

Impact of Organisational Culture and Employee Commitment on Knowledge Workers in an Insurance Company

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Abstract: The purpose of this paper is to provide an empirical understanding on how the constructs organisational culture and employee commitment affect knowledge workers in an insurance organisation. In the knowledge based economy, organisational culture and employee commitment play a critical role in an organisation's sustainability. There is no one size fits all when it comes to the impact of organisational culture on organisational commitment for effective retention of knowledge workers. The relationship is based on the nature or type of the business, the environment where the business operates and employees thereof. Management of knowledge workers relies on ensuring that the culture adopted by an organisation assist to improve employee commitment, thereby retain knowledge workers. An empirical study using a quantitative design was conducted in insurance company and data was collected using survey questionnaires. Non-Probability sampling was applied where a sample size of 318 was selected from a population of +/-600 employees. The SPSS 2017 (version 25) was used for descriptive and inferential data analysis. Research results indicate that organisational culture affect affective employee commitment of knowledge workers. These findings can assist management of knowledge workers to analyse and developing organisational culture that assist in improving employee commitment, thereby retain knowledge workers. The study carried out offer executive management specific guidelines in implementing initiatives for knowledge workers retention in the knowledge-based economy.

Keywords: Organisational culture, Employee commitment, Knowledge workers

1. Background of the Study

In knowledge economy, organisational culture and organisational commitment are major requirements. Knowledge-based economies have the potential to stimulate economic growth, provide higher wages and greater employment opportunities, ultimately enhance a country's global competitiveness. Batugal (2019) notes that organisational culture provides the "glue" which holds the employees together, stimulates their commitment to a common mission, and galvanises their creativity and energy. Culture develops over a lengthy period and acquires significantly deeper meaning. Creating organisational culture that values and respects each member of the organisation is effective in producing higher levels of commitment. Employees as knowledge workers are the lifeline of any business. It is important to create a well-balanced environment in which knowledge workers and management can work knowing that they are all on the same page when it comes to work ethics, business processes, and best practices (Ebert & Griffin, 2017).

Knowledge workers play a critical role in the knowledge economy of South Africa because they apply theoretical and analytical knowledge, acquired through formal training, to develop products and services. According to Statistics South Africa (STATSSA) (2016), the number of knowledge employees in the financial intermediation, insurance, real estate and business services industries amounted to a total of over 2 million. This compares with the country's total labour force of 9 million in the same period. Hence the full labour force in the insurance industry accounted for 21.8% of the country's knowledge workforce. The industry contributed around 15% to the local GDP in 2013, making the country's insurance penetration the second highest in the world (PricewaterhouseCoopers [PWC], 2016). Again in 2018, these industries were strong supporters of the overall GDP growth. Despite the high number of knowledge employees in the insurance industry in South Africa as well as the role that this industry plays in the country's economy, the researchers found that there are limited studies in this area.

1.1 Research Question and Hypothesis

In consideration of the background above, the objective of this study was to fill the research gap by investigating the impact of organisational culture on employee commitment of knowledge workers in an insurance company.

The study was guided by the following main research question: What is the impact of organisational culture on employee commitment of knowledge workers in an insurance company?

The following hypotheses were formulated to address the research question:

(H₀): Organisational culture has no significant impact on employee commitment of knowledge workers in an insurance company.

(H₁): Organisational culture has a significant impact on employee commitment of knowledge workers in an insurance company.

