AN INVESTIGATION INTO THE RELATIONSHIP BETWEEN ORGANISATIONAL CULTURE, EMPLOYEE MOTIVATION AND EMPLOYEE COMMITMENT. A CASE OF NATIONAL FOODS HOLDINGS LIMITED

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To my friends, colleagues and classmates you were my inspiration.
ABSTRACT

Organisational culture has become an increasing important aspect in the study of human behaviour in organisations as companies try to get the best out of their human capital. The focus of this research is to investigate the relationship between organisational culture, employee motivation and commitment. Organisational culture being the independent variable, employee commitment was the intermediate variable and employee commitment the dependent variable.

A sample of 126 employees both male and females was used in this study. A quantitative approach was used and data was analysed using the Pearson correlation and regression analysis. The results showed a significant positive correlation between the three variables. Thus organisational culture has a positive influence on the levels of employee motivation and commitment. The study was conducted in one of the largest manufacturing companies in Zimbabwe.

Key words: organisational culture, employee motivation, employee commitment
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LIST OF ABBREVIATIONS/ ACRONYMS

**CCCU** - Christ Canterbury Church University

**CZI** – Confederation of Zimbabwe Industries

**FMCG** – Fast Moving Consumer Goods

**MBA** – Master in Business Administration

**NFL** – National Foods Limited

**PEST** – Political Economic Social and Technological

**PESTLE** – Political Economic Social Technological, Legal and Environmental

**SA** – South Africa

**SADC** – Southern African Development Community

**SWOT** – Strength, Weaknesses, Opportunities Threats

**UZ** – University of Zimbabwe

**ZANU PF**- Zimbabwe African National Union – Patriotic Front

**ZSE** – Zimbabwe Stock Exchange
CHAPTER ONE

INTRODUCTION AND BACKGROUND TO THE STUDY

1.1 INTRODUCTION

This chapter introduces the research which is an investigation into the relationship between organisational culture, employee motivation and employee commitment. The chapter also gives an overview of the whole research process. The chapter discusses the background of study, the background of industry and company under study, problem statement, research objectives and questions, research hypothesis, research methodology, assumptions and limitations of the research as well as the scope of research. According to Boddy (2002), organizational culture has an important and direct influence on behaviour of the people of an organization. He believes that organizational culture can either encourage an employee to give out his best for the sake of organizational goals or it can discourage or demoralize people which can be dangerous for the performance of the organization. This research aims to establish whether organizational cultures have any impact on employee motivation and commitment.

1.2 BACKGROUND TO STUDY

Organizational culture plays a significant role in an organization regarding how people feel about their work, levels of motivation, commitment, and in turn job satisfaction. These views are backed by Sempane et al. (2002) by explaining that people are the key factors for competitiveness and organizations can demonstrate highly complex social structure because of their cultural strength. There is a clear mutual interdependence between organization and its...
employees, where both the parties have an impact on each other’s potential in achieving success

“The organizational culture stands out as one of the components that are important to sustaining performance, and competitive advantage, and a good reason for becoming a great company. The reason for ethical failure in many organizations is that while leaders concede of culture as a powerful tool that can create and sustain performance; only few leaders give it the attention it deserves”(Madun d:1). The human resources in an organisation are the most strategic tool to build competitive advantage. However leaders create a culture within the organisation which creates disengagement among employees resulting in poor company performance.

The operating environment in Zimbabwe changed considerably over the past five years. The major change was the adoption of a multicurrency system dominated by the US dollar. This resulted in the country having a very strong currency compared to neighbours rendering our products and services very expensive and unattractive to both local and regional customers. Companies have changed business model over time to match the operating environment. Organisational cultures have also evolved over time as companies changed their way of doing business. The purpose of this study is to investigate the impact of culture on employee motivation and performance and in the end try to provide a guide to management on the need for employee engagement. “Organisations that respect the significance of a strong culture invests heavily in their people and in creating an environment where employees feel counted and appreciated. They realise first-hand the far reaching benefits of doing so such as employee engagement, increased productivity and better financial performance” (Barry 2012:1)

1.3 BUSINESS ENVIRONMENT ANALYSIS

Organisations do not exist in isolation but do interact with environment and some of the environmental factors affects the organisations hence the need to analyse the environment. According to the Medical Group Management Association
(2005) the PEST analysis is an easy strategic tool to scan the environment and the tool takes a look at political, economic, social and technological issues. The PESTLE analysis will be carried out on NFL and the milling industry in Zimbabwe.

i) **Political Factors** – The political situation in the country is showing some form of calm and stability. There was a transition from a government of national unit to a government formed by one party ZANU PF up to 2018. However the government is pushing for locals having majority stake in companies, this has a bearing on most milling companies as they are not owned by locals. NFL has Tiger Brands SA and INNSCOR Africa limited as major shareholders hence if politicians go full force on indigenisation the organisation might be forced to change its ownership structure.

ii) **Economic Factors** – The country does not have its own currency, it uses the multicurrency regime which is to a large extent dominated by the United States Dollar. This has resulted in lack of a controlled exchange rate. The market has a liquidity crunch as the government cannot print money and also the cost of financing is high. This is likely to last for the next five years. The use of a stronger currency compared to our neighbours has resulted in reduced competitiveness of companies as imports come in cheaper. This is a real threat to the economy.

iii) **Social Factors** – The country had almost a decade of recession and hyperinflation which resulted in most Zimbabweans leaving the country for greener pastures both regionally and internationally coupled with a local young population which is largely unemployed. Most people are informally employed and this trend is likely to continue as the industry may still fail to boom due to lack of cheap capital.

iv) **Technological Factors** – Most companies failed to invest in technology over the past years before 2009 due to hyperinflation. Thus most machines are old and have high break down rates which result in high production costs and reduced competitiveness. Since dollarization some companies NFL included have embarked on a drive to invest in
latest state of the art technology to improve product quality and reduce production costs.

v) **Legal Environment** – The indigenisation legislation remains the major talking point in the industries. The act enforces majority shareholding for indigenous Zimbabweans. This law is likely to scare away would investors and this will mean low productivity and low demand locally. Some laws such as on importation of finished products and raw materials will affect the local industry as removal of import duties will put local companies at the mercy of regional companies especially South Africa who can produce far cheaper than local companies.

vi) **Globalisation** – The concept of globalisation is now real and worth mention. In the milling industry in Zimbabwe, the most competition for NFL is coming from imports some as far as Turkey and Egypt. The world is now a global economy and local companies have to compete globally. Thus the need to upgrade technology as old equipment will drive companies out of business. The past years has seen the local market flooded with imports and China being the major source of cheap raw materials and finished goods.

1.4 BACKGROUND TO INDUSTRY

The manufacturing industry in Zimbabwe is faced by a myriad of difficulties. The Confederation of Zimbabwe Industries (CZI), manufacturing survey (2013) reckons that there was a decline in capacity utilisation the sector between 2012 and 2013. The survey gave capacity utilisation in 2013 as 39.6% compared to 44% in 2012. The causes for the decline were given as lack of affordable working capital and shortage of economic enablers such electricity, efficient machines and low domestic demand.

The CZI industries in its 2013 manufacturing report reckoned that capacity utilisation was being affected by low domestic demand, working capital constraints, ageing equipment and high breakdowns. The milling industry has also to content with raw material shortages as local produce is less than the annual requirement. Thus the companies in the manufacturing sector have
difficulties to survive on the background of a very difficult operating environment and pressure of cheaper imports from more efficient industries in South Africa.

“A nation’s competitiveness depends on the capacity of its industry to innovate and upgrade. Companies gain advantage against the world’s best competitors because of pressure and challenge. They benefit from having strong domestic rivals, aggressive home based suppliers and demanding local suppliers” (Porter 1990:73). The current situation in Zimbabwe shows we are not competitive as a nation according to Porter’s diamond of nations model. Thus for companies to remain afloat there is need for aggressive policies. Also due to food shortages there is little government protection of companies hence there is direct competition with regional neighbours.

1.5 BACKGROUND NATIONAL FOODS HOLDINGS LIMITED

National Foods Limited (NFL) was founded in 1920 and its core operations are in grain processing. The company has exchanged hands more than three times in the past ten years, which translate theoretically into three different cultures manifesting in the company. This study intends to unfold the impact of these changes to the motivation and commitment of employee at National Foods Limited. The company was formerly owned by Anglo-America, the major shareholder became Tiger Brands SA and it is now being run by Innscor Africa Limited.

The change from use of the Zimbabwe currency to the foreign currency regime has also brought changes within the company on approaches to doing business. National Foods Limited has 1900 permanent employees and 600 contract employees. The company has manufacturing operations in three towns namely Harare, Bulawayo and Mutare. In addition, the organisation has a distribution network of thirty – four depots country wide. The core business for NFL is grain milling; stock feeds manufacture and Fast Moving Consumer Goods (FMCG). The company is listed on the Zimbabwe stock exchange (ZSE) thus it is a public company.
The company has very high milling capacity crushing eight hundred tonnes of grain daily. The company also has strong brands in the market such as Gloria, Red Seal and Mahatma. There is a centralised decision making system as most decisions are made at the head office. There is limited competition locally as other millers have closed down or down sized.

The vision for National Foods Limited is to be the most dominant and admired branded FMCG Company in Zimbabwe and Southern Africa. “National Foods Holdings Group subscribes to the principles of discipline, independence, accountability, transparency, responsibility, integrity, fairness and social responsibility, identified as the primary characteristics of good governance in the Code of Corporate Practices and Conduct, contained within the King III Report on Corporate Governance and the Combined Code on Corporate Governance” (NFL Group annual results 2013 pg. 16)

The company have two boards which are the holdings board which comprises of Independent directors and the operations board which is responsible for day to day operations of the company. NFL is divided into four strategic business units namely flour milling, maize milling, stock feeds manufacturing and FMCG. These business units are semi- autonomous and are run by Management Executives who report to the Group operations board. The structure of the company’s head office is shown on Fig 1 on the next page.
1.6 INTERNAL ANALYSIS OF THE ORGANISATION (SWOT ANALYSIS)

“SWOT analysis is an examination of an organization’s internal strengths and weaknesses, its opportunities for growth and improvement, and the threats the external environment presents to its survival” (Harrison 2010:92). SWOT analysis help in analysing both the internal and external environment of the organisation. SWOT is the strength, weaknesses, threats and opportunities of the organisation.
In this section the SWOT analysis of NFL will be described to give the feel of its current standing.

1.6.1 Strengths

NFL has strong and easily recognisable brands in the market namely Gloria, Red Seal, Mahatma and Better Buy. Thus the company have a large market share in a number of product lines. The company have thirty-four depots throughout the country, which gives a very strong distribution network for its products. The top management of company have been together for over five years, meaning strong experience and teamwork on the running the organisation. Innscor Africa and Tiger Brands South Africa are the major shareholders and have provided strong support in terms of working capital hence there has been considerable investment in technology. The company has a stock feeds manufacturing unit thus offals from milling are value added and sold as stockfeeds.

1.6.2 Weaknesses

There high levels of breakdowns in most plants due to aged equipment. This results in serious production efficiencies which significantly drive up production cost. The aged equipment has very high maintenance cost which puts pressure on final product prices thereby reducing competitiveness. The company have one customer which takes almost half of its total flour production which is risky as failure of the customer to buy will have dare effects on the company’s productivity. The company still has labour intensive operations; however the workforce is ageing thereby reducing productivity. There is very little wheat production locally hence the company has to import raw materials especially wheat from international market which means global competition to access raw materials.
1.6.3 Threats

The company currently enjoys a large share in the market as the second largest miller Blue Ribbon is currently not operating. Entrance of a new player will result in stiff competition, especially if a brand new plant is built. This will have very high efficiencies meaning lower production costs. There is stiff competition from cheaper South African products and others from SADC region; if government protection is removed the company will more than likely close due to reduced demand for products. As stated earlier most grain is sourced on the international market and grain price fluctuations are a threat to the company's competitiveness.

1.6.4 Opportunities

The company is currently exploring opportunities in expanding the company’s brands to other products as they are strong and attract loyalty. The company is also taking advantage of its depot network to market third party products.

