

## The Relationship between Organizational Culture, Organizational Commitment and Organizational Performance: A Study of an African Bank in Southern Africa

Krishna Govender<sup>1</sup>, Sharmane Naidoo<sup>2</sup>

**Abstract:** This research systematically investigates the relationship between organizational culture, organizational commitment and performance in an African bank context in Eswatini (Swaziland). A quantitative research approach was used and an online survey was conducted to collect data from a sample of 256 employee respondents. Twelve (12) hypotheses were postulated to test the relationships between organizational culture, the antecedents of organizational commitment and performance. Descriptive and inferential statistics were used to analyse the data. More specifically, Structural Equation Modelling and path analyses were conducted to test the hypothesized relationships. The findings revealed that there was a positive relationship between organizational culture and affective, continuance and normative commitment of the bank staff in Eswatini, as well as with the performance of the bank. Affective commitment also has a significant positive relationship with the performance of bank employees and employee performance has a significant positive impact on the organizational performance. It is recommended the management of the bank considers the findings and ensures that a positive culture is created and maintained at the bank.

**Keywords:** organizational culture; organizational commitment; performance

**JEL Classification:** G24

### 1. Introduction

Organisational culture and organisational commitment have been widely studied in the organisational behaviour literature and has increasingly become a vital area of interest in academic research (Aldhuwaihi, 2013). This is so, because empirical evidence highlights that organisational culture leads to employee commitment, which eventually influences organisational performance and profitability (Hassan *et al.*, 2011, as cited by Anitha & Begum, 2016). According to Masouleh and Allahyari (2017), a key contributor to organisational success or failure is the organizational culture.

Organisational culture is the behaviour of human beings within an organisation and the meaning that people attach to those behaviours (Tran, 2021). According to Needle, Yario, Edwards and Hoeneveld (2019), organizational culture represents the collective values, beliefs and principles of organisational members and is a product of such factors as history, product, market, technology, strategy, type of employees, management style, and national culture. For example, an employees' perception of being valued by the organisation is likely to increase their satisfaction and commitment which tends to enhance the employee's desire to stay in the organization (Hanaysha, 2016).

<sup>1</sup> University of Kwazulu-Natal, South Africa, Corresponding author: govenderk@ukzn.ac.za.

<sup>2</sup> Ned Bank, South Africa, E-mail: sharmaneN@nedbank.co.za.

According to Khoa, Tran, Phuong, Nguyen, Thang, and Uyen, (2020), commitment is defined as the “psychological connection” that employees have towards the organization, and this allows them to feel connected and committed. Yu, Yen, Barnes and Huang, (2019), define organizational commitment as “*the employees’ identification, attachment and involvement to their organization, and their willingness to try to achieve the organisations goals.*” Committed employees display positive behaviours, are loyal and willing to share their knowledge, and have good work ethics that translate into better performance in their jobs.

Organisational commitment comprises three dimensions or antecedents, namely: affective, continuance and normative commitments. Affective commitment refers to the employees' emotional attachment, identification with, and involvement in the organization, whilst continuance commitment refers to the employees' assessment of whether the costs of leaving the organisation are greater than the costs of staying, and normative commitment refers to employees' feelings of obligation for the organization (McCormick and Donohue, 2019).

While the empirical literature is rich with research on organisational culture, organisational commitment and performance relationships, there appears to be a dearth of studies that examine the impact of organisational culture on the three dimensions of organisational commitment, and the influence of these three dimensions on organisational performance (Hosseini, Barzoki and Isfahani, 2018). Furthermore, whether employees can have varying degrees of affective, continuance, and normative commitment or can either have one of the three dimensions of organisational commitment, has remained a bone of contention in the extant literature (Nguyen, Pham, Le & Bui, 2020; Yulius, 2018).

According to Phiri (2019) in 2016, the World Bank cited Eswatini (previously known as Swaziland), as one of the slowest growing economies with a growth of lower than two (2) percent. The research organization which is a commercial bank in Eswatini, is a subsidiary bank of one of the leading commercial banks in South Africa. It was acquired since the South African market had become saturated and there are limited opportunities for growth (PWC, 2020). The aforementioned report highlights the decline in headline earnings of South African banks by 65.5 percent and contraction of GDP by 16.4 percent.

It was evident from the annual financial report of the commercial bank in Eswatini that in 2017, the bank had a decline in performance compared to the previous reporting period. Furthermore, although the bank showed an improvement in financial performance in 2018, the performance declined again in 2019, thus creating the need to understand whether this inconsistent performance is associated with the organizational culture or commitment of employees (Financial Reports 2017-2019).

There is a lack of research on the influence of organisational culture on performance and the mediating effects of the antecedents of organisational commitment on the performance of an African bank. Furthermore, while there is a plethora of studies on the impact of organisational culture on performance (Maseko, *et al.*, 2017), there are scant studies that examine the impact of organisational culture on the three dimensions of employee commitment, and the influence of these on organisational performance, particularly from an African country context. Most of the studies on the organisational culture-commitment relationship have been primarily conducted in developed countries and rarely in the banking sector. Thus, this study will critically review, analyse and evaluate organisational culture, organisational commitment and the performance of a commercial bank in Eswatini/Swaziland, which is a subsidiary of one of the largest commercial banks in South Africa.

## 2. Literature

Robbins, Odendaal and Roodt (2003:380) define organisational culture as “a system of shared meaning held by members, distinguishing the organisation from other organisations”. Manetje (2009), cites definitions from previous researchers such as Arnold (2005: 625), who indicates “that organisational culture is the distinctive norms, beliefs, principles and ways of behaving that are combined to give each organisation its “distinct character”. In the same study, Manetje (2009), highlighted Schein’s (1985: 9) description of organisational culture as “a pattern of basic assumptions invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration that has worked well enough to be considered valid, and therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems”.

It is apparent that culture is a complex area and understanding the culture of an organization may give meaning to the beliefs, values, behavioural norms and attitudes, and may prevent internal conflict (Tsai, 2011, p. 1). The culture of an organization can either be an asset or liability which will impact the effectiveness of an organization, which indicates that culture is a major contributor to organizational performance (Zhang and Liu, 2006). The values of an organization play a key role in influencing culture and cultural values can impact work performance, productivity and service quality (Alas, Ennulo, and Turnpuu, 2006).

