



The Impact of Organizational Culture on the Organizational Commitment of Lecturers at Private Universities in Ghana

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Abstract: This study explores the intricate relationship between organizational culture and the organizational commitment of lecturers at private universities in Ghana, offering a comprehensive analysis that bridges significant gaps in existing literature. Utilizing a robust quantitative research design, data were collected from 120 lecturers across eight private universities through a meticulously structured, self-administered questionnaire. The research examines four dimensions of organizational culture: clan, hierarchical, market, and adhocracy, as well as their respective impacts on organizational commitment. Findings reveal that clan culture, characterized by its emphasis on a supportive and collaborative environment, and hierarchical culture, with its structured processes and clear lines of authority, significantly enhance lecturers' commitment. Conversely, market culture, driven by competitiveness and results orientation, demonstrates a negative correlation with commitment unless mitigated by performance-based rewards and supportive leadership. Adhocracy culture, promoting flexibility and innovation, positively influences commitment through the mediating role of psychological empowerment. The study concludes that balanced integrating these cultural dimensions is crucial for fostering a committed and motivated academic workforce. Recommendations emphasize the need for private universities to cultivate a clan culture, ensure fairness in hierarchical structures, incorporate performance-based incentives in market cultures, and foster flexibility in adhocracy environments. This nuanced approach to organizational culture management is pivotal in enhancing lecturers' commitment, thereby improving institutional performance and satisfaction. The implications of this study extend beyond the academic sector, offering valuable insights for organizational leaders seeking to cultivate a dedicated and high-performing workforce in diverse contexts.

Keywords: Organisational Culture, Organisational Commitment, Private Universities, Organisation Development, Job Satisfaction.

1. Introduction

Organizational culture and commitment have been the subject of extensive theoretical and empirical investigation worldwide. According to Eddah et al. [1], organizational culture is the precise collection of shared values and norms that govern how individuals and groups interact with one another and with stakeholders outside the organization.

Organizational culture is thus beliefs and ideas about what types of goals members of an organization should seek, as well as thoughts about the proper sorts or standards of behaviour organizational members should utilize to attain these goals [1]. The development of organizational norms, rules, or expectations shapes employee behaviour in specific contexts and regulates how members of the organization interact with one another [2]. Increased productivity fosters employee commitment by fostering norms, beliefs, and objectives that help strengthen an organization's culture [3]. Fisher et al. [4] note that a culture with a strong and cohesive set of values, beliefs, and behaviors is associated with high employee commitment. However, according to many researchers, culture will only continue to be associated with higher levels of commitment if it can adapt to changes in the external environment [4, 5]. Significant studies have been done in the literature to examine how organizational culture affects employee commitment. According to Mishra and Kasim [6], organizational culture can be utilized to gauge an organization's financial performance. Organizational superiorities, however, may vary since cultural qualities vary from one organization to another, and some cultural traits may provide competitive advantages due to causal ambiguity [5]. According to Mishra and Kasim [6], organizational culture supports high levels of commitment and performance in organizations. Therefore, leaders must choose the culture that is best for their particular situation and create plans for implementing that culture to increase employee commitment. employee commitment has proven to be a topic of interest in management, although organizational culture has gotten less attention [7].

Despite the numerous studies on organizational culture conducted over the past few decades, the connection between organizational commitment and organizational culture remains unclear. Mishra and Kasim highlight that empirical evidence on this relationship has produced conflicting and inconclusive results [6]. They note a general consensus among scholars that there is disagreement regarding the specific nature of the connection between organizational culture and commitment. Although several empirical studies have been reviewed, there is limited proof that organizational culture significantly impacts organizational commitment [8]. Consequently, the interaction between organizational culture and commitment remains ambiguous and not well-defined in the context of the variables under consideration. Numerous researchers have discussed organizational commitment and culture from other, broader perspectives. Sebastian [9] investigated the relationship between organizational culture and performance at Kenya Airways and came to the conclusion that culture is crucial to service delivery, customer satisfaction, employee motivation, and commitment. Kibet [10] examined how organizational culture affected employees' commitment in the hotel sector and discovered a positive correlation between some aspects of organizational culture and organizational commitment. Oduol [11] examined how organizational culture affected the commitment of Kenyan subsidiaries of a few regional commercial banks and discovered that for firms to perform better, the current organizational culture needed to be supportive of and conducive to both intended strategies and the day-to-day operations of employees. In a study on organisational culture's effect on educational institutions' performance, Muya and Wesonga [12] discovered that the kind of culture that predominates in an institution significantly impacts its performance. Unfortunately, very limited academic studies have sought to understand how organizational culture influences the commitment of lecturers, especially in private universities [12]. The lack of understanding is also evidenced by the fact that not enough has been done to highlight the interactions between the four organizational culture dimensions clan culture, market culture, adhocracy culture, hierarchical culture, and organizational commitment as a whole. Additionally, there is a significant gap in the body of knowledge regarding organizational culture and commitment in developing countries, particularly Ghana. In order to close this gap, the current study looks at how organizational culture affects the organizational commitment of lecturers using private universities in Ghana.