1.7 PROBLEM STATEMENT

National Foods Limited is the largest milling and stock feed manufacturer in Zimbabwe. However with its very strong brands it has been observed that the company has large pressure its naked margin (profitability) due to high conversion costs. In general the company is inefficient in the production processes. The inefficiency has persisted for years despite a considerable investment in technology. This also happens at the background of a lot of labour cases within the organisation and some cases having been externalised to the labour court. Hence fusing the two issues, there is evidence of employee disengagement. The purpose of this study is to investigate how organisational culture within the company could be impacting on the employee motivation and commitment.
According to Boddy (2002), organizational culture has an important and direct influence on behaviour of the people of an organization. He reckons that organizational culture can either encourage an employee to give out his best for the sake of organizational goals or it can discourage or demoralize people which can affect the performance of the organization. Brown (1998) also stated that there is a link between culture and motivational factors which are essential for the organization’s performance. This study aims to add to the current body of knowledge on this culture and motivation relationship.

This research aims to establish whether organizational cultures have any impact on employee motivation and commitment in the industry, a case study of National Foods Limited in Zimbabwe. Understanding organizational life is important as the literature review will show that organizational cultures have an impact upon companies. The relevance of organizational culture supports the proposition that, in today’s competitive and globalized corporate environment, there is huge need for organizational development strategy at various workforce departments, as this can improve the company’s culture.

1.8 OBJECTIVES

The main objective of this research is to investigate the impact of organizational culture on employee motivation and commitment in the case of NFL in the milling sector of the manufacturing industry in Zimbabwe.

The other subsidiary objectives are:

1) To determine the nature of the relationship between culture and motivation

2) To determine how organizational culture affects employee motivation.

3) To assess if there is a gap between current culture and preferred culture.
4) To determine the relationship between organisational culture, employee motivation and employee commitment.

5) To recommend solutions to management on how to management of culture and motivation to create organisational commitment.

1.9 RESEARCH QUESTIONS

The research questions of this study will be directly related to the objectives of the study.

1) What is the relationship between organisational culture and employee motivation?

2) How does organisational culture affect employee motivation?

3) Is there a gap between current culture and preferred culture?

4) What is the relationship between organisational culture, employee motivation and employee commitment?

5) How can management use culture to achieve organisational excellence?

1.10 HYPOTHESIS

It is hypothesised that organisational culture positively influences employee motivation and commitment

The data which was collected during the course of the research was used to test the validity of the above hypothesis.
1.11 SIGNIFICANCE OF STUDY

This research is important to the student, company, milling sector, manufacturing sector and the University of Zimbabwe. To the student, this research will provide a platform for completion of the MBA programme; also will give the student a practical application of the modules that were learnt during the course of the study. The extensive research will provide more knowledge in culture management to the researcher as a manager in organisations.

The organisation will be furnished with recommendations at the end of the research and these if adopted by management will assist in improving employee motivation and commitment which translate to employee performance and low turnover. Some organisations in the milling sector which have closed or downsized will also benefit from the study as the operating environment is the same and the employee behaviour is not too different thus these organisations can use recommendations from the study to improve performance.

This research will help in academia by adding more knowledge to the existing body on organisational culture as a precursor for high employee motivation and productivity, as well as identify future areas of research. The research will add to the knowledge base of the institution (UZ) as the research will be part of information available for use by other students in the institution.

1.12 LIMITATION OF THE RESEARCH

The research is a case study of a single company hence the findings can be to a large extend be generalised to the whole milling sector but not the whole manufacturing industry in Zimbabwe. There was limitation of time and funds to cover the whole Depot network of the company hence research will be limited to manufacturing sites and a few depots only.
1.13 STRUCTURE OF THE RESEARCH

CHAPTER ONE introduces the research process. The chapter also gives a brief outline of the methodology, scope of research and limitations of the research. The objectives and research hypothesis are also spelt out in this chapter.

CHAPTER TWO reviews existing literature. Culture has been topical for years hence the need to review the literature to find gaps in research for current and future study. The review helps to develop a theoretical framework to the research.

CHAPTER THREE gives the details of the research methodology. It gives details of how the research was carried out. It gives the details of the population under study, data collection and analysis methods.

CHAPTER FOUR is the data presentation and analysis chapter.

CHAPTER FIVE is the conclusion chapter. There is also inference on the findings with the necessary recommendations. This chapter also identifies areas of future research.

1.14 CONCLUSION

The chapter discussed the background to study, the analysis of the business environment prevailing in the country and the background of the industry and organisation. There was also the description of the research and the management problem to be solved including the importance of this research to various stakeholders involved. There was also the structure of the research in terms of chapter layout. The next chapter will review existing literature on organisational culture, employee motivation and commitment, with the need to understand the work that has already been done and the outcomes.
CHAPTER TWO

LITERATURE REVIEW ON ORGANISATIONAL CULTURE, EMPLOYEE MOTIVATION AND COMMITMENT

2.1 INTRODUCTION

This chapter reviews existing literature on culture, motivation and commitment. This will also include the relationship between the three components. This chapter will assist in helping to define culture and to create an understanding of the relationship that exists between culture, motivation and employee commitment. The review of the literature will help to build foundation for research and develop a conceptual framework to the study.

The chapter will cover the following broad areas.

i) Organisational culture;
ii) Employee motivation;
iii) Employee commitment;
iv) Relationship between culture and motivation;
v) Relationship between culture and employee commitment;
vi) Motivation and employee commitment and
vii) Conceptual framework and a case study on the topic.

2.2 LITERATURE REVIEW

Literature review will also assist in developing more hypotheses on the research which will enrich the research process. Culture being a leadership concept this review of literature will also relate how leaders relate to culture and how the issue of creating a strong culture in an organisation assist in the overall attainment of organisational goals. “A literature review examines the current scholarly work available on a particular subject, perhaps within a given time period. It is not merely a summation of the existing work; its purpose is to analyse critically the
applicable “published body of knowledge” in order to establish the current knowledge of that topic” (Liberty University n.d:3)

2.3 ORGANISATIONAL CULTURE

According to Schein (2004), the concept of culture has a strong history as it has been used for a very long time. He added that it has been used to show levels on individual sophistication, anthropologists have used it to describe the customs and rituals that societies have described over time as their societies developed. “In the last several decades it has been used by some organisational researchers and managers to refer to the climate and practices that organisations develop around handling of people, or to the espoused values in the organisation”(Schein 2004:7).

Shoaib, Zainab, Maqsood and Sana (2013), reckoned that culture is important in that it enhances key competencies of both the employees and organisations making them competitive in the changing business environment. They went on to state that culture reduce uncertainties’, help to create social order, identity, continuity and commitment. This was also supported by Schein (2009), when he said culture matters as is powerful, and is usually an unconscious set of forces that determine both the individual and collective behaviour. According to Sabir, Razzaq and Yameeh(2010) organisational culture can be built based on four factors namely personal and professional characteristics of members, observance of ethics, employee property rights and organisational structure.

According to Willcoxson and Millett (2000), culture cannot be altered or easily manipulated and that it is not created or maintained by the organisational leaders. They also argued that culture cannot be separated from the organisation.
2.4 DEFINITION OF CULTURE

Brown (1995 as quoted by Sun 2008), defined culture as the pattern of beliefs, values and learned ways of living with the experience that will have developed during the course of organisational development and which tends to be manifested in its material arrangements and in the behaviour of organisational members. Schein (2004) gave a more intense formal definition of culture as, “the pattern of shared basic assumptions that was learned by a group as it manifested through external and internal adaptation, that has worked well enough to be considered valid and this will be taught to new members of the group as the correct way to perceive, think and feel in relation to problems” (Schein 2004:17). Hofstede (1997 as cited in Treven, Mulej and Lynn 2008) described culture as the software of the mind which can be equated to a computer programme that controls behaviour.

Robbins and Coulter as quoted in Tsai (2011), defined culture as the shared values, beliefs and or perceptions of employees in a given organisation or business unit within an organisation. This therefore means cultures can vary from company to company. According O’Donnell and Boyle (2008), culture of the organisation includes what the organisation excelled at and what has improved the organisation in the past. Deal and Kennedy (1982) as quoted in O’Donnell and Boyle (2008) placed a lot of importance on the visible levels of culture as they believe these attributes shape organisational behaviour. The stated visible attributes are heroes, rites, rituals, legends and ceremonies. O’Donnell and Boyle (2008) went on to argue that culture is made up of superficial things such as patterns of behaviour and observable symbols, ceremonies and underlying values and beliefs.

Gareth Morgan as cited in Ivanko (2012) gave culture as an active and living character through which members jointly creates and recreates the world in which they live. Ivanko (2012) also quoted Charles Hill’s definition of culture as the specific collection of values and norms that exist within a group of people within an organisation and which tend to control the interaction between members and also stakeholders outside the organisation. Willcoxson and Millett
(2000) also gave a similar description of culture when they stated that culture distinct groups by their similarities and differences. Willcoxson and Millett (2000) further stated that culture have an influence over what a group regards as most important and how it monitors and interacts with the environment.

Thus from literature there is no clear cut definition of culture, as seen by several definition from different authors, however it can be generalised that culture is a general way of living or acting of a particular group of people. Also the groups of people tend to influence one another both within the group and how they interact with the environment. The definitions show that culture is learned over time as groups or organisations progress and is inherited by new members to the organisation.

### 2.5 DIMENSIONS OF CULTURE

According to Hofstede (1980, 1997) as quoted by Treven, Mulej and Lynn (2008), culture can be compared and grouped on the basis of five different dimensions that affect behaviour organisations practice. The five dimensions as stated by Hofstede (1980, 1997) are as follows:

i) Individualism and Collectivism;

ii) Power distance;

iii) Uncertainty and avoidance;

iv) Masculinity and Feminity and

v) Short-term and long-term (Hofstede 1980, 1997 as cited in Treven, Mulej and Lynn 2008)

### 2.5.1 Individualism and Collectivism

According to Aluko (2003), national cultures which exhibit individualism have members who place importance on their own needs and those of their immediate
families. There is no close links as communities whereas he gave collectivism as a very close social set up in which group members expect assistance and protection from other group members. Treven, Mulej and Lynn (2008) also agreed with the description when they stated individualism cultures such as in the UK and USA, people tend to focus on their individual needs and interests over those of the whole group or organisation and collectivism as in Asian countries, group members interact closely with each other.

2.5.2 Power Distance

According to Zanko (1999) as cited in Treven, Mulej and Lynn (2008), power distance shows the level of differences in power and status that exist and are acceptable in a society. In some countries very huge differences in power and authority exist and are accepted in a society whereas this is not accepted in other societies. According to Aluko (2003) power distance is the extent to which people in a society accept the unequal distribution of power. He went on to say it refers to the extent to which a nation accepts the fact that physical and intellectual differences among people gives rise to inequalities in terms of living conditions.

2.5.3 Uncertainty / Avoidance

“A national culture attributes describing the extent to which a society feels threatened by uncertain and ambiguous situations and tries to avoid them” (Aluko 2003:169). This is how a particular culture reacts to uncertainty characteristic of the future, thus nations with high uncertainty avoidance are comfortable operating in a stable and predictable environment as opposed to unpredictable situations. (Treven, Mulej and Lynn 2008)

2.5.4 Masculinity and Femininity

Cultures that masculine/ feminine tend to inclined towards aggression and dominance (masculinity) or compassionate and emotional openness (femininity).
These cultures are sensitive to job distribution with some jobs reserved for males whilst other jobs are solely for females. (Treven, Mulej and Lynn 2008). They went to state that countries such as the United States and Japan have high levels of masculinity thus have many gender-differentiated jobs whereas in countries like Norway and Sweden which have strong feministic cultures, there is more emphasis on employee involvement, good working conditions and job satisfaction. (Treven, Mulej and Lynn 2008).

2.5.5 Long-term and Short-term orientation

According to Treven, Mulej and Lynn (2008), the cultural dimension of long-term and short-term orientation shows how cultures view the future. They stated that short term orientation which is common in western cultures are more concerned with present or past values and are concerned with fulfilling the social obligations present. Treven at al (2008) went on to say that long term orientation which is more pronounced in Asian countries tend to focus on the future, there is strong emphasis on savings and persistence, thus companies with this orientation tend to focus on training and development of staff rather than downsizing and reducing commitment levels.