For the purpose of this research organisational culture is regarded as an integrated pattern of human behaviour, which is unique to a particular organisation, and which originated as a result of the organisation’s survival process and integration with its environment. According to Ivancevich *et al.*, (2005), organisational culture influences employees to be good citizens and to “go along”, the rationale being that a strong culture provides shared values that ensure that everyone in the organisation is aligned. Robins *et al.* (2007) argue that culture enhances organisational commitment and increases the consistency of employee behaviour. Various researchers report that organisational culture is a force that influences both employee behaviour and the success of a company (Politt, 2005).

Organisational commitment is seen as the attitude which ties the individual to the organization and satisfied and committed employees tend to be less attracted by alternatives (Trana, Nguyenb, Nguyenc & Tond, 2020). This means that an employee's decision to stay with the organisation depends significantly on their perception of the organization's interest and effort for trying to make them to stay (Maidani, 2015). The employees' perception of being valued by the organisation is likely to increase their satisfaction and commitment which tend to enhance the employee's desire to remain a member of the organization (Trana *et al.*, 2020). According to Neelam, Bhattacharya, Sinha and Tanksale (2015), the effectiveness of an organization is dependent on the commitment of its employees, and when employees are satisfied in their jobs, this will reduce staff attrition and improve the overall effectiveness of an organization.

According to Susilo *et al.* (2019) employee commitment is vital by all parties for good governance in an organization, and further suggest that commitment serves as a weapon that contributes to organisational success or failure. Organisational commitment comprises three dimensions, namely, affective, continuance and normative commitments. Affective commitment refers to employees' emotional attachment, identification with, and involvement in the organization (Klein, Becker, and Meyer, 2009). Continuance commitment refers to employees' assessment of whether the costs of leaving the organisation are greater than the costs of staying (Jaros, 2017). Normative commitment

refers to employees' feelings of obligation for the organization (Meyer, Stanley & Parfyonova, 2012). Employees with high levels of normative commitment remain with the organisation because they feel they ought to (Xu & Payne, 2016).

Performance is regarded as the achievement of measurable tasks that have a predetermined outcome, and this performance is important for both the employee and the organization. Studies show that when employees are positive, they become more involved and will dedicate their time and efforts to achieve the organizations goals, which ultimately results in the achievement of the employee's goals, and the financial and competitive goals of the organization (Pereira & Gomes, 2012).

Zhang *et al.*, (2018) affirm that the embedded culture affects how individuals will behave and perform, which will inform the effectiveness of an organization, and culture is therefore the key driver to both organizational and employee performance. According to Fu, Chou, Chen & Wang (2015), performance excellence is dependent on the right culture, and the culture of an organization is informed by its leaders. Passive leaders may just maintain and sustain organizational performance, whereas more aggressive leaders may focus on innovation and creativity which may enhance organizational performance and effectiveness. From a study undertaken on the link between organizational culture and organizational effectiveness, Nazir and Lone (2008) report that cultures that are inflexible and bureaucratic, minimise short term success and pose a threat to the organization's future success and existence. According to Molina and Orthega (2003), a company's performance will improve if the employees with the right competencies and skills are hired and whilst talent and skill set are important the talent needs to be committed to the organization's success.

Measurement of performance in any organisation is a difficult task. Traditionally, for performance evaluation, it is preferable to use objective measurements (Kim, 2005); however, when these are not available, the use of subjective measurements is also valid. Indeed, several researchers prefer the use of subjective performance measures due to the multidimensional nature of the construct (Venkatraman & Ramanujam, 1987). In the marketing field, where subjective measures are frequently used, high reliability and validity have been shown and strong correlation with objective measures has been demonstrated (Dess & Robinson, 1984). An organisation's competitiveness from a long-term perspective is dependent on its ability to evaluate or measure its employee's performance and determine whether the set goals by management have been achieved. Employee evaluations are also used to motivate and recognize employees and promote positive reinforcement and performance improvement where required (Fekete & Rosenberg 2014). Muthee and Genga (2019) highlight the need to evaluate employees against their required tasks and job duties as this ultimately contributes to organizational success.

The literature reviewed alluded to associations between organization culture, organizational commitment, employee performance and organizational performance. Based on the above theoretical and conceptual discussions, this study aimed to explore various relationships among the variables by using a sample of bank employees in Eswatini. The postulated relationships are captured as hypotheses H1- H12.

H1: Organizational culture has a significant positive impact on the affective commitment of bank staff in Eswatini.

H2: Organizational culture has a significant positive impact on the normative commitment of bank staff in Eswatini.

- H3: Organizational culture has a significant positive impact on the continuance commitment of bank staff in Eswatini.
- H4: Affective commitment has a significant positive impact on the performance of bank employees in Eswatini.
- H5: Normative commitment has a significant positive impact on the employee performance of a bank in Eswatini.
- H6: Continuance commitment has a significant positive impact on the employee performance of a bank in Eswatini.
- H7: Affective commitment has a significant positive impact on the organizational performance of a bank in Eswatini.
- H8: Normative commitment has a significant positive impact on the organizational performance of a bank in Eswatini
- H9: Continuance commitment has a significant positive impact on the organizational performance of a bank in Eswatini
- H10: Organizational culture has a significant positive impact on employee performance of a bank in Eswatini
- H11: Organizational culture has a significant positive impact on the organisational performance of a bank in Eswatini.
- H12: Employee performance has a significant positive impact on the organizational performance in a bank in Eswatini.

### **3. Research Methodology**

This study adopted a positivist research paradigm (Rahi 2017) and a cross sectional approach, which according to Rindfleish, Malter, Ganesan and Moorman, (2008), is used when a single response will be taken at a particular time during the research study. The target population included the 256 staff that are currently employed in the bank in Eswatini. All staff were surveyed after their e-mail contact details were obtained from the management team. A hyperlink directed participants via their e-mails, to the survey housed in Survey Monkey. The closing date of the survey was highlighted and weekly reminders were sent to the respondents.