2. Literature Review

2.1 Knowledge Worker Characteristics

In the current climate of turbulent changes, organisations have begun to realise that knowledge workers represent their most valuable asset. A knowledge worker can be defined through the characteristics of their work activities, which are focused on thinking, problem-solving, collaborating and networking (van den Berga, Appel-Meulenbroeka, Kempermana & Sotthewes, 2020). These skills and knowledge are acquired through formal training, such as college or professional certification. Knowledge workers use analytical, theoretical or otherwise high-level knowledge to develop or offer services or products, usually online (Ricard, 2020). Insurance organisations are knowledge intensive sector in nature. Achoki, Swansi, Pondi and Luntugan (2022) indicate that in knowledge-intensive sectors where insurance companies operate tacit knowledge is of great value because such knowledge improves the decision-making process, quality of work, customer services, organisational learning, and accuracy of tasks. A knowledge worker "thinks" for a living instead of performing physical tasks by handling complex mechanisms autonomously, focusing on quality over quantity and working relatively independently (Ricard, 2020). In this study, the researchers consider employees in an insurance organisation as knowledge workers based on their work characteristic and organisational sector that are knowledge based.

2.2 Organisational Culture in Knowledge Based Economy

Every organisation has its own culture and it highlights the need for a healthy and beneficial environment in the knowledge based economy. A healthy organisational culture values each knowledge worker in the organisation regardless of their job description, which results in employees working as a team to meet the organisations and their own personal needs. However, with an unhealthy culture, employees act as individuals, performing their duties to meet own needs, such as pay cheque or health benefits (Lencioni, 2014).

Even though culture has been the focal area of studies in anthropology, sociology, organisational theories and management, the connotation it had was not always the same. Different concepts, assumptions and interests made these connotations dissimilar. Diverse opinions predominantly affected the description of the theoretical base of culture in terms of its composition, impact and applications (Taneja & Saxena, 2014, p. 69 - 72). Culture, while at the one end is described as the set of values and beliefs, on the other is described as a set of symbols, ceremonies and myths that communicate the underlying values and beliefs of the organisation to its employees (Taneja & Saxena, 2014). Although no consensus exists, culture has most often become a heuristic term used to help anthropologists discuss the symbols, meanings, institutions, systems and behaviours of people, rather than a well-defined theoretical project (Vélez-Ibáñez & Heyman, 2017).

Linked to the above definitions, Schein (2010, p40) defines organisational culture as "a pattern of shared basic assumptions learned by a group as it solved its problems of external adaptation and internal integration, which 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".

Previous studies indicated that employees who are happy with the organisation's culture are willing to make significant strides in their endeavours to meet organisational objectives (Mitic, Vukonjanski, Terek, Gligorovic, & Zoric, 2016). The above definitions of organisational culture affirm that culture is a main tool in knowledge workers retention.

2.3 Organisational Commitment in the Knowledge Based Economy

What makes knowledge workers stay within one organisation for their entire career? What makes an individual attached to an organisation? What are common factors to those knowledge workers who feel they would not like to change organisations? All these questions should be analysed on a continuous basis when examining organisational commitment. Satisfied and motivated employees are a critical factor that separates successful organisations from the alternative (Millar, Chen & Waller, 2017). Ensuring continuous and desirable work outcomes of knowledge workers leads to a positive impact on the organisational commitment of employees. Employees with higher scores of commitment are expected to be more motivated and performing at the highest levels (Berberoglu & Secim, 2015). When it comes to the organisation's gains, commitment can visibly help raise performance and attendance levels, while simultaneously resulting in lower staff turnover. "Commitment raises an employees' levels of productivity and results" (Armstrong, 2016, p7); hence it is required in the knowledge based economy to give an organisation competitive advantage. Meyer and Allen (1991) organised commitment

into three components: affective, normative, and continuance commitment, each with related consequences. In other words, the employees stay in the organisation because they want to (affective commitment), because they need to (continuance commitment) or because they feel they ought to (normative commitment).

Organisations should foster affective commitment, such as enhancing the employees' morale to make them proud to be part of the organisation. Organisations working on increasing employee commitment should satisfy some influencers (Wainwright, 2019). Given that knowledge workers are well acquainted with the organisational culture, they will commit to the cause of the organisation (Alvesson, 2013). In line with the above, studies have also shown how uniquely, and significantly organisational culture and commitment can add to the success and competitiveness of organisations in a knowledge based economy (Shahid & Azhar, 2013). Hence continuous research on this topic is important.