2.6 LEVELS OF ORGANISATIONAL CULTURE

According to Sabir, Razzaq and Yameen (2010), there are different levels of culture within organisations. “Hofstede introduced four levels of organisational culture including shared assumptions, cultural values, behavioural and cultural symbols” (Sabir et al 2010:89). Schein (2004), also further gave three levels of culture which are surface, espoused and basic assumptions. Ivanko (2012) also gave his own levels of organisational culture as core values, rules and the external image. The surface level for Schein equates to the external image stated by Ivanko. Carpenter, Barrier and Erdogan (2010) also added that culture comprise of visible parts as well as some parts which are not visible to members conscious awareness. Organisational culture can be viewed and defined by
group parameters such as language concepts, boundaries and ideology, also normative criteria that provides basis for allocation of status, power, authority, rewards punishment and respect. (Willcoxon and Millett 2000). The levels of culture are shown in fig 2.1 below.

**Figure 2.1 Schein’s culture levels.**

![Diagram of culture levels]

**Source:** Schein 2004 pg 26.
i) **Artifacts**—These are above the surface factors which easily visible to everyone. These include buildings, physical environment, language, technology and dress codes. (Schein 2004). Young (2000) agreed with Schein when he stated that artifacts are easily understood. He also argued that artifacts are manifestations of the below the surface cultural assumptions.

ii) **Espoused beliefs and values**—According to Young (2000) these are also relatively easy to understand. Values include vision and mission statements. He went to state that many companies actually display these for employees and customers to see. Also included on the values is the employee’s code of conduct which governs organisational conduct. According to Schein (2004) beliefs and values at this conscious level are more to influence the bulk of the actions that are seen at the artifacts level.

iii) **Underlying assumptions**—These are below the surface reasons why people within a company perceive, think and act in a particular manner that may be unique to that organisation. This involves how members related within the organisation and how they interface with the external environment (Young 2000). Schein (2004) argued that basic assumptions are non-confrontable and are not debated hence they are very difficult to change. He also stated that these are usually taken for granted in companies but have a very strong influence.

### 2.7 THE CULTURAL WEB

Johnson and Scholes (1999 as cited in Sun 2008) presented the cultural web which like the levels of culture helps individuals to have a complete picture and understanding of organisational culture. The cultural web has seven elements which are closely related and interlinked. The seven elements as given by Johnson and Scholes (1999) are the paradigm, symbols, power structures, organisational structures, control systems, stories and rituals and routines. They went on to state that the paradigm is at the centre as this form the core of the organisations, these are the beliefs and values of the organisation hence the
mission and vision falls under the paradigm. These are the reasons why the organisations exist. Figure 2.2 below shows the interlinked components of the cultural web.

**FIG 2.2 The Cultural Web**

![The Cultural Web Diagram](image)

Source: Sun (2008: 139)

The figure above shows that the elements of the cultural web are interlinked.

### 2.8 IMPORTANCE OF ORGANISATIONAL CULTURE

“Culture, therefore gives organisations a sense of identity and determines through organisational legends, rituals, beliefs, meanings, values, norms and language, the way things are done around here” (O’Donnell and Boyle 2008:4).
Tsai (2011) reckoned that culture within an organisation has a huge influence in determining whether the organisation is a happy and health place to work. Lok and Crawford (2004) stated that organisational culture have influence over both individual and professional goals as well as how people allocate resources and actions to accomplish the goals. They went on to say culture impact on the conscious and sub conscious way of thinking, decision making and also perception, feeling and acting. Culture have an influence on the attitudes and behaviours of the people, if people understand the core values of an organisation there is possibility of reducing internal conflict. (Tsai 2011). Conflict reduction is one of the main aims of cultural studies.

Schein (2004 as quoted in O’ Donnell and Boyle 2008) reckons that the most fascinating aspect of culture is that it points to below the surface phenomenon which have very strong effects yet they are invisible and to some extent sub-conscious. They also went on to say impact of managerial reforms within and between organisations can be best understood by understanding of organisational cultures and there types. “The pervasiveness of an organisational culture requires that management recognizes its underpinning dimension and its impact on employees related to variables such as job satisfaction, organizational commitment and performance”.(Tsai 2011:1)

Tsai (2011) argued that an organisation with a very strong culture has rules that clearly define how people should conduct themselves and that such organisations have values and codes of conduct for employees which drives the organisations towards their missions and goals. These sentiments were also supported by Deal and Kennedy (1982) and Peters and Waterman (1982) as cited in Lok and Crawford (2004) when they suggested that organisational culture can have considerable influence in organisations in areas such as commitment and performance.
2.9 MOTIVATION

According to Yudhvir and Sunita (2012) motivation is the driver which drives workers to work without pressure. They went on to argue that motivation is a very important element to investigate and analyse to understand human behaviour. Kalburgi and Dinesh (2010) reckoned that motivation is within the employees and that employers have to induce motivation out of the employees. Thus if employers do not implement programmes or policies to induce motivation on staff it will remain within the individuals. Kalburgi and Dinesh (2012) further argued that perception of employee to their management also determine motivation levels. They stated that if staff views management to care about their welfare and also perceive management to involve them in management process they usually have high motivation levels. Yudhvir and Sunita (2012) reckoned that motivation plays an important role in ensuring that that the organisation achieves its stated goals and objectives more so in organisations that have a lot of employees who work independently. Thus motivation can be viewed as the fuel for the organisation which facilitates success.

2.9.1 Defining Motivation

According to Pinder (2000 as cited in Alimohammadi and Neyshabor 2013) work motivation is a set of energetic forces that originate both from inside and outside an individual’s being to establish work related behaviour and also the form, direction, and intensity of the behaviours. “Motivation can be defined as the process that account for an individual’s intensity, direction and persistence of effort towards attaining a goal.” (Yudhvir and Sunita 2012:57). Kalburgi and Dinesh (2010) gave an almost similar definition to Yudhvir and Sunita (2012) when gave motivation as a process that account for the individuals intensity, direction, and persistence of effort towards achieving stated goals. They further said it’s the force that invigorates behaviour and directs it towards goal achievement. Rudolf and Kleiner (1989 as cited in Alhaji and Fauziah 2012) defined motivation as the development of the intention within individuals to carry
out any given task in the best possible way on the employee’s own initiative. Thus a look at the definition of motivation shows that the motivated employees strive for the best of the organisation without strict supervision and monitoring. Hence organisations have to stimulate this internal desire from within the organisation. The purpose of this study is to understand the role of culture in motivating employees positively or negatively.

2.9.2 Two Major Types of Motivation

Most authors in literature give two type of motivation namely intrinsic and extrinsic motivation. According to Yudhvir and Sunita (2012) intrinsic motivation comes from within the individuals. They stated that it arises from personal, educational and project successes that are derived from doing certain tasks. This type of motivation is usually linked to non-monetary incentives in the organisations. Non-monetary incentives are usually put in place to reward employees for good job performances and examples include training, excellent working conditions.

Yudhvir and Sunita (2012) described extrinsic motivation as being driven from outside the individuals. That is employees work hard to get something in return. They stated that examples of extrinsic motivation factors include working hard for promotional purposes, performance bonuses, competition and productivity bonuses. Extrinsic motivation is closely tied with monetary incentives. The purpose of monetary incentives is to reward employees for exceptional job performances. According to Yudhvir and Sunita(2012), monetary incentives include project bonuses, profit sharing, share purchase options and warrants.
2.10 BRIEF OVERVIEW OF THREE MAJOR MOTIVATION THEORIES

There are several theories that have been developed on motivation. In this study we will briefly review the theories which are regarded as the major ones in literature. The three major theories to be discussed are Maslow’s Hierarchy of Needs, Herzberg Two factor theory and Vroom’s expectancy theories.

2.10.1 Maslow’s Hierarchy of Needs

According to Maslow (1943 as cited in Yudhvir and Sunita 2012) people do work for survival and living through the financial rewards that they get from work. These rewards will help them to make new friends, get job security. He also said people work for achievement, feeling important in society, identity, and also having job security.

According to Alhaji and Fauziah (2012), Maslow identified what he referred to as a hierarchy of needs. He reckoned that individuals are motivated by several needs but these are in hierarchical order. The needs where given as physiological, safety, esteem, and self-actualisation. The diagram below shows the hierarchical representation of the needs as described in the theory.
Fig 2.3 Maslow’ Hierarchy of Needs

Source: Dima, Man and Kot (2010:2)

1) **Physiological needs** – which are the basic needs like water, air, food, shelter, sex and sleep.

2) **Safety needs** – these include protection from adverse weather conditions, security, law and order and stability.

3) **Esteem needs** – which are self-esteem, achievement, status, independence and dominance.
iv) **Self-actualisation** – this is when one achieves full potential, self-fulfilment and achieving a peak of experiences. (Alhaji and Fauziah 2012)

However Alhaji and (Fauziah 2012) stated that Maslow’s theory is criticised for standardising the people’s needs and the fulfilment of needs is not necessarily hierarchical.

### 2.10.2 Herzberg’s Two factor theory

Alhaji and Fauziah 2012 stated that Herzberg and associates proposed the two factor theory which is one of the most famous and controversial theories in 1959. According to Yudhvir and Sunita 2012 the two factor theory is also known as the intrinsic/extrinsic motivation. They went to say Herzberg and associates concluded that some factors at workplace cause job satisfaction however there absence does not lead to dissatisfaction. The theory also argued that motivation factors for employees change over time.

Motivators include more responsibility, challenging work and recognition and Hygiene factors are status, salary and job security. Motivators are factors which result in positive job satisfaction whilst hygiene factors are not necessarily motivating but if not available they demoralise employees (Yudhvir and Sunita 2012)

### 2.10.3 Vroom’s Expectancy Theory

According to Lunenburg (2011) the Vrooms expectancy theory is different from content theories such as Maslow’s hierarchy of needs and Herzberg’s two factor theory in that Vroom did not provides specific suggestions on what motivates employees, but provides a process of cognitive variables which reflect individual differences in work motivation. Yudhvir and Sunita(2012) argued that Vroom’s theory is the most widely accepted motivation explanation. They went to state
that according to the theory, the strength of one to act in a specific way depends on the strength of the expectation that there will be an attractive outcome that will follow the act. Thus employees work harder if there is expectation of a very good reward after wards for examples very high incentive bonuses if targets are surpassed.

Vroom (1964 as quoted in Lunenburg 2011) gave four assumptions in his expectancy theory which are as follows:

1) Employees join companies with various expectations such as motivators, past experiences and their individual needs.
2) The behaviour of individuals is based on choice; hence people choose behaviours based on their own expectations and likely outcomes.
3) Individuals expect different things from the organisations such as job security, promotions, challenging work and attractive salaries.
4) Individuals optimize outcomes by selecting among alternatives. (Vroom 1964 as cited in Lunenburg 2011).

According to Yudhvir and Sunita(2012), Vrooms theory focus on three things which are relationship between effort and performance, performance and rewards as well as the individual and performance relationship. The summarised theory shows that

\[
\text{Motivation} = \text{Valence} + \text{Expectancy}
\]

Vroom’s theory is comparable to Herzberg as it does not give a standardised way of individual motivation like the Maslow’s contend theory.

2.11 ORGANISATIONAL CULTURE AND MOTIVATION

Joo and Lim (2009) argued that motivation is a very important component of organisational culture. They went on state that culture determines how people feel about their work, employee motivation levels, levels of organisational commitment and then importantly the levels of job satisfaction within the organisation. The above sentiments were also supported by Sakro in (2012).
Jooand Lim argued that motivation can be linked to culture by comparing with Kanter’s (1989) five sources of motivation. Kanter argued that employees are motivated by the organisation through mission, agenda control, training, reputation and a share of value creation. According to (Sempane et al 2002 as cited in Sokro 2012) organisational culture should be used to ensure that employees are motivated and this helps in the achievement of organisational goals. Sokro(2012) also stated that motivated staff have pride in doing their work and have a strong feeling for organisational success.

According to Treven, Mulej and Lynn (2008), cultures in specific countries and areas have very large influences on the motivation of employees for organisations which operate in the regions. They went on to say in Japan, which is high in collectivism giving a reward to a single employee could be demotivating as it is embarrassing. Hofstede (1987 as cited in Treven, Mulej and Lynn 2008) argued that the level of masculinity and femininity in a culture tend to influence employee motivating factors. He stated that money, status and titles are effective motivators in masculine cultures while in feminine cultures non-material rewards like time off, improved benefits and symbolic rewards are more motivating.