Data was collected by means of a questionnaire which comprised the research constructs which were measured primarily by using pre-developed items, which were (where necessary), slightly modified to make it more relevant for the African context. To measure organizational culture, the questionnaire used by Terzioglu, Temel and Uslu Sahan (2016), was adapted for this study. To measure organizational commitment, the instrument used in a study by Malhotra and Mukherjee (2004), was adapted. Employee performance was measured using the instrument developed by Shahzadi, Javed, Pirzada, Nasreen and Khanam (2014). All the constructs were measured using a 5- point Likert scale, which according to Joshi, Kale, Chandel, and Pal, (2015) was designed to measure attitude in an accepted and validated way.

For the purposes of reliability, both the Cronbach Alpha measurement test (Singh, 2017) and the composite reliability value were also generated for each construct. Although there are various types of validity (Bolarinwa, 2015), the current study focused primarily on convergent and discriminant validity. Convergent validity was examined by observing the item-to-total correlation values of the research construct and discriminant validity was assessed using the Average Variance Extracted (AVE) values for each construct compared to the shared variance. The data was analysed using both descriptive and inferential analysis techniques. More specifically, structural equation modelling (SEM) techniques were used to examine the relationships among the variables.

#### 4. Findings

Although all 256 employees were surveyed, the data was only collected from 129 respondents comprising 48 male and 81 female employees. This represents a 50% response rate which is deemed highly acceptable for an on-line survey, where a response rate of 33% seems to be the average norm (Kubavat, 2020). The vast majority (45%) of the respondents were in the 29-39 age group, followed by 23.3% who were above 51 years, 20.2% in the 40-50 years age group, and the rest between 18-28 years of age. In terms of marital status, 45 % of the respondents indicated that they were married.

From Table 1 which reflects the participants' period of employment of the at the bank, it is evident that almost 20% of the respondents were employed for more than 20 years.

Period	Frequency	Percent
<1 year	18	14.0
1-5 years	42	32.6
6-10 years	27	20.9
11-20 years	17	13.2
>20 years	25	19.4
Total	129	100.0

#### Reliability and Validity

As is evident from Table 2, from the initial measurement model (MM), several items were dropped in order to attain construct validity and also improve the model fit. In terms of the CRE values ( $>.7$ ) and the factor loadings ( $>.5$ ), reflected in Table 2, it can be concluded that discriminant validity of the data was achieved. Furthermore, the  $AVE > MSV$ , which confirms that convergent validity was also attained.

Table 2. Reliability and Validity

Construct	Measured variables	Loadings Final
Organisational culture (OC)	oc2 The organisation has a secure working environment	.497
	oc3 The organisation supports the participation of co-workers (e.g. employees are encouraged to contribute their ideas when decisions are being made)	.678
	oc4 Overall communication (across departments and levels) in the organisation is effective and efficient	.839
	oc5 The organisation's collaboration system is efficient and effective	.850
	oc6 My organisation supports/promotes creativity and innovation	.735
	<b>Composite reliability (CR)</b>	
<b>Average variance extracted (AVE)</b>		.535
<b>Maximum shared square variance (MSV)</b>		.340
Continuance commitment (CC)	cc2 It would be very hard for me to leave my organisation right now, even if I wanted to	.908
	cc3 Too much in my life would be disrupted if I decided I wanted to leave my organization now	.641
<b>Composite reliability (CR)</b>		.758
<b>Average variance extracted (AVE)</b>		.618
<b>Maximum shared square variance (MSV)</b>		.401
Normative commitment (NC)	nc1 I feel an obligation to remain with my current employer	.714
	nc2 Even if it were to my advantage, I do not feel it would be right to leave my organization now	.763
	nc3 I would feel guilty if I left my organization now	.759
<b>Composite reliability (CR)</b>		.790
<b>Average variance extracted (AVE)</b>		.556
<b>Maximum shared square variance (MSV)</b>		.466
Affective commitment (AC)	af3 I feel a strong sense of belonging to my organization	.868
	af4 I feel emotionally attached to this organization	.816
	af5 I feel like I am part of the family at my organization	.850
	af6 This organisation has a great deal of personal meaning for me	.798
<b>Composite reliability (CR)</b>		.901
<b>Average variance extracted (AVE)</b>		.695
<b>Maximum shared square variance (MSV)</b>		.466
Employee performance (EP)	ep2 I have the professional skills and technical knowledge to do my job efficiently	.883
	ep3 I do my work according to specific policies and procedures	.732

		<b>Composite reliability (CR)</b>	.858
		<b>Average variance extracted (AVE)</b>	.669
		<b>Maximum shared square variance (MSV)</b>	.043
Organisational performance (OP)	op1	Profitability has increased in the past three years in our organization	.880
	op2	Income from business activities has increased in the past three years in our organization	.895
	op3	At our organisation the number of customers has increased in the past three years	.646
		<b>Composite reliability (CR)</b>	.868
		<b>Average variance extracted (AVE)</b>	.627
		<b>Maximum shared square variance (MSV)</b>	.159

In terms of the model fit, as revealed in Table 3, all the four indices that were used to measure the model fit, namely, chi-square, IFI, CFI and RMSEA, confirm that the data fitted the measurement model.

**Table 3. Model Fit Indices**

Fit Indices	Model Fit values	Criteria
$\chi^2 / df$ (p-value)	1.552 (<.001)	<5
IFI	0.968	>.9
CFI	0.968	>.95
RMSEA	0.046	<.08

The measurement model (MM) was then converted to a structural model showing the directional paths between the latent variables/ constructs and this is depicted in Figure 1. Figure 1 confirms that the paths from OC to the three commitment constructs (CC, NC, AC) are all significant. In addition, the paths from AC to EP, OC to OP and EP to OP are also significant.