2. Literature Review

2.1. Theoretical Framework

This research is based on Durkheim's Theory of Culture, developed in 1890 [13]. Durkheim characterizes culture as an emergent network of representations that encompasses all the deeply ingrained values, beliefs, and symbolic systems of a natural collectivity, such as the tribal societies he closely studied. The hypothesis contends that a significant amount of organizational sociology research, despite efforts to avoid the term, focuses on the core of what the concept of culture appears to encompass. An organization's duties and attainment of organizational goals are influenced by its culture. According to Wuthnow and Witten [14], subcultures may supply foci of opposition and strengthen integration with the main organization. Occupational, prestige, or divisional divides are likely to be the sites of cultural cleavages. Different organizational discursive practices provide evidence of subcultures, including the varying accounts of organizational events that employees at various organizational levels give in specialized language that they share more with colleagues outside the organization than with those inside, and the various expressive symbols that subgroups congregate around to produce their collective sense of mission [15]. These cultures, in turn, shape how individuals hold themselves while performing their responsibilities and hence have an impact on organizational commitment.

2.2 Organizational Culture

Organizational culture has become a more prevalent research topic for management and organizational experts during the past few decades. Schein [16] defined organizational culture as a pattern of core beliefs that are created, realized, or evolved by a particular group as it learns to manage the difficulties of external adaptation and internal integration. According to the

research, organizational culture consists of four essential elements. First of all, an organization's culture is a typical phenomenon [17]. Second, Schein [16] asserts that an organization's culture can be divided into more obvious and less obvious layers. Thirdly, each new employee receives the organization's culture during training [17].

According to Cameron and Quinn [18], an organization's fundamental assumptions, interpretations, and behaviors make up its culture. The authors suggest that the four types of dominating cultures in their Competing Values Framework are hierarchy, the market, clan culture, and adhocracy. Clan cultures, sometimes referred to as group or team cultures, strongly focus on internal maintenance and adaptation. Adhocracy cultures, also known as emerging and entrepreneurial cultures, strongly emphasise competitive positioning while simultaneously adhering to a set of fundamental guiding principles that emphasize a high degree of flexibility. This type of organizational culture is supported by an open structure that encourages employees to take initiative and action. Market cultures, also called rational cultures, strongly emphasise stability and control while aiming for competitive market positioning to increase production levels. Hierarchical cultures emphasize stability and internal maintenance through the formation of well-defined activities and the execution of stringent norms [18]. This study uses the typology developed by Cameron and Quinn [18] to describe the various dimensions of organizational culture.

2.2.1 Clan Culture and Organizational Commitment

Clan culture is one of the four organizational cultures identified by Cameron and Quinn [18]. It offers a family-like atmosphere, a strong emphasis on collaboration and teamwork, and a significant focus on employee growth and well-being. In their 2003 study, Peterson and Behfar [2] looked at the connection between commitment and organizational culture in a university setting. They discovered that lecturers' greater degrees of organizational commitment are highly predicted by clan culture. In a clan culture, the supportive and nurturing environment develops a sense of belonging and loyalty, which leads to increased commitment to the organization. The mediating impact of perceived organizational support (POS) in the link between clan culture and lecturers' commitment was also examined in a study by Masood et al. [19]. The research showed that clan culture has a favorable influence on organizational commitment through POS. Lecturers' commitment to the institution is increased when they feel valued and supported by their organization.