2.12 ORGANISATIONAL COMMITMENT

According to Shoaib, Zainab, Maqsood and Sani(2013) organisational commitment has been linked with the level of trust that exist between employees and management and way they view management to be fair in its processes. The further stated that commitment can be increased if there is employee involvement in decision making. Allen and Meyer (1990 as cited in Nongo and Ikyanyon 2012) stated that committed individuals are likely to stay with the organisation regardless of the organisation being in a positive or negative situation. Commitment can be created and reinforced through programmes such as training, education, employee involvement, performance and reward systems as well as fostering ownership among members. (Alhaji and Fauziah
Alimohammadi and Neyshabor (2013) reckons that employee commitment can be a very useful tool in improving the general performance of the organisation.

2.12.1 Defining Organisational Commitment

Buchanan (1974 as cited in Rashid, Sambasivan and Johari 2003) described commitment as the willingness of people to give their energy and loyalty to a social system or an affective attachment to an organisation apart from the purely instrumental worth of the organisation. According to Joo and Lim (2009) organisational commitment is the individuals feeling towards the entire organisation. Organisational commitment is also defined as the psychological attachment that individuals have with companies and have a strong relationship with goals and values. (Joo and Lim 2009, Rashid, Sambasivan and Johari 2003). Mowday et al (1982 as cited in Joo and Lim 2009) the three characteristics of organisational commitment as (1) the strong desire and need to adhere to the corporate goals and values of the company, (2) the acceptance to go an extra mile on behalf of the organisation and finally (3) a strong bond with the organisation hence the need to remain a member of the organisation.

2.12.2 Types of Commitment

Meyer and Allen (1991 as quoted in Alhaji and Fauziah 2012) developed a three component model for organisational management, and these have a bearing on the members’ continued association with the organisation. The components of the model were given as Affective commitment, Continuance commitment and normative commitment.

Meyer at al (1991 as quoted in Solu, Femi and Kolapo 2012) argued that the above three types of commitment are not mutually exclusive. Thus members can have all the three types of commitments to the organization; however their
strength may be different within the members, However O’Malley (2000 as cited in Robinson (n.d) argued that the review of literature on commitment gave five factors which are closely linked to the development of individual commitment. The five factors were given as Affiliatecommitment, Associatecommitment, Moralcommitment, Affective commitment and Structural commitment. The five factors will be discussed in more detail in the following paragraphs:

i) Affective Commitment - This involves the individual’s psychological attachment to the organisation as well as the way they identify with it and get involved in the organisation (Solu, Femi and Kolapo 2012). Alimohammadi and Neyshabor(2013) gave an almost similar definition of affective commitment to Solu et al when they stated that it is the employee’s identification with, emotional connection to and involvement in the organisation as well as its goals and values. Robinson (n.d) described affective commitment as the way in which workers derive satisfaction from their work and other members of the organisation, and their work environment. Robinson (n.d) argues that some researchers like Allen and Meyer 1991, give this as the most critical form of commitment to organisations and it has the most potential benefits to the organisation as members with high levels affective commitment are more likely to go beyond their normal work requirements for the better of the organisation.

ii) Continuance Commitment - Alimohammadi and Neyshobar (2013) defined commitment as the readiness of the members to remain part of the company due non-transferable factors such as excellent working relationship with other colleagues, retirement investments, also the members could have acquired skills that are unique to that particular organisation. According to Rashid, Sambasivan and Johari (2003) this type of commitment is based on the costs that the employee associates with leaving the organisation. They went on to say if there are limited viable options the worker has on leaving the organisation, the stronger the continuance commitment to the organisation. Solu, Femi and Kolapo (2012) agreed with Rashid et al (2003) that continuance commitment is based on the employees’ associated costs of leaving the
organisation. Robinson (n.d) gave this type of commitment as structural commitment. He gave this as the employees’ perception that they are in a fair economic exchange in the relationship with the organisation and they tend to benefit in a material from the organisation. Robinson (n.d) reckons that there barriers for the employees to leave the organisation. Thus from the description of continuance commitment, it is not a very safe type to organisations as there is no attachment to the organisations but employees seem to trapped from leaving the organisation.

iii) Normative Commitment - This type of commitment is when the employee feels there is a need or obligation to remain with the organisation. Usually member’s experience with the organisation before joining the organisation and social factors after join the company. (Rashid, Sambasivan and Johari 2003). Wiener (1982 as cited in Alimohammadi and Neyshobar 2013) reckon that normative commitment is based on the feeling of responsibility on the employee to remain a member of the organisation. This feeling can be driven by the value of loyalty and clarity to the organisation. Robinson (n.d) gave the alternative name of normative commitment as moral commitment. He went on to say members see the organisation to on their side, that is the institution, develops a mutual consent where the members and the organisation have a sense of responsibility towards each other.

iv) Affiliative and Association commitment - Robinson (n.d) stated that affiliative commitment exists when the core values of the organisation are similar to that of the individual, and also the employee feels comfortable in the social environment of the organisation. Robinson (n.d) also gave associative commitment as another type of commitment and stated that the employee feels that being a member of the organisation raises their status in the society. Thus the employee views working for the organisation as a privilege.

2.13 ORGANISATIONAL CULTURE AND COMMITMENT

Lau and Idris (2001 as quoted in Solu, Femi and Kolapo 2012) found out that culture influences organisational commitment as it shows the relative strength of
employees and their involvement with the organisation. According to Shoaib, Zainab, Maqsood and Solu (2013) corporate culture is a very important factor in developing key capabilities of individual and companies to have a competitive edge in the ever-changing business environment. They further stated that a company with a unique culture help to reduce uncertainties, create a collective identity, create a vision for the future and create employee commitment. Deal and Kennedy (1982) as cited in Nongo and Ikyanyon (2012) argued that organisational culture affects employee commitment and that there is a correlation between the strength of organisational culture and the strength of organisational commitment. Organisational culture is very important in enhancing and sustaining employee commitment and strength levels that are often characteristic of successful companies. (Deal and Kennedy, Silverthorn 2004 as quoted in Nongo and Ikyanyon 2012)

Shoaib, Zainab, Maqsood and Solu(2013) stated that commitment is highly important to the organisations but is not a clearly understood paradigm in organisational cultures. They went on to say different cultures tend to develop different levels of commitment of employees towards there organisation. They argued that researches that culture have a positive relationship on employee commitment. Solu, Femi and Kolapo(2012) described commitment as the degree to which an employee relates to the goals and values of the organisation and also their willingness to work towards achievement of such goals. Thus culture includes the values and aspirations of the organisations and if there is a culture of employee involvement, employees will be committed and this culture vs. commitment fit will help in driving the organisation towards attaining its targeted vision.

Cohen (2000 as cited in Rashid, Sambasivan and Johari 2003) discovered that the cultural dimensions were significant predictors of various basis and foci of commitment. Power distance is seen to relate to normative commitment, uncertainty avoidance is closely related to continuance commitment. It is also argued that collectivism is linked to all the three types of commitment that is affective, continuance and normative.
2.14 LITERATURE SYNTHESIS AND THEORETICAL FRAMEWORK

The literature review shows that organisational culture, motivation and commitment are related in the context of employees. Organisational culture is an independent variable, this can be seen as culture actually has an influence on both employee motivation and commitment and not the other way round. In actual effect motivation is part of organisational culture as companies use different ways of motivating employees. Also from literature highly motivated employees are more committed to the organisation hence are likely to stay longer and perform better for the good of the organisation. Thus commitment is influenced by organisational culture. The different levels of culture impact on the type of commitment the employee are likely to develop. Organisational commitment gives indications on the likelihood of employees to stay with the organisation. Figure 2.2 on the next page shows the conceptualised framework on the culture, motivation and commitment relationship from literature.
The literature review helped to develop the proposed hypothesis in chapter one and also there are additional hypothesis that were derived from literature. Thus from literature review the following hypothesis were developed.
**H1** – There is a positive relationship between organisational culture and employee motivation.

**H2** - Organisational culture positively affects employee commitment and the need to stay in the organisation.

**H3** - Employee motivation has a positive influence on the levels of employee commitment and the intention to remain with the organisation.

**H4** – There is a gap between the current culture and the preferred culture.

**H5** - The gap between preferred culture and current culture affects employee motivation.

**H6** – The gap between preferred culture and current culture affects the level of organisational commitment.

**2.15CONCLUSION**

The chapter reviewed literature on organisational culture, employee motivation and commitment. The commitment of employees hence the likelihood of them staying long with the organisation is dependent on the culture of the organisation. Different types of culture such as power distance, masculinity and femininity and collectivism and individualism have on the types of employee commitment have been reviewed in this chapter. National cultures in which companies operate tend to have influence on how employees can be motivated. The review also assisted in coming up with hypothesis for the study, especially on the relationships between the variables under study. The next chapter will detail the research methodology and sampling frame of the study.
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter gives an outline of how the research was carried out, including the research paradigm, data collection and data analysis. According to Greener (2008), research methodology is based on the ideology to the study, the strategy employed to conduct the study and the individuals understanding the research being carried out. The research was based on investigating the relationships that exist between organisational culture, employee motivation and commitment. The various relationships were investigated based on the postulated hypotheses and more hypotheses that were developed from literature.

3.2 RESEARCH OBJECTIVES

The main objective of the research was to investigate the relationship between organisational culture, employee motivation and commitment.

3.3 RESEARCH QUESTIONS

The main research question for the study was: How does organisational culture affect employee motivation and commitment?

3.2 HYPOTHESES FROM LITERATURE REVIEW

The following hypothesis were developed from literature review and conceptualized.
H1 – Organisational culture have an influence (positive/negative) on employee motivation.

H2 - Organisational culture affects employee commitment and the need to stay in the organisation.

H3 - Employee motivation have influence on the levels of employee motivation and the intention to remain with the organisation.

H4 – There is a gap between the current culture and the preferred culture.

H5 - The gap between preferred culture and current culture affects employee motivation.

H6 – The gap between preferred culture and current culture affects the level of organisational commitment.

3.3 RESEARCH PHILOSOPHIES

According to Saunders, Lewis and Thornhill (2009) research philosophy is all about developing a body of knowledge and the type of the knowledge. They went on to say that, the adopted philosophy has some critical assumptions on how the world is viewed and these assumptions form the basis of research. The two main research philosophies are the positivism and interpretivism. These will be described below.

3.3.1 Interpretivism

According to Greener (2008) this is the most common philosophy in the social sciences field which encompasses business and management. Under interpretivism, the researchers strive to see the world through the eyes of the population under study and subjective thinking and ideas are said to be valid (Greener 2008). Saunders, Lewis and Thornhill (2009) reckoned that under this
paradigm, it is important for the researcher to understand the differences between humans as social players.

3.3.2 Positivism

This approach is closely related to natural sciences and is based on empirical testing. Thus it emphasises the concepts of testing and experimentation (Greener 2008). Greener (2008) went on to state that research based on positivist philosophy is more about objectivity than subjectivity. Saunders, Lewis and Thornhill (2009) further stated that positivism involves the use of present or existing theory to generate hypothesis and that the generated hypotheses will then be tested and confirmed or rejected. This research was based on this philosophy. Hypotheses were developed from the research problem and further by literature review.

3.4 RESEARCH APPROACHES

The two main approaches to research are **deductive** (quantitative) and **inductive** (qualitative). According to Greener (2008) the inductive approach starts with focus on the phenomenon under study that is the organisation, economic issue or a business problem and then tries to come up with a theory by use of various research methods. Greener (2008) also went on to state that a qualitative approach to research is closely associated with the inductive approach, hence by applying the interpretivist model which allows different subjective thoughts and building up of knowledge rather than striving to find its reality. Saunders, Lewis and Thornhill (2009) also stated that in the inductive approach data is collected and theory is then generated from the analysis of this data. They went on to say the inductive approach is closely attached to the interpretivist philosophy.

Saunders, Lewis and Thornhill (2009) argued that the deductive approach is associated with the positivism philosophy and that in the deductive approach, the
theory and the hypothesis are developed and the researcher designs a research strategy to then test the hypothesis. Greener (2008) gave an explanation which agrees with Saunders et al by stating that the deductive approach starts by focusing on the theory, hence the hypothesis is developed from the theory which related to the objectives of the study. Greener (2008) went on to state that this approach is associated with the quantitative approach to research where numbers or facts are used to test theory. The research used the deductive approach to test the hypotheses that were developed from the research problem and literature. Numerical data (quantitative approach) was collected and analysed to verify facts.

