                            | 5.706 | .000 |
|                   | CULTURE    | .197                        | .108       | .260                       | 1.825 | .074 |

Source: Regression results, (2016)

### 4. Conclusions

The study has made significant contributions with regard to the methodology for the study, hence, and therefore, the findings in this study have implications for practical applications for the entire Legal Services in Ghana, especially the Legal Aid Scheme, Attorney General’s Department and the Copyright Protection Department. First of all, the research findings provide valuable information on what the effects of organisational culture on the commitment of staff are, and the individual impacts it makes on affective, normative, and continuance commitments.

The following are the main findings respect of the set objectives of this research; holding all other variables constant, the study affirmed that culture has a statistically significant positive impact on commitment. For the impact of culture on affective commitment, it was detected statistically that culture has no relationship with the affective commitment. It was again discovered that culture has a statistically significant positive relationship with normative all other variables remaining unchanged. That is, culture has an impact on normative commitment. The study further identified that, organisational culture has no statistical relationship with a continuance. As a result, the study recommends the legal services sector of Ghana takes the step to create opportunities for employee development and growth, improvement of human resource policies and practices that are just and equitable, good intellectual leadership practices and further research in the legal services sector, also, ensuring effective organisational communication and good leadership practices for enhancing organisational culture and commitment for the ultimate goal of achieving job satisfaction.

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