The relationship between organizational identity and commitment was examined by Eisenberger et al. [20]. They discovered that lecturers with a strong sense of belonging to their institution are likelier to demonstrate higher levels of loyalty in a clan culture. The lecturers' commitment to accomplishing these aims is strengthened by their sense of identity with the organization's beliefs and goals. The moderating effects of leadership on the relationship between clan culture and lecturers' organizational commitment were investigated in a study by Nguni et al. [3]. They found that transformative leadership amplifies the beneficial effects of clan culture on commitment. Increased commitment among lecturers results from transformational leaders' promotion of a helpful and cooperative atmosphere that compliments a clan culture. According to the literature, there is a close connection between organizational commitment and clan culture among lecturers in higher education [3, 20]. A clan culture that prioritizes teamwork, staff growth, and support fosters a healthy work environment, which strengthens lecturers' commitment to their institutions. The connection is also influenced by perceived organizational support, organizational affiliation, and strong leadership. Promoting a clan culture will help higher education institutions increase lecturers' commitment, which will increase satisfaction with work, productivity, and retention.

2.2.2 Hierarchy Culture and Organizational Commitment

A hierarchy culture is one that places a significant focus on rules, established processes, and distinct power hierarchies. In a 1991 study, Denison and Spreitzer [21] looked at the connection between lecturers' commitment and workplace culture. They discovered that lecturers' organizational commitment is inversely correlated with hierarchy culture. A hierarchy culture's formality and rigidity may cause employees to feel detached from and disengaged from the organization, which would limit their commitment as lecturers. Bolon [22] examined organizational justice's function as a bridge between organizational commitment and hierarchy culture. The results demonstrated that the commitment of lecturers in a hierarchical society is significantly influenced by views of fairness in decision-making and treatment. Even in a hierarchical environment, lecturers are more likely to feel dedicated to the organization when they see equitable treatment. Byrne and Rees [5] investigated the impact of leadership style on lecturers' commitment in a hierarchical setting. The results showed that transformational leadership, which strongly emphasises staff development, empowerment, and vision, might lessen the detrimental effects of hierarchy culture on commitment. Transformational leaders promote a more favourable work atmosphere, increasing lecturers' commitment levels. Additionally, Kim and Kandampully's [23] research looked into the moderating effect of perceived support in the relationship between lecturers' organizational commitment and hierarchy culture. They discovered that the detrimental effects of hierarchy culture on commitment are lessened when lecturers feel that the organisation is providing appropriate support. Despite the hierarchical setting, supportive measures like professional development opportunities and acknowledgment can increase lecturers' commitment.

2.2.3 Market Culture and Organizational Commitment

Market culture is defined by a competitive and results-oriented workplace in which success is assessed by meeting particular targets and goals. O'Reilly et al. [24] studied the relationship between market culture and commitment among university faculty members. The research showed a negative correlation between market culture and lecturers' organizational commitment. Lecturers who value collaboration and teamwork may experience decreased job satisfaction and commitment as a result of the competitive and individualistic nature of a market culture. Griffith and Neves [25] examined the function of organizational incentives in influencing the relationship between market culture and lecturers' organizational commitment. They discovered that the detrimental effect on commitment is lessened when market culture is combined with performance-based rewards. In a market-driven atmosphere, incentives based on individual accomplishments might boost lecturers' commitment.

The mediational impact of work-life balance in the relationship between market culture and lecturers' commitment was once again examined in a study by Berg et al. [26]. The findings showed that a lack of work-life balance mediates the unfavorable influence of market culture on commitment. Lack of flexibility and an overwhelming workload for lecturers may cause them to lose interest in the organization. Additionally, a study by Bratton-Jeffery and Afsar [27] investigated the impact of leadership style on lecturers' commitment in a culture that is driven by the market. According to the research, transformational leadership, which strongly emphasises employee empowerment and motivation, can help lessen the detrimental effects of market culture on commitment. Supportive leadership techniques promote a favorable work atmosphere, which increases lecturers' commitment. According to the literature, market culture in institutions of higher learning may have a detrimental effect on lecturers' organizational commitment. The competitive and results-oriented nature of market culture might not be well suited to lecturers' preferences for collaboration and teamwork. The relationship between these variables, nevertheless, can be moderate like corporate incentives, work-life balance, and transformational leadership positively influence the commitment of lecturer, and the commitment of lecturers.