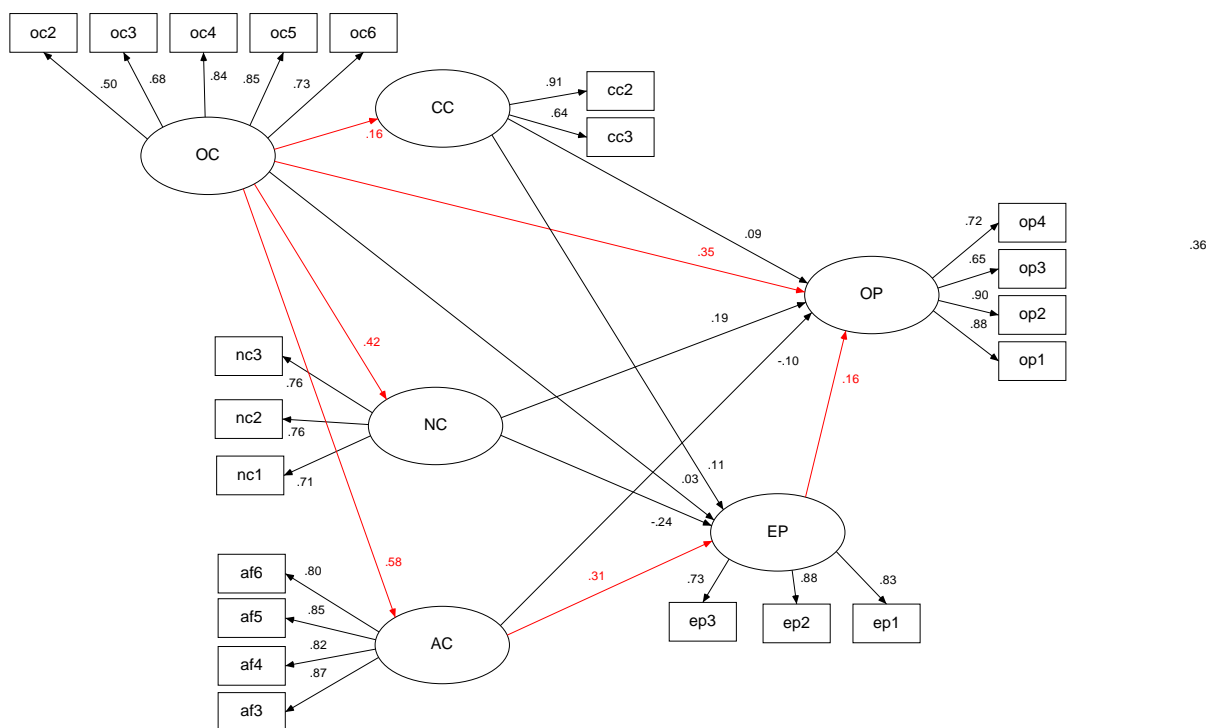


Figure 1.

On the basis of the results reflected in Figure 1, the relationships between the variables are captured in Table 4.

Table 4. The relationships between the variables

Independent variable	Dependent variable	Standardised Regression coefficient	p-value
OC	CC	.158	.030*
OC	NC	.421	<.001*
OC	AC	.583	<.001*
OC	EP	.025	.781
CC	EP	.111	.307
NC	EP	-.238	.117
AC	EP	.310	.012*
OC	OP	.346	<.001*
CC	OP	.086	.379
NC	OP	.186	.181
AC	OP	-.101	.374
EP	OP	.163	.016*

\* indicates significance at 95% level

On the basis of the findings captured in Table 4 and depicted in Figure 1, the decisions with regard to hypotheses is captured in Table 5.

**Table 5. Decisions on the hypotheses**

<b>Hypothesis Statements</b>	<b>Decision</b>
Organizational culture has a significant positive impact on the affective commitment of the bank staff in Eswatini.	H1 was accepted
Organizational culture has a significant positive impact on the normative commitment of the bank staff in Eswatini.	H2 was accepted
Organizational culture has a significant positive impact on the continuance commitment of the bank staff in Eswatini.	H3 was accepted
Affective commitment has a significant positive impact on the performance of the bank employees in Eswatini.	H4 was accepted
Normative commitment has a significant positive impact on the employee performance of the bank in Eswatini.	H5 was not accepted
Continuance commitment has a significant positive impact on the employee performance of the bank in Eswatini.	H6 was not accepted
Affective commitment has a significant positive impact on the organizational performance of the bank in Eswatini.	H7 was not accepted
Normative commitment has a significant positive impact on the organizational performance of the bank in Eswatini	H8 was not accepted
Continuance commitment has a significant positive impact on the organizational performance of the bank in Eswatini	H9 was not accepted
Organizational culture has a significant positive impact on employee performance of the bank in Eswatini	H10 was not accepted
Organizational culture has a significant positive impact on the organisational performance of the bank in Eswatini.	H11 was accepted
Employee performance has a significant positive impact on the organizational performance in the bank in Eswatini.	H12 was accepted

## 5. Discussion

This study confirmed that there is a significant positive relationship between organizational culture and continuance commitment (p-value .030). This finding aligns with studies undertaken by several researchers (Batugal and Tindowen, 2019; Lee and Cho, 2018); Nikpour, 2017). In assessing the relationship between organizational culture and normative commitment, the findings revealed that the relationship between the variables is significant (p-value <.001\*). Once again, the findings in this study were consistent with that reported by several other previous researchers (Pakphan,2018; Arokiasamy and Tat, 2019; Limpanitgul *et al.*, 2017).

Martini, Rahyuda, Sintaasih, and Piartrini, (2018) also confirmed that affective commitment has a positive relationship with employee performance. Ribeiro et al., (2019) reported similar views that affective commitment has a significant and positive relationship with individual performance. With respect to the relationship between organizational culture and affective commitment, several

researchers, inter-alia, Lee and Cho, (2018) reported similar findings. However, in the study of Lee et al., (2018) psychological contract was a mediating variable. Furthermore, although Adam et al., (2020), also concluded that organizational culture has a significant and positive relationship with commitment, this study did not identify the specific antecedent of commitment. In a multi group study, Limpanitgul, et al., (2017) analysed the relationship between empowerment and affected commitment moderated by organization culture. Saha and Kumar (2018), also focused on the moderating role which organizational culture had on affective commitment, and the results revealed that organizational culture had a positive effect on affective commitment.

