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ASSESSMENT OF THE
ORGANIZATIONAL CULTURE PROFILE (OCP)
AND
A STUDY OF THE RELATIONSHIP BETWEEN
ORGANISATIONAL CULTURE
AND ORGANISATIONAL COMMITMENT,
JOB SATISFACTION AND CULTURE STRENGTH
USING THE OCP

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ABSTRACT

This research was designed to test the factor structure of the Organizational Culture Profile (OCP) and the relationship of the dimensions of culture to 3 outcome variables, organisational commitment, job satisfaction and culture strength.

A 158-item questionnaire, including the OCP, additional culture factors, social desirability scales, and measures for 3 outcome variables was distributed throughout a metropolitan hospital. 302 useable responses were analysed. Structural equation modeling using AMOS was used to assess the models.

The 10-factor OCP model was not supported, but a 3-factor higher order structure (Task, Relationship and Socialisation) represented the data. An alternative 7-factor structure (Leadership, Planning, Individual Development, Structure, Innovation, Humanistic and Socialisation) was indicated. Chi-square differences favoured the 7-factor over the 3-factor model.

Structural models were tested for each outcome variable using the 7-factor model of culture. Organisational commitment and job satisfaction were directly related to the extent to which the organisation develops and up-skills its members. Commitment and job satisfaction were indirectly related to socialisation of new members, through collectivism and collaboration. Encouragement of innovation and creativity were positively related to job satisfaction. However, socialisation was also negatively predictive of two facets of job satisfaction, work conditions and pay/rewards. Structure and the extent policies and procedures limit the actions of staff were negatively related to job satisfaction. The degree of care and respect afforded staff and the free sharing of information were negatively predictive of satisfaction with pay and the nature of work. Those who felt they were respected felt less satisfied with their pay and the type of work they carried out. Culture strength was not related to the cultural dimensions.

Results support the theory (Rousseau, 1995) concerning the changing nature of psychological employment contracts. Psychological contracts between employees and organisations have moved from relational (mutual commitment to the relationship and built on trust) to transactional whereby an exchange of services and benefits occurs. The research suggested that in exchange for receiving training and development, staff give the organisation commitment and feel more satisfied with their job. The implications for the healthcare sector are discussed.

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CONTENTS

CHAPTER	Page
1 Introduction and Background to Study	1
Introduction	1
Statement of problem	3
Assumptions made by researcher	3
Significance of study	4
Delimitations/scope of study	5
Definitions and operational terms	6
Organisational culture	6
Organisational commitment	6
Job satisfaction	6
Culture strength	7

CHAPTER	Page
2 Review of Literature	8
History of culture	8
Culture and organisational psychology	8
Organisational culture defined	9
Culture versus climate	12
Multiple perspectives in culture	14
Measurement of organisational culture	17
Qualitative measurement	17
Climate and a quantitative approach	18
Questionnaires and survey measures of culture	20
Typing surveys	20
Profiling surveys	21
The Organizational Culture Profile (OCP)	21
Dimensions of organisational culture	23
Individualism and Collectivism	24
Organisational socialisation	27
Organisational culture as a predictor of outcome variables	29
Culture as a predictor of performance	29
Organisational commitment and its implications	30
Culture as a predictor of organisational commitment	33
Job satisfaction and its implications	36
Culture as a predictor of job satisfaction	39
Strength of culture and its implications	43
Derivation of research questions	45

CHAPTER	Page
3 Method	47
Research design	47
Participants and sampling procedure	47
Data collection	48
Instruments	48
Organizational Culture Profile (OCP)	49
Organisational Culture Profile factors	49
Organisational commitment	51
Job satisfaction	51
Culture strength	53
Individualism and Collectivism	54
Socially desirable responding	55
Variable list	58
Statistical analyses	59
Incomplete data	59
Structural equation modeling	60
Comparison of alternative models	62
Model fit	63
AMOS – Analysis of moment structures	65
Methodological and statistical considerations	66
Statistical procedures	66
Meeting assumptions	66
Sampling limitations	66
Reliability estimates limitations	67

CHAPTER	Page	
4	Results of Study	68
	Descriptive demographics	68
	Results from testing the research questions Part 1 Measurement models	71
	Research questions 1	71
	Research questions 2	73
	Research questions 3	75
	Research questions 4	79
	Research questions 5	79
	Research questions 6	83
	Results from testing the research questions - Part 2 Testing causal models	87
	Research questions 7	87
5	Discussion	91
	Summary of study	91
	Conclusions of study	91
	The factor structure of the OCP	91
	Relationship between organisational culture and commitment	97
	Relationship between organisational culture and job satisfaction	99
	Relationship between organisational culture and culture strength	102
	Implications	103
	Limitations and further research	104
	Summary	106

APPENDICES:

- A. Memorandum of Understanding
- B. Questionnaire
- C. Comparison of dimensions on six culture survey tools
- D. OCP questionnaire – Relationship factor items
- E. OCP questionnaire – Task factor items
- F. OCP questionnaire – Socialisation of Entry factor items

<u>List of Figures</u>	<u>Page</u>
2.1 Rousseau's model of organisational culture.	11
3.1 Nested models.	63
4.1 The original 10-factor model of the OCP.	72
4.2 The hypothesised 3-factor model of higher order factors with statistics to indicate model fit.	74
4.3 The 7-factor model of culture with statistics to indicate model fit.	76
4.4 Individualism and Collectivism model with fit statistics.	81
4.5 The 7-factor model with Individualism and Collectivism with statistics to indicate model fit.	82
4.6 Model tested for social desirability with statistics to indicate model fit.	84
4.7 Full measurement model with statistics to indicate model fit.	85
4.8 Generalised model to be tested for the relationships between organisational culture dimensions and the outcome variable/s.	86
4.9 The relationship between organisational culture dimensions and commitment.	88
4.10 The relationship between organisational culture dimensions and facets of job satisfaction.	89
4.11 The relationship between organisational culture dimensions and culture strength.	90

<u>List of Tables</u>	<u>Page</u>
2.1 General dimensions of organisational culture from the literature	24
3.1 The definition of the 10 dimensions of culture for the OCP.	50
3.2 Independent variables.	58
3.3 Dependent Variables.	59
4.1 Samples statistics	68
4.2 Correlations and descriptive statistics for 10-factor model.	70
4.3 Fit statistics for the structural equation modeling of the 3 and 7-factor models of culture.	73
4.4 Correlations and descriptive statistics for 3-factor model of culture.	77
4.5 Correlations and descriptive statistics for 7-factor model of culture.	78
4.6 Comparison of 3-factor and 7-factor models using chi-square differences and standardised root mean square residuals.	79
4.7 Pattern matrix for Individualism and Collectivism.	80
4.8 Pattern matrix for Impression Management and Self Deception Enhancement.	83
4.9 Structural model results for the relationships between the dimensions of culture and organisational commitment, job satisfaction and culture strength.	87