3. Research Design

Descriptive research design using the quantitative approach was applied in this study.

3.1 Research Participants and Sampling Process

Non-probability sampling was applied to achieve a sample size of 318 employees from about 600 total knowledge workers (53% of total number of permanent employees) in an insurance company. These knowledge workers are based in the company's 80+ offices in the nine provinces of South Africa, including the organisation's Head Office. The sampling approach to catered for the heterogeneous nature of knowledge workers in the different branches. The sample was made of subgroups characterised as indicated in the frequency Table below:

Table 1: Sample Frequency Table (N = 318)

Variable	Category	Frequency	Representation%
Age	<25 years	0	0%
	25 – 34 years	168	52.8%
	35 – 44 years	93	29.2%
	45 – 54 years	57	17.9%
	55 – 65 years	0	0%
Gender	Male	91	28.6%
	Female	227	71.4%
Tenure period	<5 Years	50	15.7%
	5 – 15 Years	171	53.8%
	>15 Years	97	30.5%
Qualifications	No matric	3	0.9%
	Matric	155	48.7%
	Diploma	71	22.3%
	University degree	89	28%
Occupation level	Non-management	261	82.1%
	Junior Management	24	7.5%
	Middle Management	33	10.4%
Income (gross p.m)	< R 10,000	82	25.8%
	R 10,000 – R 19,000	131	41.2%
	R 19,001 – R 29,000	59	18.6%
	R 29,001 – R 40,000	31	9.7%
	> R 40,000	15	4.7%

3.2 Measuring Instruments of the Study

Biographical questionnaire was developed to establish a profile of the sample group concerning age, gender, qualifications, service period, occupation and income. Organisational Culture Questionnaire (OCQ) was utilised to measure organisational culture developed by Harrison and Stokes (1992). "The questionnaire is intended to measure four dimensions of organisational culture, namely achievement, power, role, and support cultures" (Harrison 1993, p. 1). The OCQ consists of 60 items (15 items for each dimension). Respondents rated statements based on their observations of the different cultural dimensions in their organisation, by responding to a scale ranging from 1 to 4, where 1 is "least dominant view", and 4 is "most dominant view".

Employee commitment was measured using the Organisational Commitment Scale (OCS) developed by Allen and Meyer (1991). The OCS is a self-scoring instrument which comprises a five-point Likert scale with 24 items or statements, which participants responded to on a scale ranging from 1 to 5, where 1 is strongly disagree and 5 is strongly agree. The 24 items are divided into three dimensions with eight statements per dimension, namely affective, continuance and normative commitment dimensions (Meyer & Allen 1997, p. 121). Both OCS and OCQ instruments are self-explanatory, and no supervision was necessary. The questionnaires were completed online by respondents individually, voluntarily and anonymously. The construct related to organisational culture was divided into two sub-constructs, existing culture (EC) and preferred culture (PC). Therefore, three constructs were considered in this study (i.e. existing organisational culture, preferred organisational culture and organisational commitment).

3.3 Ethical Considerations

Permission to conduct research was obtained from the College of Economics and Management Sciences at the University of South Africa (UNISA). The organisation under study as well as the Research Ethics Committee of UNISA's Department of Industrial and Organisational Psychology granted the researchers ethical clearance. The research activities adhered to the UNISA research policy guidelines.

3.4 Data Collection Analysis

Data collection was conducted using the Lime Survey programme and structured questionnaires used as instruments to collect primary data. Information received from sampling was then interpreted to determine that the population was representative as indicated in Table 2.