3.5 RESEARCH DESIGN

The research design is the plan how individuals will go about answering the research questions. The design will include the sources which one intends to collect data and also takes cognisance of the constraints such as access to data, time, location and money (Saunders, Lewis and Thornhill, 2009). According to Wahyuni (2012), the research design is critical as it helps to connect the research methodology to the appropriate research methods thereby facilitating the answering of research questions and hypothesis which are put in place to address the issue understudy.

The research design used in this research is the cross-sectional design. A cross sectional design enables the collection of multiple factor data at once. According to Saunders et al (2009), this study usually uses the survey method and helps to explain how factors are related in organisations. In this research the factors of interest were organisational culture, employee motivation and employee commitment. MacDonald and Headlands (n.d) stated that cross sectional surveys collect information on a population at a given time and they also concurred that this study can help to determine the relationships between two or more factors. This method was used based on the advantages of limited time, low cost and limited travelling.
The research was also based on the quantitative paradigm. According to Kothari (2004) the basis of a quantitative research is the measuring of quantity. Also as stated earlier this is associated with the deductive approach. Saunders et al (2009) stated that a quantitative approach is numeric that is involves numbers and is closely linked to data collection techniques such as questionnaires. They also went on to say analysis procedures in quantitative techniques include graphs and statistics.

3.6 RESEARCH STRATEGY

According to Saunders, Lewis and Thornhill (2009), the research strategy is influenced by the research questions and objectives. Yin (2003 as cited in Saunders et al 2009) reckons that research strategies can be used for exploratory, descriptive and explanatory research. According to Saunders et al (2009) research strategies include experiments, surveys, case study, action research, grounded theory and ethnography. The survey strategy was used in this research. The strategy will be briefly described below.

3.6.1 Survey Strategy

This strategy is strongly related to the deductive approach to research and is very popular and widely used in business and management research. It help to answer the questions such as who, what, where, and how (Saunders, Lewis and Thornhill 2009). According to Saunders et al (2009) the survey strategy is common because it helps in an economical collection of large amounts of data and that the strategy permits the collection of quantitative data that can be analysed using descriptive and inferential statistics. They also stated that data gathered using the survey strategy can also be used to analyses possible reasons for specific relationships among variables and develop models based on these relationships.
3.7 METHODOLOGY

Wahyuni (2012) defined methodology as a model to carry out a particular research within the context a particular research paradigm. According to Greener (2008) methodology is about the general approach of the researcher to the research being carried out that is the basic understanding of the research and the strategy that one chooses to answer the research questions. According to Kothari (2004) a research methodology is a systematic way to solve a research problem. The research method used in this research is the quantitative (deductive) research design. Thus numeric data was collected for statistical analysis and used to test hypothesis developed from the problem statement and literature review. Due to the constraints of time and financial resources, the quantitative cross sectional design allowed for the measurement of the research variables under study. Data on organisational culture, employee motivation and commitment was ably collected under this research methodology.

3.8 RESEARCH METHOD

According to Wahyuni (2012) whilst methodology is like a map to the whole research, the research methods are steps or actions taken between the places on the map. Research methods are tools, methods and techniques which are applied in data collection, collation and analysis; furthermore it is possible to use one method in different methodologies (Wahyuni 2012). This research was based on a quantitative approach, and a survey method was used to collect the relevant data for analysis. Thus questionnaires testing the variables under study were distributed to the population understudy, in this case the lower management and staff of National Foods Holding Limited. The questionnaires were hand delivered to the respondents which improved the response rate of the study.
3.9 RESEARCH INSTRUMENT

The research instrument used was the questionnaire which was structured into four sections. The four sections were (a) the bibliography which was collected information on the gender, age, length of service, level of education, marital status and the income of the respondents. This was key as it helped to link these factors to the variables under study: (b) the section was based on the independent variable under study which is organisational culture. The questions were meant to collect information on the employee knowledge on culture, perception on the culture and the possible gap if any that might exist between the prevailing culture and the preferred culture. Section (c) of the questionnaire was testing the intermediate variable understudy which is the levels of employee motivation and how this was being influenced by the organisational culture, and the last section was testing the levels of employee commitment to the organisation and the type of commitment that was prevailing among respondents.

The questionnaire contained closed questions and questions had the likert scale which helped to collect quantitative data. Thus the three major variables understudy were properly covered by the research instrument. The independent variable was organisational culture, the intermediate variable was motivation and the dependant variable was employee commitment and intention to remain with the organisation. The questions from the questionnaire were mostly derived from literature, meaning they were already tested in other researches.

3.9.1 Pilot Study

The questionnaire was tested on ten employees of the National Foods Flour milling division. The respondents who were used in the pilot test are part of the population which was understudy. According to Saunders, Lewis and Thornhill (2009) a questionnaire is pilot tested to refine it and to ensure that the respondents will not have problems answering the questionnaire. Most of the respondents in the test were taking too long to complete the questionnaire hence some of the questions were dropped to cut on time and to ensure that
respondents are not bored during answering the questions. Saunders et al (2009) also stated that pilot testing the questionnaire will help in assessing the validity of the questions and the likely reliability of the data that will be gathered. The data collected was meant to investigate the relationship between organisational culture, motivation and employee commitment. Thus after the test the questionnaire was adjusted to suite the research and to reduce the time taken to answer the questionnaire.

3.10 SAMPLE USED FOR RESEARCH

The population for the whole study was the staff to middle management of NFL Holdings. The total population for the study is 700 employees. There were 20 middle managers, 32 line managers, 50 supervisors, 100 plant operators and charge hands and 400 low level permanent and contract employees. The population is drawn from five manufacturing sites that are two units in Harare, two in Bulawayo and one in Mutare and ten depots located near Harare and Bulawayo. The survey could not be carried out for the whole population hence a sample had to be used and generalised to the whole population.

According to Greener (2008) sampling is a reliable way of collecting data and studying human behaviour in business and also emphasised that the sample taken should be representative of the whole population. This was also reinforced by Saunders et al (2009) when they stated that sampling is the practical alternative to a full census and can be applied where it is not possible or there are resources or time constraints to conduct the census. A sample of 126 employees was used for this study and was given questionnaires. The sample was deemed to be representative of the whole population as a random stratified sampling method was used and all members had equal opportunities to be picked in the strata. The strata were according to level of seniority in the company from the shop floor to middle management who form the sampling frame. The research was also based on a 95% level of certainty as Saunders, Lewis and Thornhill (2009) recommended that researchers usually work on a
95% level of certainty. The sample that was used in the study is shown by table 3.1 below.

Table 3.1 Sample for the study

<table>
<thead>
<tr>
<th>LEVEL OF EMPLOYEMENT</th>
<th>POPULATION</th>
<th>SAMPLE</th>
<th>PERCENTAGE OF TOTAL SAMPLE (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>EMPLOYEES</td>
<td>500</td>
<td>82</td>
<td>65</td>
</tr>
<tr>
<td>SUPERVISORS</td>
<td>150</td>
<td>27</td>
<td>21.4</td>
</tr>
<tr>
<td>LINE MANAGERS</td>
<td>32</td>
<td>9</td>
<td>7.14</td>
</tr>
<tr>
<td>MIDDLE MANAGERS</td>
<td>20</td>
<td>8</td>
<td>6.35</td>
</tr>
<tr>
<td>TOTAL</td>
<td>702</td>
<td>126</td>
<td>100</td>
</tr>
</tbody>
</table>

3.11 PROBABILITY AND NON-PROBABILITY SAMPLING

According to Saunders et al (2009) in non-probability sampling members do not have an equal chance to be picked hence this type of sampling cannot be used in statistical inference. This type of sampling does not result in a representative sample being picked thus findings cannot be generalised to the whole population. In contrast probability sampling results when all members of the population have an equal chance of being picked. Greener (2008) reckoned that the chances of each member is known in probability sampling and that this type of sampling keeps the sampling error low all the time and the samples obtained are usually true representative of the populations from which they are picked. Probability
sampling is commonly used with experimental and survey researches (Saunders, Lewis and Thornhill 2009).

This research used probability sampling as it’s a quantitative survey research where inference has to be made to the whole population. The sampling method used is the random stratified method. According to Saunders et al (2009) the stratified random sampling is a modification of the random sampling method, however it is more effective in that the population is divided into strata, with members in each stratum have very close attributes. They also went on to state that the samples are randomly picked from the strata to give a more representative sample. In this study the sampling frame ranged from shop floor employees to middle management, and the strata were divided according to level of seniority. The subsets were then the four levels namely shop floor, supervisors, line managers and middle managers.

3.12 RESPONSE RATE

According to Saunders et al (2009) the most fundamental aspect of a probability sample is the fact that it must represent the population from which it is drawn. Thus a high response rate is important as it impacts on the sample representativeness. Baruch (1999 as quoted in Saunders et al 2009) reckons that for studies involving top management or organisations representatives a response rate of 35% is reasonable. In the research a very high response rate was obtained which is a good indicator of the sample being a true representative of the population under study. The response rate was due to fact that the questionnaires were personally handed out to the respondents.

3.13 VALIDITY

Greener (2008) stated that a research design should be very clear and transparent such that the readers can carry out the same method and get the same results. According to Greener 2008 the research process should be reliable
and repeatable. The research process should also be valid. According to Greener (2008) is fundamental that research processes have face validity, construct validity and internal validity. In construct validity the method must measure what it is supposed to measure, face validity is important in that it drives people to participate in the study being carried out especially in surveys and interviews and finally external validity is about the study being able to be generalised to other similar studies in context (Greener2008). The research was carried out in manner which ensures reliability and validity in that the questionnaire was developed mostly from literature. Most questions used had already been used and tested in other studies and the sampling process was probability meaning that all members in the population had a chance of being picked hence the sample is representative of the population.

3.14 ETHICAL CONSIDERATIONS

According to Greener (2008) ethics have close relationships to moral choices affecting decisions, standards and behaviour. According to Fouka and Mantzorou (2011) the major ethical issues to be considered in research include informed consent, beneficence, respect of anonymity and confidentiality and respect of privacy. The Canterbury Christ Church University (CCCU) (2006) also gave similar ethical issues as very important in researches that involve humans. Free and informed consent according to CCCU (2006) underpins that the researcher must explain the nature and objectives of the research such that the participant uses his/her judgement on the deemed benefits to participate in the research voluntarily and willingly. In this research this was properly explained and highlighted in the introductory letter. The research ensured that no-one was prejudiced or affected negatively during the research process. There was respect to the ethical issues of autonomy, confidentiality and beneficence.

In this research all the necessary permissions and request were made. Most important of all the privacy of the participants was closely guarded. No force was used to ensure participation and it was clearly communicated that the research was strictly for academic purposes and this was adhered to in the research
process. The privacy of the participants was of importance and the study was anonymous as the respondents were strictly advised not to write their names on the questionnaire. Communication was done clearly to participants to assure them the reasons and importance of this study.

3.15 CONCLUSION

The chapter discussed the research methodology; this included the research paradigm and the research design. The chapter also gave an overview of the study population and the sampling frame applied. The chapter also stated some ethical issues that were taken into consideration during the research process especially during the process of data collection.
CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 INTRODUCTION

This chapter provides the data analysis and findings from the data collected in the research. The research is to investigate the relationship that exist between organisational culture, employee motivation and employee commitment. The data collected was primary data and was collected using the questionnaire. The concepts used in data analysis were derived from the review of literature in chapter two and also some hypotheses to be tested were developed from literature review. The chapter presents frequency analysis, descriptive analysis, test for normality, regression and correlation analysis. The chapter also discusses the findings in relation to literature.