Another research objective was to critically examine the influence of normative commitment on employee performance. The findings reveal that overall, normative commitment had no influence on employee performance (p-value .142). This is somewhat different to previous findings, since some researchers (Martini, et al. 2018; Batugal & Tindowen, 2019) confirmed that normative commitment has a positive and relationship on employee performance.

In assessing the relationship between employee performance and continuance commitment, it was ascertained that there is no relationship between continuance commitment and employee performance (p-value .265). Once again, these findings differ from that reported by several researchers (Rharjo *et al.*, 2018; Memari *et al.*, 2013). Their studies confirmed a positive relationship between employee performance and continuance commitment. However, the findings of this study are somewhat consistent with the findings reported by Kaplan and Kaplan (2018) and Cesario and Chambel's, (2017), who also did not find any relationship between continuance commitment and employee performance. Of importance is that Cesario and Chambel's (2017) study focused on the generic construct of performance rather than specifying employee or organizational performance as was done in this study.

In analysing the influence of affective commitment on organizational performance, this study revealed that there is no relationship between affective commitment and organizational performance (p-value .146). However, Andrew (2017), reported that there is a strong positive relationship between the three antecedents of organizational commitment and organizational performance. Nevertheless, the findings of this study are consistent with that of Nguyen and Tu, (2019), where there was no correlation or relationship between affective commitment and organizational performance was reported.

The findings of this study also revealed that there is no relationship between normative commitment and organizational performance (p-value .745). Somewhat related to the aforementioned, Mousa and Puhakka (2019) found a positive association between normative commitment and organization inclusion. They highlighted that higher organizational inclusion results in higher performance, engagement and collaboration of employees, and lower levels of turnover, absenteeism and withdrawal behaviour from employees. The research findings are supported by the findings of Kaplan and Kaplan, (2018), which reported that there is no significant relationship between normative commitment and work performance.

With respect to the influence of continuance commitment on organisational performance, this study revealed that there is no significant relationship (p-value .844) between the variables. Contrary to the above findings, in the study undertaken by Konya (2020), it was reported that employees with high levels of continuance commitment indicated that they will work harder to achieve the organization's goals and objectives. Furthermore, according to Sunkanebari and Konya (2019), a positive and

significant relationship exists between organizational performance and continuance commitment. It should be noted though that the aforementioned study focused on effectiveness, efficiency and profitability. Berberoglu, (2018), also confirmed that employees with high levels of continuance commitment stay because they ‘need to’ and this psychological association could be detrimental to organizational performance. Employees who may also have high levels of stress but remain in the organization and this further contribute to compromised organizational performance (Berberoglu, 2018). Limpanitgul (2017), asserts that employees may identify more with extrinsic rewards, that influences their performance. The absence of extrinsic rewards could lead to poor performance, therefore leading to the conclusion that rewards are not satisfying enough to the employees, and employees have no other alternative employment, so they will apply minimum effort in their jobs. Alternatively, employees may also be impacted by high levels of stress, especially with the current Covid 19 pandemic, where employees are having to work from home and there is fear of them losing their job.

A core focus of this study was to assess the relationship between organizational culture and employee performance. The findings revealed that there is no relationship between employee performance and organizational culture (p-value .061). The findings of this study were supported by Paeirosumarto, Sarjana and Gunawan (2017), who postulated that whilst organizational culture did not influence employee performance, a positive relationship was evident between leadership style and employee performance. Several researchers (Raharjo *et al.*, 2018) also postulated that organizations with a good culture are likely to experience higher employee performance.

A further objective was to analyse the influence of organizational culture on organizational performance and the findings with respect to the Eswatini sample confirmed that there is no relationship between organizational culture and organizational performance (p-value .258). The above finding is contrary to that reported Van der Post, de Coning and Smith (1998), which confirmed that culture is a key differentiator for success. Rashid, Sambasivan and Johari, (2003) also argued that organizational culture contributes to organizational performance and the organization’s success and Pinho *et al.*, (2013), only confirmed partial support for a positive relationship between organizational culture and organizations performance. Nevertheless, support for the findings with respect to the Eswatinin sample was found in the study by Yesil and Kaya (2013), which revealed that none of the specific cultural dimensions (clan, hierarchical, adhocratic market) showed any relationship with organizational performance.

The final objective was, to evaluate the influence of employee performance on organizational performance. The findings revealed that there is a significant relationship between employee performance and organizational performance (p-value 0.003). The positive findings for the combined sample and the Eswatini bank sample were supported by Mujanah *et al.*, (2019). However, their study focused on the employees’ perception of organizational support that related to how an organization cares for the well-being of its people, so therefore the findings may not be directly relatable. Rafiq *et al.* (2020), who assessed the relationship between financial and non-financial performance reported a positive relationship between all the perspectives of the balance scorecard, and this therefore implies that the input of employees results in the collective output of organizational goals and objectives.

## Conclusions

From the decisions on the hypotheses, it may be concluded that organizational culture has a significant positive association with the antecedents of employee organizational commitment, namely, affective commitment, continuance commitment, and normative commitment, as well as with the performance of the bank in Eswatini. In addition, employee performance has a significant positive impact on the organizational performance. With respect to the other hypothesized relationships, the findings are contrary to that which has been reported by the majority of previous researchers.

Since organizational culture is positively associated with commitment and performance, it is prudent for the Eswatini bank management to encourage and instil a positive culture. Considering that in this study, some findings were reported which are contrary to that reported in the literature, it may be recommended to repeat the study among a large sample in Africa. Furthermore, variables such as employee engagement could be introduced into the revised conceptual model, since it is closely linked to employee commitment. A mixed methods approach could also be used so that the findings could be triangulated and more conclusive evidence may be to arrive at.

Furthermore, since there are various forms of commitment, namely “organizational commitment, occupational commitment, work involvement, job involvement and group commitment” which may have a positive or negative impact on an organization and its performance, it may be interesting and value adding for further research to be conducted which unpacks organizational commitment and organizational culture.