Table 2: Response Rate

<i>Employee response rate</i>	
Population	600
Sample	318
Total responses received	437
Incomplete / invalid responses	119
Complete / valid responses	318
Response rate (based on valid responses)	53%

3.5 Statistical Analysis

Research approach adopted in the study was quantitative analysis based on descriptive statistics followed by inferential statistics using the Statistical Package for the Social Sciences 2017 version 25. Analysis of data included the application of Pearson Correlation Coefficient and Regression analysis. The internal consistency of the measuring instruments was determined using the Cronbach's Alpha.

4. Research Results

Discussions and tables below present the descriptive and inferential statistics of the constructs of Organisational Culture Questionnaire (OCQ) and Organisational Commitment Scale (OCS).

4.1 Descriptive Statistics

All the dimensions of the measuring instruments as shown in Table 3. Overall, the two measures obtained scores above 0.80 using the Cronbach's Alpha results, suggesting that the questionnaire is a reliable measure. The

results revealed a high level of internal consistency across the scale and the items of the OCQ – (EC & PC) and OCS variables.

Table 3: Summary of the OCQ (EC & PC) and OCS Reliability (N=318)

Reliability Statistics of OCS-EC		Reliability Statistics of OCS-PC		Reliability Statistics of OCS-S	
Cronbach's Alpha	No. of Items	Cronbach's Alpha	No. of Items	Cronbach's Alpha	No. of Items
0.887	15	0.803	15	0.877	24

The Harrison and Stokes' (1992) OCQ research measuring instrument has already been tested in the South African population and the questions therein were proven to be suitable. Similarly, studies on the reliability of the Meyer and Allen (1997) OCS questionnaire indicate it is a reliable measuring instrument for assessing organisational commitment. Meyer and Allen (1997, p 120) found the internal consistencies of the OCS dimensions "varying between 0.85 for affective, 0.79 for continuance and 0.73 for normative".

4.2 Mean Scores of OCQ (EC & PC) and OCS

Table 4: Summary of the Means and Standard Deviations for the OCQ (EC)

Dimension	N	Minimum	Maximum	Mean	Standard Deviation
Existing Power Culture	318	1	4	2.63	1.27
Existing Role Culture	318	1	4	2.95	2.14
Existing Achievement Culture	318	1	4	2.77	1.61
Total				2.78	

According to Table 4, the mean scores range from 2.63 to 2.95 on OCQ - EC. The highest score was on the existing role culture (mean = 2.95), which is much closer to 3, indicating that the perceived dominant culture in this organisation is role culture. This indicates that knowledge workers of this organisation perceive the current culture as one that provides stability, justice and efficient performance (Harrison, 1993). Achievement culture was the next highest score with a mean score of 2.77. Power culture was the least preferred at 2.63. Standard deviations of the dimensions range from 1.27 to 2.14, which explains the variability in the respondent.

Table 5: Summary of the Means and Standard Deviations for the OCQ (PC)

Dimension	N	Minimum	Maximum	Mean	Standard Deviation
Preferred Power Culture	318	1	4	3.01	1.14
Preferred Role culture	318	1	4	2.83	1.84
Preferred Achievement Culture	318	1	4	2.87	2.07
Total				2.90	

Mean scores ranged from 2.83 to 3.01 on OCQ - PC. The dominant preferred culture in this organisation is the power culture with a mean of 3.01. This means that knowledge workers prefer leadership that is strong in terms of direction, decisiveness and determination" (Wiseman, Ngirande & Setati, 2017, pp. 244-245). Achievement culture was the next dominant, with a mean score of 2.87. In this culture, influence is based more on expert power than on position or personal power, but the influence is more widely dispersed. It measures how organisational culture is based on competence (Harrison, 1993). Closely aligned to achievement culture in terms of the mean score is role culture which is the least dominant with a mean score of 2.83 (Harrison, 1993). Support culture did not meet the required reliability criteria on both OCQ (EC & PC) and was excluded. The standard deviations of the dimensions ranged from 1.14 to 2.07.