2.2.4 Adhocracy Culture and Organizational Commitment

Adhocracy culture is distinguished by a dynamic and inventive atmosphere that values flexibility, creativity, and risk-taking. The effect of organizational culture on commitment in higher education institutions was investigated in a study by O'Reilly et al. [24]. They discovered a correlation between adhocracy culture and lecturers' organizational commitment. Adhocracy culture, which is creative and adaptable, provides an environment that values autonomy and innovation, which increases commitment among lecturers who appreciate these qualities. The mediating function of psychological empowerment in the relationship between adhocracy culture and lecturers' commitment was examined by Karatepe et al., [28] in a study published in 2005. According to the results, psychological empowerment substantially mediates the relationship between higher levels of organizational commitment among lecturers and adhocracy culture. Lecturers are more likely to show greater devotion to the organization when they feel free to make decisions and provide their suggestions.

The effect of transformational leadership on lecturers' commitment in an adhocracy culture was once again examined in a study by Kaur and Sohal [29]. The findings showed that inspirational and motivating leaders who reform their teams favourably impact the commitment of lecturers in an adhocracy culture. The inventive and adaptable aspect of the culture is complemented by the visionary and encouraging leadership style, fostering higher levels of commitment. Fisher et al.'s [4] study also looked at the impact of work-life balance on lecturers' organizational commitment and the relationship between adhocracy culture. The results showed that lecturers are more likely to demonstrate higher levels of commitment when they have a better work-life balance in an adhocracy culture. Increased commitment is facilitated by the capacity for flexible work arrangements and individual freedom in managing one's professional and personal lives. According to the literature, adhocracy cultures in higher education institutions might influence lecturers' organizational commitment in a good way. Adhocracy culture's dynamic and creative nature promotes a culture that encourages originality, adaptability, and autonomy, which appeals to lecturers looking for a more welcoming and encouraging work environment.

2.3 Organizational Commitment

According to the available research, commitment refers to a mental state responsible for defining the employee's relationship with the organization and influencing the employee's decision to remain a member of the organization [4]. Although it has gained popularity among academics during the 1980s, research on organizational commitment stretches back to the 1960s. Over many years, as interest in the topic grew, alternative models of commitment were added to the body of published material. Among them, the Meyer and Allen [30] multidimensional organizational commitment model has gained much recognition and received a lot of empirical support from various cultural perspectives. Affective, continuation, and normative commitment are the three pillars of the Multidimensional Organizational Commitment Model. "Affective commitment" refers to an employee's identification with and involvement in an organization as well as their emotional tie to it. The phrase "continuance commitment" describes a bond built on the accumulation of expenses associated with organization membership, including fees for a pension, talent transferability, relocation, and self-investment. The last sort of commitment is called normative commitment, and it refers to the belief that a worker has that they must remain with an organization because they feel pressured to follow social norms [30]. Each element of commitment denotes a distinct

psychological state that influences the choice of whether to continue membership in the organization or to resign entirely. Employees who have a high affective commitment stay with an organization because they want to, high continuation commitment employees stay because they must, and high normative commitment employees stay because they feel they should [30]. Additionally, the outcomes are unique depending on the characteristics of each of the three components.

3. Methods

The current study used a quantitative research design with a survey research approach. The research's population included 120 lecturers from eight (8) private universities in Ghana. Self-administered questionnaires were used to collect data for the study. The self-administered questionnaire was used for this study because of its proclivity in generating a wide variety of reliable and generally satisfactory data [31]. To determine the organizational cultural characteristics, the Competing Values Framework (CVF)-based Organizational Culture Assessment Instrument (OCAI) revised model [32] was employed. The CVF gives a taxonomy of cultural values that indicate desirable structural qualities and modes of operation and highlights the multidimensional nature of organizational culture. Furthermore, Meyer et al. [33] developed a three-dimensional organizational commitment scale that was used to collect data on the organizational commitment of lecturers in private universities. This scale is made up of three subdimensions: Affective Commitment, Continuance Commitment, and Normative Commitment. Closed-ended questions were used to collect data. Questionnaires can be used to collect data on facts, activities, attitudes, and other themes [34]. Due to the availability of the sample frame, the study employed simple random sampling techniques. For this study, a Raosoft sample size calculator was utilized to establish a sample size of 120 participants [35]. Following data gathering, statistical tools were used to describe the data's fundamental properties. SPSS was used to perform a statistical analysis on the data. After loading the data into SPSS, regression and independent t-tests, among other tests, were run to see if there was a correlation between the variables evaluated.