4.2 Response rate

A total of 126 questionnaires were personally distributed by the researcher and the responses obtained were 111 giving a response rate of 88%. Baruch (1999 as quoted in Saunders et al 2009) reckons that for studies involving top management or organisations representatives a response rate of 35% is reasonable. Hence the response rate obtained in the research is deemed very good. The responses obtained from each level of employment are given in fig 4.1 below.
Table 4.1: Response Rate per employment level

<table>
<thead>
<tr>
<th>LEVEL OF EMPLOYEMENT</th>
<th>QUESTIONNAIRES DISTRIBUTED</th>
<th>QUESTIONNAIRES RETURNED</th>
<th>RESPONSE RATE %</th>
</tr>
</thead>
<tbody>
<tr>
<td>EMPLOYEES</td>
<td>82</td>
<td>73</td>
<td>89.0</td>
</tr>
<tr>
<td>SUPERVISORS</td>
<td>27</td>
<td>23</td>
<td>85.2</td>
</tr>
<tr>
<td>LINE MANAGERS</td>
<td>9</td>
<td>9</td>
<td>100</td>
</tr>
<tr>
<td>MIDDLE MANAGERS</td>
<td>8</td>
<td>6</td>
<td>75</td>
</tr>
<tr>
<td>TOTAL</td>
<td>126</td>
<td>111</td>
<td>88.1</td>
</tr>
</tbody>
</table>

The highest response rate was obtained from Line managers with a response rate of 100% and the lowest response rate was from middle managers which was 75% in total. An 89% response rate was obtained from employees with 85.2% of supervisors have returned their questionnaires. The total overall response rate was 88.1% which is high and this was expected by the researcher as the questionnaires were personally hand distributed.

4.3 FREQUENCY ANALYSIS

The frequency analysis was based on gender, level of employment, length of service, level of education and age of the respondents.
Table 4.2 Gender Frequency Table

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>85</td>
<td>76.6%</td>
<td>76.6%</td>
<td>76.6%</td>
</tr>
<tr>
<td>Female</td>
<td>26</td>
<td>23.4%</td>
<td>23.4%</td>
<td>100.0%</td>
</tr>
<tr>
<td>Total</td>
<td>111</td>
<td>100.0%</td>
<td>100.0%</td>
<td></td>
</tr>
</tbody>
</table>

Fig 4.1: Gender Statistic

Table 4.2 and fig 4.1 above show the gender statistics of the respondents who participated in this study. The gender frequency analysis shows that 85 males in NFL responded validly to the questionnaires compared to 26 females. This translates to 76.6% and 23.4% respectively. This difference and the large percentage on males is due to the gender setup that exist within the organisation. The company is a heavily manufacturing based and most jobs are masculine hence the large proportion of males.
4.3.1 Age Composition

Table 4.3 Age Composition Table

<table>
<thead>
<tr>
<th>Age Category</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 30</td>
<td>33</td>
<td>29.7</td>
<td>29.7</td>
<td>29.7</td>
</tr>
<tr>
<td>30-40 yrs.</td>
<td>35</td>
<td>31.5</td>
<td>31.5</td>
<td>61.3</td>
</tr>
<tr>
<td>Valid</td>
<td>41-50 yrs.</td>
<td>28</td>
<td>25.2</td>
<td>86.5</td>
</tr>
<tr>
<td>Over 50yrs</td>
<td>15</td>
<td>13.5</td>
<td>13.5</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>111</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Fig 4.2 Age Composition Statistic

The table 4.3 and fig 4.2 above show that the majority of the respondents are between the ages of 30 to 50 years. These constitute more than 56% of the total number of respondents. This gives a high average age for the company. Those below thirty constituted less than 30% of the respondents. The age profile could be showing the age of the company as it has been in existence for a long time.
4.3.2 Length of Employment.

Table 4.4 Length of employment frequency table

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 5 yrs</td>
<td>34</td>
<td>30.6</td>
<td>30.6</td>
<td>30.6</td>
</tr>
<tr>
<td>5-10 yrs.</td>
<td>30</td>
<td>27.0</td>
<td>27.0</td>
<td>57.7</td>
</tr>
<tr>
<td>11-20 yrs</td>
<td>33</td>
<td>29.7</td>
<td>29.7</td>
<td>87.4</td>
</tr>
<tr>
<td>21-25 yrs</td>
<td>12</td>
<td>10.8</td>
<td>10.8</td>
<td>98.2</td>
</tr>
<tr>
<td>Over 25 yrs</td>
<td>2</td>
<td>1.8</td>
<td>1.8</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>111</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Fig 4.3 Length of employment frequency

The largest proportion on the length of service is below five years of service to the organisation, however cumulatively those between five to twenty years of services constitute the largest percentage. The table4.4 and fig 4.3 show that most employees are still relatively new considering that the company is over ninety years old which could point to skills flight that is generally characterising the economy due to the current slowdown which is being observed.
4.3.3 Level of Education

Table 4.5 Frequency table for Level of Education

<table>
<thead>
<tr>
<th>Level of Education</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>GCE</td>
<td>51</td>
<td>45.9</td>
<td>45.9</td>
<td>45.9</td>
</tr>
<tr>
<td>Certificate</td>
<td>24</td>
<td>21.6</td>
<td>21.6</td>
<td>67.6</td>
</tr>
<tr>
<td>Diploma</td>
<td>22</td>
<td>19.8</td>
<td>19.8</td>
<td>87.4</td>
</tr>
<tr>
<td>Degree</td>
<td>13</td>
<td>11.7</td>
<td>11.7</td>
<td>99.1</td>
</tr>
<tr>
<td>Post graduate degree</td>
<td>1</td>
<td>0.9</td>
<td>0.9</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>111</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Fig 4.4 Level of Education

The table 4.5 above and the related pie chart (fig 4.4) show general level of education that is within the organisation. The level of education was considered as important, hence included in the questionnaire as it will give some indication on the level of understanding of the concepts being asked. The section on
organisational culture needed the respondents to have an understanding of the concept of organisational culture. Most of the respondents 51 out of the total 111 respondents have GCE certificates and this was 45.9% of the respondents. This was followed by Certificates and Diplomas which accounted for 21.6% and 19.8% respectively. Those with University degrees accounted for 11.7% of the respondents and only 0.9% of the respondents had a post-graduate degree. The GCE is the general certificate awarded after completion of secondary education; Certificates covered those awarded at colleges or polytechnic colleges whereas the Degree covered University education together with post graduate degrees. The profile obtained in terms of education levels gave confidence on the reasonable assessment of the organisational culture in the organisation together with the dependant variables which are employee motivation and employee commitment.

4.3.4 Employment Levels

Table 4.6 Frequency for Employment Levels

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee</td>
<td>73</td>
<td>65.8</td>
<td>65.8</td>
<td>65.8</td>
</tr>
<tr>
<td>Supervisor</td>
<td>23</td>
<td>20.7</td>
<td>20.7</td>
<td>86.5</td>
</tr>
<tr>
<td>Line Manager</td>
<td>9</td>
<td>8.1</td>
<td>8.1</td>
<td>94.6</td>
</tr>
<tr>
<td>Middle Manager</td>
<td>6</td>
<td>5.4</td>
<td>5.4</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>111</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>
The employment levels that were included in the population ranged from employees which are the general hands and lower level clerks. These constituted 65.8% of the respondents. The supervisors are senior to employees and are the second level of seniority in the organisation, this level accounted for 20.7% of the respondents. Line managers include head of sections and departments and these accounted for 8% of the respondents and the most senior level in the population were middle managers who included head of divisions and these accounted for 5% of the total respondents. Thus the profile of levels of employment and number of respondents on each level shows the general set up of the organisation with the majority being employees and the numbers decrease with increasing seniority and level of decision making.

4.4 DESCRIPTIVE ANALYSIS

The descriptive analysis shows the general make-up of the sample. There were 111 valid responses to the questionnaires that were distributed. The males accounted for 85 out of the 111 respondents which is 76.6% whilst 26 out of the
111 were females which are 23.4 %. The males formed the majority of the respondents as there are more males than females due to the masculine natures of most jobs in the organisation.

**Table 4.7 Descriptive statistics**

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Min</th>
<th>Max</th>
<th>Mean</th>
<th>Std. Dev</th>
<th>Skewness</th>
<th>Kurtosis</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Statistic</td>
<td>Std. Error</td>
</tr>
<tr>
<td>Age</td>
<td>111</td>
<td>1</td>
<td>4</td>
<td>2.23</td>
<td>1.024</td>
<td>.308</td>
<td>.229</td>
</tr>
<tr>
<td>Length Of Service</td>
<td>111</td>
<td>1</td>
<td>5</td>
<td>2.26</td>
<td>1.068</td>
<td>.370</td>
<td>.229</td>
</tr>
<tr>
<td>Valid N</td>
<td>111</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
4.5 LEVELS OF CULTURE

The levels of culture were given in literature review as artifacts, espoused values and underlying factors. The artifacts and espoused values according to Schein (2004) are the visible factors and strategies of the organisation. These may include the vision, mission and operational strategies of the organisation. The first question in section b assessed the clarity of these levels from the respondents. These form the strong basis of organisational culture. The question wanted to assess whether organisation has clear business and operational objectives that are understood by all employees.

Table 4.8 Responses on clear business and operational objectives.

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>22</td>
<td>19.8</td>
<td>19.8</td>
<td>19.8</td>
</tr>
<tr>
<td>Disagree</td>
<td>48</td>
<td>43.2</td>
<td>43.2</td>
<td>63.1</td>
</tr>
<tr>
<td>Not sure</td>
<td>25</td>
<td>22.5</td>
<td>22.5</td>
<td>85.6</td>
</tr>
<tr>
<td>Agree</td>
<td>12</td>
<td>10.8</td>
<td>10.8</td>
<td>96.4</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>4</td>
<td>3.6</td>
<td>3.6</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>111</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

On business and operational objectives 19.8% strongly disagreed that the organisation had clear objectives understood by everyone in the organisation. The largest proportion of the respondents, 43.2% also disagreed that employees had an understanding of business objectives, 22.5% of the respondents were not sure whilst 14% agreed that these were in place in the organisation. Hence cumulatively 63.1% of the respondents disagreed that there are clear business and operational objectives in the organisation.
Table 4.9 Responses to sharing business strategies with employees.

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>14</td>
<td>12.6</td>
<td>12.6</td>
<td>12.6</td>
</tr>
<tr>
<td>Disagree</td>
<td>32</td>
<td>28.8</td>
<td>28.8</td>
<td>41.4</td>
</tr>
<tr>
<td>Not sure</td>
<td>33</td>
<td>29.7</td>
<td>29.7</td>
<td>71.2</td>
</tr>
<tr>
<td>Agree</td>
<td>30</td>
<td>27.0</td>
<td>27.0</td>
<td>98.2</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>2</td>
<td>1.8</td>
<td>1.8</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>111</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

In literature review it was stated in Schein 2004 that espoused believes are very important in assisting the organisation achieve its stated goal. The espoused believes include the vision and mission statements. In this study 41.4% of the respondents disagreed that the vision and mission of the organisation are understood by everyone in the organisation. Only 28.8% of the respondents agreed that management shares the business strategies to the employees. A considerable number of respondents 29.7% were not sure about the issue.

Table 4.10 Responses to excellent communication with employees on a host of issues

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>13</td>
<td>11.7</td>
<td>11.7</td>
<td>11.7</td>
</tr>
<tr>
<td>Disagree</td>
<td>54</td>
<td>48.6</td>
<td>48.6</td>
<td>60.4</td>
</tr>
<tr>
<td>Not sure</td>
<td>22</td>
<td>19.8</td>
<td>19.8</td>
<td>80.2</td>
</tr>
<tr>
<td>Agree</td>
<td>18</td>
<td>16.2</td>
<td>16.2</td>
<td>96.4</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>4</td>
<td>3.6</td>
<td>3.6</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>111</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>
The Table 4.10 on the previous page shows the responses on how the employees view communication methods in the organisation. The majority of the respondents, 60.4% disagreed that communication was excellent on a host of issues. Communication is important and critical as this helps employees understand where the organisation is coming from, current situation and the future intentions and this helps in aligning employees to the objectives and goals of the organisation thereby creating a drive towards attaining these goals.