Table 6: Summary of the Means and Standard Deviations for the OCS

Dimension	N	Minimum	Maximum	Mean	Standard Deviation
Affective commitment	318	1	5	3.50	1.20

Dimension	N	Minimum	Maximum	Mean	Standard Deviation
Continuance commitment	318	1	5	3.25	1.27
Normative commitment	318	1	5	3.39	1.21
Total				3.38	

Presented above in Table 6 are the mean scores indicate that the knowledge workers of the insurance company are generally committed to the organisation for various reasons, with mean scores ranging from 3.25 to 3.50. The highest score is on affective commitment at 3.50, indicating that the knowledge workers stay with the organisation because they feel a strong sense of belonging to the organisation. Normative commitment was the next highest with mean score of 3.39 commitment, which shows that the knowledge workers have sense of obligation to stay with the organisation. Employees stay in the organisation because they believe they ought to. These employees display both loyalty and moral aspects in the sense that they stay even if things are not good for them because it is the right thing to do (Allen & Meyer, 1996). Continuance commitment indicate a positive mean at 3.25; which indicates the knowledge workers' commitment based on costs associated with leaving the organisation. Employees with this kind of commitment stay employed in the organisation because they need to. Fear of loss can extend beyond financial concerns and include concerns such as the loss of friendships that the employees have developed whilst working for the organisation (Allen & Meyer, 1996). The standard deviations of the dimensions ranged from 1.20 to 1.27.

4.3 Inferential Statistics

Inferential statistics were used to make inferences or estimates about data collected. Multiple regression analysis and Anova results are reported to determine significance and substantiate the model and correlation coefficients. To investigate the impact between the variables under study, correlational statistics for the variables were obtained. These correlations were obtained to test the hypotheses, which are:

(H0): There is no significant impact between organisational culture and employee commitment of knowledge workers.

(H1): There is a significant impact between organisational culture and employee commitment of knowledge workers.

The inferential analysis results of organisational culture and two commitment dimensions, namely continuance and normative were excluded in this paper because there are no significant findings. Table 7 and 8 display, the results of the regression analysis investigating the impact of organisational culture-existing culture on affective commitment. The regression results indicate that the full model is statistically significant at 1% and 5% levels of significance ($R = 0.132$ with a p-value of 0.000, p-value < 0.01), indicating that 13.2% of the total variation in "affective commitment" is explained by the organisational culture - existing culture.

Table 7: Organisational Culture-Existing Culture and Affective Commitment

ANOVA ^a	R Square	F	Sig.	Durbin-Watson	Sig.
Regression	.132	15.854	0.000 ^b	2.009	0.000

a. Dependent Variable; *affective commitment*

b. Predictors: (Constant), power culture, role culture and achievement culture-existing culture.

Table 8: Regression Analysis (model 1): Organisational Culture-Existing Culture and Affective Commitment

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.196E-17	.053		.000	1.000
	Power culture	.265	.043	.285	5.418	.000
	Role culture	.154	.053	.174	3.304	.001
	Achievement culture	.131	.049	.142	2.700	.007

a. Dependent Variable; *affective commitment*

b. Predictors: (Constant), power culture, role culture and achievement culture-existing culture.

Table 7 and 8 show that all three factors, namely power culture, role culture and achievement existing culture have a significant contribution in the affective commitment model. There is a positive relationship between power culture, role culture and achievement culture and affective commitment. The higher the degree of the organisational existing culture, the higher the affective commitment. Researchers were guided by these statistics to accept or reject the hypotheses. The statistics determine significant impact between variables and their dimensions. Pearson's correlations were used to determine the level of significance. These correlations determine whether the null hypothesis is true or false. Hypothesis (H1) was accepted partially based on a 5% level of significance and therefore the null hypothesis (H0) was rejected. This is consistent with the findings by Masouleh and Allahyari (2017) who confirmed the relationship between organisational culture and commitment in their case study.

5. Discussion and interpretation

This section discusses the results of this study.