## References

- Adam, A., Yuniarsih, T., Ahman, E. & Kusnendi, K. (2020). February. The Mediation Effect of Organizational Commitment in the Relation of Organization Culture and Employee Performance. In *3rd Global Conference on Business, Management, and Entrepreneurship (GCBME 2018)*, 260-264, Atlantis Press.
- Adams, J., Khan, H.T.A., and Raeside, R. (2014). *Research Methods for Business and Social Science Students*. 2nd Edition. SAGE Publications, India.
- Alas, J., Ennulo, J. and Turnpuu L.(2006). Managerial values in the institutional context. *Journal of Business Ethics*, 65(3), 269-278.
- Aldhuwaih, A. (2013). The influence of organizational culture on Job satisfaction, Organizational commitment and turnover: A study of the Banking section in the Kingdom of Saudi Arabia. *School of Management and Information Systems, Faculty of Business and Law*.
- Andrew, A. (2017). Employees commitment and its impact on organizational performance. *Asian Journal of Economics, Business and Accounting*, 5(2), 1-13.
- Anitha, J, N. and Begum, F. (2016). Role of Organizational Culture and Employee Commitment in Employee Retention, *ASBM Journal of Management*, 9(1), 17-28.
- Arokiasamy, A. R. A., & Tat, H. H. (2019). Organizational culture, job satisfaction and leadership style influence on organizational commitment of employees in private higher education institutions (PHEI) in Malaysia. *Amazonia Investiga*, 8(19), 191-206.
- Batugal, M.L.C. and Tindowen, D.J.C. (2019). Influence of organizational culture on teachers' organizational commitment and job satisfaction: The case of catholic higher education institutions in the Philippines. *Universal Journal of Educational Research*, 7(11), 2432-2443.
- Batugal, M.L.C. (2019). Organizational Culture, Commitment and Job Satisfaction of Faculty in Private-Sectarian Higher Education Institutions (HEIs). *World Journal of Education*, 9(2), 123-135.

- Berberoglu, A. (2018). Impact of organizational climate on organizational commitment and perceived organizational performance: empirical evidence from public hospitals. *BMC health services research*, 18(1),1-9.
- Bolarinwa, O.A. (2015). Principles and methods of validity and reliability testing of questionnaires used in social and health science research. *Nigerian Postgraduate Medical Journal*, 22(4), 195-201.
- Brown, T. A. (2019). *Confirmatory factor analysis for applied research (2nd ed.)*. The Guilford Press.
- Bryman, A. (2016). *Social Research Methods*. 5th Edition. London: Oxford University Press.
- Cesario, F., and Chambel, M.J. (2017). Linking organizational commitment and work engagement to employee performance. *Knowledge and Process Management*, 24(2), 152-158.
- Cohen, A. (2007). One nation, many cultures: A cross-cultural study of the relationship between personal cultural values and commitment in the workplace to in-role performance and organizational citizenship behaviour. *Cross-cultural Research*, 41(3), 273-300.
- Dess, G. G., & Robinson Jr, R. B. (1984). Measuring organizational performance in the absence of objective measures: the case of the privately-held firm and conglomerate business unit. *Strategic Management Journal*, 5(3), 265-273.
- Fekete, M., & Rozenberg, I. (2014). The practical model of employee performance evaluation. *Management, Knowledge & Learning*, 141-149. <https://econpapers.repec.org/RePEc:tkp:mklp14:141-149>
- Fu, S-L., Chou, S-Y., Chen, C-Y. and Wang, C-W. (2015). Assessment and cultivation of total quality management organizational culture – an empirical investigation. *Total Quality Management & Business Excellence*, 26(1-2), 123-139.
- Hai, N.M. and Van Tien, N. (2018). January. The influence of corporate culture on employee commitment. In *International Econometric Conference of Vietnam*, 450-465, Springer, Cham.
- Hanaysha, J. (2016). Examining the Effects of Employee Empowerment, Teamwork, and Employee Training on Organizational Commitment. *Procedia Social and Behavioral Sciences*, 229, 298-306.
- Hosseini, S. H., Barzoki, A. S., & Isfahani A. N. (2018). Designing a model of succession management system and explaining its impact on organizational performance (case study: Esfahan Steel Company). *International Journal of Business Excellence*, 15(3), 335-35.
- Ivancevich, J. M., Konopaske, R. and Matteson, M.T. (2005). *Organizational Behavior and Management*. New York: The McGraw-Hill Companies,
- Jaros, S. and Culpepper, R. (2014). An analysis of Meyer and Allen's continuance commitment construct. *Journal of Management and Organization*, 20(1), 79-99.
- Jaros, S. (2017). A critique of normative commitment in management research. *Management Research Review*, 40 (5), 517-537.
- Joshi, A., Kale, S., Chandel, S., & Pal, D. K. (2015). *British Journal of Applied Science & Technology*, 7(4), 396-403.
- Kaplan, M. and Kaplan, A., 2018. The relationship between Organizational commitment and work performance: a case of industrial enterprises. *Journal of Economics and Social Development*, 5(1), 46-50.
- Khoa, T., Tran, P.V., Nguyen, T. D.N. and Uyen N.H.T., 2020. The Impact of
- Kim, P. B., Lee, G., & Jang, J. 2017. Employee empowerment and its contextual determinants and outcome for service workers: A cross-national study. *Management Decision*, 55(5), 1022-1041.
- Kivunja, C., 2018. Distinguishing between theory, theoretical framework, and conceptual framework: a systemic review of lessons from the field. *International Journal of Higher Education*, 7(6), 44-53.
- Klein, H.J., Becker, T.E. and Meyer, J.P., 2009, *Commitment in Organizations: Accumulated Wisdom and New Directions (Eds)*, Routledge/Taylor & Francis Group, New York, NY.
- Kuo, Y.C., Huh, Y. and Hwang, B.G., 2021. A Comparative analysis of residents' satisfaction with apartment building management and maintenance services in South Korea and Taiwan. *Quality and Quantity*, 1-18. <https://doi.org/10.1007/s11135-021-01134-6>. On line 17 July 2021