Table 4.11 Responses on expected results

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>32</td>
<td>28.8</td>
<td>28.8</td>
<td>28.8</td>
</tr>
<tr>
<td>Disagree</td>
<td>53</td>
<td>47.7</td>
<td>47.7</td>
<td>76.6</td>
</tr>
<tr>
<td>Not sure</td>
<td>17</td>
<td>15.3</td>
<td>15.3</td>
<td>91.9</td>
</tr>
<tr>
<td>Agree</td>
<td>8</td>
<td>7.2</td>
<td>7.2</td>
<td>99.1</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>1</td>
<td>.9</td>
<td>.9</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>111</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

The question from which the above statistic was derived meant to ascertain whether the employees know what they are expected to achieve in the organisation. Of the total number of respondents 76.6% do not know what is expected of them in the organisation, 15.3% were unsure and only 8.0% agreed that they knew what is expected of them in the organisation.
4.6 TESTS FOR NORMALITY

Table 4.12 Normality Test

<table>
<thead>
<tr>
<th></th>
<th>Kolmogorov-Smirnov$^a$</th>
<th>Shapiro-Wilk</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Statistic</td>
<td>df</td>
</tr>
<tr>
<td>OrgCulture</td>
<td>.078</td>
<td>111</td>
</tr>
<tr>
<td>T</td>
<td></td>
<td></td>
</tr>
<tr>
<td>EmpMotivT</td>
<td>.064</td>
<td>111</td>
</tr>
<tr>
<td>AffectComT</td>
<td>.089</td>
<td>111</td>
</tr>
<tr>
<td>ContComT</td>
<td>.097</td>
<td>111</td>
</tr>
<tr>
<td>NormConT</td>
<td>.127</td>
<td>111</td>
</tr>
<tr>
<td>OrgComT</td>
<td>.070</td>
<td>111</td>
</tr>
</tbody>
</table>

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

The table above is based on the Kolmogorov-Smirnov and Shapiro-Wilk tests for normality. The two tests show whether the data is normally distributed or not. The variables which have a level of significance of 0.05 and below shows that the data is statically significant and that the data is not normally distributed and non-parametric tests which are more conclusive can further be carried out on this data. However, some variables such as organisational culture and organisational commitment have level of significance above 0.05 on both tests.

4.7 CORRELATIONS ANALYSIS

Correlation analysis gives an indication of the level of association between variables. The association can be positive or negative and is measured between 0 and 1 where closer to zero depicts a weak relationship and closer to one shows a strong correlation. Wegner (2002) stated that correlation the strength of association between variables. The correlation between the variables in the study was measured and is shown in table 4.13 on page 64.
The table 4.13 shows that there is a positive relationship between organisational culture and employee motivation. The strength of association between the two variables was 0.252. The table also shows a positive relationship between organisational culture and organisational commitment at 0.209. The relationship between organisational cultures and affective, continuance and normative commit was also weak positive at 0.139, 0.028 and 0.218 respectively. The table also gives a positive relationship between employee motivation and organisational commitment at 0.228. The graph further shows positive relationships between employee motivation and affective commitment, continuance commitment and normative commitment at 0.240, 0.104 and 0.087 respectively. It can be observed that across all variables there is a positive relationship.
Table 4.13 Correlation between variables.

<table>
<thead>
<tr>
<th></th>
<th>OrgCultureT</th>
<th>EmpMotivT</th>
<th>AffectComT</th>
<th>ContCo mT</th>
<th>NormConT</th>
<th>OrgComT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OrgCultureT</strong></td>
<td>Pearson Correlation Sig. (2-tailed)</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>EmpMotivT</strong></td>
<td>Pearson Correlation Sig. (2-tailed)</td>
<td>.252**</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>AffectComT</strong></td>
<td>Pearson Correlation Sig. (2-tailed)</td>
<td>.139</td>
<td>.240*</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ContCo mT</strong></td>
<td>Pearson Correlation Sig. (2-tailed)</td>
<td>.028</td>
<td>.104</td>
<td>.209*</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td><strong>NormConT</strong></td>
<td>Pearson Correlation Sig. (2-tailed)</td>
<td>.218*</td>
<td>.087</td>
<td>.144</td>
<td>-.006</td>
<td>1</td>
</tr>
<tr>
<td><strong>OrgComT</strong></td>
<td>Pearson Correlation Sig. (2-tailed)</td>
<td>.209*</td>
<td>.228*</td>
<td>.728**</td>
<td>.564**</td>
<td>.625**</td>
</tr>
<tr>
<td>N</td>
<td>111</td>
<td>111</td>
<td>111</td>
<td>111</td>
<td>111</td>
<td>111</td>
</tr>
</tbody>
</table>
4.8 REGRESSION ANALYSIS

According to Wegner (2002) regression analysis is concerned with quantifying the underlying structural relationship between variables. The data presented below will show two regression models that is one for employee motivation against organisational commitment and the other for organisational culture and motivation against employee commitment. The major function of the regression model is to verify whether the model developed in literature review measures the relationships between the variables and the quantification of the relationship.

4.8.1 Regression Analysis for Organisational Culture and Employee motivation vs Organisational Commitment

Table 4.14 Model Summary 1

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.277a</td>
<td>.176</td>
<td>.159</td>
<td>5.637</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), EmpMotivT, OrgCultureT
b. Dependent Variable: OrgComT

The table 4.11 above shows that the model measures 17.6% of the relationship between organisational culture and employee motivation with organisational commitment. Thus in the model organisational commitment is the dependent variable whilst organisational culture and employee motivation are the predictors or independent variables.
Table 4.15 ANOVA 1

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>284.208</td>
<td>2</td>
<td>142.104</td>
<td>4.472</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>3431.522</td>
<td>108</td>
<td>31.773</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>3715.730</td>
<td>110</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: OrgComT
b. Predictors: (Constant), EmpMotivT, OrgCultureT

The ANOVA is a regression table showing the F – test. The larger the F value is an indication of an unusual test score (data will be unusual) and it will be highly unlikely that the null hypothesis will be true and also if the significance level is below 0.05, the hypothesis will be rejected. The table 4.12 above show that the F value is 4.472 showing that the figure is not very large and the significance level is 0.014. The independent variables (employee motivation and organisational culture) explained that they are a good measure for organisational commitment.

Table 4.16 Regression Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standarized Coefficients</th>
<th>t</th>
<th>Sig.</th>
<th>Collinearity Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>27.9</td>
<td>4.571</td>
<td>6.125</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>OrgCultureT</td>
<td>.172</td>
<td>.102</td>
<td>.162</td>
<td>.093</td>
<td>.936</td>
</tr>
<tr>
<td>EmpMotivT</td>
<td>.240</td>
<td>.122</td>
<td>.187</td>
<td>.05</td>
<td>.936</td>
</tr>
</tbody>
</table>
The table 4.13 above shows that organisational culture has a positive relationship of 0.093 and a beta coefficient of 0.162 whilst employee motivation has a positive relationship of 0.05 and a beta coefficient of 0.187. The results prove that the two variables (organisational culture and employee motivation) are good indicators of organisational commitment. According to Alauddin, Butler and Greene (2003) the Value Inflation Factor gives the extent of multi-collinearity and that as a rule of thumb this value should not exceed 5. Hence if the VIF is greater than five it means the regression coefficient maybe poorly estimated. The table 4.8.3 above shows that all the VIF values are below hence they are not poorly estimated.

4.8.2 Regression Analysis for organisational culture vs motivation

Table 4.17 Model Summary 2

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.252a</td>
<td>.064</td>
<td>.055</td>
<td>4.411</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), OrgCultureT
b. Dependent Variable: EmpMotivT

The model shows that 6.4% of the variation in employee motivation is as a result of organisational culture. In this case organisational culture is the predictor or independent variable whilst employee motivation is the dependent variable.

Table 4.18 ANOVA 2

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>143.861</td>
<td>1</td>
<td>143.861</td>
<td>7.393</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>2121.058</td>
<td>109</td>
<td>19.459</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>2264.919</td>
<td>110</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: EmpMotivT
b. Predictors: (Constant), OrgCultureT
The F statistic shows the regression mean square divided by mean square (residual). Generally if the significance value of this F statistic is smaller than 0.05, it shows that the independent variables give a good explanation of the variation in the dependent variables. Hence in this case the significance value is 0.008 which is less than 0.05 meaning that organisational culture does a good job explaining the variation in employee motivation.

**Table 4.19 Regression Coefficients**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
<th>Collinearity Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
<td>Part</td>
</tr>
<tr>
<td>(Constant)</td>
<td>21.01</td>
<td>.077</td>
<td>.252</td>
<td>7.107</td>
<td>.008</td>
</tr>
<tr>
<td>Org Culture T</td>
<td>.209</td>
<td></td>
<td></td>
<td>2.719</td>
<td>.008</td>
</tr>
</tbody>
</table>

The table 4.16 above shows that organisational culture has a positive significant value of 0.008 and a beta coefficient of 0.252. The results prove that organisational culture is a good predictor of employee motivation. The Value Inflation Factor is 1.0 meaning that there are no multi-collinearity problems hence the model was not poorly estimated.

**4.9 CONCLUSION**

The chapter presented findings from the research and several test done on the collected data such as frequency analysis, descriptive analysis, normality test, regression analysis and correlation tests. The next chapter will discuss the results
in relation to literature, draw conclusions from the results and offer managerial recommendations.
CHAPTER FIVE

CONCLUSION RECOMMENDATIONS AND FURTHER RESEARCH

5.1 INTRODUCTION

This chapter follows the presentation and analysis of results. The chapter provides a discussion of the findings with relation to literature. The main purpose of this chapter is to conclude the research and to offer managerial recommendations. The chapter will also highlight the contributions to literature as well as point areas of future research.

5.2 DISCUSSION OF RESULTS

5.2.1 Findings in Relation to Literature

1) Organisational culture and employee motivation- The research showed that there is a significant positive correlation between organisational culture and employee motivation. This finding is consistent with Sinha, Singh, Gupta and Dutt (2010) who concluded that there is a positive and significant correlation between work culture and motivation levels of employees. The research also showed that normative commitment had the strongest relationship with organisational culture among the types of commitment at 0.218 compared to affective 0.139 and continuance 0.028.

2) Organisational culture and employee commitment – The study shows that there is a positive relationship between organisational culture and employee commitment. This finding was consistent with Agwu (2013) who studied organisational culture and employee commitment in the Bayelsa State civil service and concluded that there is a significant relationship
between organisational culture and employee commitment among the civil servants. The findings were also consistent with Sola, Femi and Kolapo (2012) who investigated organisational culture and employee motivation among staff of tertiary institutions in Nigeria and concluded that there is a significant correlation between the two variables among the employees in Lagos state.

3) **Motivation and employee commitment** – There was a positive relationship between employee motivation and employee commitment. The research also showed that motivation has the strongest relationship with affective commitment compared to the other two types of organisational commitment. The correlations were 0.240 for affective commitment, 0.104 for continuance and 0.082 for normative commitment. The correlation between motivation and overall commitment was at 0.228.

The findings of this research are consistent with the findings of Danish, Rehman and Munir (2012) who studied the impact of motivation on employees’ commitment in Pakistan’s public and private sector and also concluded that there is a positive and significant relationship between overall employees motivation and employee’s commitment. Alimohammadi (2013) also concluded that motivation has a significant positive impact on organisational commitment of employees when he studied work motivation and employee commitment among Iranian employees.

### 5.2.2 Hypothesis Testing

The theoretical framework that was developed in chapter two meant to test six hypotheses. However data on preferred culture could not the collected hence hypotheses H4, H5 and H6 six could not be tested in this study hence becomes an area of further research. The following paragraphs will give results of three hypothesis developed from literature and the main hypothesis of the study.
H1– There is a positive relationship between organisational culture and employee motivation

The study showed that there is a positive correlation between organisational culture and employee motivation. The correlation coefficient was found to be 0.252; although the correlation can be classified as weak it is however positive hence the hypothesis is accepted as claimed.

H2 - Organisational culture positively affects employee commitment and the need to stay in the organisation

The study shows that there is a positive correlation between organisational culture and employee commitment. The correlation coefficient was found to be 0.209, which again falls under weak positive thus the hypothesis is accepted.

H3 - Employee motivation has a positive influence on the levels of employee commitment and the intention to remain with the organisation

The correlation co-efficient of the relationship between employee motivation and employee commitment was 0.228. This shows a positive correlation hence the hypothesis is accepted.