4. Results

4.1. Reliability Statistics

Table 1: Reliability Statistics

Cronbach's Alpha	Number of items
0.911	5

Table 1 shows that the Cronbach's alpha for the test of measurement reliability scale for all questionnaire items was 0.911, exceeding the usually recognized criterion of 0.70. As a result, the measurement is precise and accurate.

4.2. Correlation analysis

Table 2: Correlation matrix

	Clan Culture	Market Culture	Adhocracy Culture	Hierarchy culture	Organisational Commitment
Clan Culture	1				
Market Culture	0.654	1			
Adhocracy culture	0.626	0.996	1		
Hierarchy	0.859	0.850	0.811	1	
Organisational Commitment	0.867	0.295	0.277	0.545	1

Correlation is significant at the 0.01 level (2-tailed).

Table 2 presents the correlation matrix demonstrating the relationships between various organizational cultures (Clan Culture, Market Culture, Adhocracy Culture, and Hierarchy Culture) and Organizational Commitment among lecturers in private universities. The results reveal significant positive associations among these variables, with all correlations being significant at the 0.01 level (2-tailed). Notably, Clan Culture shows a strong positive correlation with Market Culture ($r = 0.654$), Adhocracy Culture ($r = 0.626$), Hierarchy Culture ($r = 0.859$), and Organizational Commitment ($r = 0.867$). This indicates that a clan-oriented environment, which emphasizes shared values and a family-like atmosphere, significantly enhances lecturers' commitment to the organization. Market Culture, characterized by competitiveness and goal achievement, is highly correlated with Adhocracy Culture ($r = 0.996$) and Hierarchy Culture ($r = 0.850$), but shows a weaker correlation with Organizational Commitment ($r = 0.295$). This suggests that while a market-driven approach may align well with innovation and structured environments, it does not strongly drive commitment on its own. Adhocracy Culture, known for its flexibility and innovation, also exhibits a high correlation with Hierarchy Culture ($r = 0.811$) but a lower correlation with Organizational Commitment ($r = 0.277$), indicating that while innovative practices are compatible with hierarchical

structures, they do not independently enhance commitment significantly. Hierarchy Culture, which focuses on order and formalization, is positively correlated with Organizational Commitment ($r = 0.545$), suggesting that a structured and regulated environment contributes to higher levels of commitment among lecturers. These findings highlight that a balanced integration of various organizational cultures is crucial for fostering a strong commitment among academic staff in private universities. The interplay between these cultural dimensions underscores the importance of cultivating an environment that supports shared values, competitive achievements, innovation, and structured governance to enhance organizational commitment.

4.3. Regression Analysis

Multiple regression analysis is used in the research study to examine how independent variables affect dependent variables. The following is the multiple regression model:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon \dots \dots \dots (1)$$

α is constant

X is another factor affecting organisational commitment

β is the regression coefficient that may positively or negatively affect dependent and independent variables.

$$\text{Organisational Commitment (Dependent Variable)} = \alpha + \beta_1 \text{ Clan culture} + \beta_2 \text{ Hierarchy culture} + \beta_3 \text{ Adhocracy culture} + \beta_4 \text{ Market culture} + \epsilon \dots \dots \dots (2)$$

Table 3: ANOVA^a

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.182	4	2.546	212.852	0.000b
	Residual	0.945	79	0.012		
	Total	11.127	83			
a. Dependent Variable: Organisational Commitment						
b. Predictors: (Constant), Hierarchy, Adhocracy culture, Clanculture, Marketculture						

The regression analysis results presented in Table 3 demonstrate a highly significant model with an F value of 212.852 and a p-value less than 0.05. This indicates that the model is statistically significant and robust, validating the relationship between the independent and dependent variables, Organizational Commitment. Specifically, the independent variables of hierarchy, adhocracy culture, clan culture, and market culture collectively explain a substantial portion of the variance in organizational commitment. The low residual sum of squares (0.945) relative to the total sum of squares (11.127) further supports the model's fit, suggesting that the predictors effectively capture the variability in Organizational Commitment. The significance of these findings underscores the positive and significant impact of the organizational culture dimensions on employee commitment, highlighting their critical role in fostering a committed workforce. This analysis provides valuable insights for organizational leaders and researchers, emphasizing the importance of cultivating a supportive and dynamic organizational culture to enhance employee commitment.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	0.957a	0.915	0.911	0.109	0.915	212.852	4	79	0.000
a. Predictors: (Constant), Hierarchy, Adhocracyculture, Clanculture, Marketculture									