Table 9: Summary of Results

1	What is the impact of existing organisational culture on employee commitment of knowledge workers?	Existing organisational culture has a positive impact on affective and continuance commitment. This means that when the level of organisational culture increases, the level of affective and continuance commitment increases significantly. However, existing organisational culture has a negative impact on normative commitment, indicating that when the level of existing organisational culture decreases, the level of normative commitment decreases.
2	What is the impact of preferred organisational culture on employee commitment of knowledge workers?	Preferred organisational culture has a negative impact on employee commitment, which means that when the level of preferred organisational culture decreases, the level of commitment decreases.
3	What is the empirical impact of organisational culture on employee commitment of knowledge workers?	The impact of preferred organisational culture on commitment is insignificant. However, the impact of existing organisational culture on employee commitment is significant.

5.1 Existing Organisational Culture v/s Preferred Culture

From a culture perspective, the empirical study results indicated that the dominant existing culture is perceived to be the role orientated culture. However, the dominant preferred culture is the power culture. The study findings are consistent with previous studies in literature such as Nazir, Qun, Hui, and Shafi, (2018) whose study indicated that organisational culture has no significant impact on affective commitment. Contrary to this, research findings by Azar and Avanki (2016) found a positive relationship between organisational culture and affective commitment at the 0.05 level of significance. The descriptive summary of organisational culture for both the existing and preferred cultures, for most of the items, the mean value is between 2 and 3 (leaning more towards 3) which means that the knowledge workers tend to agree on the statement on the questionnaire on a greater scale than 2.

5.2 Organisational Commitment

With regards to commitment, the findings revealed that knowledge workers are affectively committed to the organisation. For most of the items the mean value was between 3 and 4 (most of the values are closer to 4) which means that the respondents tend to agree on the statement. This is a demonstration that the respondents are affectively committed to the organisation. Affective commitment expresses the emotional attachment of the knowledge workers to their organisation, their desire to see the organisation succeed in its goals, and a feeling of pride at being part of that organisation. In other words, knowledge workers stay in the organisation because they want to, as defined by Meyer and Allen (1991; 1997), and also indicated in studies by Pinho, Silva, Oliveira, Oliveira, and Barbos (2020), Presbitero, Newman, Le, Jiang, and Zheng, (2019) as well as Amofa and Ansah (2017, p.18). The standard deviations of the dimensions ranged from 1.20 to 1.27. The dimension with the highest score is continuance commitment, with a total mean score of 1.27. This means that as much as the

employees have affection to the organisation, there is somewhat a sense of obligation around the sense of belonging, i.e. knowledge workers also feel that they ought to stay with the organisation.

5.3 Empirical Relationship Between Organisational Culture and Commitment

From the research findings, it can be concluded that (H_1) is partially accepted. Organisational culture has an impact on the affective employee commitment of knowledge workers in an insurance company. This is evident with the impact of existing culture on affective employee commitment being positive. Similarly, the study by Presbitero et al. (2019) found organisational culture to have an influence on affective organisational commitment. Studies by Aranki, Suifan, and Sweis, (2019); Batugal (2019) as well as Zhou (2017) have also consistently found that there is a relationship between organisational culture and commitment. Therefore, the null hypothesis of this study (H_0) is rejected as it states that organisational culture has no significant impact on employee commitment of knowledge workers in an insurance company. The hypothesis (H_1) is partially accepted in this study. This implies that organisational culture has a significant impact on affective employee commitment of knowledge workers in an insurance company. This supports the studies of Aranki et al. (2019), Wiseman et al. (2017) and Mitic et al. (2016) who confirmed that organisational culture has an impact on organisational commitment. It was further discovered that existing organisational culture has a significant effect on affective and normative commitment followed by continuance commitment. This implies that employees are emotionally attached to the insurance organisation as a result of the organisational culture in their organisation; this is consistent with the findings by Masouleh and Allahyari (2017). In their study in the Ghanaian Banking Industry, Amofa and Ansah (2017) also observed that organisational culture has greater influence on affective commitment; followed by continuance commitment while normative commitment had the least impact. The researchers conclude that there is adequate evidence of 5% significance level to infer that organisational culture has an impact on affective employee commitment of knowledge workers in an insurance company.