5.2.3 Main Hypothesis

H0: There is a positive relationship between organisational culture and employee motivation and commitment

The correlation results obtained all show that there is positive correlation between organisational culture which was the independent variable, employee motivation the intermediate variable and employee commitment the dependent variable. Hence the main hypothesis is accepted as a positive and significant relationship does exist between the three variables.
5.3 CONCLUSION AND ANSWERS TO RESEARCH QUESTIONS

5.3.1 The Main Objective

The main objective of the research was to investigate the relationship between organisational culture, employee motivation and commitment. There were five subsidiary objectives in the research. However research objective three on preferred culture will not be concluded as there was a time limitation to collect the data on preferred culture.

The study showed that there is a significant positive correlation between the three variables organisational culture, employee motivation and employee commitment. Hence organisational culture has an influence on the two dependent variables.

Objective One

➢ To determine the nature of the relationship between culture and motivation

The relationship between organisational culture and employee motivation was found to be a positive linear relationship. It can be concluded that culture is very good indicator of motivation. Sinha et al (2010) also concluded that there is significant correlation between culture and motivation. However the model used to test the relationship between the two variables only accounted for 6.4% of the relationship it means there are other issues which do impact on motivation other than organisational culture.

Objective Two

➢ To determine how organisational culture affects employee motivation.

It can be concluded that culture affects employee motivation in a positive way, as there is a positive correlation. Thus good organisational culture practices tend to increase employee motivation. The levels of culture have a big influence on
employee motivation, hence if the artefacts and espoused values of the organisation are aligned with the employees this increases motivation levels. As seen from the study, the majority of employees disagreed that the vision, mission and goals of the organisation are clear and known by everyone as a result also a very large percentage of the employees did not know what is expected of them in the organisation.

**Objective Three**

- To assess if there is gape between current culture and preferred culture.

There is no conclusion on this objective as data could not be collected and this is a future area of research.

**Objective Four**

- To determine the relationship between organisational culture, employee motivation and employee commitment.

The relationship between organisational culture and employee commitment was found to be positive and the same applies to the employee motivation and employee commitment. Thus it is conclude that a positive relationship exist between the three variables. The regression analysis model also showed that organisational culture and employee motivation are very good predictors of employee commitment. The model however proved that the two variables explain 17.6% of employee commitment meaning there are other factors outside the two which also have an effect on employee commitment. The results from correlation analysis however proved that of three types of commitment organisational culture and employee motivation influence affective commitment the most as was shown by the strongest correlation of 0.728. However good organisational cultural practices and employee motivation initiatives will increase employee commitment in organisations.
Objective Five

- To recommend solutions to management on how to management of culture and motivation to create organisational commitment

The research was a case study of NFL in the manufacturing sector, milling sub-sector. Thus findings from the study had to be backed with managerial recommendations. However the recommendations will be given in a full section later in this chapter.

5.4 MAIN HYPOTHESIS

H0: There is a positive relationship between organisational culture and employee motivation and commitment

H1: There is no significant relationship between organisational culture and employee motivation and commitment.

The results obtained proved that there is a positive correlation between the three variables organisational culture, employee motivation and employee commitment, hence H0 is accepted. Thus organisational culture is a good predictor of both employee motivation and employee commitment. Culture and motivation are both good indicators of commitment. Hence in management the three variables have to be understood and properly managed in organisations if the organisations are to achieve their stated goals.

5.5 CONTRIBUTION TO LITERATURE

This research has contributed to literature by confirming the relationship that exist between organisational culture, employee motivation and employee commitment. The research has proved that organisational culture is a dependable variable for both culture and motivation. The major contribution is being able to conclude that organisational culture and motivation influence affective commitment the most
among the three types of commitment. Previous literature centred on the relationship between culture and motivation or culture and commitment, however this research managed to prove that a significant relationship to exist between the three variables and that this relationship is positive. A model (fig 5.1) was also developed that can test the relationship between the three variables. The model was actually proved that it can actually measure the relationship hence this model can be applied in future research studies in the same field.

**FIG 5.1 THE MODIFIED CONCEPTUAL FRAMEWORK**
5.6 MANAGERIAL RECOMMENDATIONS

The research findings show that there is a significant relationship between the three variables which are culture motivation and commitment. Hence the first recommendation is that it should be each manager’s competence to manage the three variables as they complement each other in bringing out the best out of employees and help to reduce turnover and loss of talent from the organisation.

The survey showed that the majority of the employees are not aware of the vision and mission of the organisation, which is a misalignment of goals. The recommendation to management is to have employee engagement programmes to ensure that all the employees are aligned to the goals of the organisation as this help to create a common drive towards a common purpose.

The communication between management and employees should be constant, clear and regular so that everyone knows what is expected in the organisation so that everyone contributes positively to the organisations. The survey proved that communication is a problem as the majority of the employees do not know the mission, vision and goals of the organisation and also a large percentage of the employees do not know what is expected of them. This means people will be lost in the system and maybe this explains the perennial inefficiencies as there is no common and communicated goal. Management of culture will help reduced company employee disputes which from statistics are high in the organisation.

5.7 GENERALISATIONS

The study was conducted at NFL which is the largest and most dominant milling company in Zimbabwe. The findings can be generalised to other milling companies in the country and to some extend to the companies in the manufacturing sector. The three variables studied exist in every organisation hence the findings also help to explain human behaviour in different institutions and organisations.
5.8 RESEARCH LIMITATION

The major research limitation was time as this resulted in failure to test the whole conceptualized model as data from preferred culture could not be collected. The research also focused mostly on lower level employees leaving out top management and shareholders who are the principle drivers of organisational culture.

5.9 FUTURE RESEARCH

The part of the model that was not tested, that is the impact of preferred culture on motivation and commitment is an area that needs to be researched in future. The study centred on the relationship between culture, motivation and commitment among employees but did not break this to investigate this relationship on gender, age and length of service which again is an area of future research.

5.10 SUMMARY

The research has managed to prove the relationship between organisational culture employee motivation and employee commitment. A model was also developed from literature review to measure the relationship between the variables. Managerial recommendations were recommended which if adopted will help to improve the employer/employee relationship which will help drive the organisation towards a common goal.
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APPENDIX 1

JUNE 2014

Dear Respondent

I am Elliot Masarirambi, a post graduate student with the University of Zimbabwe who is studying towards the Master of Business Administration (MBA) degree with the Graduate School of Management (GSM). Am carrying out a research on the relationship between organizational culture, employee motivation and commitment.

I therefore ask for your assistance in filling this questionnaire as truthful as possible to ensure that the results will reflect the true and fair position. Please note that the research is purely academic and responses will be treated with utmost confidentiality. Please ensure that your name does not appear anywhere on this questionnaire. Should you need any clarification regarding this questionnaire, please contact me on 0772 481 496. As this is an academic research a copy of the dissertation will be kept in the University Library for future reference and use by other students.

Please read the following instructions:

1. Please tick the most appropriate response in the box provided.
2. Note there is no wrong answer; just answer all questions as honestly as is possible
3. Please make an effort to answer all questions.

Thanks in advance for your co-operation in assisting with this study.
### SECTION A: DEMOGRAPHIC DATA

Please tick the appropriate box below.

1. What is your sex?

<table>
<thead>
<tr>
<th>Male</th>
<th></th>
<th>Female</th>
</tr>
</thead>
</table>

2. What is your age?

<table>
<thead>
<tr>
<th>Under 30 Years</th>
<th>30-40 Years</th>
<th>41-50 Years</th>
<th>Over 50 Years</th>
</tr>
</thead>
</table>

3. What is your length of service in the organization?

<table>
<thead>
<tr>
<th>Under 5 Years</th>
<th>5-10 Years</th>
<th>11-20 Years</th>
<th>21-25 Years</th>
<th>Over 25 Years</th>
</tr>
</thead>
</table>

4. What is your education Level?

<table>
<thead>
<tr>
<th>General Certificate of Education</th>
<th>Certificate</th>
<th>Diploma</th>
<th>Degree</th>
<th>Post Graduate Degree</th>
</tr>
</thead>
</table>

5. What is your current job?

<table>
<thead>
<tr>
<th>Employee</th>
<th>Supervisor</th>
<th>Line Manager</th>
<th>Middle level Manager</th>
</tr>
</thead>
</table>
## SECTION B: ORGANIZATIONAL CULTURE.

Please read the following statements and put a score where you feel is most appropriate in the spaces provided.

<table>
<thead>
<tr>
<th></th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Not Sure</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>The organisation has clear business and operational objectives that are understood by all employees.</td>
<td></td>
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<tr>
<td>b.</td>
<td>Employees understand how their individual efforts contribute to business success.</td>
<td></td>
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<tr>
<td>c.</td>
<td>Management share business strategies with employees. The mission and vision of the organisation is clear and known by everyone.</td>
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<td></td>
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<tr>
<td>d.</td>
<td>Management shares business results with employees on a regular basis</td>
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<tr>
<td>e.</td>
<td>Management has put in place a clear set of values that underpin business performance</td>
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<tr>
<td>f.</td>
<td>Management is disciplined with employee performance feedback and appraisals</td>
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<td></td>
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<tr>
<td>g.</td>
<td>Management put a great deal of effort into hiring new employees who will fit into the organisation</td>
<td></td>
<td></td>
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<tr>
<td>h.</td>
<td>There is an excellent communication with employees on a host of issues</td>
<td></td>
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<tr>
<td>i.</td>
<td>Management encourages and rewards specific behaviour</td>
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<tr>
<td>j.</td>
<td>Management rewards employees on business success</td>
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<tr>
<td>k.</td>
<td>Management encourages people to challenge how well things are done.</td>
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<td>l.</td>
<td>Employee morale is generally high- most of the time</td>
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<td>m.</td>
<td>Employees feel comfortable talking about personal issues to colleagues and management</td>
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<tr>
<td>n.</td>
<td>Employees feel confident and certain about the organisation’s future</td>
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<td>o.</td>
<td>Employees encourage friends and relatives into employment opportunities with the organisation.</td>
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</tbody>
</table>
# SECTION C: EMPLOYEE MOTIVATION

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Not Sure</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. The mission or purpose of the organisation makes me feel my job is important.</td>
<td></td>
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<tr>
<td>b. I know what results are expected of me.</td>
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<tr>
<td>c. The quantity of my work is enough to keep me busy but not to overburden me.</td>
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<tr>
<td>d. I have all material and equipment that I need to do my best every day.</td>
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<tr>
<td>e. I am adequately paid for what I do</td>
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<td>f. Working relationships in my team are very good.</td>
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<td>g. I am consulted and my opinions seem to count</td>
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<tr>
<td>h. In the last six months someone talked to me about my progress.</td>
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<tr>
<td>i. I am strongly motivated by the recognition I get from my organisation.</td>
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<tr>
<td>j. I rarely think about grades, awards and promotion.</td>
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<td></td>
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</tr>
<tr>
<td>k. Am motivated by what I get from the organisation.</td>
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</tbody>
</table>
SECTION D: LEVELS OF ORGANISATIONAL COMMITMENT

<table>
<thead>
<tr>
<th></th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Not Sure</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
</table>

**AFFECTIVE COMMITMENT**

a. I would be happy to spend the rest of my career with this organisation.

b. I enjoy discussing my organisation with people outside it.

c. I really feel like this organisation's problems are my own.

d. I think I could be easily attached to another organisation as I am with this one.

e. I do not feel emotionally attached to the organisation.

f. This organisation has a great deal of personal meaning to me.

g. I do not feel a strong sense of belonging to this organisation.

**CONTINUANCE COMMITMENT**

h. It would be hard to leave my organisation right now even if I wanted to do so.

i. Too much of my life would be disrupted if I decided to leave the organisation now.

j. Right now staying with my organisation is a matter of necessity as much as desire.

k. I feel that I have too few options to consider leaving this organisation.

l. One of the few serious consequences of leaving this organisation would be scarcity of available alternatives.

m. One of the major reasons why I continue to work for this organisation is that leaving would require considerable personal sacrifice- another organisation may not match the overall benefits I have here.

**NORMATIVE COMMITMENT**

n. I think people these days move from company to company too often.

o. I do not believe that a person must always be loyal to his or her organisation.

p. One of the reasons for working here is I believe being loyal is important and therefore feel a sense of moral obligation to stay.

q. If I get another offer of a better job elsewhere I would not feel it is right to leave my organisation.

w. I was taught to believe in the value of remaining loyal to one organisation.
END OF QUESTIONNAIRE: THANK YOU FOR ANSWERING AND I VALUE YOUR CONTRIBUTION.