Table 4 presents a comprehensive model summary that highlights the significant relationship between the dependent variable, organizational commitment, and the independent variables: clan culture, market culture, adhocracy culture, and hierarchy culture. The model yielded a high regression coefficient ($R = 0.957$), indicating a robust correlation of 95.7% between the variables. The R^2 value of 0.915 suggests that these organizational cultures collectively explain 91.5% of the variance in organizational commitment among lecturers in private universities. This high R^2 value underscores the substantial predictive power of the model. The adjusted R^2 value of 0.911, which accounts for the number of predictors, further corroborates the model's reliability. The standard error of the estimate is 0.109, indicating the precision of the model in predicting organizational commitment. The change statistics reveal an R^2 change of 0.915, with an F change of 212.852, both of which are statistically significant ($p < 0.001$). This significance level confirms that the observed relationship is highly

unlikely to be due to chance, thereby validating the model's findings. In summary, clan, market, adhocracy, and hierarchy organisational cultures significantly influence lecturers' organizational commitment, explaining a substantial proportion of its variance within private universities.

Table 5: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.172	0.075		2.296	0.024
	Clan culture	1.612	0.083	1.468	19.328	0.000
	Market culture	-0.088	0.587	-0.101	-0.151	0.881
	Adhocracy culture	-0.077	0.505	-0.090	-0.152	0.880
	Hierarchy culture	-0.535	0.145	0.557	3.683	0.000
a. Dependent Variable: Organisational Commitment						

5. Discussion

The impact of organizational culture on the commitment of lecturers in private universities in Ghana is a multifaceted issue that has garnered considerable attention in academic discourse. This study reveals that organizational culture significantly influences organizational commitment among lecturers, with clan and hierarchical cultures showing the most substantial effects. This discussion elaborates on the specific influences of different cultural dimensions on organizational commitment and provides insights into how private universities can foster a supportive environment to enhance lecturer commitment.

5.1 Clan Culture and Organizational Commitment

Clan culture, characterized by a family-like atmosphere, collaboration, and a focus on employee growth, has positively influenced organizational commitment. This culture promotes a supportive and nurturing environment, which fosters a sense of belonging and loyalty among lecturers. Peterson and Behfar [2] observed that lecturers in a clan culture demonstrate higher levels of organizational commitment due to the collaborative and supportive work environment. The presence of perceived organizational support (POS) mediates this relationship, as lecturers who feel valued and supported by their institution are more likely to be committed. Masood et al. [19] highlighted that clan culture enhances organizational commitment through the mediating role of POS. Moreover, Eisenberger et al. [20] found that lecturers with a strong sense of belonging to their institution exhibit higher levels of loyalty. Transformational leadership further amplifies these positive effects by promoting a collaborative atmosphere that complements clan culture. Nguni et al. [3] reported that transformational leaders, who foster a supportive and cooperative environment, significantly increase lecturers' commitment. Therefore, fostering a clan culture within educational institutions is crucial for enhancing lecturers' organizational commitment, as it creates a conducive environment for professional growth, collaboration, and mutual support.

5.2 Hierarchy Culture and Organizational Commitment

In contrast, hierarchy culture, which emphasizes rules, established procedures, and distinct power hierarchies, presents a mixed impact on organizational commitment. Denison and Spreitzer [21] found that the formality and rigidity of hierarchy culture might reduce lecturers' commitment due to feelings of detachment and disengagement. However, Bolon [22] emphasized that perceived fairness in decision-making processes can mitigate these negative impacts. When lecturers perceive equitable treatment in a hierarchical setting, their commitment to the organization is likely to increase. Transformational leadership also plays a pivotal role in hierarchical cultures. Byrne and Rees [5] noted that transformational leaders who emphasize staff development, empowerment, and vision can create a more engaging work environment, thereby increasing lecturers' commitment. Kim and Kandampully [23] further supported this by showing that perceived organizational support in hierarchical settings can enhance commitment. Despite the potential challenges of hierarchy culture, effective leadership and fair practices can foster a committed workforce by creating a sense of fairness and support within the organization.