6. Limitations of this Study Literature Review and Empirical Study

Despite the high number of knowledge workers in the insurance industry in South Africa as well as the role that this industry plays in the country's knowledge-based economy, the researchers have learnt that there are limited studies in this area. There are still many gaps that require further investigations to fully understand the impact of organisational culture on employee commitment to guide future studies. Pinho et al. (2020) and Demo, Fogaça and Costa (2018) note that studies relating this theme to other variables of organisational behaviour are necessary. Jiang (2016) concurs that there are few studies that relate to HR practices with different constructs, particularly commitment. In terms of the empirical study using the OCQ and OCS, the following limitations were found: The study is based in one insurance organisation and therefore limited. Consideration should be given to similar studies in other insurance organisations. The sample could be too small to rely on the results without further investigations. The biographical questionnaire includes income brackets, which some employees may not have preferred to share, thereby leading to incomplete/invalid questionnaires. Quantitative methods were used for this research. According to Nazir et al. (2018), quantitative data can only be utilized to conclude what the relationship between two different variables is, but this type of data cannot describe why such relationships exist or do not exist. In this study, supplementary qualitative data or the mixed method approach could have been helpful to determine why power culture is preferred as well as why existing organisational culture has a negative impact on normative commitment.

6.1 Recommendations for the Organisation Under Study, Insurance Companies, IOP Practitioners and Future Research

Role culture seems to be dominant on existing culture whilst power culture is dominant in terms of preferred culture. Knowledge management practices requires organisational culture that has a positive effect on employee commitment. The findings of this study can be the basis for the leadership of the organisation to create or enhance a culture which will enhance the preferred power culture by the knowledge workers. Ritonga, Ibrahim, and Bahri (2019) add that leadership styles in such conditions are meaningful in knowledge development, sharing and conservation in the knowledge-based economy. The organisation under study should revise their strategy to pave the way for the culture preferred by its knowledge workers. Strengths of power culture and affective commitment should be highlighted, emphasised, maintained and celebrated by the knowledge workers and the organisation; in order to gain competitive advantage in realising knowledge-based economy goals.

Given the results above, it is evident that organisational culture has an impact on employee commitment of knowledge workers. Based on these findings, organisations are advised to diagnose their cultures and determine how it affects knowledge workers' commitment for retention purposes. Better understanding of existing and

preferred organisation's culture may lead to the development of ideal culture in a knowledge-based economy. Van Rooij and Fine (2018) note that cultures are notoriously difficult to change, and lofty promises of changed cultural values and practices can generate more corporate dissonance when real change does not occur. It is therefore important to caution against promises of an easy fix. Subsequently, it is recommended that other organisations should develop cultures that are consistent with the interest of their knowledge workers to gain their commitment and retain them for maximum periods (Olaigbe, Unachukwu, & Oyewole, 2018).

Based on the limitations of this study, future research should look at obtaining larger samples to represent the entire population in the industry. Insurance industry is a constantly developing environment which may have a huge impact culture change. Therefore, future research should continue investigating the impact of organisational culture and employee commitment of knowledge workers. Based on the finding that there is a dearth of knowledge on this topic as well as the large number of knowledge workers in the financial and insurance industry, it is evident that there is a need for further studies on the topic at hand.

7. Conclusion

The main objective of this study was to investigate the impact of organisational culture on employee commitment of knowledge workers in an insurance company for retention purposes. Two hypotheses were selected and tested; data was collected from knowledge workers in an insurance organisation in South Africa. It is therefore concluded that organisational culture has a significant impact on employee commitment of knowledge workers.

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