- Lau, P.Y.Y., McLean, G. N., Hsu, Y-C., and Lien, B. Y-H., (2017). Learning organization, organization culture, and affective commitment in Malaysia: A person-organization fit theory. *Human Resources Development International*, 20(2), 159-179.
- Lee, J., Chiang, F.F., Van Esch, E. and Cai, Z. (2018). Why and when organizational culture fosters affective commitment among knowledge workers: the mediating role of perceived psychological contract fulfilment and moderating role of organizational tenure. *The International Journal of Human Resource Management*, 29(6), 1178-1207.
- Lee, K., and Cho, W. (2018). The relationship between transformational leadership of immediate superiors, organizational culture, and affective commitment in fitness club employees. *Sport Mont*, 16(1), 15-19.
- Li, C.H. (2016). Confirmatory factor analysis with ordinal data: Comparing robust maximum likelihood and diagonally weighted least squares. *Behavior Research Methods*, 48(3), 936-949.
- Li, Y., Cheng, P. and Cui, M (2020). How to measure the social Responsibility performance of nonprofit- organizations in China? *2020 International Conference on Economics, Business and Management Innovation*. Francis Academic Press UK. 91-97.
- Liao, S.H., Chang, W.J., Hu, D.C. and Yueh, Y.L. (2012). Relationship among Organizational culture, knowledge, acquisition, organizational learning, and organizational Innovation in Taiwan's Banking and Insurance Industries. *The International Journal of Human Resources Management*, 23(1), 52-70.
- Limpanitgul, T., Boonchoo, P., Kulviseachana, S and Photiyarach, S. (2017). The relationship between empowerment and the three-component model of organizational commitment: an empirical study of Thai employees working in Thai and American airlines. *International Journal of Culture, Tourism and Hospitality Research*, 11(2), 227-242.
- Lin, C., Yu-Ping Wang, C., Wang, C.Y. and Jaw, B.S. (2017). The role of human capital management in organizational competitiveness. *Social Behavior and Personality: International Journal*, 45(1), 81-92.
- Liu, S.I., Prince, M., Chiu, M.J., Chen, T.F., Sun, Y.W. and Yip, P.K. (2005). Validity and reliability of a Taiwan Chinese version of the community screening instrument for dementia. *The American Journal of Geriatric Psychiatry*, 13(7), 581-588.
- Maidani, E .A. (2015). Comparative study of Herzberg's two-factor theory of job satisfaction among public and private sectors. *Public Personnel Management*, 20(4), 441-448.
- Malhotra, N. and Mukherjee, A. (2004). The relative influence of organizational commitment and job satisfaction on service quality of customer-contact employees in banking call centres. *Journal of Services Marketing*, 18(3), 162-174.
- Manetje, O. and Martins, N. (2009). The relationship between organizational culture and organizational commitment. *Southern African Business Review*, 13(1), 87-111.
- Manetje, O.M. (2009). *The impact of organizational culture on organizational commitment*. <http://uir.unisa.ac.za/handle/10500/1133>.
- Martini, I. A. O., Rahyuda, I. K., Sintaasih, D.K. and Saroyeni, P. (2018). The influence of competency on employee performance through organizational commitment dimension. *IOSR Journal of Business and Management*, 20(2) 29-37.
- Maseko, I, Mabhaudhi, T., Tesfay, S., Araya, H. T., Fezzehazion, M., & Du Plooy, C. P. (2017). African leafy vegetables: A review of status, production and utilization in South Africa. *Sustainability*, 10(1), 1-16.
- McCormick, L., & Donohue, R. (2019). Antecedents of affective and normative commitment of organizational volunteers. *The International Journal of Human Resources*, 30(18), 2581-2604.
- Molina, J. A., & Ortega, R. (2003). Effects of employee training on performance of North-American firms. *Applied Academics Letters*, 10, 549-552.
- Mujanah, S., Brahmasari, I. A., & Ratih I. A. (2019). The impact of collective ambition, organizational culture, and organizational commitment on organizational citizenship behaviour and the women's cooperatives' performance in East Java. *International Journal of Civil Engineering and Technology (IJCIET)*, 10(8), 30-44.
- Muthee, J.G., and Genga, P., (2019). Staff development and employee performance in Kenya Commercial Bank in Nyeri County, Kenya. *International Journal of Current Aspects*. 3(IV), 93-103.
- Nazir, N. A., & Lone, M. A. (2008). Validation of Denison's Model of organizational culture and effectiveness in the Indian context. *The Journal of Business Perspective*, 12(1), 49-58.

Neelam, N., Bhattacharya, S., Sinha, V. and Tanksale, D. (2015). Organizational culture as a determinant of organizational commitment: What drives IT employees. *Global Business and Organizational Excellence*, 34(2), 62-74.

Neely, A., Adams, C., & Crowe, P. (2001). The performance prism in practice. *Measuring Business Excellence*, 5(2), 6-13

Nguyen, T., Pham, T., Le, Q. and Bui, T. (2020). Impact of corporate social responsibility on organizational commitment through organizational trust and organizational identification. *Management Science Letters*, 10(14), 3453-3462.

Nguyen, T.H. and Tu, V.B. (2020). Social responsibility, organizational commitment, and organizational performance: Food processing enterprises in the Mekong River Delta. *The Journal of Asian Finance, Economics, and Business*, 7(2), 309-316.

Nikpour, A. (2017). The impact of organizational culture on organizational performance: The mediating role of employee organizational commitment. *International Journal of Organizational Leadership*, 6, 65-72.

Nobe, H. and Smith, J. (2015). Issues of validity and reliability in qualitative research, *CrossMark, Evid Based Nurs*. 18(2), 34-35

\*\*\**Organizational Commitment on the Relationship between Motivation and Turnover Intention*

Pakpahan, B. A. S. (2018). The impact of organizational culture, conflict management, and procedural justice towards normative commitment of human resource at Stakpn Tarutung. *International Journal of English Literature and Social Sciences*, 3(2), 239-287.

Pereira, C. M. M., & Gomes, J. F. S. (2012). The strength of human resource practices and transformational leadership: impact on organizational performance, *The International Journal of Human Resources*, 23(20), 4301-4318

Phiri, A., (2019). Economic growth, environmental degradation and business cycles in Eswatini. *Business and Economic Horizons (BEH)*, 15(1232-2020-358), 490-498.