5.3 Market Culture and Organizational Commitment

Market culture, defined by competitiveness and a results-oriented workplace, generally correlates negatively with organizational commitment among lecturers. O'Reilly et al. [24] identified that market culture's competitive and individualistic nature might conflict with lecturers' preferences for collaboration and teamwork, leading to decreased job satisfaction and commitment. However, Griffith and Neves [25] suggested that incorporating performance-based rewards can alleviate some of the negative effects of market culture. Performance-based incentives can enhance lecturers' motivation and commitment in a market-driven environment by recognizing individual achievements. Additionally, maintaining a healthy work-life balance is crucial in market cultures. Berg et al. [26] found that an overwhelming workload and lack of flexibility negatively impact lecturers' commitment. Therefore, institutions must ensure that competitive practices are balanced with supportive measures, such as work-life balance initiatives and performance-based rewards, to mitigate the negative effects of market culture. Transformational leadership also emerges as a mitigating factor,

promoting a supportive work environment that can counterbalance the competitive pressures of market culture. Bratton-Jeffery and Afsar [27] noted that transformational leadership, which emphasizes employee empowerment and motivation, can foster a more positive work environment and increase lecturers' commitment.

5.4 Adhocracy Culture and Organizational Commitment

Adhocracy culture, characterized by flexibility, creativity, and risk-taking, positively influences organizational commitment by fostering an environment of autonomy and innovation. This study's findings align with those of O'Reilly et al. [24], who reported that an adhocracy culture enhances commitment among lecturers who value these traits. The mediating role of psychological empowerment is significant in this relationship. Karatepe et al. [28] found that psychological empowerment, which involves lecturers feeling free to make decisions and contribute ideas, substantially enhances organizational commitment. In an adhocracy culture, lecturers who experience autonomy and innovation are more likely to be committed to their institutions. Transformational leadership further complements this culture by inspiring and motivating lecturers, thereby enhancing their commitment. Kaur and Sohal [29] found that transformational leaders, who are visionary and encouraging positively influence lecturers' commitment in an adhocracy culture. Moreover, the flexibility inherent in adhocracy culture supports a better work-life balance, which is crucial for maintaining high levels of commitment among lecturers. Fisher et al. [4] highlighted that flexible work arrangements and individual freedom in managing professional and personal lives contribute to higher organizational commitment. Thus, promoting an adhocracy culture can significantly enhance lecturers' commitment by creating an environment that values creativity, autonomy, and innovation.

6. Conclusion

The findings of this study provide valuable insights into the significant impact of organizational culture on the organizational commitment of lecturers in private universities in Ghana. Different dimensions of organizational culture clan, hierarchical, market, and adhocracy affect lecturers' commitment levels in varied ways. Clan culture, characterized by its supportive and collaborative environment, significantly enhances organizational commitment. In contrast, while potentially challenging due to its rigidity, hierarchy culture can foster commitment through fair practices and effective leadership. With its competitive and results-oriented nature, market culture may hinder commitment unless balanced with performance-based rewards and supportive leadership. Adhocracy culture values flexibility and innovation and positively influences commitment by promoting autonomy and psychological empowerment. These findings underscore the importance of a balanced and nuanced approach to cultivating organizational culture within private universities to foster a committed and motivated workforce.

7. Recommendations

Based on the study's findings, several recommendations are proposed to enhance organizational commitment among lecturers in private universities in Ghana. Firstly, universities should promote a clan culture emphasizing collaboration, mutual support, and professional growth. Universities should implement fair and transparent decision-making processes, as well as a sense of belonging and commitment. Institutions can create a significant atmosphere where lecturers feel valued and supported. Secondly, universities should implement fair and transparent decision-making processes to mitigate the potential negative effects of hierarchy culture. Transformational leadership training will also help foster a supportive environment within hierarchical structures. Thirdly, recognizing individual achievements through performance-based rewards can help balance the competitive nature of market culture. Institutions should ensure that these incentives are complemented by collaborative practices to enhance overall commitment. Lastly, fostering flexibility and innovation in adhocracy cultures by providing opportunities for professional development and flexible work arrangements can significantly boost commitment. Supporting work-life balance is crucial in maintaining high levels of organizational commitment in adhocracy cultures. By integrating these recommendations, private universities in Ghana can create a more supportive and dynamic organizational culture that enhances lecturers' commitment, thereby improving overall institutional performance and satisfaction. This balanced approach to organizational culture management is essential for fostering a motivated and committed academic workforce.

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