Pinho, J. C., Rodrigues, A .P., & Dibb, S. (2013). The role of corporate culture, market orientation and organizational commitment in organizational performance: The case of non-profit organizations. *Journal of Management and Development*, 33(4), 374-398.

PwC (2020). The eye of the storm Major Banks Analysis – PwC’s analysis of major banks results for the reporting period 30<sup>th</sup> June 2020 South Africa, 1-32.

Rafiq, M., Zhang, X-P., Yuan, J. Naz, S., & Maqbool, S. (2020). Impact of the balance scorecard as a strategic management tool to improve sustainable development: measuring the mediation of organizational performance through PLS-Smart. *Sustainability*, 12(4), 1-19.

Raharjo, K., Nurjannah, N., Solimun, S., & Fernandes, A. A. R. (2018). The influence of organizational culture and job design on job commitment and human resource performance. *Journal of Organizational Change Management*. 31(7), 1346-1367.

Rahi, S. (2017). Research design and methods: A systematic review of research paradigms, sampling issues and instrument development. *International Journal of Economics & Management Sciences*, 6(2), 1-5.

Ramanujam V., Venkatraman, N. (1987). Planning system characteristics and planning effectiveness. *Strategic Management Journal*, v(8), 453-68.

Rashid, Z. A., Sambasivan, S., & Johari, J. (2003). The influence of corporate culture and organizational commitment on performance. *Journal of Management*, 22(8), 708-728.

Ribeiro, N., Yücel, I., & Gomes, D. (2018). How transformational leadership predicts employees’ affective commitment and performance. *International Journal of Productivity and Performance Management*, 67(9), 1901-1917. <https://doi.org/10.1108/IJPPM-09-2017-0229>

Rindfleish, A., Malter, A. J., Ganesan, S., & Moorman, C. (2008). Cross-sectional versus longitudinal survey research: Concepts, findings, and guidelines. *Journal of Marketing*, 45(3), 261-279.

Robbins, S.P., Odendaal, A. and Roodt, G., (2007). *Organizational Behaviour: Global and South African perspectives*. Pearson Education South Africa, Forest Drive, Pinelands, Cape Town, Eight impression.



- Saha, S., & Kumar, S.P. (2018). Organizational culture as a moderator between affective commitment and job satisfaction: Empirical evidence from Indian public sector enterprises. *International Journal of Public Sector Management*, 31(2), 84-206. <https://doi.org/10.1108/IJPSM-03-2017-0078>
- Shahzadi, I., Javed, A., Pirzada, S. S., Nasreen, S., & Khanam F. (2014). Impact of employee motivation on employee performance. *European Journal of Business and Management*, 6(23), 159-166.
- Singh, A.S. (2017). Common procedures for development, validity and reliability of a questionnaire. *International Journal of Economics, Commerce, and Management*, (5), 1-10.
- Singh, D. (2019). A literature review on employee retention with focus on recent trends. *International Journal of Scientific Research in Science and Technology*, 6(1), 425-431.
- Susilo, D. E., Soetjipto, N., Triwulan, A., Djuwitawati, R., Riswanto, A., Wasis, W., & Jaya, F. P. (2019). The effect of employee commitment, culture, and leadership style on good governance performance of Jombang District Government. *Revista ESPACIOS*, 40(27), 22-29.
- Terzioglu, F., Temel, S. and Uslu Sahan, F. (2016). Factors affecting performance and productivity of nurses: Professional attitude, organizational justice, organizational culture and mobbing. *Journal of Nursing Management*, 24(6), 735-744. <https://doi.org/10.1111/jonm.12377>.
- Tran, H., (2017). The impact of pay satisfaction and school achievement on high school principals' turnover intentions. *Educational Management Administration & Leadership*, 45(4), 621-638.
- Tran, Q.H.N. (2021). Organizational culture, leadership behaviour and job satisfaction in the Vietnam context, *International Journal of Organizational Analysis*, 29(1), 136-154.
- Trana, K. T., Nguyenb, P.V., Nguyenc, T. D., & Tond, U. N. H. (2020). The impact of organizational commitment on the relationship between motivation and turnover intention in the public sector. *International Journal of Innovation, Creativity and Change*, 11(12), 1-25.
- Tsai, Y. (2011). Relationship between organizational culture, leadership behavior and job satisfaction. *BMC Health Services Research*, 11(1), 98. <https://www.sciencedirect.com/science/article/abs/pii/S1389934120300654>.
- Xu, X. and Payne, S. (2016). Predicting retention rates from organizational commitment profile transitions. *Journal of Management*, doi: 10.1177/0149206316643166.
- Yario, P.L., Edwards, J., & Hoeneveld, D. (2019). Safety culture across cultures. *Safety Science*, 120, 402-410.
- Yesil, S., & Kaya, A. (2013). The effect of organizational culture on firm financial performance: Evidence from a developing country. *Procedia - Social and Behavioral Sciences*, 81( 2013), 428-437. <https://doi.org/10.1016/j.sbspro.2013.06.455>.
- Yu, Y., Wan, C., Scott Huebner, E., Zhao, X., Zeng, W., & Shang, L. (2018). Psychometric properties of the symptom check list 90 (SCL-90) for Chinese undergraduate students. *Journal of Mental Health*, 28(2), 213-219. <https://doi.org/10.1080/09638237.2018.1521939>
- Yulius, D. (2018). The influence of transformational leadership and organization commitment on the job satisfaction and the employees' performance of city council secretaries in Bireuen District. *Indian Journal of Public Health Research & Development*, 9(12), 298-303.
- Zhang, J., Wang, Y., Zhao, Y. and Cai, X. (2018). Application of inferential statistical methods in library and information science. *Data and Information Management*, 2(2), 103-120.
- Zhang, S.B., & Lu, A. (2006). Organisational culture profiles of construction enterprises in China. *Construction Management and Economics*, 24(8), 817-828. <http://dx.doi.org/10.1080/01446190600704604>.